

## ***Import Clearance Planning Study at Tanjung Priok Port - Jakarta***

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### ***ABSTRACT***

*The objective of this journal writing is to see the gap between SPPB (Surat Persetujuan Pengeluaran Barang or Import Customs Approval) preparation planning, SPPB respond, and container delivery to importer's premises that take place at OKATRANS (the brand of PT Olak Kemang), and what are the proposed action plans to increase customer satisfaction in term of right time container delivery, minimizing logistics cost, and improving dwelling time. The research method used here is combining quantitative and qualitative description method.*

**Keywords** : *dwelling time; customer service; customer satisfaction; capacity planning; ocean trucking delivery*

#### **A. Introduction**

Raw materials for production in Indonesia mostly are still imported. This dependency on import increase logistics cost a lot due to imported goods, currency differentiation, freight cost, long transit time from origin countries, formalities or licensing process, customs clearance process, loading and unloading process, container storages, shipping line cost, and delivery cost to factory or warehouse.

Import in Indonesia is still mainly through main ports at Java and Medan, North Sumatera, but majority is going to Tanjung Priok, Jakarta. Container port or container terminal operators in Tanjung Priok Jakarta have a challenge to give the best customer service for their users. Currently there are five container terminal operators operate in

Tanjung Priok, such as JICT (Jakarta International Container Terminal) or commonly called as TPK1 (Terminal Peti Kemas 1), TPK Koja, TER-3 (Terminal 3), TMAL (Terminal Mustika Alam Lestari), and NPCT (New Port Container Terminal). Those five terminals locate in one area which is close one to another. Besides those container terminals, there are also other kind of terminals locate in the same area such car terminal, live-stock terminal, and bulk terminal. This will oftenly create problems such as the queue of truck or traffic jam in-out of ports, delay process inside port, such as (un)loading process, and problem with port equipments.

After government urges to decrease dwelling time, since 2016 container terminal operators in Tanjung Priok runs a few new

policies, such as increasing the storage tariff, applying penalty for not taking out the containers from ports, and to forcibly moving containers to other temporarily container storage, which is commonly called OB (Over Brengen / Bringing or Pindah Lokasi Penimbunan). Storage tariff is applied progressively 300% on 2nd day, 600% on 3rd day, and 900% on 4th and so forth. Penalty is applied in two ways. Firstly after having got SPPB respond importer must process SP2 (Surat Penyerahan Petikemas or commonly named Tila) within three calendar days. Otherwise over three days will apply penalty 200% on top of storage cost. Secondly after having Tila the container must be released within two calendar days, otherwise will apply penalty 300% on top of storage cost for the following days. If within four days there is no container releasing process, port operators will do OB. The OB will add additional costs, such as trucking cost for moving to OB facility and lift on / off costs that will be born to importers. Besides that due to OB warehouses operate only on working hours this will give delay time to release container and late delivery to importer warehouse. The above situations urge importers to immediately process their importation and take their containers out from the ports.

Land transporters or trailer trucks have their own complaints like port congestion, road access to and from ports, and loading-unloading process time in port and customers warehouse. Due to its big physic and heavy load, trailer trucks tend to run very slow on the road that impact to traffic. Therefore at some toll-roads road restriction is applied, for example at Jakarta-Cikampek toll road that prohibit trucks with more than six axis to pass from 06.00 to 09.00 AM. When arriving at importer warehouse, truck driver must still go through many administration works, safety checking, waiting time, and unloading process. Very often truck driver must give money to labors at warehouse or sometimes help them to speed up the unloading work, regardless they feel fatigue after long hour driving. Truck operators have

their ritase target in a month, therefore they sometimes refuse to deliver to destinations they feel difficult, particularly when demand is high. They'd prefer to carry container directly from port rather than from OB storage.

The dwelling time consists of three stages: Pre Clearance, Clearance, and Post Clearance. Pre Clearance relates with all preparation prior to PIB (Pemberitahuan Import Barang) transmit, such as collecting clean shipping documents, processing all permits required if any, and duty-tax payment. PIB transmit uses Electronic Data Interchange (EDI) that now is available easily in Customs Systems. Clearance process is done by Customs by using its CEISA system, and is counted right after PIB transmit and duty-tax payment. The responds from CEISA can be green lane (or immediately SPPB), yellow lane, or red lane. Post Clearance is the mainly delivery process after SPPB. Currently dwelling time in Indonesia is 3.9 days, still above neighbours country like Singapore and Malaysia at 1 day and 2.2 days respectively.

OKATRANS is a national Freight Forwarder and Transporter which establishes since 1970 and located at Jl. Ende, Tanjung Priok. According to Amir MS freight forwarder is a transportation service company that represents consignor / shipper / exporter or consignee / importer to deliver export – import cargo through land, air, or ocean. In practice a freight forwarder also has function as PPJK (Perusahaan Pengurusan Jasa Kepabeanan) and EMKL (Ekspedisi Muatan Kapal Laut) / EMKU (Ekspedisi Muatan Kapal Udara). As PPJK a freight forwarder must have customs clearance licensed issued by Indonesian Customs - Finance Ministry, to process its own export – import customs clearance. OKATRANS now only focuses its operations on ocean import customs clearance and ocean trucking, nevertheless some air and railway transportation as well as export shipment are also done if customers want. Ocean import is majority through Tanjung Priok port and a few

through Cikarang Dry Port.

To meet on time delivery OKATRANS needs to balance its capacity with delivery schedule. According to Verma & Boyer (2010:364), capacity is the maximum output of an organization, piece of equipment, or worker. Working with existing facilities and equipment to maximize and equalize utilization can make a huge difference in the profitability of a business. In certain point capacity is similar to inventory that needs to be managed well. A daily SPPB plan is required to ensure the availability of fund to release the goods from ports and the availability of trucking units for delivery. The unpreparedness of fund and trucking units will impact to higher storage cost and higher dwelling time that make customers unhappy and will reject additional cost claimed.

Due to the nature of OKATRANS business is operation that 100% human works, the role of manager is absolutely important to manage, to monitor and to control the whole process worked by the staffs. The manager is demanded to have conceptional skill, humanity skill, and technical skill, that will help him or her to be successfully managing the team. He or she must be able to do some innovation, improvisation, and improvement to create a comfortable working environment, to meet the corporate goal and customer profitability.

The ultimate goal of this study is to minimizing logistics cost, improving dwelling time, and increasing customer satisfaction.

## **A. Research Method**

Sugiyono (2003) described that research based on explanation level can be categorized into three i.e. descriptive, comparative, and associative, and there are two types of research, i.e quantitative research that collects data in form of

numbers or facts that are quantified and qualitative research in form of words (explanation), scheme, and picture. Adi Bat from QuestionPro said that “Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied.”

The research method used here is quantitative and qualitative descriptive method that is combining secondary data collection with interview.

By using Daily Monitoring system Customer Service must predict which shipment will get SPPB respond that day. They can easily check the vessel arrival from the website, the location of berthing, the readiness of Delivery Order, and the readiness of SPPB. Or they can contact customers directly and ask about SPPB planning and schedule. Customer Service then send daily SPPB planning to Operations team every morning in order that Operation can calculate the fund needed and prepare delivery booking. Once the shipment has been SPPB, Customer Service send the schedule confirmation to Operations. In the afternoon before end of business hour, Operation Manager will inform the firmed delivery schedule and tomorrow morning his team will update status of delivery to Customer Service.

The data collected here are daily SPPB plan and actual, delivery plan, and delivery report in July 2019 for all customers of OKATRANS. The objective is to see the gap between SPPB planning, SPPB respond, and actual container delivery to importer’s premises. Customer Service staffs are then interviewed to explore the root cause of the gap, to give weighing score of each cause, to analyze the relation with the current process flow charts, and to come up with proposed improvement plans.

## B. Results and Discussion

The process to get SPPB respond in OKATRANS is as following:

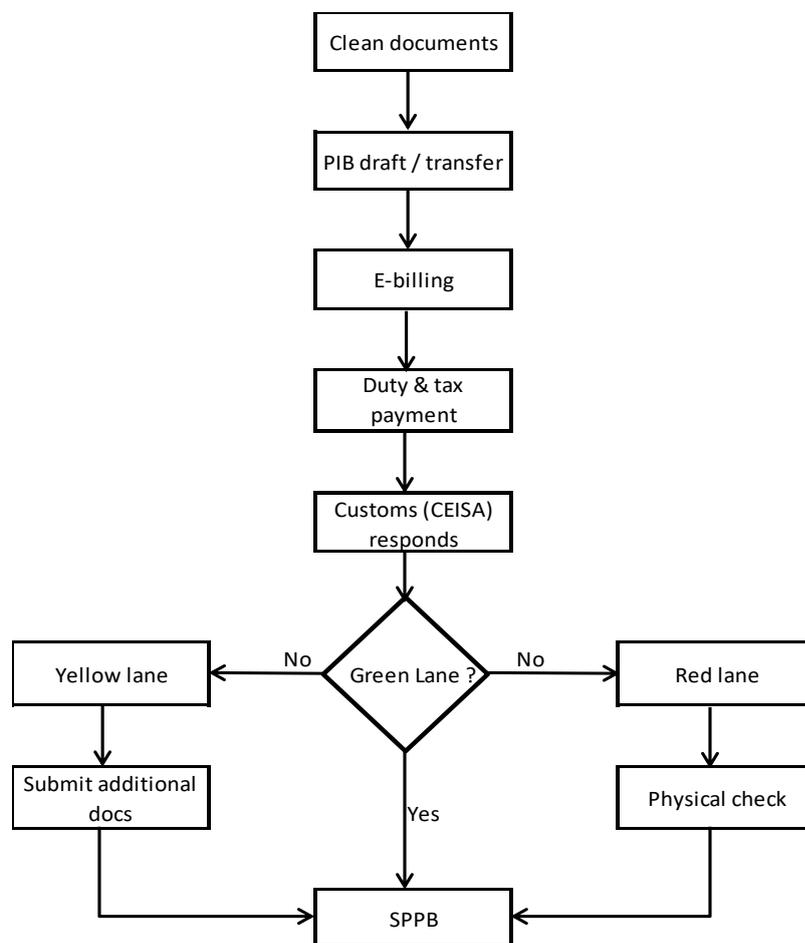


Figure 1 Process Flow of PIB Preparation until SPPB

Before preparing PIB importer must ensure to have in-hand original COO (Certificate of Origin) if only they get facility of import duty & tax reduction or removal, to get BPOM (Badan Pengawas Obat dan Makanan) recommendation letter, Quarantine recommendation letter, surveyor reports (if requested), insurance policy, and cargo manifest from shipping line, besides mandatory shipping documents such as Commercial Invoice, Bill of Lading, and Packing List. All documents must be clean or complete and correct before PIB can be transmitted to CEISA Customs System. Have all data in PIB been correct CEISA will issue e-billing for paying import duty & tax. The duty & tax payment to banks must be done before 15.00 PM from Monday to

Friday. Customs respond could be green lane, yellow lane, and red lane. Green lane means SPPB then OKATRANS can proceed to next stages. Yellow lane must submit other documents required by Customs on the next day. Red lane means that the cargo must inspected and normally will take four to five working days before getting SPPB respond. Fortunately OKATRANS customers are all green lane importers, therefore the yellow and red lanes respond are rarely occur. Because more than 80% of OKATRANS importers make PIB by themselves, it is hard to predict when they do PIB process, pay duty and tax, and get SPPB responds, otherwise if the PIB is made by OKATRANS is easy to see the whole process till SPPB.

The next process after having SPPB respond is as following:

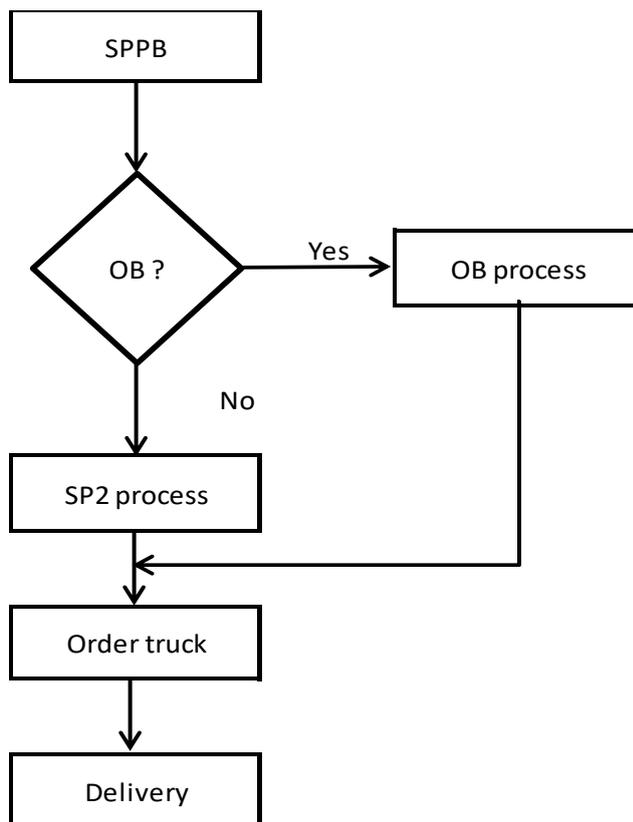


Figure 2 Process Flow Container Delivery Planning.

After ATA (Actual Time Arrival) the DO (Delivery Order) of shipping line or liner is processed by exchanging with Bill of Lading and administration cost payment at liner. Having received SPPB respond OKATRANS must process Surat Penyerahan Peti Kemas (SP2) or Tila by submitting SPPB and DO and paying all port costs. Tila is needed to release container from port and can only be made if container has not been moved to OB. Unlike Tila preparation that can be made anytime, OB will only be processed during working hour. Tila or OB approval and Surat Jalan from PPJK (also called Delivery Order) are given to transporter to take out the container from ports.

Importers usually ask for delivery the next day after SPPB, and because OKATRANS mostly use vendors' trucking, a delivery plan must be made everyday. The delay of truck booking impact to delay of

delivery or even no delivery on the next day. But if SPPB respond doesn't occur, while trucking has been booked, booking should be cancelled as soon as possible, otherwise vendor will be upset. To satisfy both customers and vendors, OKATRANS must set up its own Key Performance Indicator as follows:

- Target SPPB green lane respond two working days after ATA.
- Target Red lane process maximum five working days after receiving red lane respond to get SPPB, and yellow lane two working days.
- Container delivery one day or 24 hours after receiving SPPB respond and delivery schedule from customer.

This KPI or target can be summarized in below table.

Table 1 Planning and Report Target

DIVISION	DAY	HOUR	DESCRIPTION	FORMS
CUSTOMER SERVICE	D	Before 15.00	Send SPPB plan to Delivery Division	SPPB plan
CUSTOMER SERVICE	D	Before 16.00	Send SPPB respond and delivery schedule to Delivery Division	Email
DELIVERY	D	Before 17.00	Send delivery plan to Customer Service Division	Delivery plan
DELIVERY	D + 1	Before 17.00	Send actual delivery report to Customer Service Division	Delivery report

OKATRANS badly require accuracy of SPPB planning towards delivery planning that is undoubtedly useful for Finance Division and Trucking Division. Finance need to know how much money to be prepared as soon as possible, due to several limitations, such as bank closing hour at 15.00 PM and limited withdrawal per day. Today Trucking Division must manage its own 20 units truck-trailer and more than 40 units from vendors for delivery. Utilizing own fleets is not too difficult, but dealing

with vendors is a challenge, since their fleets are actually not dedicated to OKATRANS as their only major customers. Trucking Division must place preliminary book to vendors as soon as possible until 16.00 PM to ensure the availability of trucks, and then right after receiving confirmation SPPB and schedule from Customer Service the book is firmed or is cancelled.

The data gathered and managed in July 2019 are as presented in two charts below.

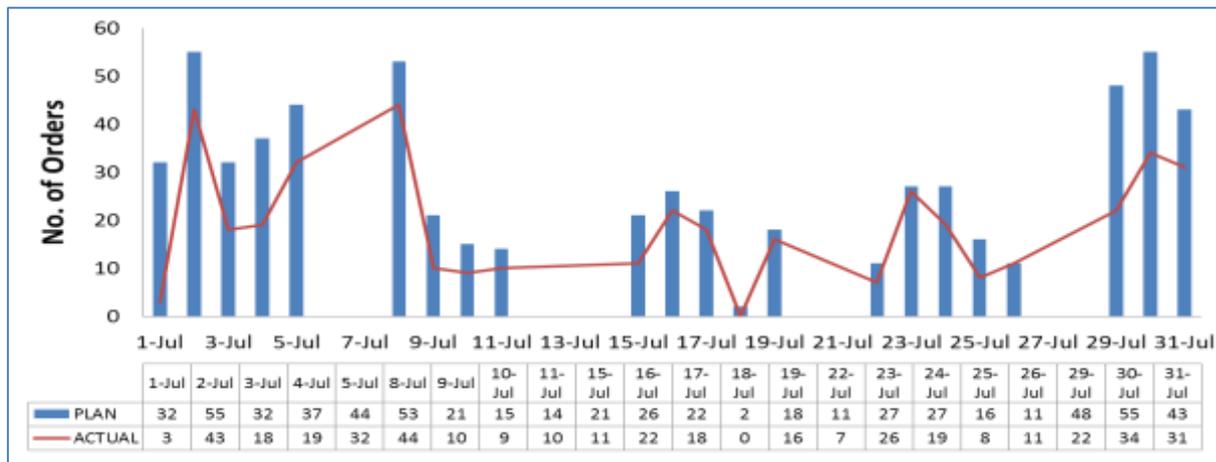


Chart 1 SPPB Plan VS Actual in July 2019

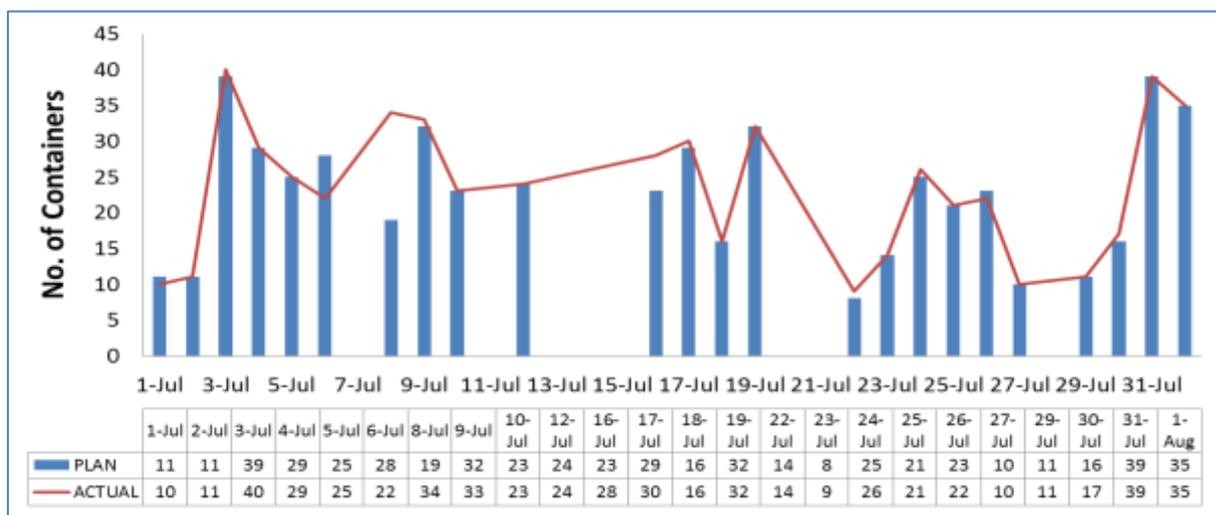


Chart 2 Delivery Plan VS Actual in July 2019

Number of orders mean total shipping order received from customers. This will not be the same with number of containers, because very often one order might consists of more than one container.

From the data and charts above there

is significant gap between SPPB planning and realization for both Order and Number of Container. The actual SPPB is 417 orders, a lot less then SPPB plan 650 orders, or 64 persen only. Having interview Customer Service staffs the gap between SPPB plan and actual are caused by following things:

Table 2 Causes of Pre-Clearance Issue per Major Customer

PRE-CLEARANCE ISSUE	CUSTOMER						AVERAGE
	MAY	ISM	IKJ	PVM	CWI	OTHERS	
Late shipping documents	3	3	3	3	2	2	2.7
Clean shipping documents	3	3	3	3	2	2	2.7
B POM and / or quarantine recommendation	2	1	3	3	1	1	1.8
PIB preparation process	2	1	2	2	1	1	1.5
Late duty & tax payment	3	2	1	1	3	2	2.0
EDI and CEISA systems	2	2	2	2	2	2	2.0

3- oftenly occur, 2 - rarely occur, 1 - never occur

The major root causes of the discrepancy is relating with shipping document, either late receiving from origin countries or unclean documents that make too many back-and-forth communication thus spend too much time. Their scores are the same and the highest at 2.7. Means that for those four major customers clean shipping documents are still an issue. This mostly happens with importation from closer neighbour countries, like Singapore and Malaysia, because very often documents required for clearance process arrive after vessel arrival (ATA).

While in delivery process there is also a gap between SPPB actual and delivery plan, and between delivery plan and actual, although the discrepancy is not too big. The actual delivery is 561 containers, slightly higher than the delivery plan 543 containers. Two reasons are firstly some SPPB and schedule got after office hour or at weekend, and is not recorded in SPPB plan, and secondly not all actual SPPB will be scheduled for the next day. Result from interview with Customer Service the delivery discrepancies are shown at below table with their scores.

Table 3 Causes of Post-Clearance Issue per Major Customer

POST CLEARANCE ISSUE	CUSTOMER						AVERAGE
	MAY	ISM	IKJ	PVM	CWI	OTHERS	
Fund preparation	1	1	1	1	1	1	1.0
OB (if any)	1	2	2	1	1	1	1.3
Quarantine inspection (if any)	1	1	2	1	1	1	1.2
DO readiness	1	1	2	1	1	1	1.2
Warehouse readiness	1	2	1	2	1	1	1.3
Truck readiness	1	1	1	1	2	1	1.2
Late delivery	1	1	1	1	1	1	1.0

3- oftenly occur, 2 - rarely occur, 1 - never occur

The major problems in delivery are OB and warehouse readiness, which happens due to external things. OB takes place as a result of uncertain SPPB process due to unclean shipping documents. Warehouse readiness is

mostly due to the capacity of the factory's warehouse.

Having got all data above OKATRANS propose the improvement plans are as follows:

1. If importer make PIB themselves, ask them to share the copy of document long before ETA in order that OKATRANS can help to remind importers to process PIB
2. Shipper or suppliers at origin are asked to send soft copy documents as soon as possible right after vessel depart from port of origin.
3. Keep on sending SPPB plan list to importers daily as reminder.
4. Keep on sending SPPB plan to Operational Division before 12.00.
5. Send SPPB and delivery schedule before 16.00 to confirm truck booking.
6. Monitor actual delivery every morning and notify customer as early as possible for irregularities occur.
7. Keep on improving SPPB plan and delivery plan.
8. Ask importers to use Cikarang Dry Port as Port of Discharge to reduce import load at Tanjung Priok, Jakarta.

### C. Summary

This study concludes that Pre Clearance process mostly depend on outside parties that beyond OKATRANS control, like suppliers or shippers at origin countries, government institutions such as BPOM and Quarantine, and IT system for banks and Customs.

The more accurate plan and proactively communication with overseas are badly required to smoothen Pre-Clearance process.

The improvement of these two areas will pretty much help to improve delivery target, especially to reduce number of OB process.

Delivery in Post-Clearance process relies very much on the readiness of warehouse and availability of trucks in market. Despite the good delivery performance, the data was taken in July only where the demand is a little bit low. However the study is sufficient to give the right picture in peak season if the action plans are well implemented.

The daily plan here cannot use planning management concept as per stated

in some reference book, due to variety of customers' demand being handled by OKATRANS. Therefore daily monitoring and control is the most important task done by Operations Manager.

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