

## ***PT Pelni's Operational Performance as a Livestock Ship Operator***

**Dignawan Yuwono<sup>a,1</sup>, Sri Untung<sup>b,2</sup> Francis Tantri<sup>c,2</sup>**

<sup>a,b,c</sup> Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia  
<sup>1\*</sup> [dignawan@accountant.com](mailto:dignawan@accountant.com), <sup>2</sup> [sriuntung4810@gmail.com](mailto:sriuntung4810@gmail.com), <sup>3</sup> [ftantri@yahoo.com](mailto:ftantri@yahoo.com)

\*corresponding e-mail

This is an open access article under the terms of the **CC-BY-NC** license

### **ABSTRACT**

*Research aims to determine the achievement of operational performance of ships in aspects of marketing, operations, and finance in the Livestock Transport and Distribution Program. It started from the achievement of the number of livestock, the fulfillment of proper ship facilities, and the achievement of efficient financial value. This research was conducted at PT Pelni (Persero) using descriptive qualitative methods. Data were collected from interviews with 26 related people, observations, documentation, and Focus Group Discussion (FGD) with 8 interested parties. The results of marketing performance analysis show that service product development is return cargo, the image of service products organized by the government, the highest market share acquisition of 23.30% in 2018, and lower tariffs of 25.77% to 48.14% from private operators. Whereas the results of the analysis of operating performance show that OTP has not achieved 3 (three) times in 2018, an eligible tracking system, completed SMC, and animal welfare facilities. Finally, the results of financial performance analysis show that the highest GPM is 8.64% and NPM 7.44%, government subsidies above 80%, and fuel costs above 40% in common-size, and livestock payload income is below the index.*

**Keywords** : *operational performance; special vessels; livestock transportation; animal welfare*

### **A. Introduction**

The problem in distribution is the long distance from the production center to the consumption center. In addition, depreciation of livestock weights is also a problem. Previously, livestock transportation required traders to collect a certain amount of livestock, and the transport vessels used were not cattle-specific vessels so that the schedule was not clear, and the livestock were loaded in conditional cages, and animal welfare was not fulfilled. In the context of supporting the policy of self-sufficiency and

ensuring continuity of distribution, the government is currently carry out decentralization development in the outermost and potential borders. By developing the area, it is hoped that inequality can be reduced. With strong determination the government overcame this through the Government's Nawacita Strategic Agenda in point three, which is "Building Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state."

The agenda assigned a special fleet of cattle transportation to PT Pelni in mid-2016 to take part in the distribution and transport of cattle from Kupang with KM Camara Nusantara I and III with their respective routes serving port to port pattern in each voyage. The ship has a size of 654 tons DWT each, 2,000 tons GT, and can go up to 13.00 knots, as well as decks that have been modified and designed with facilities in accordance with animal welfare (animal welfare) that can carry up to 500 head of cattle.

In this study, the operational performance of PT Pelni as the operator of a special ship transporting livestock owned by the government needs to be analyzed so that it is accountable to each stakeholder. The results of the performance analysis are expected to illustrate operational performance which certainly has a good impact if the results of the analysis can be directly followed up to improve performance, but it will have a negative impact if the analysis results are ignored. It is necessary to analyze operational performance from various aspects which are expected to help the government and PT Pelni's management in making decisions.

First, it starts from how far the accomplishment of the number of livestock that can be transported in meeting the targets and success of the program. Second, the main problem in the distribution and transportation of livestock is the fleet of ships that should be operationally feasible, seaworthy and serviceable, and facilities that are in line with animal welfare. Third, financial benchmarks on the livestock distribution and transportation program are efficient, beneficial to the community and operators, and do not overburden the government budget and finance.

"Performance is a condition that must be known and confirmed to certain parties to determine the level of result achieved by an institution associated with the vision carried by the company and to know the positive and negative impacts of an operational policy." (Annisa, 2011). In business activities,

Pangesti (2012) conveyed the definition of performance is the ability, effort, and opportunity of personnel, teams, or organizational units in carrying out their duties to realize the strategic objectives set.

"In an organization there are three types of performance, namely operational performance, administrative performance, and strategic performance." (Moeheriono, 2012). The explanation is as follows (1) operational performance is related to the usage effectiveness used by the organization or company in each resource, such as capital, raw materials, and technology to the maximum extent to achieve the goal. The ability to achieve the effectiveness of this use depends on each individual who works. (2) Administrative performance relates to the administration of an organization or company. This includes the administrative structure that governs the relationship of authority and responsibility at every level of management. In addition, administrative performance is related to the performance of the information flow mechanism between work units, in order to achieve synchronization. (3) Strategic performance is usually related to strategies in adjusting to the environment and the ability where an organization or company is located. Usually strategic policies are related to the future vision of macroeconomic conditions and are held by top management because it involves strategies to deal with outsiders.

One of the sea transportation modes that can be used in transportation and in accordance with the scope of this research, is explained as follows according to Decree of the Director General of Animal Husbandry and Health number 30.1502 / Kpts / F / 12/2016 concerning Animal Trade through Sea Transportation, describing a special cattle ship is a means of transporting cattle which is equipped with animal welfare facilities; all matters relating to the physical and mental state of animals according to the size of the animal's natural behavior that need to be applied and enforced to protect animals from any improper treatment of animals used by humans.

Furthermore, Saefuddin, et al (2015), a review of types of livestock transport vessels into two types, that are (1) open livestock ships are ships with open decks on all or part of animal cages. This type of open carrier provides natural ventilation and avoids dependence on mechanical ventilation systems; (2) closed livestock ships are ships that have the advantage of providing a more controlled environment where animals will be protected from bad weather. However, to depend almost entirely on mechanical systems, it requires construction rules and special ventilation standards in the room.

Analysis of the operational performance of special livestock transport vessels is critical for ship operators. In this study, specifically explained, observed, analyzed research objects with sub-variables used, which are marketing, operations, and finance.

In business activities, Abdullah and Tantri (2016) conveyed the definition of marketing is a total system of business activities designed to plan, determine prices, promote and distribute goods that can satisfy desires and services both to consumers today and potential consumers. Furthermore, it is described by Kotler (2016) in the process, activities and relationships. Translated as follows "marketing is an organizational function and a series of processes to create, communicate, and provide value to customers and stakeholders in various ways to benefit the organization."

According to Hasan (2013), marketing is the process of identifying, creating and communicating value, and maintaining relationships that satisfy customers to maximize company profits. Marketing is one of the main activities carried out by entrepreneurs in their efforts to maintain their survival, to grow and make a profit. Finally, Buchory and Djaslim (2010) defines marketing in more detail, as a total system of business activities designed to plan, determine prices, promote and distribute goods that can satisfy desires and reach the target market and company goals.

The number of aspects and benchmarks can be done in performance measurement, but according to Herman, et al (2014), in an effort to optimize performance into one need, the success of marketing performance can be measured from several benchmarks as follows (1) product image services are the extrinsic nature of the product or service, including the ways in which the brand tries to meet the psychological and social needs of the customer. The benchmarks are recognition and reputation. (2) Product service development is a strategy for company growth by offering new or modified products to current market segments. Develop concepts to ensure that products can be transformed into products that can be realized. The strategies that can be used are quality improvement strategies, idiosyncratic strategies, and style. (3) Market Share is a percentage of the entire market for a product or service category that has been controlled by a company in the same category. The calculation is  $\text{Market Share} = \frac{\text{Firm Earning}}{\text{Industry Earning}}$ . (4) Competitive rates are pricing based on competitors involving costs, strategies and competing products. Consumers will base their judgment on the value of the product on prices and costs for similar products.

Generally, in operational activities, Haming and Nurnajamuddin (2014) define operations as activities related to planning, coordinating, mobilizing, and controlling the activities of business organizations related to the process of input processing into outputs with large added value. The definition according to the opinion of other experts explains, "Operation is a series of processes creating goods, services, or activities that change shape by creating / adding benefits to goods or services to meet needs." (Ramdhani, 2014).

Heizer and Render (2011) state that operations management is a series of activities that produce value in the form of goods and services by converting inputs into outputs. Finally, the definition of operation according to Al Chanif (2016) in general also

revealed, "A series of processes in creating goods and services or activities change shape by creating or adding benefits to goods and services that will be used to meet human needs."

In the Satkerlala Agreement concerning the Implementation of Subsidies for Subsidized Livestock Operations Activities, it is explained that the obligations of functioning operators in implementing livestock ship operations include (1) On Time Performance is adherence to schedules or timely performance that refers to published schedules as the level of service achievement. (2) Seaworthiness is the condition of a ship that meets the ship's safety requirements, prevention of pollution, manning, loading, welfare of the crew, and the health of the crew, the legal status of the ship, and management of safety and security for sailing. (3) Tracking System is a technology developed to provide facilities to monitor and manage a fleet of ships. This technology uses satellite communication, provides a powerful, safe, reliable and easy-to-use tracking system. The system has been integrated with devices and equipment into a web-based application platform.

(4) Shipper and Consignee Recapitulation is a summary of data on the responsibility of the ship operator to the government which contains the data of the sender, receiver of the cargo, as well as the cargo data. (5) Animal Safety, Security and Safety are the fulfillment of physical facilities available on ships in accordance with animal welfare.

The definition of finance in general, explained Kosasih and Soewedo (2017) defines finance as the flow of funds managed by a company to achieve the goals outlined by the organization or company. The outline is looking for / getting / collecting funds and using funds for investment, financing, and company spending effectively and efficiently. Definition of finance according to Van Horne (2012) is a financial condition that occurs in companies, both regarding inventory decisions, funding and even company assets with the aim of providing

profits for shareholders and business sufficiency (sustainability) for the company.

As supported by Husnan and Pudjiastuti (2012) who defines, "Finance explains the phenomena in the financial sector that are useful for those responsible in the financial sector as decision making in the future." In addition, Awaliyah (2015) emphasizes the importance of finance, that "Finance is one of the main functions besides marketing, personnel, and production. In every business, financial functions are needed to manage money. "

Some popular and suitable calculation tools can be done to assess financial performance in the distribution and transportation of livestock is according to Van Horne (2012), among others are (1) Gross Profit Margin is a measure of the efficiency of company operations, as well as an indication of the way the product the company is priced. The calculation is  $GPM = (\text{Revenue} - \text{Cost of Goods Sales}) / \text{Revenue}$ .

(2) Net Profit Margin is a measure of the company's profitability from sales that tells the company's net income per unit of sale. The calculation is  $NPM = \text{Earnings after Tax} / \text{Revenue}$ . (3) Common-Size Analysis is the analysis of the percentage of financial statements which divides all parts of the financial statements by net sales or income. (4) Index analysis is the analysis of the percentage of financial statements which states all financial statement figures are expressed as relative index to the initial base year.

## B. Research Methods

In this study data collection was carried out through direct and careful observation from the research location in several locations, including the Head Office of PT National Shipping Indonesia located at Jalan Gajah Mada 14, Gambir. Central Jakarta, and 2 (two) of the special cattle ships from 6 (six) existing special cattle ships (owned by the government), namely KM Camara Nusatara I and III. The research method used was descriptive and qualitative design, which is a study that interprets and

describes descriptive data in the form of data, facts, and verbal data from the observed party.

Starting from data collection, analysis, and finally formulated within the conclusions. Furthermore, data analysis is done using a discrepancy model, which compares and assesses the level of conformity between standards and facts in the field to make further constructive judgment. In this study, the research phase begins by describing data from service product development, service product image, market share, and competitive rates in order to find out how far the target has been achieved. Furthermore, data related to on time performance, sea worthiness, tracking system, recapitulation of shipper and consignee, and the smoothness, security and safety of livestock to answer the main problems on the research object. Finally, analysis of financial data on gross profit margins, net profit margins, common-size analysis, and index analysis as financial benchmarks on research objects that are efficient, useful, and are not financially burdening.

## C. Results and Discussion

### 1. Ship Specifications

In this research, data related to shipping on KM Camara Nusantara I and III are in accordance with the scope of this study, among others, special livestock transport ships have been in operation after the issuance of Sea Transport Company Business License Number AL.005 / 2000/1819/18 for KM Camara Nusantara I and Number AL.005 / 2000/464/17 for KM. Chamara Nusantara III. Special livestock transport vessels have operated in an existing manner based on the Decree of the Director General of Sea Transportation, Ministry of Transportation Number AL 108/5/19 / DJPL-17 dated November 25, 2016 concerning the Special Transportation Network for Livestock Transport Routes.

### 2. Special Transport Routes for Livestock

The routes traversed are KM.Camara Nusantara I, which runs the regular route Kupang - Waingapu - Tanjung Priok - Cirebon - Kupang, and KM Camara Nusantara III with the regular route Kupang - Waingapu - Tanjung Priok - Cirebon - Surabaya - Dumai - Cirebon - Kupang.



**Figure 4.1a - Route RT1  
KM Camara Nusantara I**



**Figure 4.1b - Route RT3  
KM Camara Nusantara III**

Source :Ministry of Transportation and PT. Pelni

### 3. Distribution and Transport of

First, PT ASDP Indonesia Ferry as a state-owned company in other shipping sectors that took part in the distribution and transportation program of livestock was given the trust to head KM Camara Nusantara V and VI. KM Camara Nusantara VI, based in Surabaya with destinations to Banjarmasin, Makassar and Samarinda, is scheduled to perform in frequencies of 13 voyages in 2019 (around 28 sailing days). Whereas for KM Camara Nusantara VI travelling from Kupang is able to send livestock cargo to Banjarmasin with a frequency of 18 voyage in 2019 (around 21 sailing days)

Second, other private shipping companies can take part in this distribution program through a tender scheme offered by the Ministry of Transportation that is KM Camara Nusantara II and IV. As for the local private shipping company in Kupang which already exists in carrying cattle loads, it has distributed cattle loads to various destinations in Kalimantan. However, the private shipping company has not fulfilled livestock distribution and transportation in accordance with animal welfare, therefore the government, in this case the Ministry of Transportation and the Ministry of Animal Husbandry, jointly issued a livestock distribution and transportation program through 6 (six) special ship units namely KM Camaran Nusantara I-VI.

Third, operators from abroad carry cattle distribution through special containers, because the cargo being sent is frozen meat. The government is opening meat imports from a number of countries, such as Australia, New Zealand and Mexico. In addition, the government also opened import chances from India. The amount of imported meat will be adjusted to the needs in the country. The existence of the import of meat is expected to be able to reduce the price of meat in the country which is still above Rp 100,000 per kg.

### Livestock by Other Operators

#### 4. Calculation of Operational Performance Analysis

Data analysis in calculating operational performance of KM Camara Nusantara I and III is critical for PT Pelni as a ship operator. In this case the data is explained, observed, analyzed in the marketing, operating, and financial aspects of the guidelines, references, and each standard previously set. The stages of the research began by describing data from marketing aspects to find out how far the achievement and fulfillment of the targets and capacities that have been set. Furthermore, the operational aspect is to answer the main problems of livestock transportation services above KM Camara Nusantara I and III. And on the financial aspect, financial data analysis is performed as an efficient, useful financial benchmark, and does not burden the budget and finance.

##### a. Marketing Aspects Performance

This performance analysis on marketing aspect illustrates information about the results or profit contribution obtained by PT Pelni from marketing programs and strategies to match marketing efficiency and effectiveness. In the marketing aspect, it is analyzed descriptively based on Directors' Decree Number 03.19 / 01 / SK / HKO.01 / 2019 Concerning Organizational Structure, Main Tasks and Functions of the Head Office at PT Pelni (Persero) in articles 34-35. In this decree the Goods Transportation Marketing Division can carry out a variety of marketing activities in order to achieve business revenue performance, service product image, market share, service quality, optimal sales production.

In developing service products, PT Pelni cooperates with several animal feed manufacturing companies that have operational offices around the city of Cirebon, such as PT Charoen Pokphand Indonesia, PT Japfa Comfeed Indonesia, and PT Sido Agung Agro Prima to load cattle

feed and other feed. So far PT Pelni has carried 13,842 tons / M3 of animal feed.

However, there are several obstacles that cause only 13,842 Tons / M3 of animal feed that can be transported, including (1) Ports with facilities for cleaning ships and cattle pens are only available at Cirebon port, so return cargo can only be loaded at the port of Cirebon after the ship has been clean. (2) Economic calculation and sufficient land distance to the port of Cirebon make not many animal feed manufacturing companies are willing to load the animals. (3) KM Camara Nusantara I and III construction are intended only for livestock, so it is difficult to be loaded by cargo in bulk cargo.

In the development of service product images, PT Pelni does not play an active role in the development of such images. That is because PT Pelni does not deal directly with traders or cattle ranchers (consumers) but PT Pelni only partners with the government, namely in the assignment of services with the Ministry of Transportation and in service products with the Ministry of Agriculture. The image of livestock transportation service products is organized by the two ministries. However, there are several government activities that involve PT Pelni and several other shipping companies as ship operators, namely the socialization of livestock transportation service programs that are routinely held every year in Kupang City.

In achieving market share, this study obtained comparative data information related to the calculation of market share; it was the Decree of the Governor of East Nusa Tenggara Number 29 / KEP / HK / 2017 concerning the Allocation of Expenditures for Large Beef Cattle, Buffalo and Horses from East Nusa Tenggara Province. The decree determines the allocation of 66,300 cows.

The results of calculations, PT Pelni, which has successfully transported 44,559 head of cattle, achieved market share of 17.82% because of KM Camara Nusantara I, which was run for one full year. However, in 2017 it decreased, which only controlled 12.06%. That is because PT Pelni has not

operated cattle transportation for 2 (two) months in early 2017 due to the absence of government assignments. The incident also caused protests from traders or cattle ranchers (consumers) who wanted to distribute their livestock. Furthermore, in 2018, PT Pelni benefited from the operation of KM Camara Nusantara I for a full year and the operation of KM Camara Nusantara III in the middle of 2018. So that the market share it controlled increased to 23.30% and reached 14.03% in the first semester in 2019.

In the competition of livestock transportation service tariffs, it has benefited from Minister of Transportation Regulation PM Number 30 of 2018, which is 25.77% to 48.14% cheaper than the service tariff offered by livestock transport boat private operators. Starting from the Kupang - Tanjung Priok route which is cheaper Rp. 307,000 or 28.32% and the cheaper Waingapu - Tanjung Priok route Rp. 564,900 or 45.55% of the tariff offered by private boat operators. Subsidies are given as a government contribution in the form of subsidies provided to PT Pelni so as to make the cost of livestock transportation services offered to consumers much cheaper.

## **b. Operational Aspects Performance**

The performance analysis in this aspect of operations illustrates the achievements and success of PT Pelni as the operator of the implementation of livestock distribution and transportation activities, which was established in the form of a Satkerlala Agreement concerning the Implementation of Subsidies for Livestock Vessel Operations Activities, which was agreed at the beginning of each year. The agreement explained that PT Pelni's obligations as the operator of KM.Camara Nusantara I and III ships included on time performance, sea worthiness, tracking system, shipper and consignee recapitulation, and the smoothness, security and safety of livestock. In this study analyzed descriptively, i.e. collecting data and related documents obtained from PT Pelni to be associated

further with the fore mentioned agreement as fulfillment and compliance.

In on-time performance the company's target is < . 180 minutes of the schedule set. Throughout 2018, on time performance of PT Pelni KM Camara Nusantara I and III only experienced 3 (three) times of ship sail time delays. The delay was caused by administrative obstacles in the Port of Kupang in early September 2018 which was quite long in the Department of Husbandry of the Province of East Nusa Tenggara and the delay of voyage on emergency assignments from the Ministry of Transportation to be able to send logistical assistance to disaster victims.

In fulfilling seaworthiness eligibility, PT Pelni has obtained a Safety Management Certificate (SMC) from the Ministry of Transportation since February 23, 2018 with Number PK.401 / 3173 / SMC / DK-18 and is valid until May 8, 2022 for KM Camara Nusantara I. While for KM Camara Nusantara III is still in the KM Camara Nusantara III Short-term Safety Management Certificate (SMC) because the ship is still in the audit stage. The pre-audit that must be done such as class certificates, load-lines, oil IOPP / SNPP, safety construction, equipment, and radio.

In addition, ship safety equipment that must be met on every ship in general, KM Camara Nusantara I and III have also been equipped with K3 tools that are personal protective equipment (PPE). In addition the ship construction containing emergency exits, safety-sign, evacuation-line, and hydrant. For tracking systems, PT Pelni provides them with tools and complete tracking systems, such as radar, gyro compass, repeater, GMDSS, RDF, GPS, weather fax, speed log, navtek, VHF, course record, AIS, and ECDIS. In the recapitulation of shipper and consignee, PT Pelni, which has operated special cattle transportation vessels since the beginning of 2016, has so far transported 44,560 livestock animals out of 25 ships distributed to 9 consignees.

In terms of the smoothness, security and safety of livestock on special vessels for livestock transportation, PT Pelni has fulfilled facilities in accordance with animal welfare. The facilities include (1) Cages with a free stall model with livestock density adjusted for body weight, so that there is a suitable environment and rest area for livestock. Farm animals can be free to move and there is a divider or room cubicle with straw grass and head-lock installed in the feedlot. Whereas related to the quality of the livestock load, the Kupang City Animal Husbandry Service is assisted by the Kupang City Quarantine Agency to conduct a selection, weighing and health check on each animal that will be sent. This is done in order to overcome the risks arising from the long journey taken by livestock in distribution; (2) Provision of suitable feed and water as a source of fiber, energy and protein, loaded as much as 60 tons for the needs of + 500 livestock during the day of sailing. For fresh water supplied as much as 90 tons / M3 in each of its voyage at the port of departure, namely the Port of Kupang; (3) Management of livestock health by veterinarians is assisted by ship nurses and livestock keepers in monitoring the condition of livestock; and (4) Sewage tanks with a capacity of about 32 tons in handling waste or sewage located at the bottom of the ship. In addition, there are also containers for handling other livestock waste. Related to environmental management that has been regulated in ISO 14001 and Marine Pollution (MARPOL), especially in the handling of waste and sewage, KM Camara Nusantara I and III do not conduct disposal in the middle of the sea, but do the disposal at the Port of Cirebon, which is done during cleaning ships and cages.

### **c. Financial Aspect Performance**

This performance analysis on financial aspects can describe the information and financial condition of PT Pelni, especially the special vessels for cattle transportation that have been operating and are the company's achievements in a certain period.

This analysis can assess the effectiveness and efficiency through the identification of any weaknesses in the financial situation on the special cattle transportation vessels operated by PT Pelni. In this analysis time series is calculated in the semester period (per six months); KM Camara Nusantara I was acquired in the semester starting from the beginning of 2016. While KM Camara Nusantara III was only put into operation in mid-2018.

In the calculation of gross profit margin, the highest value obtained in semester 1 of 2017, which is 8.64% and the lowest value occurred in semester 2 of 2018 only reached 2.99%. The increase in the value of gross profit margin that occurred due to increased operating income through KM Camara Nusantara I from the previous period. This includes the contribution of operating income from the optimization of return cargo for the business development of PT Pelni. As for KM Camara Nusantara III, the gross profit margin value of -0.34% was obtained in the first half of its operation and again decreased to -6.21% in the first semester of 2019. The decline in the value of gross profit margin in semester 2 of 2018 was due to a significant increase in shipping costs that were not in line with a significant increase in income as well. Shipping costs, especially fuel costs, have increased significantly as a result of meeting commission days.

In the calculation of net profit margin shows a value that is not much different from the gross profit margin, which is a percentage that varies with the value up and down. The highest net profit margin value was obtained in semester 1 of 2017, which was 7.44% and the lowest value occurred in semester 2 of 2018 only reaching 2.80%. Whereas the net profit margin of KM Camara Nusantara III was obtained -1.54% in semester 2 of 2018 and again declined to -7.41% in semester 1 of 2019.

In the common-size analysis, it appears that the composition of business income is still dominated by subsidies from the government, which is still above 75%, plus

income from traders or cattle ranchers (consumers) around 10% at the beginning of its operations. However, it can be a promising potential income, which is another cargo return income which continues to increase in each semester to the highest in semester 2 of 2018, namely 13.17% of total income.

While KM Camara Nusantara III, the composition of subsidies from the government was also above 53.94% at the start of operations until semester 1 of 2019, increasing to 62.22%. Freight income obtained from consumers reached 33.71% in semester 2 of 2018 and 24.94% in semester 1 of 2019. In the composition of costs, fuel is very large, which is still above 50% in each semester, followed by costs for crew members amounted to 14.16% at the start of KM Camara Nusantara I operations and increased until in semester 1 of 2019 it reached 26.09% for KM Camara Nusantara I and 29.39% in KM Camara Nusantara III.

In the index analysis, the component of income from payloads is always negative, because income from payloads is continuously below the index (semester 1 of 2016). The lowest index analysis value occurred in semester 1 of 2017, which fell by Rp. 954 million or 50.59% below income from payloads for semester 1 of 2016. Extreme conditions experienced in the component maintenance costs of ships with the highest value occurred in semester 1 of 2018, which increased by Rp. 655 million or 270.19%. Likewise, ship insurance costs with the highest increase in semester 1 of 2019, which is 112.92% or Rp. 153 million of ship insurance costs for semester 1 of 2016.

#### **d. Focus Group Discussion (FGD)**

The results of the performance analysis on marketing, operations, and financial aspects were then carried out by Focus Group Discussion (FGD) with leaders at PT Pelni and produced diverse responses, including (1) Return cargo services so far have indeed become the only other shipping service in increasing ship income. In the

future PT Pelni will make other breakthroughs so that the livestock ship business unit can be independent (not dependent on subsidies); (2) On time performance so far is still considered mediocre, because OTP is not achieved due to external factors, that are urgent assignments, the distribution of assistance to disaster victims; (3) The seaworthiness of KM Camara Nusantara I and III is fulfilled, because the ship is indeed a new ship. PT Pelni only treats and maintains optimal ship performance, including documents and certificates that must be met; (4). The cost of maintaining vessels is large because the purchase of spare parts and ship equipment is still gained from imports, so it depends on the rupiah exchange rate; (5) The tracking system of all PT. Pelni has followed the rules of the IMO, because basically the tracking system on every ship is the same; (6) Fulfillment of crew list and competence of crew members in KM Camara Nusantara I and III have met the criteria, so that the handling of livestock loads can meet animal welfare; (7) Gross and net profit margin values are recognized below 10%, optimization and efficiency are needed to achieve the expected value; and (8) Subsidies that are still above 80% are still understandable because this government program is still a pilot program. In the future, it is expected that PT Pelni can be independent, and not dependent on subsidies, and make this potential livestock transportation a growing business.

#### D. Conclusion

The conclusion that can be drawn from the analysis of operational performance of special vessels for livestock transportation in KM Camara Nusantara I and III is that the operations have been carried out quite well and efficiently. This is proven by the results of the analysis on several aspects of research, including (1) In marketing aspects, PT Pelni has offered return cargo services in the development of its service products, and joined in the socialization of livestock transportation service programs organized by

the government, and has successfully transported 44,559 cows since the beginning of 2016 so as to obtain the highest market share of 23.30% in 2018. And also PT Pelni offers cattle transportation services rates that are cheaper 25.77% to 48.14% than private rates. (2) For operational aspects, PT Pelni has achieved its target on time performance by only experiencing 3 (three) times of sail time delay throughout 2018. With regard to the fleet, PT Pelni has benefited from KM Camara Nusantara I and III which are completed with the system proper tracking, and Safety Management Certificate, and on board facilities suitable for animal welfare. (3) While in the financial aspect, PT Pelni has been able to obtain the highest gross profit margin value of 8.64% and net profit margin reached 7.44% in semester 1 of 2017.

However, business income is dominated by government subsidies above 80%, and fuel costs are still above 40% in the common size analysis, and livestock payload income is consistently below the index.

#### E. Reference

- Abdullah, T., & Tantri, F. (2018). *Manajemen Pemasaran*. Depok: RajaGrafindo Persada.
- Al Chanif, I. (2016). *Manajemen Operasi*. Surakarta: Batik Surakarta.
- Annisa, D. (2011). *Evaluasi Kinerja Keuangan Dinas Kesehatan Kota Makassar melalui Pendekatan Value for Money*. Tesis. Makassar: Universitas Hasanuddin.
- Awaliyah, F. 2015. *Evaluasi Kinerja Keuangan Ditinjau dari Rasio Likuiditas, Leverage, dan Profitabilitas pada PT Taspen (Persero)*. Tesis. Jakarta: Universitas Widayata
- Buchory, A, & Djaslim, S. (2010). *Manajemen Pemasaran: Ringkasan*

- Praktis, Teori, Aplikasi, dan Tanya Jawab*. Bandung: Linda Karya.
- Haming, M., & Nurnajamuddin, M. (2014). *Manajemen Produksi Modern: Buku 1*. Jakarta: Bumi Aksara.
- Hasan, A. (2013). *Marketing san Kasus-Kasus Pilihan*. Yogyakarta: Caps
- Heizer, J., & Render, B. (2011). *Operations Management, Buku 1 Edisi ke Sembilan*. Salemba Empat: Jakarta.
- Herman, E., & Ruliana, T. (2014). *Jurnal Akuntansi. Evaluasi Kinerja Pemasaran PT.Sinar Jaya di Samarinda*. 12(11): 1-8.
- Husnan, S., & Pudjiastuti, E. (2012). *Dasar-Dasar Manajemen Keuangan: ed 6*. Yogyakarta: YKPN.
- Keputusan Direktur Jenderal Peternakan dan Kesehatan Hewan Nomor 30.1502/Kpts/F/12/2016 tentang *Pedoman Pelaksanaan Tata Niaga melalui Moda Transportasi Laut*.
- Kosasih, E., & Soewedo, H. (2017). *Manajemen Keuangan dan Akuntansi Perusahaan Pelayaran*. Depok: RajaGrafindo Persada.
- Kotler, P. (2016). *Marketing Management*. Jakarta: Prentice-Hall.
- Moheriono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Depok: RajaGrafindo Persada.
- Pangesti, D. (2012). *Pengukuran Kinerja dengan Pendekatan Balanced Scorecard pada Rumah Sakit Umum Daerah*. Tesis. Yogyakarta: Universitas Negeri Yogyakarta.
- Perjanjian Satuan Kerja Peningkatan Lalu Lintas *Angkutan Laut Pusat* Nomor 01/Satkerlala/RT/IV/2018 tentang
- Penyelenggaraan Kegiatan Subsidi Pengoperasian Kapal Ternak*.
- Ramdhani, A. (2014). *Manajemen Operasi*. Bandung: Pustaka Setia.
- Saefuddin, K., & Manik, P. (2015). *Jurnal Teknik Perkapalan. Studi Perencanaan Kapal Pengangkut Sapi dan Pakam Ternak 100 GT*. 3(2): 230-236.
- Van Horne, J., & Wachowicz, J.M. (2012). *Prinsip-Prinsip Manajemen Keuangan*. Jakarta: Salemba Empat.

Halaman Ini Sengaja Dikosongkan.