

Strategy Formulation in Accelerating The Process of Sea Import Cargo Issuance (DHL Global Forwarding Indonesia in 2021)

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Abstract— The purpose of this study is to determine the causes of the need for import sea cargo and to formulate strategies that will accelerate sea cargo competition. The research was conducted by reviewing, observing, and studying documents as well as performing CLD (Causal Loop Diagram) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Results of the study show that there are 23 challenges in releasing imported sea cargo in three stages, namely Pre Customs Clearance, Customs Clearance and Post Customs Clearance. The results of the SWOT analysis shows performance between the Strength and Opportunity axes, namely quadrant 1 (1.42 : 0.93) and SO (Strength Opportunity) strategy is used to provide visibility monitoring to Customers, educate them about compliance, AEO (Authorized Economic Operator) certification and benefits importation through CDP (Cikarang Dry Port) which is also supported by the best practices from employees, so that they can have the same expertise and understand the renewal of applicable laws also regulations, and can be more innovative and dynamic in facing this era of digitalization or the industrial revolution 4.0.

Keywords:- Strategic Management, Sea Transportation Management, Freight Forwarding Services Strategy, Customs Brokerage.s.

I. INTRODUCTION

Shipping imports by sea is ideal for shipping large quantities of cargo, as nearly 90% of international trade is transported by sea. Imports are defined as the actions of a business to purchase materials or components from suppliers or overseas [1].

The process of handling imported sea cargo can be done through sea transportation modes. Imports occur to increase the supply of products that are produced domestically, but are less than needed or are not available domestically, so they must be imported from abroad. Import activities can also be controlled to protect domestic products [2].

Sea transportation service companies that are engaged in the processing of customs notifications, they must also be able to compete well. Customs declaration on imported or exported goods can be made by the importer or exporter. In the case of processing customs declarations, the importer or exporter can give power of attorney to the Customs Service Management Company (PPJK). Customs Service Management Company is a company that is involved in the process of managing the fulfillment of all customs obligations under the authorization granted by the importer and or exporter. The reason for the need for the services of the Customs Service Management Company (PPJK) is the efficiency and speed of the customs

clearance process. So that importers can speed up the issuance of imported cargo and can reduce logistics costs incurred by importers. In addition, because the company wants to focus more on the production of an item, the company does not understand the customs process, it requires the services of a Customs Service Management Company (PPJK) to manage the customs process, cost efficiency and speed of a customs process and become a consultant in the field of Customs. The Customs Service Management Company (PPJK) must have at least one or two customs experts who have passed customs expert certification from the Ministry of Finance.

Sea transport++++ation is a means of transportation that opens access and connects island areas, both developed and isolated areas. And can connect between countries, especially when imports from other countries into the country. Indonesia should prioritize the development of sea transportation. Coupled with the fact that sea transportation is the only cheapest mode of transportation with a small accident risk, if the shipping safety rules are met [3].

To implement the policy for the implementation of sea transportation, the Government establishes various national strategies, one of which is the National Strategy for the field of sea transportation. Increasing the Guidance of Sea Transportation Companies can be done through: a. Improved Efficiency and Competitiveness; b. Simplifying Licensing and Deregulation; c. Improving Service and Technology Standardization; d. Increased Revenue and Reduction of Subsidies; e. Improved Access of Existing National Transportation Companies Overseas; f. Increasing the Productivity and effectiveness of the Marine Transportation Service; and g. Development of State-Owned Enterprises (BUMN).

It is very important that all documentation can be completed accurately and on time, otherwise substantial delays could occur. In some cases, delays related to incorrect or inadequate documentation can result in significant additional costs and of course loss of business for the freight forwarder due to special complications regarding import documentation. Many companies use the services of freight forwarders. Services offered include: a. Preparation and inspection of shipping documents; b. Booking room with operator; c. Order collection arrangements from the port of origin or Port of Loading to the port of delivery or Port of Destination; d. Arranging Customs and shipping activities in the destination country; e. Providing advice or consultation on import and export regulations, including documentation requirements, etc. f. Detailed

knowledge of operators, ports, etc; g. Knowledge of various modes of international transportation; and h. Knowledge of various costs associated with different modes and purposes.

The Minister of Transportation of the Republic Indonesia, Mr. Budi Karya Sumadi, said that the dwelling time or loading and unloading time for imported containers at a port should be a maximum of 3 days. These three days are the optimal time for unloading imported containers [4]. He also explained that Tanjung Priok Port has succeeded in increasing the volume of goods from 7.5 million twenty-foot equivalent or TEU per year to 9 million with an increase in volume of about 20% per year [5].

The length of time the container settles in the port makes the port function not in accordance with its purpose, this is due to several main reasons, first is the length of time the service process at the port. The dwelling time process also plays an important role because it is directly related to the length of time required for the container management service process at the terminal location. The second is a container that has received approval from Customs with Goods Release Approval Letter (SPPB), but it still settles or is in the container terminal for a long time. Container that have complete the process, should be able to leave the port's stacking yard or CY (Container Yard) as soon as possible. If the existing problems are not immediately given continuous improvement steps, it will have an impact on the smooth running of activities or processes in the wider port environment [6].

Based on the research, it is known that the average time for releasing cargo in 2020 is around 4.6 days. With the average time of releasing the existing import cargo, the author feels that the process can still be done even better, if an appropriate strategy formulation is carried out in accelerating the process of releasing imported cargo.

The Corona Virus (Covid-19) pandemic that has occurred since December 2019 has also become an issue that has highlighted the world's attention. The Corona Virus pandemic has impact on the weakening of the Indonesian economy, especially importing goods. Several steps taken by the government in responding to this issue in the import sector include the Minister of Finance Regulation (PMK) number 34/PMK.04/2020 concerning Customs and Excise Facilities, Taxation on Imported Goods for Handling the 2019 Corona Virus Pandemic. Facilities provided including exemption from import duty or excise, not collected Value Added Tax (PPN), Luxury Goods Sales Tax (PPnBM), and exemption from Article 22 Income Tax (PPh). -07/BC/2020 (dated March 30, 2020) and PMK No.45 / PMK.04 / 2020 which has the aim of providing convenience for importers in the physical submission of the original FTA or COO either Form D, Form E, Form AK, Form AI, Form AANZ, Form JIEPA, Form IACEPA, etc along with other complementary customs documents. In accordance with Article 28 of the Customs Law number 10 of 1995, complementary customs documents are all documents used as a complement to Customs Notifications, for example invoice, bill of lading, invoice, packing list, and manifest. These conveniences include the submission of FTA or COO in the form of softcopy submission which is carried out 30 days after receiving the registration number and the original FTA or COO document can be carried out 90 days from the Import Customs Notification receiving the registration number up to one year

from the date of issuance of the FTA or COO. This can also make it easier for importers to continue importing without having to think about the physical copy of the original FTA or COO which cannot be sent from the country of origin due to the Covid-19 outbreak.

The thing that must be known about the Bill of Lading is must be received directly from the carrier (liner or shipping) that issued it. The Bill of Lading must also state the name and address of the shipper or supplier or shipper, and must be signed by the authorized official who signed it if the status is 'Original'. The Bill of Lading must also be matched with the invoice and Letter of Credit. The date of the Bill of Lading must not exceed the date of shipment. The Bill of Lading must match the Letter of Credit regarding the execution of the payment [7].

Meanwhile, a commercial invoice is a document regarding the sale of imported goods issued by the seller or shipper. The commercial invoice includes the number and date of the commercial invoice, the name of the buyer / importer / consignee, the name of the goods, the number of goods, the price per unit (units per price), the total price of the goods, and the terms or method of delivery of the goods (FOB, CNF, CIF or others). Packing list is a packaging document that notifies the number and type and weight of imported goods. So it is a document that explains what is being transported and an order note for the buyer. Packing list is also important as additional data in the inspection process by Customs if exposed to the red lane.

Other policies issued to maintain the Indonesian economy after the reopening of economic activity since May 2020 conveyed by the Minister of Trade include: a. Acceleration of service activities for imports, exports and their supervision through the existing National Logistic Ecosystem (NLE) program; b. Speeding up the issuance of FTA or COO services for goods by applying affixed signatures and stamps; c. Perform Automatic Authentication of import licensing process for Reputable traders. [8].

II. RESEARCH METHODS

The research conducted is qualitative, namely a research approach that produces descriptive data in the form of written or oral data from people and observable behavior. The form of the research is descriptive research which is defined as a study that seeks to describe a phenomenon / event systematically according to what it is. This research activity was carried out on the sea import process at the Customs Service Management Company (PPJK) PT. DHL Global Forwarding Indonesia. This research starts from preparation, data collection, data analysis, drawing conclusions, and providing research recommendations. The research was conducted with the process of releasing imported cargo which includes two types of destination ports in Indonesia: Tanjung Priok and Cikarang Dry Port.

The research was conducted by direct observation of activities related to marine imports and conducting interview with informants face-to-face and online to find out more in-depth matters. In determining the informants, purposive techniques were used, by direct appointment by the researcher based on the consideration of the informant's knowledge of the

problems studied. Also conduct research on documents in the form of SOP (Standard Operating Procedure), WI (Work Instructions), SLEA (Service Level Execution Agreement), and response from regulators on the official website, regulations, and policies related to this research.

The approach to solving the problem of releasing imported cargo is by applying a Causal Loop Diagram (CLD) or a diagram that describes the relationship between elements in the system. Through CLD, it can be known what factors or variables are involved or related to the problem, including the cause-and-effect relationship between the variables concerned in the context of the existing problems. Then based on that knowledge, it can be selected and determined what actions need to be taken to overcome the problems, and where the action should be started, as well as what consequences will arise if the action is taken. The more complete and relevant and measurable the variables stated in the CLD, the more appropriate the choice of action taken.

The next analysis used is the SWOT analysis, which is the identification of various factors systematically to formulate a company strategy. This SWOT analysis is based on logic that maximizes strength and opportunity. But at the same time it can minimize weaknesses and threats. In terms of the strategic decision-making process, it is always related to the development of the mission, goals, and strategies, as well as company policies. So it must be analyzed the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions and this is called situation analysis. This method is also used to determine the development strategy in accelerating the release of imported marine cargo. SWOT analysis can be interpreted as a form of descriptive analysis of situations and conditions (giving an overview) about a company. This analysis can place situations and conditions as factors that are used as suggestions or input, then they are grouped according to their respective contributions. The results of the analysis in this study are in the form of directions, recommendations to maintain strength and to increase the profits of a company in terms of existing opportunities, while reducing weaknesses and avoiding various threats that occur.

III. RESEARCH FINDINGS AND DISCUSSION

The stages of the process of releasing imported sea cargo are divided into three main stages: Pre-Clearance, Customs Clearance and Post-Clearance.

3.1 Pre-Customs Clearance Process

This is the initial stage before the customs process is carried out, registration and filtering of prospective customers or importers who will use customs clearance services. This is to determine the condition of the company, both in terms of company profile (AEO or non AEO) and credibility. Then the next process is making SOP (Standard Operation Procedure) and quotation. If the freight using DHL Global Forwarding, the pre alert documents or shipping documents need to be prepared by the origin team completely, correctly and checked by Indonesia team. This is done in order to know the proper handling process when carrying out the import process as well as the length of the customs process or the issuance of sea import cargo. If the importer has a red lane profile (SPJM) then additional documents are need to be prepared in advance

by the importer, for example a detailed Packing List, DNP (Customs Value Declaration), Declaration of Use of Goods, etc. So that if you get a response SPJM, it can facilitate a physical inspection by the Customs inspector, as well as document checking by the Customs PFPD (Document Examiner Functional Officer) who compares the results of the inspection with existing documents.

If the profile of potential importers is an AEO, Customs Clearance lead-time can be faster because one of the benefits is that physical inspection of cargo by Customs is minimal or even almost non-existent. In addition, there are many other benefits if the importer has received an AEO certificate, including: a. Lack of document research and physical inspection of goods; b. Priority to get simplification of customs procedures; c. Ease of getting pre-notification; d. Can use corporate guarantees to guarantee all activities in the customs sector; e. Periodic payment of customs obligations; f. Priority to receive invitations to new programs organized by Customs and Excise; g. Special services provided by the Client Manager (CM); h. Get customs settlement services outside the customs office working hours.

As for how to obtain recognition as AEO, both importers, exporters and PPJK send an application letter to the Customs and Excise Director General of Customs and Excise (Technical Director of Customs) and then they will check the company profile. Furthermore, administrative research and field validation were carried out to see the fulfillment of the requirements as an AEO company. The requirements that must be met include: a. Compliance with customs and excise regulations; b. Trading data management system; c. Have financial capability; d. Consultation, cooperation, and communication systems; e. Education, training and care systems; f. Information exchange, access and confidentiality systems; g. Cargo security system; h. Goods movement security system; i. Site security system; j. Employee security system; k. Trading partner security system; l. Crisis management and incident recovery systems; and m. System planning and implementation of monitoring, measuring, analyzing, and improving existing systems.

The above application is submitted together with general company information, a qualitative self-assessment form, a statement of willingness to become an AEO and a quantitative self-assessment document (maturity model).

Importers are also expected to provide complete and correct documents. For example BL (Bill of Lading), Invoice, Packing List, Insurance, COO / FTA, etc. If there are incomplete or inaccurate documents, this will also have an impact on typing the import notification of goods or import declaration (PIB) and increase the time for releasing imported goods. So it is necessary to ensure that when receiving documents from the importer, check the completeness and correctness of the documents. If there is a shortage or discrepancy in data, it is advisable to immediately ask for confirmation from the importer (can be done via email or by telephone). This is because if a data difference is found when the PIB document receives the registration number, it is necessary to apply for data correction to Customs and this can not only slow down the process of releasing imported sea cargo, it can also reduce the credibility or profile of the importer or importer. Customs Service Management Company

(PPJK). If there is an error or difference in the data in the manifest, it is necessary to redress (correction of manifest data) which is submitted to the head of the Customs and Excise service office. Another thing that needs to be done is to inform prospective customers so that they can prepare funds for payment of Import Duties and tax before importing. This is because if you have received a billing response, it is necessary to pay Import Duties and tax immediately so that you get the next response quickly, both in the form of SPJK (Yellow Lane), SPJM (Red Lane Determination Letter) and SPPB (Letter of Approval for Release of Goods) so that cargo can be removed quickly.

Importers also need to be informed that prior to importing, it is necessary to prepare existing permits, especially if the permits are border in nature, namely permits that must be prepared before conducting Customs Clearance. If the permission is Post Border then the permit or license can be given after the Customs Clearance process is complete. To find out the permits that need to be prepared, we can ask for the HS code from the supplier / supplier / Origin and check the INSW (Indonesia National Single Window) website for the HS code. In the process of sea import, quality is also needed in handling documents, both in the process of making PIB drafts to releasing cargo. During the process of making the PIB (Notice on Imported Goods) draft, errors are avoided, so it is necessary to check the data at the beginning by triple checking (a total of 3 times with 3 different people) and this triple checking process also requires a checklist document to help check the data properly, complete and correct.

BL status can be original or non-original. If the status is Original, then the original BL is required for pick up the DO (Delivery Order) collection at the Forwarder Agent or shipping line. If the BL status is Non-Original, whether in the form of SWB (Sea Way Bill), Surrendered, Telex Release and others, the process of taking DO (Delivery Order) at the Forwarder Agent or on Shipping is not required for the original BL, and this option is recommended by the Customs Service Management Company (PPJK) to the importer because it can speed up the process of taking DO (Delivery Order) at the Forwarder Agent or at Shipping and the process of submitting documents to Customs and Excise also does not require the original BL. Shipping parties are also expected to be able to provide Notice of Arrival (NOA) and BC11 (Inward Manifest) and e-DO in a timely manner. In addition to POA DO (Power of Attorney Delivery Order), some shipping also need additional document: LOI (Letter of Indemnity), and Covering Letter for submitting the issuance of e-DO (electronic Document Order), and some are applicable per shipments, every six months or annually.

Commercial invoice and packing list documents can be sent by the importer or from the origin / supplier / shipper (supplier). Insurance is also required if the incoterm contained in the invoice is Ex-Work, FOB, FCA, FAS, CFR, and CPT. Insurance is not required if the incoterm on the invoice is in the form of CIF, CIP, DAP, DAT, DDU and DDP. If the insurance cost is unknown or not available on the invoice, it is necessary to use the existing standard rate of 0.5% of the CFR value. Meanwhile, the calculation of the freight value can be done with the conditions, 5% of FOB (Free on Board) for goods sent from ASEAN countries, 10% of FOB for Asia-Non ASEAN or Australia, and the rest 15%.

During this Covid-19 pandemic, the procedure for submitting COO or FTA documents is regulated in PMK 45/PMK.04.2020 and applies to all FTA schemes along with Customs Complementary Documents in which the period of submission (softcopy) of COO or FTA documents is 30 calendar days from import customs notification get PIB final number. Meanwhile, the delivery period (hardcopy) is no later than 90 calendar days after receiving the PIB final number and no later than 1 year from the date of issuance of the COO/FTA or Invoice Declaration, or in the event that a request is made by a Customs and Excise Official. For COOs or FTAs, they must follow the existing rules in order to get facilities or benefits from the COOs or FTAs, either in the form of reductions or exemptions from import duties. Generally, COO or FTA documents during this pandemic can be issued electronically and in accordance with circular letter number: SE-16/BC/2020 (October 13, 2020) regarding the implementation and research procedures for Certificates of Origin and for applicable electronic forms: Electronic Form D (ATIGA) in accordance with PMK 131/PMK.04/202 with implementation in 2019, Electronic Form AK (ASEAN-Korea) in accordance with PMK 169/PMK.04/2020 with implementation February 1, 2020, and Electronic Form E (ASEAN-China) in accordance with PMK 171/PMK.04/2020 with implementation as of October 15, 2020.

3.2 Discussion of the Customs Clearance Process

At the Customs Clearance stage, there are also several obstacles, including the import document is not complete and correct, so it is delayed to transmit EDI (Electronic Data Interchange), especially if the restriction are border. Or when receiving a NPBL response (Notice of Prohibited & Restricted Goods Notification), if the document is incomplete and correct, it will be rejected by the Customs officer in the Analyzing Point section and do not receive a follow-up response either SPJK, SPJM or SPPB. If you experience system problems, both PDE Internet and CEISA (Customs-Excise Information System and Automation), you can contact Customs directly. Currently, if there is a need for a redress process at the Tanjung Priok Public Service Office (KPU), it can be done online, by submitting documents online so that the process is faster. And if there is an SPTNP or Note that has not been paid by the importer, it will cause a block which means that the importer receives a reject response from Customs or cannot transmit EDI (Electronic Data Interchange), so that it does not get a follow-up response (eg SPPB) before the SPTNP. Until now, the physical inspection process at Tanjung Priok and Cikarang Dry Port is still taking a long time, starting from the time of container withdrawal, getting an inspection schedule, getting the name of the examiner and the inspection process. Especially if the customs office gets high attention so that many imported shipments receive SPJM responses, which must be physically inspected. If this continues, the SPPB response will take longer and the process of releasing imported sea cargo will also be hampered or take longer.

3.3 Discussion of the Post-Clearance Process

In the Post Clearance process, this occurs when SPPB has received, starting from payment of warehouse rental or storage at Temporary Storage (TPS), loading containers at the port to returning empty containers to the container depot. The obstacle that existed at CY was the limited equipment facilities for loading and unloading containers at CY. So there is a long queue for the loading of the container to the existing trailer.

Including the existence of extortion (illegal levies) in the Tanjung Priok environment also adds to the length of queues for loading containers. Because some trailer drivers do not pay wages, the loading process of the container does not get priority. And some container move to OB (Over-Brengen) warehouses are also not open 24/7 (24 hours for 7 days), this can make the Customs Service Management Company (PPJK) which issues cargo in the OB warehouse is required to do it in the morning until late afternoon. If it is done at night, the Customs and Excise officer and the OB warehouse are no longer there. And again, if you are already in the OB warehouse, the cost of renting the warehouse is not standardized, unlike when it was still in TPS (line one) or CY (Container Yard). Unlike the Cikarang Dry Port, there is no OB (Over Brengen) process unlike the one in Tanjung Priok.

This table said that it can be concluded that the cost of shipping containers is more efficient when sent by Place of Destination Cikarang Dry Port than Tanjung Priok Port. And there are several other benefits, such as free time at Cikarang Dry Port, which is 5 days (calculated as period 1) and there is no transfer of containers to line two (Over Brengen) at Cikarang Dry Port. The SWOT (Strength Weakness Opportunity Threats) analysis can dissect the existing problems of releasing sea import cargo, consisting of 4 factors: Strengths, Weaknesses, Opportunities, and Threats and are described in internal elements and external.

Internal factors are presented in the company's internal strategy factor matrix to determine which factors are the most important and which are less important, the following data in table form.

Table 1 IFAS (Internal Factor Analysis Summary)

| | Strategic Factor | Weight | Rating | Score |
|-----------------|--|--------|--------|-------------|
| Strength | Network & Brand | 0.18 | 5 | 0.88 |
| | Qualified internal system | 0.12 | 3.5 | 0.41 |
| | Enough capital to cover the high cost | 0.18 | 4 | 0.71 |
| | Compliance with regulations (Compliance) | 0.12 | 3.5 | 0.41 |
| | Total Strength score | | | 2.41 |
| Weakness | High Price | 0.18 | 2.75 | 0.49 |
| | There is no special training for new employees | 0.06 | 1.5 | 0.09 |
| | Automatic reports for customers | 0.12 | 2.5 | 0.29 |
| | Uneven quality of resources | 0.06 | 2 | 0.12 |
| | Total Weakness score | | | 0.99 |

Source: Processed by the author

Based on the table above, it is known that the total score for Strength is 2.41 and the total score for Weakness is 0.99. Then the total IFAS score is 1.42 which is obtained from reducing the Strength score with the total Weakness score. External factors are presented in the company's external strategy factor matrix to determine which factors are the most important and which are less important, along with the data in table form.

External factors are presented in the company's external strategy factor matrix to determine which factors are the most important and which are less important, the following data in table form.

Table 2 EFAS (External Factor Analysis Summary)

| | Strategic Factor | Weight | Rating | Score |
|----------------------------|--|--------|-------------|-------------|
| Opportunities | Advances in technology and communication | 0.18 | 5 | 0.91 |
| | Overcrowding in Tanjung Priok | 0.27 | 3.5 | 0.95 |
| | Total Opportunities score | | | 1.86 |
| Threats | More similar companies | 2.73 | 1.75 | 4.77 |
| | Dollar Value Strengthens | 0.27 | 1.75 | 0.48 |
| | Competitors offer low prices | 0.09 | 2 | 0.18 |
| Total Threats score | | | 0.93 | |

Source: Processed by the author

Based on the table above, it is known that the total score of Opportunities is 1.86 and the total score of Threats is 0.93. Then the total EFAS score is 0.93 which is obtained from reducing the Opportunities score with the total Threats score. In the SWOT analysis, the total IFAS score was 1.42, and the total EFAS score was 0.93. From the total IFAS & EFAS scores, a SWOT quadrant matrix reference point is formed to determine the company's position. So that researchers can make company strategy recommendations from the company's position. The SWOT quadrant matrix can be seen in the image below (Figure 1).

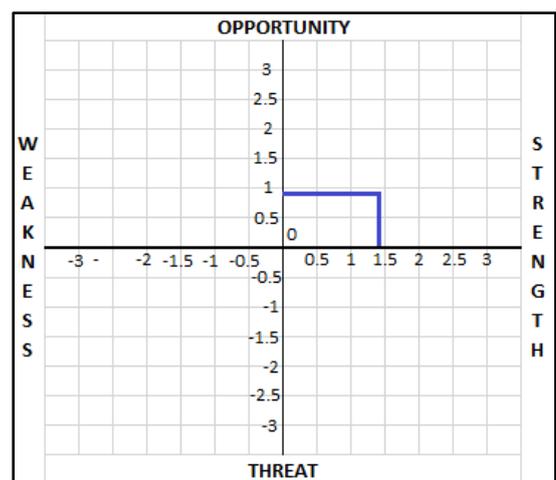


Fig.1:-SWOT Quadrant Matrix

Based on the figure above, it can be seen that its position is between the Strength and Opportunity axes, namely quadrant 1, meaning that it is advisable to carry out a progressive strategy, by utilizing the company's internal strengths to take advantage of external opportunities to achieve existing targets. Strategy recommendations for companies using a SWOT matrix analysis as shown in the table below.

Table 3 SWOT Matrix

| | STRENGTH | WEAKNESS |
|--|---|---|
| | S1: Good Network and Brand. S2: Strong Internal System (Cargowise). S3: Sufficient capital to cover the high cost of the bailout. S4 : Have AEO (Authorized Economic Operator) certificate | W1 : The price is quite high compared to competitors. W2 : There is no training for new employees so that the quality of resources is not evenly distributed. W3 : W3 : Single report & automatic visibility for customers. W4 : Contract agreement that has not been detailed (especially regarding liability) |
| OPPORTUNITY | SO Strategy (Enables the process of releasing sea import cargo faster) | WO strategy (Utilizing existing opportunities to overcome weaknesses) |
| O1 : Technology and communication are increasingly sophisticated. O2 : Demands regarding compliance or regulations (Compliance). O3 : Density in Tanjung Priok | 1. Sophisticated systems need to be introduced to customers for visibility and monitoring of shipments. 2. Educate customers this company complies with compliance and AEO certification 3. Offer PoD via CDP and the company can cover the clearance fee in advance (DO, Port Storage, etc.) | 1. Online training for employees on a regular basis, including customs (PPJK). 2. Communication with the importer regarding the liability to comply with the existing regulations or contracts |
| THREATS | ST Strategy (Using strengths to avoid threats) | WT Strategy (Minimizing weaknesses and avoiding threats) |
| T1: More and more similar companies & offer low prices. T2 : The Dollar Value Strengthens. T3 : The Customs System is experiencing disruption (especially CEISA) | 1. Inviting importers to obtain AEO certificates, in order to get various kinds of facilities. 2. Establish good communication with Customs and Excise in case of problems with CEISA | Provide an explanation to the importer that the service offered is of quality and in accordance with the existing costs |

IV. CONCLUSION

From the results of the research that has been described in the previous chapters, it can be concluded that:

1. The cause of the long release of imported marine cargo in this company can be identified and analyzed. There are 23 factors that cause the length of time to release imported sea cargo which is divided into three main stages: Pre-Clearance, Customs Clearance and Post-Clearance.
2. This study can also analyze the formulation of strategies so that the process of releasing imported sea cargo can run faster. The results of the SWOT analysis show that the performance of the company is located between the Strength and Opportunity axes, namely quadrant 1 (1.42 ; 0.93) and the strategy used is SO (Strength-Opportunity) with the introduction of the Company system to Customers for visibility and monitoring, educating Customers about compliance, AEO certification and informing the benefits if shipments via CDP, including speed in releasing imported sea cargo supported by the latest knowledge and best practices

from the company so that they can have the same expertise and understand updates to applicable customs legislation and can be more innovative and dynamic in facing this era of digitalization or the 4.0 industrial revolution.

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