
Collaboration Strategy with Stakeholders Through the Implementation of Electrifying Marine to Increase Sales Growth

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ABSTRACT

The geographical condition of East Kalimantan Province, especially Berau Regency, is a tourist area with islands and coastal areas where water transportation is a fundamental need for the community to reach various isolated areas. It is known that the water transportation equipment used still uses diesel engines, so there is a potential for captive power acquisition when the ship docks at the port by switching to PLN services. Under the condition of a power surplus, it is expected that electricity sales will increase in 2022, especially at the L tariff through a breakthrough program in seeking potentials that can increase electricity sales. This study uses a qualitative method. In setting the Key Performance Indicator (KPI) for 2022, electricity sales growth is targeted at 269.3 GWh, but sales growth at the L rate is still low. Therefore, it must be achieved by acquiring captive power of ships at berthing ports and connecting PJU Mandiri around the port. The potential L tariff customer segment is a priority in the marketing strategy and increasing electricity sales.

Keywords:Collaboration, sales growth, acquisition of captive power

INTRODUCTION

The geographical condition of East Kalimantan Province, especially Berau Regency, is a tourist area with islands and coastal areas where water transportation is a fundamental need for the community to reach various isolated areas. It is known that the water transportation equipment used still uses diesel engines so there is a potential for captive power acquisition when the ship docks at the port by switching to PLN services. Based on the results of audiences with stakeholders, there are 6 port locations managed by the Transportation Service (Dishub), including the Talisayan Service Technical Implementation Unit (UPTD), Batu Putih UPTD, Biduk-Biduk UPTD, Maratua UPTD, Derawan Island UPTD and Teratai UPTD,

Electricity sales up to 2022 show positive growth in all tariff groups except Tariff L (Special Service). For sales of tariff L (Special Services) it still does not

significantly contribute to total sales. With a surplus condition, it is expected that sales of electricity will increase in 2022, especially at the L tariff. To increase the growth of the L tariff, a strategy is needed to pursue new customers and a breakthrough program is needed in seeking potentials that can increase electricity sales. One of the opportunities that can be optimized to increase sales of electricity at the L rate is by acquiring captive power on ships that dock at the Port and the Independent PJU program in the Port area.

The collaboration that will be forged with stakeholders is the provision of electricity infrastructure (Independent Electric Pavements and Independent PJU), which will be built by PLN and jointly managed by the Transportation Agency for use by ships docking at the Port including Independent Public Road Lighting by the community around the Port. This collaboration will be set forth in the form of a Memorandum of Understanding (MoU) which contains the rights and obligations of the parties between PLN and the Department of Transportation. To realize this program, PLN is also collaborating and asking for the support and commitment of relevant stakeholders, including the Regional Government of Berau Regency, the Department of Transportation, and the owner of the Sandar Ship.

With these activities it is expected to increase kWh sales at the marine sector Special Service rates. With the existence of services in the waters sector, it can eliminate the notion that there is a monopoly in a sector which can cause social jealousy. Based on the Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises (BUMN) considering,

"That State Owned Enterprises have an important role in the implementation of the national economy in order to realize the welfare of society; That the implementation of the role of State-Owned Enterprises in the national economy to realize people's welfare has not been optimal".

In accordance with the mandate of Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises (BUMN) that BUMN has the aims and objectives of its establishment, namely as follows:

- a. Contributing to the development of the national economy in general and state revenue in particular;
- b. Pursuit of profit;
- c. Carrying out public benefits in the form of providing goods and/or services of high quality and sufficient to meet the needs of the people;
- d. Become a pioneer of business activities that have not been carried out by the private sector and cooperatives

There are other business activities to increase sales through infrastructure readiness to create demand through various electricity promos and benefits for the community, but the main focus of this research is on selling tariffs L (Special Services). The purpose of this research is to find out to what extent the acquisition of captive power of ships at the port of berthing and the connection of new PJU Mandiri around the port can increase the growth of electricity sales.

LITERATURE REVIEW

Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other resources in achieving the goals set (M. Hasibuan; 2008). Marketing is a social and managerial process by which individuals or groups satisfy their needs and wants by creating, offering and exchanging something of value with one another (Kotler and Keller; 2009). Marketing management is the process of analyzing planning, implementing and controlling programs designed to create, build and maintain profitable exchanges with target markets in order to achieve organizational, company or business goals (Novi Irawati, Aditha AP, Nanda RO; 2022). Carry out marketing management there must be a micro and medium business, the need for customer satisfaction to be the primary concern. Marketing management is closely related to identifying needs and defining marketing as a planning process (Sri Sundari, Indriana Sulistyowarni; 2021). Not only that, companies must also continue to strive to develop their information systems, one of which is in the marketing department. This is required by companies to remain competitive because of the high level of competition, diverse products, and the invention of information technology (Rifqi AF, Netti N, Dexi T). Consumer preferences are very strategic variables in marketing products and services in orders to remain in business. Potential consumers emphasize their attention on a bundle of interesting or meaningful attributes that signal the good quality of the products and services offered by a company. Potential consumers place some expectations prior to choosing a certain product or service. To be successful, a company should be able to understand well its potential customers in selecting a certain product or service (Koo, Tao, and Yeung; 1999). The opening of national markets and globalization, involving the movement of production factories to low-cost areas, has influenced corporate strategies on ways to reach and hold global competitiveness. In this approach, new forms of competition have been established as new competitors arise. This has led to a rapid increase in participation of all companies in all global activities, with high involvement (Piotr H, Frantisek M,

In 2017, research conducted by J. Johny Natu Prihanto showed that the print media's response to collaboration and synergy was still quite slow. Even though in that year the impact of the era of disruption on this industry had begun to be felt. "The print media industry has an old cultural tradition, one that is known to be moving slowly. This organization emerged from a culture that was slow to adapt, although willing to change in order to stay alive and maintain its traditional values. This cultural inertia makes the print media industry vulnerable to start-ups. The print media industry is not an industry that places innovation as the main priority, even though this is what the market needs today. Although the need for change is recognized, it is not easy to change the way employees think (mindset). Reliance on revenue models from subscriptions and advertising can also be seen as a type of cultural inertia. The Internet does allow for a variety of ways to increase revenue, but its potential has yet to be discovered. The print media industry cannot limit itself to this revenue stream model (Prihanto; 2017). Synergy is interpreted as a combination or combination of elements that can produce a better and bigger

output. While synergy will occur if those related have the same point of view and respect each other (Covey; 2011). Shared values are one of the factors for establishing a synergistic collaborative relationship. The second factor is the cooperative relationship that has been established for quite a long time. This facilitates at least three elements, namely communication, trust, and commitment (Rr. Vegasari, Gintang; 2022). Startup companies are indeed required to always develop viable business models around innovative products/services, services, processes or platforms. One thing that can be called an important attribute in a startup is its ability to grow. This is all so that startup companies don't become companies that are just born, develop for 1-2 years and then die because they are disrupted by new companies or old companies that are always innovating (Rifqy Tazkiyyaturohmah; 2020). Collaboration between institutions and industries for skills development is very important through education and training, adoption of knowledge (innovation and technology transfer) and the promotion of entrepreneurship (start-ups and spin-offs) (Guimon, 2013). also, through a collaboration between firms can strengthen their networks, helping in promoting the capabilities necessary to successfully translate market opportunities and managing the human capital (Roshani, Lehoux & Frayret; 2015). Collaboration may be formal or informal. From formal equity partnerships, contracts, research projects, patent licensing, and so on, to human capital mobility, publications, and interactions in conferences and expert groups, among others (Hagedoorn, Link, and Vonortas; 2000).

One of the goals the company wants to always achieve is increased sales volume, so marketing is the front door in achieving this. However, in practice it is not only marketing, but companies will not be able to obtain maximum profits in selling their products, if they are not accompanied by product, price, promotion and distribution. Profits can be achieved if the company succeeds in increasing the activities of the main company. Companies engaged in trade can make efforts to improve production or sales department planning to increase sales volume (Putra et al., 2021). Therefore, the company must have a plan that is made in detail and directed in various fields that concern it,

Regarding electrifying marine, research by Belletti E, McBride M (2021): “An analysis of the energy mix in the Eastern and Southern Africa (ESA) region shows that Marine renewable energy (MRE) could fill some of the electricity supply gaps. The largest barriers to MRE are not technological, but rather linked to policy design and financing capacity. Three complementary solutions are outlined to set a working framework for MRE deployment in ESA: short-term, small-scale hydrokinetic river projects with public or private financing (similar to microgrid and off-grid solar projects); long-term, large-scale tidal projects with public and concessional financing (similar to geothermal power generation); and capacity building to ensure the employment of local citizens.]”

Positioning strategy is a strategy that seeks to create unique differentiation in the minds of target customers, so that a brand or product image is formed that is superior to competing brands/products (Al Ries & Jack Trout; 1972)

Based on this description, the author conducted research with the title: "Collaboration Strategy with Stakeholders Through the Implementation of Electrifying Marine to Increase Sales Growth at PT PLN (Persero) Berau Customer Service Implementing Unit".

METHOD

1. Research Locations

The location of this research is at PT PLN (Persero) Berau Customer Service Implementation Unit. The selection of this location is based on suitability with the chosen topic and the Electrifying Marine program is PLN's effort to encourage the water sector to be more productive with electricity.

2. Research Methods

This study uses qualitative methods with SWOT analysis. To get an overview of the detailed strategy by PT PLN (Persero) for the Electrifying Marine program. With the strategic analysis using the SWOT matrix, it can be seen which strategies can be applied to increase electricity sales. This is in accordance with the description according to Indrawan (2014) saying that: "Basically, qualitative research methods are intended for research that is observing cases. Thus, the process of collecting and analyzing data is also a case in point. Because of this specificity, qualitative research methods are often used by practitioners such as teachers, consultants, managers or field extension workers.

Data collection techniques in this study were interviews, observations, and focus group discussions, where stakeholders acted as resource persons. In this study explored the conditions of sales growth, strategy mapping and risk mitigation. The results of this data collection are called primary data, namely data obtained directly.

RESULTS AND DISCUSSION

This research provides an overview of the potential for adding new customers through the implementation of Electrifying Marine through the acquisition of captive power for ships docked at the Port and also independent PJU for communities around the area in Berau Regency. For more details about the collaboration strategy, the following is the explanation:

1. Collaborative Strategy to Increase Sales Growth

The research began with brainstorming involving all sections of PT PLN (Persero) Berau Customer Service Implementation Unit to take stock of ideas related to Electrifying Marine. Also collaborating with external stakeholders to establish communication, formulate problems, and find alternative solutions that can be done in implementing Electrifying Marine.

Through communication and collaboration, information was obtained that all berthing ships use generators for their operational needs, where the costs incurred are quite large when compared to electricity services from PLN. So it is very possible for PLN to acquire the captive power of these docked ships. In addition, the lack of public lighting in the port area is felt to hamper shipping activities, especially at night and early in the morning. This is an opportunity for PLN to sell electrical energy through the Public Street Lighting Service. In East Kalimantan,

especially Berau Regency, there is no electricity service in the Port sector, so this potential can create a new segment of electricity sales.

The results of this collaboration are relevant to the opinion of O'Leary (2010), collaboration is often used to explain the process of completing work that is cross-border, cross-sectoral, and cross-relationships. Likewise, Camarihna-Matos and Afsarmanesh (2008) in almost the same vein said that collaboration is a process when several entities or groups share information, resources and responsibility for an activity program that is designed, implemented and evaluated together. to achieve mutually agreed goals.

Through this brainstorming activity an Evaluation of External and Internal Factors is made so that the effect on company performance is known.

2. SWOT analysis

The SWOT analysis provides an overview of the detailed strategy by PT PLN (Persero) UP3 Berau for the implementation of the Electrifying Marine to carry out strategies mapping based on existing needs.

Based on the priority matrix, there are 3 strategies with the highest impact, namely:

- a. Acquisition of captive power ships docked at the Port through the implementation of Electrifying Marine to increase sales of electricity in the marine sector.
- b. Collaborating with stakeholders and PLN, building independent PJU electricity facilities that can support the needs of the Electrifying Marine sector and the general public.
- c. Create an MoU between the Department of Transportation and PLN which regulates the cooperation in implementing the Electrifying Marine program

3. Product – Market Fit Canvas SPLU around the Port and PJU Mandiri

Product – MarketFit is a condition when a business can enter the market, be accepted and succeed in selecting the right customer group according to the product or service offered. Product market fit is very important for businesses, especially businesses that are still in their early stages. By carrying out this product market fit strategy, it can be seen whether a service product is successful in solving customer problems. This concept is a condition when a business is already in the market (market) and has chosen the right target customers (customer segmentation) with the products offered. One example when this product market fit is successful is when the customer indirectly becomes a salesperson for the product/service offered. This can be obtained if the customer already gets value from using the product/service.

4. Analysis of Design Thinking

Based on the results of interviews with stakeholders, the ideas obtained are poured into design thinking analysis. As explained by Tim Brown in his article in the Harvard Business Review, states that design thinking is an approach to giving birth to human-centred innovation that uses toolkits commonly used by designers

that integrate three things, first is the needs of people, second is the possibility of using technology, and the need to be able to gain a business advantage.

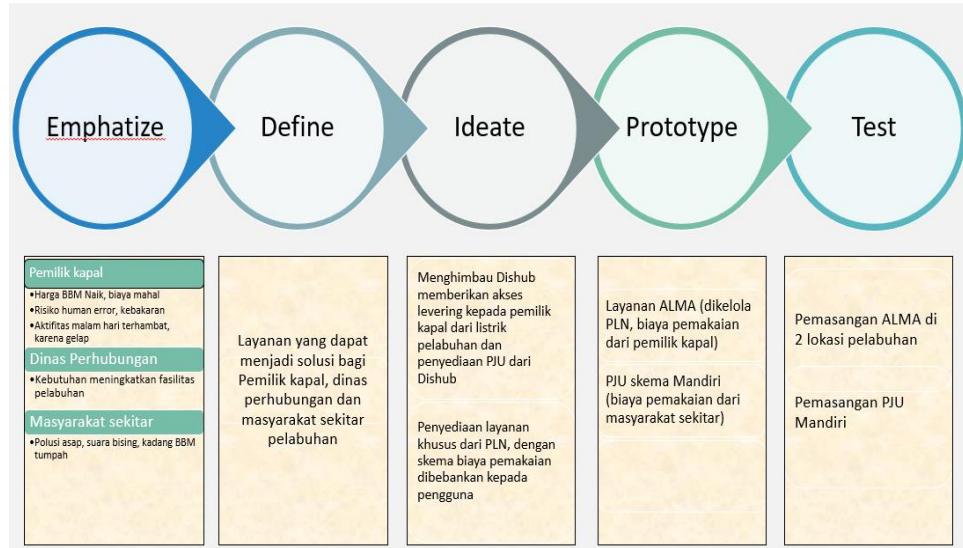


Figure 1 : Analysis of Design Thinking

Furthermore, an empathy map of the needs and input from ship owners is also made as follows:

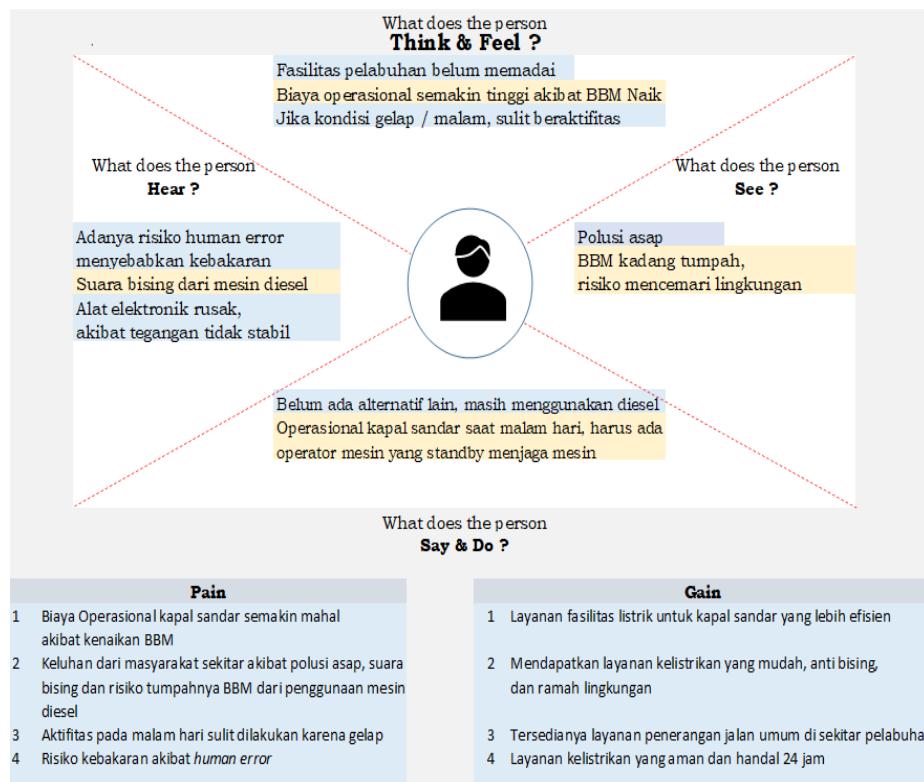


Figure 2 : Empathy map

Based on the results of interviews with stakeholders, information was obtained that the port infrastructure readiness that allows it to be realized immediately is one of the ports in Berau Regency. Based on this information a Forum Group Discussion (FGD) was held which aimed to introduce the PLN Electrifying Marine Program to partners, discuss the design of ELMA infrastructure, as well as the readiness of vendors to carry out work and prepare OM for future ELMA services.

The conclusion of the FGD results is that vendors are ready to support the success of this ELMA program, starting from the provision of ELMA equipment, commitment to ELMA infrastructure development, and the OM ELMA stages by PLN T which will be followed up with debriefing to implementing officers.

5. Evaluation of Collaborative Strategies to Increase Sales Growth

After the implementation of the Electrifying Marine and independent PJU has been activated, an evaluation will be carried out on the realization of charging and using the stroom kWh at the installed Public Electric Charging Stations (SPLU). In order for the utilization of the Electrifying Marine implementation to run effectively, it is necessary to carry out aggressive marketing to encourage increased utilization of the installed SPLU and PJU Mandiri facilities.

- a) Internalization and socialization with the Department of Transportation and ship owners to give an appeal for ships to dock using the SPLU facility.
- b) Provides easy service for changing the ship's electrical installation in collaboration with local installers so that berthing ships can use SPLU facilities.
- c) Build a ship owner affiliate program so that ship owners are already using itSPLU can promote to other ship owners.
- d) Appeal to the Port regarding the provision of counters to purchase electricity strooms around the port of the ship berthing.

CONCLUSION

Through coordination with stakeholders, including the Government of Berau Regency, the Department of Transportation, and docking ship owners, information on the needs of stakeholders is obtained which is used as an opportunity to increase PLN UP3 Berau's income. Another benefit obtained is strengthening partnerships with stakeholders to gain mutual benefits. With the implementation of electrifying marine, it will add a new segment of electricity sales, namely the docking ship electricity segment. There will also be good relations with stakeholders so that it can improve PLN's image because it is able to meet the needs of electricity service customers to the waters sector and public road lighting which has an impact on increasing sales revenue. electric power while prioritizing integrity and playing a proactive role towards customers.

SUGGESTION

Based on the collaboration and implementation of electrifying marine that has been carried out, the suggestions that can be submitted are as follows:

- a. PLN Berau to conduct an inventory of ports that have the potential to be implemented by the Electrifying Marine project.
- b. Carry out ongoing cooperation with the Transportation Service, especially the Berau Regency Transportation Service, the Malinau Regency Transportation Service, the Tana Tidung Regency Transportation Service and the Nunukan Regency Transportation Service which are in the work area of the Berau Customer Service Implementation Unit.
- c. Encouraging other implementing units in the working areas of the East Kalimantan and North Kalimantan Regional Main Units to immediately implement the Electrifying Marine project in order to increase sales kWh.

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