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## **STRATEGIC IMPLEMENTATION OF COVID-19 CONTROL POLICIES IN THE MANAGEMENT OF ULEE LHEUE PORT MANAGEMENT, BANDA ACEH CITY, ACEH PROVINCE**

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### **ABSTRACT**

Reliable transportation services can be achieved by optimizing the utilization of transportation facilities and infrastructure as well as operational aspects. Limited resources in management is a challenge that can be overcome with several strategies, one of which is through the cooperation of the parties. This study aims to analyze the strategy for implementing the Covid-19 control policy in the management of the Ulee Lheue port in Banda Aceh. This research is survey research with a qualitative approach, using SWOT. The sample in this study amounted to 15 respondents. The results of this study indicate that the SWOT analysis at the Ulee Lheue ferry port obtained strength in infrastructure, land resources, and departure information. In terms of opportunities, it is found that the rate of population growth, routes to Sabang, the tourism sector and markets are not limited. For threats, namely the pandemic problem that has not ended, so that business activities related to ports may be reduced. There are many obstacles that check point officers face when carrying out checks at the border. Catching people entering Aceh's Ulee Lheu Port requires a different strategy. Inspection needs to adjust to the availability of check point infrastructure, personnel, and traffic conditions in the area itself. Sea/Port transportation controls are carried out to reduce interactions, travel restrictions, and gathering of people in crowded places because the most worrying means of spreading the virus are transportation, especially public transport. Based on the results of this study, the authors suggest to the Management of the Ulee Lheue port in Banda Aceh to be able to improve the physical/infrastructure improvements on a regular

basis by utilizing the initial investment and also annual cash inflow from the pattern of business cooperation with other parties, if the budget is against the Detailed Engineering Design (DED) that is it is not yet certain when it will be implemented.

**KEYWORDS:** Covid 19 Control, Port Management.

## 1. INTRODUCTION

The Covid-19 pandemic has now become a global concern and is spreading rapidly to all parts of the world with affected cases tending to increase every day, including Indonesia. Starting from the city of Wuhan, the capital of Hubei Province, China, the World Health Organization (WHO) detected the emergence of a type of pneumonia with an unknown cause on December 31, 2019. In that time period, until January 3, 2020, the Chinese Government has reported 44 cases of pneumonia in the country.

Furthermore, on January 20 2020, 282 confirmed cases of 2019 CoV were recorded in 4 (four) countries, namely China (278 cases), Thailand (2 cases), Japan (1 case) and the Republic of Korea (1 case). WHO reported as of January 30 2020 in a cumulative total of nearly 25 million positive cases and 800 thousand deaths and declared a global health emergency.

Transportation is one of the links in the distribution network of goods and passenger mobility which is developing very dynamically, besides playing a role in encouraging and supporting all aspects of life both in political, economic, socio-cultural development and defense and security.

Data from the Aceh Health Service show that as of November 10, 2020, there were 7,719 positive confirmations and 218 deaths. If analyzed more deeply, the curve for the addition of positive cases in Aceh is relatively sloping in the period March 23 2020 to July 27 2020. A drastic increase began to occur on July 28 2020 with the addition of 22 new cases per day. Even on September 13 2020 daily new cases have reached a record of 212 people with graphic trends that have not shown a decline (see Figure 1). This condition has resulted in Aceh being grouped into one of the priority provinces for handling national Covid-19 along with 9 (nine) other provinces in Indonesia (Aceh Health Office, 2020).

Transportation has a role as a driver and driver of economic growth, so that transportation becomes one of the main components in the economy of a region. A good transportation system that is able to reach all corners of the region will greatly support the improvement of the economic performance of a region and will produce inclusive economic growth, as well as be able to provide fair and equitable economic distribution according to regional potential. To carry out its functions and authorities in the implementation of fiscal authority, local governments must be able to recognize their potential and identify

the resources they have. Local governments are expected to be more able to explore potential revenues, especially those that can be collaborated with other parties to meet the needs for government financing and development in their regions (Setiawan, 2021).

The area that will be studied in this research is the Implementation Strategy of the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province. Problems related to the potential in this research are then formulated as how the Strategy Implementation of the Covid 19 Control Policy in the Management of the Ulee Lheue Port Management of Banda Aceh City, the solutions used in overcoming the constraints of the Implementation Strategy of the Covid 19 Control Policy in the Management of the Ulee Lheue Port Management of Banda Aceh City and constraints and challenges of the Strategy for Implementing the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province.

Based on the description of the problems above, the objectives of the research are to describe and analyze:

1.1 Implementation of the Strategy for Implementing the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province.

1.2 Solutions used in overcoming obstacles Constraints and challenges of the Implementation Strategy for the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province

1.3 Constraints and challenges of the Implementation Strategy for the Covid 19 Control Policy in the Management of Ulee Lheue Port Management, Banda Aceh City, Aceh Province

## **2. LITERATURE REVIEW**

### **2.1 Policy Implementation**

Haedar's definition of implementation (2010) is "putting the goals of policy adopters into various business actions to achieve the desired results". This definition is very appropriate to describe implementation as a process that is inseparable from policy changes. In the implementation process, policies will continue to be formed, in implementation there is a policy-making sub-process (Lane et al, 2010).

### **2.2 Management Control System**

Management control system is a mechanism that can create conditions that can increase opportunities and achieve expectations and obtain the desired results, by focusing on the goals to be achieved by the organization. With SPM as a communication structure device that facilitates information processing with the intention of helping managers coordinate fields (Yusar, 2021).

According to Yunus & Eddy (2016), management control systems can be used as monitoring of organizational activities and used as planning, activity monitoring, performance measurement and integrative mechanisms. Meanwhile, Suharmadi (2020) explains that a management control system is a tool for a manager to ensure the use of all resources to achieve organizational goals, as formal procedures and systems that use information to achieve or change patterns in an organizational activity.

### **2.3 Management**

According to Setiani (2015) management is a systematic activity that follows one another in order to achieve goals. Management is generally associated with planning, organizing, controlling, placing, directing, motivating, communicating and decision-making activities carried out by each organization with the aim of coordinating various resources owned by the organization so that a product or service will be produced efficiently (Sasono, 2012).

According to Sitorus, Sitorus. H & Ricardianto (2016) said that there are 4 management functions which are abbreviated by the acronym (POAC), namely:

Planning is an attempt to make a choice of actions from various alternatives that may be available which include strategies, policies, programs, projects and procedures in order to achieve organizational goals.

Organizing is the determination, grouping and arrangement of the kinds of activities needed to achieve the goal, the placement of people (employees) for the activities of the provision of physical factors suitable for work purposes and extension of the relationship of authority delegated to each person in relation to the implementation of each expected activity.

Actuating (movement) is arousing and encouraging all group members to want and try hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. Therefore, mobilization can be interpreted as an effort to influence and direct members of the organization (employees) to carry out work in accordance with established policies.

Controlling (supervision) is the process of determining what must be achieved, namely standards, what is being carried out, namely implementation, assessing implementation and if necessary, making changes so that implementation is according to plan, namely in line with guidelines.

### **2.4 SWOT analysis**

SWOT analysis is a systematic study of the company's internal strengths and weaknesses and the environmental opportunities and threats faced by the company. SWOT analysis is also a tool for strategic planning to formulate and implement strategies to achieve goals (Yunus. E, 2016).

According to H. Abdul Manap (2016), SWOT analysis is an analytical model to identify how big and small the company's strengths and weaknesses are and how big and small the opportunities and threats that might occur.

According to (David & Fred R. 2011) SWOT analysis is a systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

## **2.5 Transportation**

Transportation is the movement of people and goods from one place to another using motorized vehicles or human and animal power. The movement of goods and people moving occurs because of unmet needs where we are. The process of fulfilling these needs will lead to interactions between the activity system and the network system that produces people and goods during the movement of vehicles, this process is often referred to as the marko transportation system (Hurit & Kamilus, 2017).

The definition of transportation was also put forward by Pangemanan. S & Sompie T (2017) is the transfer of goods and people from the place of origin to the destination, so that with these activities there are three things, namely the existence of roads to be transported, the availability of vehicles as means of transportation and the presence of roads that can be traversed. The process of moving from the movement place of origin, where the transportation activity begins and to the destination where the activity ends. For this reason, with the movement of goods and people, transportation is one of the sectors that can support economic activity (the promoting sector) and service providers (the serving sector) for economic development.

Pada umumnya, manajemen transportasi menghadapi tiga tugas utama:

- a) Develop plans and programs to achieve organizational goals and missions whole
- b) Increasing the productivity and performance of the company
- c) Operate transportation in general

## **2.6 The Role and Benefits of Transportation**

According to Salim, Abbas (2016) transportation infrastructure has two main roles, namely: as a tool to direct development in urban areas; and as infrastructure for the movement of people and/ or goods arising

from activities in the urban area. By looking at the two roles described above, the main role is often used by regional development planners to be able to develop their territory accordingly

### **3. IMPLEMENTATION METHOD**

This type of research is survey research with a qualitative approach. This research is focused on analyzing the strategy for implementing the Covid-19 control policy in the management of the Ulee Lheue port, Banda Aceh City, Aceh Province.

This research uses a qualitative descriptive approach. Qualitative is research that is descriptive in nature and tends to use analysis with an inductive approach. Qualitative research is also called interpretive research, nature research, or phenomenological research.

The sample was selected from the research population to obtain primary data by conducting direct interviews, the object of this study was employees of the Ulee Lheue Port of Kotan Banda Aceh, Aceh Province. Furthermore, the researchers distributed questionnaires, with the statements in the questionnaires being the result of interviews with several employees of Ulee Lheue Port, Banda Aceh City, Aceh Province about the strengths, weaknesses, opportunities, threats of the resource companies, namely the management of Ulee Lheue port management, Banda Aceh City, Aceh Province.

Research data collection techniques through interviews, namely structured and unstructured interviews. The data obtained is then documented in the form of collection, processing, storage.

Data were analyzed using SWOT analysis. SWOT analysis is used to find out what strategy to use after looking at PT Al-Mucthar's strengths, weaknesses, opportunities and threats obtained from interview results. The following is a SWOT analysis matrix

**Table 3.1 SWOT Strength**

	Strength (S) Determine 1-10 Internal strength factors	Weakness (W) Determine 1-10 factors of internal weakness
Opportunities (O) Determine 1-10 external factors	Strategy S-O Creating a strategy that uses strengths to take advantage of opportunities	Strategy W-O Creating strategies that minimize weaknesses to take advantage of opportunities
Threats (T) Determine 1-10 External force factors	Strategy S-T Create a strategy that uses strength to become a threat	Strategy W-T Creating strategies that minimize weaknesses to take advantage of opportunities

**4. RESEARCH RESULTS**

After collecting all the information related to the strategy for implementing the Covid 19 control policy in the management of the Ulee Lheue Port of Banda Aceh City, namely by utilizing all the information into quantitative models (data in the form of numbers or numbers) and qualitative (data in the form of words) word), strategy formulation should use several models at once, in order to obtain a complete and accurate analysis. The models used are: Internal/external matrix, marketing strategy formulation, Cartesian diagram, SWOT matrix.

**Table 4.1 Human Resources/ Human Resources**

Level of education	Amount	Percentage
Masters	1	6,6
bachelor	7	46,6
Diploma	7	46,6
Total	15	100,00

The level of education has positive and negative impacts. The positive impact is quality performance because it is able to implement policies and is experienced and has a very high level of professionalism, so that Ulee Lheue Port is able to manage it even in the conditions of the Covid 19 pandemic. Meanwhile, the negative impact is the very high level of employee turnover and entry. This is very bad for the company because it will take time to train new employees.

**4.1 SWOT Analysis of Ulee Lheue Port**

4.1.1 Internal factors originating from the management environment of Ulee Port management Lheue Banda Aceh in the form of the company's strengths and weaknesses are:



- a) Strengths
  - 1) Basic infrastructure can still be utilized
  - 2) Land resources are still vacant
  - 3) Information dissemination of ship departures is quite good
  - 4) Human resources are still available
  - 5) The new Detail Engineering Design (DED) for Rehab is available
- b) Weaknesses
  - 1) Old buildings
  - 2) There is no certainty when DED will be continued into construction
  - 3) Budget uncertainty for rehabilitation with new DED
  - 4) External factors originating from outside the management environment of Ulee Lheue Port Banda Aceh in the form of opportunities and threats are
- c) Opportunity
  - 1) The population growth rate in the area is good
  - 2) The route to Sabang is the only one in Indonesia
  - 3) The tourism sector is superior
  - 4) The economy is recovering so that entrepreneurs can return to doing business in the area harbor
  - 5) The economy is recovering so that entrepreneurs can return to doing business related to access to Sabang
  - 6) Unlimited market
- d) Threats
  - 1) The pandemic that hasn't ended. Incessant exhibition and promotional activities for competitor
  - 2) The neglect of the terminal causes a shift in the location of activities economy to other locations in the future (time threat)



**Table 4.2 SWOT Analysis of Ulee Lheue Port Management in Banda Aceh**

<b>Factor Internale</b>	<b>Strengths</b>	<b>Weakness</b>
	<ol style="list-style-type: none"> <li>1) Basic infrastructure can still be utilized</li> <li>2) Land resources are still vacant</li> <li>3) Information dissemination of ship departure is sufficient good</li> <li>4) Human resources are still available</li> <li>5) New Detail Engineering Design (DED) for Rehab is available.</li> </ol>	<ol style="list-style-type: none"> <li>1) Old building</li> <li>2) There is no certainty when DED will continue into development</li> <li>3) Budget uncertainty for rehabilitation with new DED</li> </ol>
<b>Factor Externale</b>	<b>Opportunity</b>	<b>Threats</b>
	<ol style="list-style-type: none"> <li>1) The population growth rate around is good</li> <li>2) The route to Sabang is the only one in Indonesia</li> <li>3) Excellent Tourism Sector</li> <li>4) The economy is recovering so that entrepreneurs can return to doing business around the port</li> <li>5) The economy is recovering so that entrepreneurs can return to business related access to sabang</li> <li>6) The market is unlimited</li> </ol>	<ol style="list-style-type: none"> <li>1) The pandemic is not over. Incessant exhibition and promotion activities of competitors.</li> <li>2) The increasingly neglected terminal causes a shift in the location of economic activities to other locations in the future (time threat).</li> </ol>

**4.2 Formulation of Alternative Implementation Strategies IFAS Matrix (Internal Factors Analysis Summary)**

**Table 4.3 IFAS Matrix**

No	Internal Strategy Factors	Weight	Ratings	Score
<b>Strengths</b>				
1	Basic infrastructure can still be utilized	0,15	4	0.6
2	There are still vacant land resources	0,15	4	0.6
3	Information dissemination of ship departures is quite good	0,1	3	0.3
4	Human resources are still available	0,12	3	0.37
5	The new Detail Engineering Design (DED) for Rehab is now available.	0,1	2	0.2
<b>Sub Total</b>		<b>0.62</b>		<b>2.07</b>
<b>Weakness</b>				
1	Old building	0.15	5	0.75
2	Belum ada kepastian kapan DED akan dilanjutkan menjadi pembangunan	0.12	4	0.5
3	Budget uncertainty for rehab with new DED	0.1	3	0.3
<b>Sub Total</b>		<b>0.37</b>		<b>1.55</b>
<b>Total</b>		<b>1.0</b>		<b>3.62</b>

From the analysis results in Table 4.3. IFAS, the strength factor (Strength) has a total score of 2.07 while Weakness has a total score of 1.55.

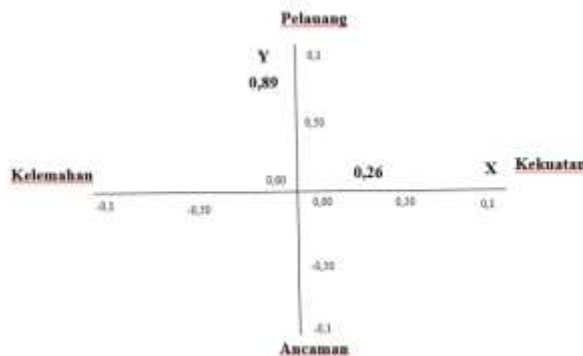
4.3 EFAS Matrix (External Factors Analysis Summary)

Table 4.4 EFAS Matrix

No	Internal Strategy Factors	Weight	Ratings	Score
<b>Opportunity</b>				
1	The population growth rate around is good	0.15	5	0.77
2	The route to Sabang is the only one in Indonesia	0.15	4	0.6
3	Leading Tourism Sector	0.13	4	0.51
4	The economy is recovering so that entrepreneurs can return to doing business around the port	0,1	4	0.31
5	The economy is recovering so that entrepreneurs can return to doing business related access to Sabang	0.1	3	0.31
6	The market is unlimited	0.1	3	0.31
<b>Sub Total</b>		<b>0.73</b>	<b>3</b>	<b>2.81</b>
<b>Threats</b>				
1	The pandemic that hasn't ended Incessant exhibition and promotion activities of competitors	0.15	4	0.62
2	The increasingly neglected terminal causes a shift in the location of economic activities to other locations in the future (time threat)	0.1	4	0.41
<b>Sub Total</b>		<b>0.26</b>		<b>1.03</b>
<b>Total</b>		<b>1.0</b>		<b>3.83</b>

From the analysis results in Table 4.4. The EFAS opportunity factor has a total score of 2.81, while threats have a total score of 1.03. Followed by making a Cartesian Diagram to show that the company is in quadrant 1,2,3 or quadrant 4.

4.4 Cartesian Diagram





<p>promotion activities of competitors.</p> <p>2) The neglect of the terminal causes a shift in the location of economic activities to other locations in the future (time threat).</p>	<p>quality Provision of services both (according to DED) tangible and intangible (services)</p> <p>2) Penetration Strategy: Advertising - Continue to increase promotion to the public</p> <p>3) Penetration Strategy: Advertising - Continue to increase promotion to entrepreneurs</p> <p>4) <i>Sales: leasing of land for businesses</i></p>	<p>improvements, utilizing a small initial budget and annual cash in flow</p>
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From this combination, a review strategy can be determined that can minimize internal problems by taking advantage of existing opportunities.

**4.6 Strategy S-O**

This strategy uses the company's internal strength to seize opportunities that exist outside the company, namely by utilizing strengths to seize opportunities. Alternative SO strategies include:

- 1) Physical Resource Improvement: Periodic improvement of infrastructure by utilizing annual cash in flow

The potential revenue value from this infrastructure is IDR 1,944,000,000. The purpose of this capital budgeting is to see cash flow and today's value (present value) from the first year to the following year. The estimated cost is around 300 million rupiah per year for maintenance costs. The actualization of this figure is not known for certain because the reporting of this fee is entirely combined with other ports (based on data from the Aceh Financial Management Agency). As an alternative, the team used assumptions according to activities by comparing it with other ports under the Aceh Provincial Transportation Service.

This cash flow calculation uses the assumption of annual inflation of 3 percent and an interest rate of 8 percent so that the expected rate of return is 12 percent. The estimated year is from 2022 to 2037 with a span of 15 years ahead. In 2022 the terminal's accumulative cash flow is minus 300 million rupiah. In the following year, there will be revenue inflows of 1.9 billion rupiahs and the cumulative cash flow in 2023 will be 1.3 billion rupiahs. In this calculation, maintenance costs are not fixed because there is an element of inflation.

- 2) Sales: Leasing unused land for businesses. Building financial strength and managerial
- Based on the results of field analysis, the Ulee Lheue port has quite high potential because this port is the only route for crossing to the city of Sabang for tourism purposes. The port line is surrounded

by tourism-related economic activities. Related to that, the business potential that can be developed with this port can also get high regional original income.

The business/business potentials that can be collaborated based on the economic aspect are as follows:

- a) Restaurant/Café/Food Court. This business activity can be cooperated with the private sector. Placement of this business can be in the passenger waiting room or the area around the port.
  - b) Self-service (room rental). This business is quite promising because the distance between the port and the city is quite far and only retail traders around the port. This activity can be done with the private sector
  - c) Hangar. The use of the hangar needs to be increased by outreach to passengers who want to dock in the city of Sabang. This utilization can benefit both parties. This business can be managed by the government on a small scale but if it becomes large in the future it will need to be managed by the private sector so that services are maintained
  - d) ATM land lease. This activity can cooperate with BUMN and BUMD Banks in the City of Banda Aceh. The placement of this ATM is quite strategic and is placed in a safe location and in one place, such as an ATM gallery
  - e) Utilization of garden space. Some of the land in the Ulee Lheue port is still sufficient and this can be converted into a playground. This diversion is also related to tourism so that people are interested, advertising rentals. These business activities can be cooperated with the private sector.
  - f) Ensuring the Budget: Building in accordance with the needs in the field
  - g) being able to establish connectivity between regions, transportation can also be a driving force for the economy of a region
- 3) The budget used for the development of port areas is estimated from 2022 to 2037 with a span of 15 years. In 2022 the terminal's accumulative cash flow is minus 300 million rupiah. In the following year, there will be revenue inflows of 1.9 billion rupiahs and the cumulative cash flow in 2023 will be 1.3 billion rupiahs. In this calculation, maintenance costs are not fixed because there is an element of inflation. During the first 5 years, it is assumed that the fixed income is 1.9 billion rupiah.

#### **4.7 Strategy W-O**

This strategy aims to minimize the company's internal weaknesses by taking advantage of external opportunities. This strategy was created to minimize weaknesses in the management of Ulee Lheue port management in Banda Aceh City to seize existing opportunities, alternative WO strategies include:

Advertising: Departure information advertisements on social media continue to be improved In an effort to see opportunities, Ulee Lheue port management Banada Aceh launched an application,

namely the Sapa Mudik Application, implemented in collaboration with the Government of Aceh and the Department of Electrical and Computer Engineering (JTEK) USK in developing an application that can be used as a means of early detection of the movement and distribution of people entering/commuting to Aceh. Based on the Memorandum of Understanding between the Government of Aceh and Syiah Kuala University on Cooperation in Education, Research, Development of Science and Technology and Development of Human Resources Number: 03/MoU/2019 B/68/UN11/HK.07.00/2019 dated 29 March 2019. Application SAPA Mudik functions to collect data on travelers entering Aceh.

Each traveler is required to self-report through the application by filling in personal data such as cellphone number, identity card (KTP) number, full name, gender, age, number of families participating in the trip, type of mode the transportation used, using public transportation or private vehicles, the place of origin of the trip, the destination area, to the planned date of arrival or going home. Furthermore, after filling in the data in the SAPA Mudik application, travelers can print proof of filling in the data electronically

**Service Quality:** Additional/superior services at the terminal

In an effort to improve services, Ulee Lheue port management provides excellent and additional services such as creating ticket sales methods that are more easily accessible at terminal locations (information centers using IT and social media, utilizing the choice of transportation fleets which are expected to continue to grow).

**Budget Allocation:** Ensuring the budget for regular rehabilitation The potential income from this infrastructure is 1,944,000,000 rupiah, so the next step is to look at capital budgeting. The purpose of capital budgeting is to see cash flow and present value from year one to year. estimated costs of around 300 million rupiah per year for maintenance costs.

This cash flow calculation uses the assumption of annual inflation of 3 percent and an interest rate of 8 percent so that the expected rate of return is 12 percent.

The estimated year is from 2022 to 2037 with a span of 15 years ahead. In 2022 the terminal's accumulative cash flow is minus 300 million rupiah. In the following year, there will be revenue inflows of 1.9 billion rupiahs and the cumulative cash flow in 2023 will be 1.3 billion rupiahs. In this calculation, maintenance costs are not fixed because there is an element of inflation. During the first 5 years, it is assumed that the fixed income is 1.9 billion rupiah. However, in year 6 there is an

increase in return on investment of 60 percent, where this calculation is from 1 percent per month times 12 for 5 years.

Estimated revenue in the 6th year is 3.1 billion rupiah and in the 11th year it will be 4.9 billion rupiah. The total net present value for 15 years is 42,157,555,255 rupiah.

The payback period is predicted to be 0.41 or 4.9 months with a profitability index of 867.16 percent so that it is said to be feasible and an interest rate of return of 475.43 percent for every 1 rupiah invested. The calculation of this income is minimum income and it is possible that income has the potential to be greater in line with economic development in Banda Aceh City. Capital budgeting calculations are also only compared with estimates of port infrastructure operational costs.

#### **4.8 Strategy S-T**

Through this strategy the company tries to avoid or reduce the impact of external threats. This strategy was created to minimize the threats faced by the management of Ulee Lheue port in Banda Aceh City by maximizing existing strengths, an alternative ST strategy is as follows.

**Penetration Strategy: Improvement of Physical Resource and Service Quality - Provision of both tangible and intangible (according to DED) services (services)**

The aspect of human resources in this port is quite adequate. It is estimated that around 20 more people work at this port both as managers, coordinators, to cleaning services. Placement of these resources in accordance with the required field.

In terms of operational aspects, this port has quite good and well-maintained facilities. Like a mosque where the condition of the building is still very good, so is the garden which is quite large. The existence of toilets is an important facility in operations and the condition of these toilets is very good and separate for men and women. Based on the team's observations, this port still has 500 m<sup>2</sup> of unused land which is divided in the sea part of the port and in the middle part.

**Penetration Strategy: Advertising - Continue to increase promotion to the public** One of the efforts to increase advertising is Ulee Lheue Banda Aceh port management socializing the use of the Alert Aceh Monitoring Application (SAPA) Mudik through the Sapamudik.id page. Namely the application for data collection for travelers who will travel to an area in the Regency/City in Aceh Province. This page can be opened with mobile devices and computers with a browser application.



In carrying out data collection on the homecoming greeting page, homecoming participants can do it independently or can be assisted by officers at the North Sumatra-Aceh border.

Sales: Leasing of land for Restaurant/ Cafe/Food Court business. This business activity can be cooperated with the private sector

Placement of this business can be in the passenger waiting room or the area around the port Self-service (room rent). This business is quite promising because the distance between the port and the city is quite far and only retail traders around the port. This activity can be done with the private sector.

hangar. The use of the hangar needs to be increased by outreach to passengers who want to dock in the city of Sabang. This utilization can benefit both parties. This business can be managed by the government on a small scale but if it becomes large in the future it will need to be managed by the private sector so that services are maintained.

ATM land rental. This activity can cooperate with BUMN and BUMD Banks in the City of Banda Aceh. The placement of this ATM is quite strategic and is placed in a safe location and in one place, such as an ATM gallery.

Utilization of garden space. Some of the land in the Ulee Lheue port is still sufficient and this can be converted into a playground. This diversion is also related to tourism so that people are interested, advertising rentals. These business activities can be cooperated with the private sector.

#### **4.9 Strategy W-T**

This strategy is a tactic for survival by reducing internal weaknesses and avoiding threats. This strategy was created to minimize the weaknesses and threats faced by the management of Ulee Lheue port in Banda Aceh City, while the WT strategy for the management of Ulee Lheue port management in Banda Aceh City is as follows.

Physical Resource Improvement: Periodic Infrastructure Improvement, utilizing a small initial budget and annual cash in flow Evaluation of potential income from infrastructure is the second goal in the terms of reference for cooperation. This is necessary and it is hoped that later it will become a basic review in boosting Aceh Provincial Original Revenue assuming good infrastructure. However, the findings from the field explained that this terminal infrastructure requires significant improvement. This rehabilitation fee can be given periodically, depending on the speed of the revenue wheel that can be created in the future.

After obtaining the value of the potential income from this infrastructure of 1,944,000,000 rupiah, the next step is to look at capital budgeting. The purpose of capital budgeting is to see cash flow and present value from year one to year. estimated costs of around 300 million rupiah per year for maintenance costs. The actualization of this figure is not known for certain because the reporting of this fee is entirely combined with other ports (based on data from the Aceh Financial Management Agency). As an alternative, the team used assumptions according to activities by comparing it with other ports under the Aceh Provincial Transportation Service. This cash flow calculation uses the assumption of annual inflation of 3 percent and an interest rate of 8 percent so that the expected rate of return is 12 percent.

The estimated year is from 2022 to 2037 with a span of 15 years ahead. In 2022 the terminal's accumulative cash flow is minus 300 million rupiah. In the following year, there will be revenue inflows of 1.9 billion rupiahs and the cumulative cash flow in 2023 will be 1.3 billion rupiahs. In this calculation, maintenance costs are not fixed because there is an element of inflation. During the first 5 years, it is assumed that the fixed income is 1.9 billion rupiah. However, in year 6 there is an increase in return on investment of 60 percent, where this calculation is from 1 percent per month times 12 for 5 years.

Estimated revenue in the 6th year is 3.1 billion rupiah and in the 11th year it will be 4.9 billion rupiah. The total net present value for 15 years is 42,157,555,255 rupiah. The payback period is predicted to be 0.41 or 4.9 months with a profitability index of 867

## 5. CLOSING

### 5.1 Conclusion

Based on the results of the SWOT analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

- 1) Ulee Lheue Port is a port of deployment between Banda Aceh to Sabang Island and Aceh Island. The meaning of the crossing can be interpreted as the first stopping point before heading to the destination point. Based on Weber's theory, where the emphasis is on costs, the position of this port is close to consumer and market demand. The agglomeration strength of this port is quite high, coupled with the many accesses for integrated public facilities such as Transkutaraja.
- 2) SWOT analysis at the Ulee Lheue ferry port found strength in infrastructure, land resources, and departure information. In terms of opportunities, it is found that the rate of population growth, routes

to Sabang, the tourism sector and markets are not limited. For threats, namely the pandemic problem that has not ended, so that business activities related to ports may be reduced

3) There are many obstacles that check point officers face when carrying out checks at the border. Catching people entering Aceh's Ulee Lheu Port requires a different strategy. Inspection needs to adjust to the availability of check point infrastructure, personnel, and traffic conditions in the area itself

4) Control of sea/port transportation is carried out to reduce interactions, travel restrictions, and gathering of people in crowded places because the most worrying means of spreading the virus are transportation, especially public transportation.

## 5.2 Suggestion

Based on the conclusions that have been put forward, suggestions are given that can improve the management of Ulee Lheue port management in Banda Aceh City as follows:

1) Utilization of port space and operational assets (especially the existing hangar) is still not optimized Therefore, it is necessary to use it optimally in order to get maximum income..

2) Periodic physical repairs/infrastructure improvements are required by utilizing the initial investment and also annual cash inflow from business collaboration patterns with other parties, if the timing/implementation of the new DED cannot be ascertained.

3) The potential for business cooperation can be done by leasing. Henceforth further analysis can also be carried out for feasibility if the Port or certain parts of the Port are managed by private parties/vendors.

4) A follow-up study can be carried out to determine the portion of revenue sharing between the Provincial Government and the City of Banda Aceh (if necessary/desired) so that a mutual agreement can be reached and contained in regulations.

5) This port service is adequate with the presence of a port site. The Aceh Province Transportation Agency can maximize services from this site by developing G-to-B (government to business) based applications such as making information related to business cooperation that can be carried out to potential partners.

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