

Strategy Analysis to Improve Competitiveness of PT Van Oord Indonesia Jakarta

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Abstract

This study aims to analyze the strategic position of PT Van Oord Indonesia in facing challenges and opportunities in the maritime dredging and reclamation industry. The focus of the research is to identify internal strengths and weaknesses, as well as external opportunities and threats that affect the company's competitiveness. This study uses a descriptive approach with qualitative methods through interviews, observations, and document analysis. The IFE, EFE, CPM, IE, SWOT, and QSPM matrices are used to identify strategic positions and determine strategic priorities. The results show that PT Van Oord Indonesia is in Quadrant I of the IE (Growth Strategy) Matrix with a total IFE score of 3.18 and EFE of 3.50. The proposed strategy includes diversification of services based on green technology and development of local workforce. The implementation of this strategy is expected to increase competitiveness and support the company's business sustainability.

1. Introduction

The concept of strategy has its roots in ancient Greek civilization, where it originally referred to the efforts made to achieve victory in warfare. In this context, strategy involved the gathering of information and data on both weaknesses and strengths in order to gain an advantage in battle. Over time, these strategic principles were adapted to the world of business, particularly to enhance competitive power in the market. The philosophy of warfare strategy was applied to trade to design patterns and allocate resources optimally, which later became known as strategic management.

Strategic management refers to a series of processes that include formulation, implementation, and evaluation of decisions within an organization to achieve set objectives. This process encompasses the analysis of the organization's environment, formulation of relevant strategies, strategy implementation, and continuous evaluation to

ensure the strategy is effective and adaptable. The primary goal of strategic management is to ensure the sustainability of the organization and its ability to compete effectively in a dynamic, ever-changing external environment.

The competition in Indonesia's dredging and reclamation industry is currently intense. This sector faces stringent competition, driven by various challenges that need to be overcome. Some of the key factors influencing competition in the industry include:

- 1. High Demand:** The rapid growth in infrastructure development, including ports, airports, and toll roads, has driven up demand for dredging and reclamation services. Additionally, the maritime economy's growth has led to a need for the expansion of coastal land.
- 2. Regulations and Policies:** Complex and frequently changing regulations pose a significant challenge for companies in this sector. The government requires

businesses to comply with numerous regulations, including the requirement to operate dredging vessels under the Indonesian flag and hire Indonesian workers. Inconsistent regulations further contribute to uncertainty in project implementation.

3. State-Owned Enterprises' Dominance:

Competition in this industry is largely dominated by state-owned enterprises (BUMN), which often have easier access to government-funded projects. This creates an unfair competitive environment for smaller private companies.

4. Environmental Challenges:

Environmental concerns are a major issue in dredging and reclamation projects. These projects often face opposition from local communities and environmental groups worried about the negative impact on ecosystems. As a result, companies must adhere to strict environmental regulations and conduct comprehensive environmental impact assessments.

5. Role of Industry Associations: The establishment of the Dredging Contractors Association and the Indonesian Reclamation (IDRA) aims to facilitate communication and coordination among companies in the sector. IDRA works to address challenges such as regulatory barriers, the dominance of state-owned enterprises, and the promotion of collaboration among stakeholders.

6. Increasing Competition: The number of companies entering the maritime industry, both domestically and internationally, is rising, leading to fiercer competition in terms of pricing and service quality.

7. Additional Factors: The availability of more advanced technology and equipment, rising material costs, and increased public awareness of environmental issues further

impact the industry's competitive landscape.

In conclusion, while the dredging and reclamation industry offers significant opportunities, particularly with large infrastructure projects and port development, the challenges must be effectively managed for companies to remain competitive and sustainable in the long term.

Tahun	Pangsa Pasar (%)	Omzet (Miliar Rupiah)
2019	55	15.400
2020	52	14.300
2021	54	15.100
2022	56	15.800
2023 (Perkiraan)	58	16.600

The data presented above is an estimation based on research findings and analysis from various sources. The market share is calculated based on the total contract value of dredging and reclamation projects in Indonesia, while turnover is determined by the total value of such projects carried out by companies in Indonesia. As a multinational company, PT Van Oord Indonesia plays a significant role in the dredging and reclamation sector. However, strict competition, changing regulations, and environmental challenges require the company to implement effective management strategies to maintain its competitive edge.

This study aims to identify the strategic factors that influence PT Van Oord Indonesia's competitiveness and to formulate relevant strategies that support the company's growth and business sustainability. The research focuses on the strategic management theoretical framework proposed by David (2018), which involves internal and external

analysis, as well as making strategic decisions through various analytical tools.

2. Research methods

The dredging and maritime reclamation industry is a key strategic sector in Indonesia's infrastructure development. As a multinational company, PT Van Oord Indonesia plays a crucial role in dredging and reclamation projects. However, intense competition, changing regulations, and environmental challenges require the company to implement effective management strategies to remain competitive. This study aims to identify the strategic factors influencing PT Van Oord Indonesia's competitive advantage and to formulate relevant strategies that support business growth and sustainability. The research is based on the strategic management theoretical framework by David (2018), which involves internal and external analysis, as well as strategic decision-making using various analytical tools.

3. Results and Discussion

3.1 Result

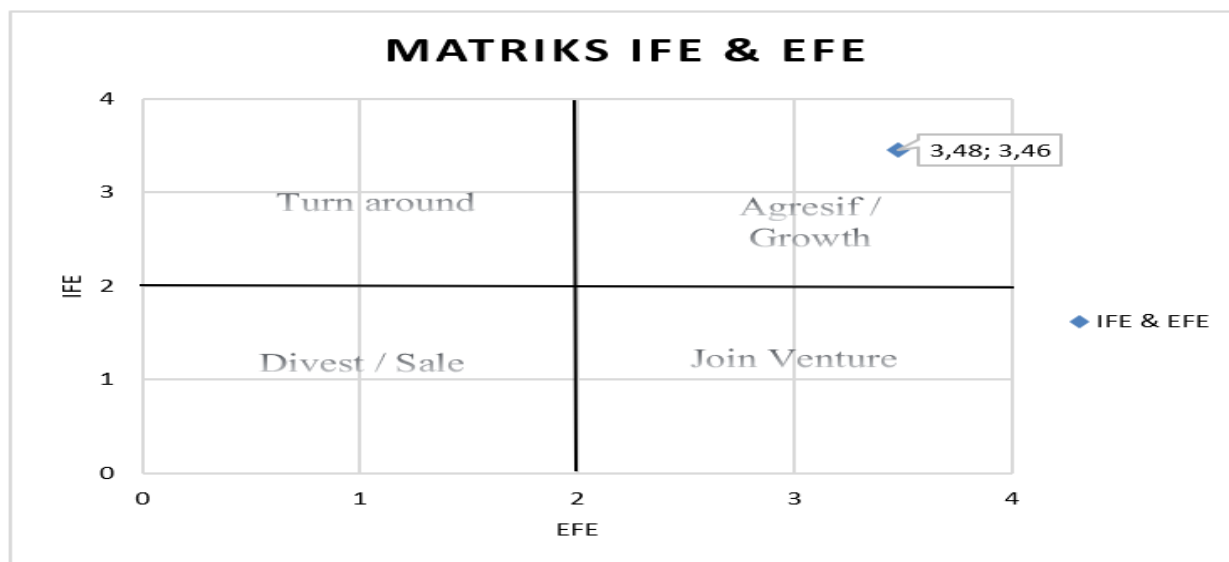
Results IFE Matrix analysis shows a total score of 3.48, which reflect strength internal Which significant . The main factor Which give contribution positive is access to modern technology (weighted score 1.00), HR quality above industry standard (0.80), Support from parent company (0.53) and Finance company which is stable (0.70). However , the company face weakness in the form of Lack power Work for peak period (0.25) and Dependence to the agent for crew ship (0.20).

The total score of the EFE Matrix is 3.46 indicating that company is at in environment external support . Opportunities main covering increasing Potential project big in the future (1.20), Collaboration international For maritime projects (1.00) and Adoption of friendly technology environment (0.45). Threats main is Regulation Which often changed (0.38), Competition high in the industry (0.30) and fluctuation mark currency exchange (0.13).

Table 2
Matrix (Internal Factor Evaluation)

External Factors			
External Factors	Weight	Score	Weighted Score
Opportunities			
Potential for large projects in the future	0.30	4	1.20
International collaboration for maritime projects	0.25	4	1.00
Adoption of environmentally friendly technology	0.15	3	0.45
Threats			
Frequently changing regulations	0.15	2.5	0.38
High competition in the industry	0.10	3	0.30
Exchange rate fluctuations	0.05	2.5	0.13
Total	1.00		3.46

Source : research data processed back , 2024



Comparison with competitor main such as Royal Boskalis, CCCC, and PT Rukindo show that PT Van Oord Indonesia has superiority competitive on technology (score

weighted 0.80) and market reputation (0.70). However , the price competitive Still become challenge compared to local competitors .

Table 3
Matrix (Competitive Profile Matrix)
IE Matrix Diagram PT Van Oord Indonesia Jakarta
Internal Factors

Internal Factors	Weight	Score	Weighted Score
Strengths			
Strong project management capability	0.20	4	0.80
Skilled and experienced workforce	0.25	4	1.00
Good corporate reputation	0.15	3	0.45
Weaknesses			
Limited capital for expansion	0.15	2.5	0.38
Dependence on specific suppliers	0.10	2.5	0.25
Lack of advanced technology adoption	0.15	3	0.45
Total	1.00		3.33

From table 3 the results of the CPM analysis can be seen seen that PT Van Oord Indonesia has a number of sufficient value tall with its competitors . However , PT Van Oord Indonesia is quite left behind in matter

efficiency operational so that matter This must become one of PT Van Oord Indonesia's strategies to increase Power compete .

		Total rata-rata tertimbang IFE		
		Kuat (3.0 - 4.0)	Rerata (2.0 - 2.99)	Lemah (1.0 - 1.99)
Total rata-rata tertimbang EFE	Tinggi (3.0 - 4.0)	I	II	III
	Sedang (2.0 - 2.99)	IV	V	VI
	Rendah (1.0 - 1.99)	VII	VIII	IX

Table 4
SPACE Matrix (Strategic Position and Action Evaluation)
Dimension Evaluation Table

Dimension	Factor	Rating	Weight	Score
Internal	Strengths	4.00	0.50	2.00
	Weaknesses	2.00	0.50	1.00
Total Internal			1.00	3.00
Average Internal				3.00
External	Opportunities	4.00	0.60	2.40
	Threats	3.00	0.40	1.20
Total External			1.00	3.60
Average External				3.60

In the IE (Internal-External) Matrix, the axis X (horizontal) depicts internal factors (strengths) And Weaknesses), while The Y axis (vertical) describes external factors (Opportunities) And Threat). Point coordinates (2.58, 1.84) are in Quadrant I, namely the Growth Strategy area.

Interpretation Table 4

- Dimensions Internal (Strengths-Weaknesses): Average 3.00 indicates position internal company Enough strong.
- Dimensions External (Opportunities-Threats): Average 3.60 indicates environment external Enough support for aggressive strategy.

Table 5
QSPM (Quantitative) Matrix Strategic Planning Matrix)

Factor Strategic	Weight	Strategy 1 : Diversification Service	US	BAG	Strategy 2 : Development Power Local Work	US	BAG
Strength							
Technology Advanced	0.25	4	1.00	1.00	3	0.75	0.75
Reputation International	0.20	3	0.60	0.60	4	0.80	0.80
Stability Financial	0.20	3	0.60	0.60	3	0.60	0.60
Weakness							
Limited Local Expertise	0.20	3	0.60	0.60	4	0.80	0.80
Dependence at the Power Agency Work	0.15	2	0.30	0.30	3	0.45	0.45
Total	1.00		3.10			3.40	

Results analysis show that the development strategy power more local work relevant in context condition internal And external company moment This . However, companies are also advised For still continue diversification service use guard Power compete in the market international.

3.2 Discussion

This study conducts an interpretation of the analysis results obtained through both descriptive and inferential approaches. These findings are then linked with qualitative data collected during the research. The discussion is further strengthened by relevant theories and previous studies that form the basis of the theoretical framework.

a Interpretation of Descriptive Analysis Results

1) Internal Factors Evaluation (IFE) Matrix

The results of the IFE Matrix analysis show that PT Van Oord Indonesia obtained a total score of 3.48, indicating a relatively strong internal position. The company's main

strengths include the use of advanced technology, a strong international reputation, and stable financial conditions that support its operations. This demonstrates the company's ability to compete in the highly competitive dredging and reclamation industry. However, weaknesses were also identified, such as limited skilled local workforce and reliance on outsourced labor agencies, which may hinder long-term operational efficiency.

2) External Factors Evaluation (EFE) Matrix

The EFE Matrix analysis resulted in a total score of 3.46, suggesting that PT Van Oord Indonesia operates in a supportive external environment. The primary opportunities arise from increasing demand for maritime infrastructure in Indonesia and potential international collaborations on large-scale projects. Additionally, the rising trend of environmentally friendly technology presents an opportunity to enhance the company's competitive advantage. However, the company faces significant threats, including intense industry competition and

frequently changing government regulations, necessitating effective adaptation strategies.

3) Relationship with Qualitative Data

Interviews with key stakeholders at PT Van Oord Indonesia support the quantitative analysis findings. For example, discussions with the Regional Director revealed that the company prioritizes investment in advanced technology to maintain its competitive edge. Furthermore, qualitative data highlight challenges in meeting the demand for a highly skilled local workforce, which has become a key focus in the company's strategic planning.

4) Inferential Analysis and Implications

The placement of PT Van Oord Indonesia in Quadrant I of the IE (Growth Strategy) Matrix indicates strong potential for expansion and growth. The proposed growth strategies include service diversification, local workforce development, and technological innovation. This aligns with strategic management theory (David, 2018), which suggests that companies in Quadrant I should aggressively utilize internal strengths to capitalize on external opportunities. The SWOT Matrix results further validate this alignment between strengths-opportunities (SO) strategies and market needs. For instance, the company can leverage its advanced technology and international reputation to enter new markets requiring environmentally friendly dredging solutions. Likewise, weaknesses-opportunities (WO) strategies, such as workforce training programs, are crucial to addressing internal limitations.

5) Comparison with Previous Studies

The findings of this study align with previous research conducted by Ahmad, A., Rahman, A., & Ismail (2020), which emphasizes the role of technology and innovation in enhancing competitive advantage in the maritime sector. Their study indicates that the adoption of environmentally friendly technologies improves operational efficiency while complying with regulatory requirements. Additionally, this study supports the research by Susanti (2019), which highlights the importance of human resource development in addressing global competition. Unlike prior studies that primarily focus on technical aspects, this research contributes further by integrating qualitative interview data to reinforce quantitative analysis results, providing a more comprehensive view of PT Van Oord Indonesia's strategic position.

b. Implications for Corporate Strategy

1) Service Diversification

The analysis suggests that service diversification is a key strategy for enhancing the company's competitive position. This includes the development of environmentally friendly technologies such as low-emission dredging and sustainable reclamation solutions.

2) Local Workforce Development

Given the challenges posed by a shortage of skilled local workers, the company should invest in human resource development initiatives. Key strategic steps include:

- a) **Investment in Training and Development:** Conducting technical training programs to enhance the skills of local employees, particularly in operating

advanced dredging technologies and project management.

- b) **Collaboration with Educational Institutions:** Partnering with universities and maritime polytechnics to establish internship programs and scholarships, ensuring a sustainable supply of skilled labor.
- c) **Career Development Programs:** Establishing clear career progression paths and competitive incentives to attract and retain high-quality local talent.

These initiatives will improve operational efficiency, reduce dependency on labor agencies, and enhance the company's reputation as a key contributor to local human capital development.

3) Strategic Partnerships

To mitigate competitive threats, PT Van Oord Indonesia can establish partnerships with both local and international companies. These collaborations may include:

- a) **Technical Alliances with Local Companies:** Facilitating easier access to government projects.
- b) **International Cooperation:** Forming alliances with foreign companies to share technology, expertise, and risk in large-scale projects.
- c) **Research and Innovation Collaborations:** Developing new technologies with strategic partners to meet evolving client demands.

Such partnerships will strengthen operational capacity, reduce costs, and enhance global competitiveness.

4) Regulatory Adaptation

Frequent changes in government regulations pose a significant threat to

operations. To address this, the company should implement:

- a) **Proactive Regulatory Monitoring:** Establishing a dedicated compliance team to track regulatory changes in real-time and integrate necessary adjustments into business processes.
- b) **Compliance Training:** Providing project managers with regular training on relevant legal requirements to ensure smooth operations.
- c) **Government Engagement:** Actively participating in policy discussions related to the maritime sector to advocate for industry-supportive regulations.

These measures will help the company minimize legal risks, enhance administrative efficiency, and improve relationships with regulatory stakeholders.

5) Relevance to the Theoretical Framework

The theoretical framework of this study emphasizes the importance of analyzing internal and external environments as a basis for strategic formulation. The study findings support this framework by demonstrating how internal strengths can be leveraged to capitalize on external opportunities while addressing weaknesses and managing threats. Additionally, the results affirm the relevance of a resource-based view in understanding the company's competitive advantage.

4. Conclusion

4.1 Conclusion

This study comprehensively analyzed the strategic position of PT Van Oord Indonesia within the dredging and reclamation industry using multiple analytical tools including the IFE, EFE, CPM, IE, SWOT, and QSPM matrices. The results indicate that PT Van Oord Indonesia possesses a relatively

strong internal capability with an IFE score of 3.18 and operates in a favorable external environment with an EFE score of 3.50. These findings place the company in **Quadrant I (Growth Strategy)** of the IE Matrix, signifying high potential for expansion and competitiveness enhancement.

The main strengths identified include access to advanced technology, financial stability, and a strong international reputation, while weaknesses lie in the limited availability of skilled local labor and reliance on third-party labor agencies. Externally, the company faces opportunities in the form of growing maritime infrastructure projects and the adoption of environmentally friendly technologies, but must also confront threats such as fluctuating regulations and intensifying competition.

The QSPM analysis indicates that the most relevant strategic alternative is **local workforce development (TAS = 3.40)**, followed closely by **service diversification (TAS = 3.10)**. These strategies align with a proactive growth approach that leverages internal strengths to exploit emerging market opportunities. The study concludes that an integrated strategic framework emphasizing workforce empowerment, green technology adoption, and strategic partnerships is critical for sustaining PT Van Oord Indonesia's competitiveness in Indonesia's dynamic maritime sector.

4.2 Managerial Implications

Based on the research findings, several managerial implications are proposed:

1. **Local Workforce Development:** PT Van Oord Indonesia should prioritize investments in training and capacity building to strengthen technical competence among local employees.

Collaborations with universities and maritime academies are essential to establish a sustainable talent pipeline.

2. **Service Diversification:** The company should expand its service portfolio by integrating environmentally friendly technologies, such as low-emission dredging and sustainable reclamation practices, to meet global sustainability standards.
3. **Strategic Partnerships:** Building alliances with local contractors and international firms will enhance operational efficiency, facilitate technology transfer, and improve access to government-funded projects.
4. **Regulatory Adaptation:** The establishment of a compliance unit to monitor regulatory changes and engage in policy discussions will ensure continuous alignment with national maritime regulations and reduce operational risks.

These strategic implications are expected to reinforce PT Van Oord Indonesia's market leadership and contribute to the long-term sustainability of Indonesia's maritime infrastructure development.

4.3 Limitations of the Study

While this study provides valuable insights into PT Van Oord Indonesia's strategic positioning, several limitations must be acknowledged. First, the study primarily relies on qualitative and descriptive analyses, which may limit the generalizability of findings across the industry. Second, data collection was constrained to a single case study, focusing on one multinational firm. Consequently, industry-wide perspectives might not be fully represented. Lastly, the study does not include longitudinal data, which would provide a deeper understanding

of strategy implementation outcomes over time.

4.4 Recommendations for Future Research

Future research should consider expanding the scope by including multiple companies in the maritime dredging and reclamation industry to enable comparative analysis. Quantitative methods, such as structural equation modeling (SEM) or regression analysis, could be employed to empirically test the causal relationships between internal capabilities, strategic choices, and competitiveness outcomes. Additionally, longitudinal studies assessing the impact of local workforce development and service diversification over several years would provide richer insights into the long-term effectiveness of the proposed strategies.

In summary, PT Van Oord Indonesia is strategically positioned to sustain growth through technological innovation, workforce localization, and sustainable business practices. By continuously adapting to regulatory, environmental, and market dynamics, the company can strengthen its competitive advantage and contribute to the resilience of Indonesia's maritime economy.

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