

CHAPTER 5 – CONCLUSIONS AND RECOMMENDATIONS

After improvements were made by the researcher and his team, operational and financial performance at project-X improved.

5.1 Conclusions

From research on project-X, it can be concluded that:

1. By adding equipment and matching the fleet to operating conditions, it increases readiness from an average of 60% to 90%, which results in an average increase in monthly production from 430,000 tons per month to 720,000 tons per month (round up), or an increase of 167%. And sales revenue in project-X in average increase 168%, from Rp 3,38 Bio per month become Rp 5,68 Bio per month. And as per year to date Nop 2023 profit before tax has positive 2,9% than previous minus (-7,5%).
2. By implementing the IMBT PSAK 107 (2021) off balance sheet operating lease compared to the on balance sheet operating lease PSAK 73, it provides increased capacity to add equipment to improve readiness without affecting the total asset and total asset turn over. And even provides an increase in sales revenue which has an impact on improving Return on Assets (RoA) from (-2,03%) become (-0,49%), no longer will be positive RoA.

5.2 Recommendations

There is still a lot of room for improvement in project-X and PT XYZ it self, chase up optimization production and cost efficiency. Also need touching on the organizational development side, as well as supporting aspects, especially the product support aspect with key partners to gain efficiency and productivity optimization. Hopefully, if there is a continuation of this research, it will be recommended to touch on these aspects.

ATTACHMENT 1

Owning & Operating Cost of PC400LCSE-8R

ESTIMATE OWNING AND OPERATING COSTS					
EXCLUDE OVERHAUL					
MACHINE MODEL	:	PC400LC-8			
ATTACHMENT	:	Bucket			
PRICE (EXCLUDED PPN)	:	4.600.000.000 (Rp)			
TRADE IN VALUE 30%	:	1.380.000.000 (Rp)			
NET DEPRECIATION VALUE	:	3.220.000.000 (Rp)			
1. OWNING COSTS					
		Net. Dep. Value	3.220.000.000 (Rp)		
a. Depreciation	:			134.167	Rp/hr
		Dep. Period Hours	24.000 (hours)		
		(n-1) [(1-r)]			
		1 - ----- x Price before VAT x [(1 + I)]			
		2n			
b. Int. & Ins	:				
		Annual use in hours			
		0,71 x 4.600.000.000 (Rp) x 0,100			
	:			81.458	Rp/hr
		4.000 hrs.			
Total Owning Costs				215.625	Rp/hr
				14,87	US\$/hr
2. OPERATING COSTS					
a. Fuel	=	31,10 ltr/hr x	- Rp/ltr	-	Rp/hr
b. R & M Cost (Periodic Service)	:			27.695	Rp/hr
c. Operator's wage	:			29.000	Rp/hr
Total Operating Costs				56.695	Rp/hr
3. TOTAL OWNING AND OPERATING COSTS (O & O COSTS)				272.320	Rp/hr
Notes :				18,78	US\$/hr
n = economic life time (years) = life time in hours/annual use in hours				6,00	Years
r = trade in value.	=	30% Interest = 9%			
Insurance	=	1% 1 US\$ = 14.500 (Rp)			
Local Fuel	=	Rp/ltr			

ATTACHMENT 2

Owning & Operating Cost of PC850-8R1

ESTIMATE OWNING AND OPERATING COSTS PC850-8R1

MACHINE MODEL	:	PC850-8R1		
ATTACHMENT	:	Vessel		
OPERATING CONDITION (L=Light, M=Medium, H=Hard)	:	M		
PRICE (EXCLUDED PPN)	:	630.000 (US\$)		
TRADE IN VALUE 30%	:	189.000 (US\$)		
NET DEPRECIATION VALUE	:	441.000 (US\$)		
1. Owning Costs	:			
Net. Dep. Value	:	441.000 (US\$)		
a. Depreciation	:		18,38	US\$/hr
Dep. Period Hours ($n-1$) ($1-r$)	:	24.000 (hours)		
$1 - \frac{(n-1)(1-r)}{2n} \times \text{Price before VAT} \times (1+i)$	:			
b. Int. & Ins	:			
Annual use in hours 0,71 x 630.000 (US\$) x 0,100	:		11,16	US\$/hr
4.000 hrs.	:			
Total Owning Costs	:		29,53	US\$/hr
	:		428.203	IDR/hr
2. Operating Costs	:			
a. Fuel	:	52,00 ltr/hr x 0,000 US\$/ltr	0,00	US\$/hr
b. Repair and Maintenance Cost	:			
Basic repair cost x extended life multiplier	:			
29,07 x 1,00	:		29,07	US\$/hr
c. Operator's wage	:		2,00	US\$/hr
Total Operating Costs	:		31,07	US\$/hr
	:		450.515	IDR/hr
3. TOTAL OWNING AND OPERATING COSTS (O & O COSTS)	:		60,60	US\$/hr
	:		878.718	IDR/hr
Notes :				
n = economic life time (years) = life time in hours/annual use in hours			6,00	Years
r = trade in value = 30% Interest = 9,00%				
Insurance = 1% 1 US\$ = 14.500 (Rp)				
Local Fuel Cost = Rp/ltr				
Local Engine Oil Cost = 44.705 Rp/ltr				
Local Transmission Oil = 38.653 Rp/ltr				
Local Final Drive Oil = 38.653 Rp/ltr				
Local Hydraulic Oil = 40.002 Rp/ltr				
Local Grease Cost = 51.117 Rp/kg				

ATTACHMENT 3

Owning & Operating Cost of Scania P360-B6x4 DV17

ESTIMATE OWNING AND OPERATING COSTS

MACHINE MODEL	:	P360-B6x4 DV17	
ATTACHMENT	:	Vessel	
PRICE (EXCLUDED PPN)	:	2.260.000.000 (Rp)	* Incl. Vessel, LOCO Jkt
TIRES PRICE (ESTIMATED)	:	65.000.000 (Rp)	* Incl. All tires
TRADE IN VALUE	20%	:	439.000.000 (Rp)
NET DEPRECIATION VALUE		:	1.756.000.000 (Rp)
1. OWNING COSTS			
		Net. Dep. Value	1.756.000.000 (Rp)
a. Depreciation	:		73.167 Rp/hr
		Dep. Period Hours	24.000 (hours)
		$(n-1) \{ 1-r \}$	
		$1 - \frac{1 - (1-r)^n}{r}$	x Price before VAT x (1 + I)
b. Int. & Ins	:		
		Annual use in hours	0,67 x 2.260.000.000 (Rp) x 0,100
			37.667 Rp/hr
		4.000 hrs.	
Total Owning Costs			110.833 Rp/hr
			7,64 US\$/hr
2. OPERATING COSTS			
a. Fuel	:	12,00 ltr/hr x - Rp/ltr	- Rp/hr
b. Repair & Maintenance	:		232.251 Rp/hr
c. Labour Cost	:		12.635 Rp/hr
Sub total costs for fuel, Repair, and Maintenance	:		244.886 Rp/hr
d. Tires	:	Est. Tires Price	65.000.000 Rp
		life time in hours	2.500 hours
e. Operator's wage	:		38.068 Rp/hr
Total Operating Costs			308.954 Rp/hr
			21,31 US\$/hr
3. TOTAL OWNING AND OPERATING COSTS (O & O COSTS)			419.787 Rp/hr
			28,95 US\$/hr
Notes :			6,00 Years
n = economic life time (years)			
r = trade in value	=	20% Interest	= 9%
Insurance	=	1% 1 US\$	= 14.500 (Rp)
Local Fuel	=		Rp/ltr

ATTACHMENT 4

Owning & Operating Cost of Scania P410-B8x4 DV25

ESTIMATE OWNING AND OPERATING COSTS

MACHINE MODEL	:	P410-B8X4 DV25	
ATTACHMENT	:	Vessel	
PRICE (EXCLUDED PPN)	:	2.715.000.000 (Rp)	* Incl. Vessel, LOCO Jkt
TIRES PRICE (ESTIMATED)	:	78.000.000 (Rp)	* Incl. All tires
TRADE IN VALUE	20%	:	527.400.000 (Rp)
NET DEPRECIATION VALUE		:	2.109.600.000 (Rp)
1. OWNING COSTS			
		Net. Dep. Value	2.109.600.000 (Rp)
a. Depreciation	:		87.900 Rp/hr
		Dep. Period Hours	24.000 (hours)
		$(n-1) [(1-r)]$	
		$1 - \frac{(1-r)^n}{n}$	x Price before VAT x (1 + I)
b. Int. & Ins	:		
		Annual use in hours	0,67 x 2.715.000.000 (Rp) x 0,100
			45.250 Rp/hr
		4.000 hrs.	
Total Owning Costs		:	133.150 Rp/hr
			9,18 US\$/hr
2. OPERATING COSTS			
a. Fuel	:	17,00 ltr/hr x - Rp/ltr	- Rp/hr
b. Repair & Maintenance	:		232.251 Rp/hr
c. Labour Cost	:		12.635 Rp/hr
Sub total costs for fuel, Repair, and Maintenance	:		244.886 Rp/hr
d. Tires	:	Est. Tires Price	78.000.000 Rp
		life time in hours	2.500 hours
e. Operator's wage	:		29.000 Rp/hr
Total Operating Costs		:	305.086 Rp/hr
			21,04 US\$/hr
3. TOTAL OWNING AND OPERATING COSTS (O & O COSTS)		:	438.236 Rp/hr
			30,22 US\$/hr
Notes :			6,00 Years
n = economic life time (years)			
r = trade in value	=	20% Interest	= 9%
Insurance	=	1% 1 US\$	= 14.500 (Rp)
Local Fuel	=		Rp/ltr

GLOSSARY

OFR	: Optimum Fleet Recommendation
VO	: Vehicle Optimizer
IMBT	: Ijarah Muntahiyah Bittamlik
PSAK	: Pernyataan Standard Akuntansi Keuangan
RR	: Rolling Resistance
DER	: Debt to Equity Ratio
ACP	: Average Collection Period
APP	: Average Payable Period
AIP	: Average Inventory Period
CCC	: Cash Conversion Cycle
EBITDA	: Earning Before Interest Tax Depreciation and Amortization
RoA	: Return on Asset
RoE	: Return on Equity
SO	: Structure Organization
BoQ	: Bill of Quantity
Tpd	: Ton per Day
Tpm	: Ton per Month
Yoy	: Year on year

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CURRICULUM VITAE



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Key Competencies:

1. Strong customer focus, give added value to fulfill customer needs
2. Strong leadership, can communicate with people at all levels, sub-ordinates, peers and senior management.
3. Strategic Thinking, creates a vision that inspires others & translates the vision into specific plans.
4. Constantly looks for opportunities to improve business performance and growth.
5. Highly motivated, being confident and committed to professional Job.

Education

Politechnic Institute Technology Sepuluh Nopember Surabaya 1996

Power Electrical – Shipbuilding Engineering

Swiss German University 2021

Industrial Engineering

Management Development Experience

2015 : Training Selective Mining pada Pertambangan Emas di Indonesia

2014 : Astra General Management Program, AMDI-National University of Singapore.

2014	: Workshop Improving Business Financial Performance by Prof. Roy Sembel Ph.D
2012	: One on One Astra Executive Program.
2011	: Young Leader Acceleration Program.
2011	: Seminar Komatsu Brand Management, KLTD-Komatsu City, Japan
2010	: Eelectrical Trolley Sistem di pertambangan Batubara Grootegaluk, South Africa.
2009	: Astra Senior Management Program (ASrMP) - AMDI
2009	: Training Application Engineering & Optimum Fleet Recommendation untuk Alat Berat.
2008	: Training Pengawas Operasional Pertambangan Utama dari Dirjend Minerba ESDM, Kementrian ESDM.
2006	: Astra Middle Management Program (AMMP) – AMDI
2005	: Astra First Line Management Program (AFMP) - AMDI
2005	: Training Pengawas Operasional Pertambangan Madya dari Dirjend Minerba ESDM, Kementrian ESDM.
2004	: Salesmanship Training Program.
2004	: Training tentang UU Ketenagakerjaan dan Penyelesaian Perselisihan Hubungan Industrial.
2004	: Finance for Non Finance Person.
2002	: Training Of Trainer.
1996 - 2000	: Components & Sistem Advance (Engine, Hydraulic & Electrical) ; Statex III & PSC/TCI Sistem for Haulpak 830E/930E Sistem.
1996-1999	: Komatsu Product Training PC200-7, HD785-7, 830E, 930E, PC1250SP-7, PC2000-8, PC3000/PC4000.

Organizational Experience

PT United Tractors Semen Gresik

2019 – now : President Director

PT United Tractors Tbk

2012 – 2019 : Business Development Group 2 Manager – Sales Division – Jakarta

2011 – 2012 : Customer Suppor Manager – Mining Division – Jakarta

2006 – 2011 : Site Manager – Mining Division – Sangatta

2002 – 2004 : Service Department Head – Service Division – Freeport

1996 – 2000 : Instructor Training - Service Division – Freeport