



Supply Chain Management of Canned Tuna in Bitung City, North Sulawesi Province

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Abstract: The foreign exchange value generated in 2018 was US\$ 118.3 million. Throughout 2019 until May, the export volume of canned fish made from tuna fish was 6,765 tons with an export value of US\$ 24.6 million. This is an opportunity to improve the export performance of canned fish. In improving export performance, infrastructure aspects such as connectivity routes (roads, ports, and customs logistics services) and non-infrastructure aspects such as easy export procedures, fewer bureaucratic chains, good and integrated regulations are supporting factors for companies to do so. In this study the author refers to secondary data and primary data by applying qualitative methods. Throughout 2019 until May, the export volume of canned fish made from tuna fish was 6,765 tons with an export value of US\$ 24.6 million. This is an opportunity to improve the export performance of canned fish. In improving export performance, infrastructure aspects such as connectivity routes (roads, ports, and customs logistics services) and non-infrastructure aspects such as easy export procedures, fewer bureaucratic chains, good and integrated regulations are supporting factors for companies to do so. In this study the author refers to secondary data and primary data by applying qualitative methods. In improving export performance, infrastructure aspects such as connectivity routes (roads, ports, and customs logistics services) and non-infrastructure aspects such as easy export procedures, fewer bureaucratic chains, good and integrated regulations are supporting factors for companies to do so. In this study the author refers to secondary data and primary data by applying qualitative methods. In improving export performance, infrastructure aspects such as connectivity routes (roads, ports, and customs logistics services) and non-infrastructure aspects such as easy export procedures, fewer bureaucratic chains, good and integrated regulations are supporting factors for companies to do so. In this study the author refers to secondary data and primary data by applying qualitative methods. In improving export performance, infrastructure aspects such as connectivity routes (roads, ports, and customs logistics services) and non-infrastructure aspects such as easy export procedures, fewer bureaucratic chains, good and integrated regulations are supporting factors for companies to do so.

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Key words: Tuna, Production, Export, Foreign Exchange.

INTRODUCTION

The Central Statistics Agency (BPS) stated that the export value of Indonesian fishery products in March 2020 reached US\$ 427.71 million, an increase of 6.34% compared to the previous month and an increase of 3.92% over the same period the previous year. March 2020 reached 105.20 thousand tons, an increase of 15.37% compared to February 2020. Compared to March 2019, it increased 4.89%. Nilanto (2020) stated that the cumulative value of Indonesia's exports in January-March 2020 reached US\$ 1.24 billion, an increase of 9.82% compared to the same period the previous year. Indonesia's export volume has also increased. In January - March 2020, Indonesia's exports reached 295,130 tons, an increase of 10.96% compared to the same period the previous year. The main export destinations for the marine and fisheries sector for the period January - March 2020 are the United States with a total revenue of US\$ 508.67 million (40.97%), followed by China with a value of US\$ 173.22 million (13.95%), countries in ASEAN with a value of US\$ 162.29 million (13.07%), Japan with a value of US\$ 143.82 million (11.59%), and the European Union with a value of US\$ 82.05 million (6.61%). Nilanto (2020), the increase in export value was influenced by the closure and restrictions on imports to China due to the COVID-19 outbreak, which caused the activities of exporting countries such as Indonesia to turn towards the US and Europe as markets for shrimp and TTC commodities. In addition, the increase in exports was mainly for processed raw materials, retail supplies, fish, and ready-to-eat and durable fish. Export diversion from China to the US and Europe, Indonesia is also taking advantage of the situation by filling China's export market share which has declined due to COVID-19. Because before COVID-19, China was the largest exporter of fishery products in the world. Even though Indonesia is experiencing the Covid-19 pandemic, the achievements of the Ministry of Maritime Affairs and Fisheries (KKP) in the first semester of 2020 have been positively appreciated by the Indonesian Chamber of Commerce and Industry (Kadin). Several indicators become important notes from the business world for the government's performance in the marine and fisheries sector. The marine and fisheries sector can spearhead the national economy in the post-Covid-19 recovery period. As long as the PSBB (large-scale social restrictions) takes place, fishery production activities will continue to run with due observance of health protocols and exports are quite good, (Yugi, 2020). Increased fishery productivity and increased exports are part of the regulatory support. Kadin assesses that KKP has succeeded in making a breakthrough through licensing reform with the effectiveness of the online-based Quick Service Permit Information System (Silat). The system managed by the Directorate General of Capture Fisheries (Ditjen PT) is able to cut permit processing from 14 days to just one hour. Tuna and skipjack are fish that have high economic value and are very important for the regional and national economy. The importance of primary fish commodity fisheries as fish catch (HTI) is due to the high demand and economic value, thus requiring proper supply chain management so that the fish reaches the hands of consumers of good quality. A good supply chain for tuna and skipjack tuna is expected to be able to improve supply chain performance for each party involved, in particular increasing the bargaining position of fishermen as main producers to be more involved in determining fish prices. North Sulawesi Province, especially Bitung City, is the home base for the development of the APIKI Tuna, Skipjack and Tongkol (TCT) raw fish processing industry in Tuerah, 2019. As a city where the concentration

of tuna fish canning is concentrated in Indonesia, the canned fish processing industry sector plays an important role in driving the surrounding economy where the processing industry absorbs a large enough local workforce. The market opportunity for canned fish made from tuna has great potential in the European Union, East Asia, and North America this can be used by companies in Bitung City to increase the amount of production and exports of canned fish made from tuna to increase their income both for the company itself, the surrounding economy, and even increase the country's foreign exchange (Tuerah, 2019). An increase in the export volume of the canned fish industry in Bitung City from 12,200 tons in 2017 to 12,705 tons in 2018. Throughout 2019 until May the export volume of canned fish made from tuna fish was 6,765 tons. The foreign exchange value generated in 2018 was US\$ 118.3 million, in May 2019 it was US\$ 24.6 million. (BPS Bitung, 2019). An increase in the export volume of the canned fish industry in Bitung City from 12,200 tons in 2017 to 12,705 tons in 2018. Throughout 2019 until May the export volume of canned fish made from tuna fish was 6,765 tons. The foreign exchange value generated in 2018 was US\$ 118.3 million, in May 2019 it was US\$ 24.6 million. (BPS Bitung, 2019). An increase in the export volume of the canned fish industry in Bitung City from 12,200 tons in 2017 to 12,705 tons in 2018. Throughout 2019 until May the export volume of canned fish made from tuna fish was 6,765 tons. The foreign exchange value generated in 2018 was US\$ 118.3 million, in May 2019 it was US\$ 24.6 million. (BPS Bitung, 2019).

International trade

Globalization has led to an increase in the growth of international trade, where each country can export its products to various countries and import their needs from other countries. "Export is an economic activity selling domestic products to foreign markets"(Murni, 2009). The advantages of export activities according to Sukirno (2010) are:

a. Expanding Market

Export activities are a way to market domestic products abroad. With the existence of export activities, domestically produced products are not only consumed by domestic residents.

b. Adding Foreign Exchange

Export activities allow domestic exporters to market their products abroad. This export transaction can increase the country's foreign exchange which is one of the sources of state revenue.

c. Expanding Jobs

Export activities will create jobs for the community. With the increasing number of exports, the resulting production will be more and more. This increase in the amount of production will increase the absorption of labor.

Supply Chain Management

Supply Chain Management refers to the flow of materials, information, money and services from raw material suppliers, through factories and warehouses to final customers. A supply chain includes organizations and processes that produce and deliver products, information, and services to end consumers (Rainer Jr and Cegielski, 2011). Components of Supply Chain Management according to Turban (2004) include:

1. Upstream Supply Chain

Procurement is the main activity in the upstream supply chain. The nature of the upstream supply chain includes the activities of a manufacturing company with its suppliers (which can be manufactures, assemblers or both) and their connections to their suppliers (second-trier suppliers).

2. Internal Supply Chain

All activities that include all in-house processes are part of the Internal Supply Chain used in transforming inputs from suppliers into the organization's outputs. The main concerns in internal SCM are production management, manufacturing, and inventory control.

1. Downstream Supply Chain

The Hillir (Downstream) part of the supply chain includes all the processes that involve delivering the product to the end customer. The most important things in the downstream supply chain are distribution, warehousing, transportation and after-sale service.

Information and Communication Technology in The Supply Chain

Technology-based information and communication systems have a great influence on Supply Chain Management. The existence of technology can assist the decision-making process, monitor and control operations, create simulation systems, store and process data and help facilitate communication between individuals, companies and machines. Rushton et al. (2010).

Information Sharing and Information Quality

According to Morbeg et al. 2002 in Jraisat 2010 Information Sharing is one component of the overall integration between companies or departments in the supply chain. Information sharing is expected to facilitate an open exchange of information that can benefit both parties Cannon and Perreault Jr. (1999) in Jraisat 2010. In addition to information sharing, information quality is an important component in Supply Chain Management (Li and Lin, 2006). Information quality can be measured based on the level of accuracy, trustworthiness, objectivity, relevance, timeliness, completeness and suitability of information, consistency, accessibility, and security. poor information exchange and poor quality of information, impacting the effectiveness and efficiency of supply chain performance (Miller, 2005).

Logistics Management

Ralif and Nulty 1997 in Kusumastuti, 2017 stated that Logistics is “The process of planning, implementing & controlling the efficient, cost effective flow & storage of raw materials, in-process inventory, finish goods effective flow & storage of raw materials, in-process inventory, finish goods & related information from point of origin to point of consumption for the & related information from point of origin to point of consumption for the purpose purpose of conforming conforming to customer customer needs. needs. The collection of activities associated with acquiring, moving, storing & delivering supply chain associated with acquiring, moving, storing & delivering supply chain commodities, which means Logistics is an efficient planning, implementation and control process, cost-effective and cost-effective storage of raw materials, work-in-process inventory, finished goods and related information from the earliest point to the point of consumption with the aim of meeting customer requirements. It is part of the supply chain activities related to sourcing, moving, storing and shipping. Logistics does not only refer to manufacturing companies, but is related to all organizations including the government for example in hospitals, schools, service organizations, retail banks and financial services organizations. Logistics is free of nature, humans, finance, and sources of information as input. (Kusumastuti, 2017). Logistics is part of SCM that performs planning, implementation, control of incoming and outgoing flows, storage of goods, services and information related to points of origin and points of consumption in order to meet customer needs. (Dong Wook Song 2012, in Saraswati 2017). The main goal of Logistics is to minimize company costs and maximize customer satisfaction by coordinating the flow of materials and information in the most efficient way, on time and at the right price. (Coyle et al, 2009 in Saraswati, 2017). Maritime Logistics, the process of planning the implementation of the management of the movement of goods and information in the ocean carriage. The managerial function of maritime logistics involves not only activities related to sea transportation, such as

contracting, shipping, sea travel, cargo moving and loading/unloading, but also other logistics services, such as stuffing, storage, warehousing, inventory management, provide distribution center, quality control, testing, assembly, packaging, packaging, repairing and reuse. Maritime logistics has three key players in shaping the maritime logistics system, namely shipping lines, port operators and freight forwarders. (World Bank, 2006 in Saraswati 2017).

Standard Operating Procedure (SOP)

Standard Operating Procedures (SOP) according to Tambunan, 2013 are guidelines that contain standard operating procedures that exist within the organization to ensure that all decisions and actions, as well as the use of process facilities are carried out by people within the organization who are members of the organization. running effectively and efficiently, consistently, standardly and systematically. SOPs are a way to achieve goals. SOP is a road or bridge that connects one point to another. Therefore, the SOP is a determination of whether the goals can be achieved effectively, efficiently and economically (Tambunan, 2011).

Export Procedure

An understanding of export procedures is important to minimize procedural errors when conducting international trade. The general procedure for carrying out export transactions in general according to Hamdani and Haikal, 2018 is as follows:

1. Exporters receive orders from importers
2. The exporter receives a Letter of Credit (L/C) from the bank of the country of origin, which is an advising bank or can act as a confirming/negotiating bank
3. Prepare export goods from both manufacturers/suppliers
4. Packing export goods with or without the help of an expedition (Freight Forwarder)
5. The exporter makes a reservation for the ship's room on the shipping airline
6. Exporters load goods with or without an expedition (Freight Forwarder)
7. Taking care of the Bill of Lading (B/L) on the shipping airline
8. Exporter covers insurance, depending on L/C requirements
9. Prepare invoices and shipping documents indicated in the L/C (including Consular Invoice if required)
10. Submit documents and submit money orders to advertising/negotiating bank
11. Obtain payment/acceptance of drafts from advising/negotiating banks
12. The exporter sends a copy of the shipping document to the importer/ notifies the shipment to the importer
13. In the event that a money order is accepted, ask the bank to discount the draft. If you get a credit from a bank, pay off the credit with the payment of the transaction.

Preparation of Export Goods Management at the Port

According to Hamdani and Haikal (2018), the agreed sales contract, the exporter will prepare export goods including: design, quantity, color quality, packaging, size, value stated in the sales contract on the date of shipment (delivery) and others.

1. The exporter after receiving an operative L/C (legal as a basis for payment) then prepares export goods, orders a room (place) at the shipping company that will depart to the port of the destination country and according to the Sales Contract, then takes care of export formalities such as filling out Export Notifications Goods (PEB) pay Customs and Excise at the port of loading. After the export formalities are completed, submit the goods to the shipping company (Shipping Company) to be loaded at the agreed time.

2. Shipping Company (Shipment Company) after finishing loading the goods onto the ship, submits proof of ownership of the goods in the form of Bill of Lading (B/L) or other Transport Document to the exporter, which in this case is referred to as the shipper.

3. The Shipping Company is further responsible for the cargo arriving at the port of destination, as well as delivering it safely and intactly to the consignee referred to in the B/L at the port of the destination country.

4. The importer as the consignee if he has received the experience document (Shipping Document) from his Bank (Opening Bank) arranges for an import permit (import clearance) with the Customs at the port of destination in his country to receive the cargo.

5. Shipping Agent (Shipping Agent) delivers the cargo to the importer immediately after the payment of the fees that are the rights of the Shipping Agent concerned. With this, the process of receiving goods by the importer is completed. Shipment of goods generally uses container ships with a size of 20 feet or 40 feet as a means of transportation. Here are some advantages of using containers:

- a) It is permanent and strong enough to be reused
- b) Specially designed to transport cargo from one mode to another without removing the cargo
- c) Installed in such a way that it is easy to fill and empty it.

RESEARCH METHODS

A qualitative approach is a research approach that requires a deep and thorough understanding of the object under study. Researchers try to answer problems to obtain data and then analyze and get research conclusions in certain situations and conditions. Qualitative research according to John W. Creswell (2015), he understands it as a research approach that starts with assumptions, an interpretive/theoretical lens, and the study of research problems that examines how individuals or groups interpret social problems. Furthermore, according to Bogdan and Taylor as quoted by Moleong (2010), defines qualitative as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research means that every data presented is fundamentally dependent on observations, interviews, and analysis processes that do not use statistical approaches or other methods of quantification. Such an analytical process can only be used in research with a scientific approach like this. This study used descriptive qualitative method. Qualitative descriptive method is a method used to find knowledge of the research subject at a certain time. Qualitative descriptive method seeks to describe all existing symptoms or conditions, namely the state of the symptoms according to what they were at the time the research was conducted. According to Nazir (2011), a qualitative descriptive method is a method in examining the status of a human group, a subject, a set of conditions, a system of thought or a class of events in the present. The purpose of this descriptive research is to make a systematic description, picture or painting as well as the relationship between the phenomena being investigated. another definition, according to Sugitono qualitative descriptive method is a method used to describe or analyze a research result but is not used to make broader conclusions. Meanwhile, according to Mukhtar, qualitative descriptive research is a research that is intended to reveal an empirical fact objectively scientifically based on scientific logic, procedures, and supported by strong methodologies and theories according to the scientific discipline being occupied. Researchers chose to use this method with considerations, firstly that the case under study is a case that requires the use of observation, secondly, qualitative research is easier when dealing with reality, and third, there is a close emotional relationship between the researcher and the respondent so that it will produce an in-depth data. In this study, the informants were employees of

the Bitung City Fisheries Service and Managers at a tuna canning company that was still actively carrying out operational activities.

DISCUSSION

Bitung City is an administrative city in North Sulawesi Province, astronomically located between 1°23'23"-1°35'39" North Latitude and 125°1'43"-125°18'13" East Longitude. Bitung City has 8 (eight) Districts. 6 (six) sub-districts are located on the island of Sulawesi, namely Madidir, Matuari, Girian, Aertembaga, Maesa and Ranowulu Districts, while 2 (two) sub-districts are located on Lembeh Island, namely South Lembeh and North Lembeh. Based on its strategic location, natural resources and supporting infrastructure, Bitung City has the potential to develop a Special Economic Zone (SEZ) which focuses on 4 (four) main commodities, namely the development of the fishing industry, coconut plantations, manufacturing and logistics. In Eastern Indonesia, Bitung City is a growth center and distribution center for goods as well as logistics support.

Production and Production Value of Capture Fisheries at Sea by Regency/City and Main Commodities in North Sulawesi Province, 2019

No District/City	Volume	Value
1 Bolaang Mongondow	18. 250	529.453.957
2 Minahasa	47. 267	1,286,845,797
3 Sangihe Islands	38, 905	496,180,621
4 Talaud Islands	13, 552	355,677,489
5 South Minahasa	32. 296	350.436.000
6 North Minahasa	33. 821	963.9000.666
7 North Bolaang Mongondow	7. 532	193,065.664
8 Siau Tagulandang Biaro	17,030	446,957,599
9 Southeast Minahasa	27,300	743,252,491
10 Bolaang Mongondow South	8. 945	229.260.350
11 Bolaang Mongondow East	6. 332	12,289,416
12 Manado	28. 738	782.392.050
13 Bitung	135,164	3,679,839,900
14 Tomohon	- -	
15 Kotamobagu	- -	
North Sulawesi	375,135,213	10,219,553,012

Source: North Sulawesi in Figures, 2020

The development of the fishing industry can be seen from the data on the number of production and production value of capture fisheries at sea in North Sulawesi Province in 2019 dominated by Bitung City with 135,164 tons of catches at sea followed by Minahasa Regency with 47,267 tons, Sangihe Islands 38,905 tons, and North Minahasa Regency 33,821 Tons. This means that Bitung City is still the largest contributor to marine capture fisheries production in North Sulawesi Province.

Fishery Potential

Report on fisheries products of North Sulawesi Province (2016) the potential of fisheries in North Sulawesi Province is supported by strategic geographical conditions surrounded by fairly wide marine waters, namely Tomini Sea waters, Sulawesi Sea waters, Sangihe Talaud Islands

marine waters. Besides being known as a producer of marine capture fisheries, North Sulawesi Province is also known as a producer of freshwater aquaculture fish. The fisheries sector of North Sulawesi Province has a fish potential of 500,000 tons per year. In addition to this, in Indonesia there are 14 (fourteen) fish processing factories. 7 (seven) factories of which are located in Bitung City, North Sulawesi Province.

List of 14 Fish Canning Industries in Indonesia in 2015

No.	Location	Company
1.	PT. Juifa International Foods Cilacap, Central Java	
2.	PT. Samudera Mandiri Sentosa Bitung, North Sulawesi	
3.	PT. Delta Pacific Indo Tuna Bitung, North Sulawesi	
4.	PT. Sinar Pure Foods International Bitung, North Sulawesi	
5.	PT. Bali Maya Permai Foods International Jembara, Bali	
6.	PT. RD Pacific International Bitung, North Sulawesi	
7.	PT. Banyuwangi Cannery Indonesia Banyuwangi, East Java	
8.	CV. Pacific Harvest Banyuwangi, East Java	
9.	PT. Assorted Indonesian Tuna Pasuruan, East Java	
10.	PT. Deho Canning Bitung, North Sulawesi	
11.	PT. Avila Prima Intra Makmur Surabaya, East Java	
12.	PT. Carvinna Trijaya Makmur Bitung, North Sulawesi	
13.	PT. Maya Muncar Banyuwangi, East Java	
14.	Alliance Select Foods International Bitung, North Sulawesi	

Source: Afriyadi 2015.

In 2015, several companies from seven fishing industries in Bitung City, which are contributors to the export of canned fish in Indonesia, experienced a decline in performance and even stopped operating due to the moratorium policy on not allowing loading and unloading (tanshipment) and the old ship licensing process was issued so that it had an impact on factories lacking supply of raw materials for the production of canned fish. In the results of the fishery report survey of North Sulawesi Province, the challenges of the fishing industry in improving the position of the Global Value Chain are; lack of supply of raw materials due to government regulations, lack of electricity supply and port infrastructure, and lack of skilled labor.

The decline in the export performance of the canned fish processing factory in Bitung City, in 2017 the RD Pacific International company only exported 4 TEUs and stopped exporting in 2018 to 2019. In the same year, a decline in export performance occurred at the International Alliance Food Indonesia company. which only exported 26 TEUs in 2017, decreased to 11 TEUs in 2018 and 2 TEUs in May 2019. The decline in the performance of export companies also occurred in 3 (three) other companies, namely PT. Sinar Pure Food International, PT. Samudera Mandiri Sentosa and PT. Delta Pacific Indo Tuna. Due to decreased performance and limited raw materials, it has been confirmed that 2 (two) fish canning companies have stopped operating, namely RD Pacific International and International Alliance Food Indonesia. In 2019 until now there are 3 (three) fish canning companies, namely those that are still actively exporting, namely:

company:

1. PT. Delta Pacific Indo Tuna
2. PT. Samudera Mandiri Sentosa and
3. PT. Sinar Pure Food International

As for the company PT. Deho Canning Company is still operating, but only focuses on domestic production and has stopped exporting.

Supply Chain Management of Canned Tuna in Bitung City Before and After COVID – 19.

There are 60 fishing industries in Bitung with an installed production capacity of around 1,000 tons/day for tuna and skipjack. Meanwhile, the production of local fishermen is only around 300-350 tons/day, so to cover the shortage of supply, fish are imported from outside the region such as Ambon, Papua, and even Jakarta. The catch of small pelagic fish (mackerel, scad fish, etc.) in Bitung is quite high but not absorbed so they are sent to Java (Surabaya/Jakarta) and return with tuna/skipper. At certain times around March-May there is an abundance of fish production which makes processing factories and cold storage full and some fish are not absorbed so they are thrown out of Bitung. Average fish landing production in PPS. Bitung itself is around 150 tons/day consisting of tuna (60%) and small pelagic fish (40%). Ships that dock at Bitung PPS generally use pole and line fishing gear, hand line, mini purseine, and a few long lines. In general, the fishing industry in Bitung still lacks raw materials, so many industries are guerrilla looking for fish. Regarding tuna processing, most of the tuna landed at Bitung PPS are yellowfin tuna and a few big eye tuna. Types of processed products in the form of loin tuna, shashimi, frozen tuna, and canned tuna with export destination countries, namely: United States, Japan, European Union, United Kingdom, Australia, and New Zealand. One of the obstacles in the export of fresh tuna is that there is no direct flight to the destination country from Manado so that tuna which should be sold fresh tuna at a higher price becomes frozen tuna and is sent using reefer containers by sea. Currently from Manado there are direct flights to China 3 times / day for passenger aircraft and the plan is to open direct flights to the Philippines (Davao) which can open opportunities for direct tuna exports to Japan via Davao. Fish processing factory (UPI) PT MNS has a production capacity of 15 tons/day, but currently the average production is 7-8 tons/day due to the lack of raw materials for tuna. The types of commodities produced include: pocket tuna, tuna cube, ground tuna, whole, and loin, most of which are frozen products. The total number of employees of PT MNS is around 160 people, of which there are 110 employees in the production department. PT MNS has its own fleet of fishing vessels to supply tuna raw materials in the form of 9 (nine) vessels with a size <30 GT and handline fishing gear. In addition, PT MNS also partners with several local fishing groups to supply tuna raw materials. Meanwhile, PT SIG Asia, is one of the pioneer fish processing companies with very experience in Indonesia and has been in Bitung for 11 years. PT SIG Asia became the first company to be awarded the HACCP certificate in Asia. PT SIG Asia has experience in supplying tuna meat to the US Navy and became the first exporter of pocket tuna to Japan. Currently PT SIG Asia exports a variety of tuna products, especially to Japan and the United States. Currently PT SIG Asia has cold storage capacity of 300 tons with temperatures reaching -50 oC. The production capacity is 15 tons/day and the average production is 10-12 tons/day. Fishery resources in North Sulawesi and in Indonesia are generally still not used optimally (under developed). The waters around North Sulawesi are very good potential for tuna and skipjack because the tuna meat contains a little oil so the quality is better. However, the human resources of Indonesian fishermen are still low, they tend not to want to learn about technical knowledge of fisheries, fishing gear, fishing ground, and fishing techniques. In addition, logistics conditions in Indonesia are poor, very expensive, and monopolistic, making it difficult for companies to develop. As with PT Bitung Mina Utama, Currently, the company has just finished the process of changing its company name to PT Brilliant Ocean Fish (PT BOF), so the company's documents and permits are in the process of being renewed. This company is a 100% PMA from Taiwan. PT BOF has cold storage capacity of 750 tons (divided into 4 rooms), ABF 30 tons, cold storage temperature -30 oC, frozen production capacity of 5 tons/day and fresh

tuna up to 20 tons/day with 100% market for export to the United States (using CO) and partly to Japan (natural/without CO). The types of products are fresh tuna (whole, loin) and frozen tuna (loin, pocket, ground meet). Fresh tuna exports to Japan using Silk Air from Manado via Singapore. PT BOF only accepts tuna with size > 20 Kg. The raw materials come from local fishermen in Tobelo, Ternate, and Halmahera. Initially, before the moratorium, fish came from ex-foreign vessels with production reaching 350 tons/month. However, currently the production is only around 300-500 Kg/month because the company is not yet fully operational. In addition, this company also does not have its own ship, so it is still difficult to get raw materials for tuna. PT Perikanan Nusantara (PERINUS) Bitung Branch is an exporter of tuna products to Japan, Australia, Taiwan, and Thailand. Perinus Bitung has a cold storage of 470 tons, a production capacity of 20 tons/day, an ice factory of 80 tons, and an ABF of -40 oC. PT Perinus owns 4 (four) fishing vessels with size > 30 GT with long line, hand line, and mini purseine fishing gear. In addition, Perinus also buys fish from fishermen from Tobelo, Morotai, Gorontalo, and Ternate. The processing industry that will carry out export activities of fishery products must have documents stating that the unit where the fishery product is processed has met the basic feasibility standards for handling fish processing or Good Manufacturing Practices (GMP) and in accordance with the standard Sanitation Standard Operating Procedure (SSOP). evidenced by the Processing Feasibility Certificate (hereinafter abbreviated as SKP) following the procedure for issuing SKP. In obtaining the SKP, the Fish Processing Unit (hereinafter abbreviated as UPI) or the exporter must process documents through several authorized agencies such as the Provincial Marine Fisheries Service with a time span to submit a proposal of 3 (months) months to the center, and it still requires 10 (ten) days to evaluate until the issuance of the SKP. Regarding the issuance of SKP along with legal documents that must be handled as a requirement for exporting, based on information received from the company PT. Samudera Mandiri Sentosa and PT. Sinar Pure Food processing export documents in Bitung City. For exporters located in Bitung City, document processing can be done directly through the Public Licensing Service Center (Public Licensing Service Mall) which is managed by the Investment Office (hereinafter abbreviated as DPM) through the Online Single Submission counter (hereinafter abbreviated as OSS) and One-Stop Integrated Services (hereinafter referred to as OSS). PTSP). So, the processing of documents issued by both the central government and local governments is served in a professional, transparent, smooth manner and when you directly access the official website of the DPM and PTSP of Bitung City. On the website there are options for accessing online licensing services (OSS) which are managed by Bitung City DPM, but licensing services in the OSS system are still very limited because not all Ministries/Institutions (K/L) related permit issuers are integrated into OSS and PTSP. Unlike the processing of documents or permits in Bitung City, at the level of North Sulawesi Province, based on the Export Procedures of the North Sulawesi Industry and Trade Office, the management of export documents has not been integrated either online or by the North Sulawesi Provincial DPM. Short management to make it easier for exporters to fulfill document requirements for export. exporters or entrepreneurs who want to do the processing of documents independently Unlike the processing of documents or permits in Bitung City, at the level of North Sulawesi Province, based on the Export Procedures of the North Sulawesi Industry and Trade Office, the management of export documents has not been integrated either online or by the North Sulawesi Provincial DPM. Short management to make it easier for exporters to fulfill document requirements for export. exporters or entrepreneurs who want to do the processing of documents independently Unlike the processing of documents or permits in Bitung City, at the level of North Sulawesi Province, based on the Export Procedures of the North Sulawesi Industry and Trade Office, the management of export documents has not been integrated either online or by the North Sulawesi Provincial DPM. Short management to make it easier for exporters to fulfill

document requirements for export. exporters or entrepreneurs who want to do the processing of documents independently information through the agency. Documents directly to the Department of Industry and Trade through a special counter provided by the Foreign Trade sector based on the Standard Operating Procedure (SOP) used so that document management runs smoothly. At the provincial level, in the process of processing export licensing documents, exporters still have to deal with the competent authorities separately, although the management process is fairly smooth, but this is not efficient when compared to the integrated document management process at the Public Service Mall in Bitung City. Management of export documents is still done manually or there is no online licensing system,

Supply Chain Flow of Canned Tuna Export Value in Bitung City Prior to the COVID-19 Pandemic.

a. The first informant, Mrs. Anita as Marketing Manager at the Fish Canning Company PT. Samudera Mandiri Sentosa PT. Samudera Mandiri Sentosa before the covid-19 pandemic was oriented to 100 percent export of canned fish to the United States in terms of the export document processing process there were no problems because it had been carried out online, except for the down licensing document management system. In accordance with the following interview statement: "... before the covid-19 pandemic, our company was 100% export oriented to the United States. As for exports to Europe, only a few, currently only 1-2 containers. In the administrative process of managing documents, both taxation, customs, SKA, and others there are no obstacles because everything is online (in Online Single Submission or OSS) or served directly at the Public Licensing Service Center. because of this, the process of managing documents online can be done in a short, smooth, and transparent time. it's just that OSS was down for 1 month and there are several countries that require original signatures in several Certificates (hereinafter abbreviated as SK) for example regarding fish health, several countries in Europe have doubts about specimens whose signatures do not match so require re-confirmation for certificate issuance. " As for the delivery process, both in the shipping company, the company does not have too significant problems for the company. "Shipping to the United States using the MSC company container, COSCO, Co. Hyundai, Ever Green Marine with east coast and west coast destinations. As for shipping to Europe using a container from the company MERSKLINE. At the port, the company does not have additional costs or extra costs, because the filled container will be brought to the port when the ship arrives at the port. If the ship is delayed, the container will be re-stored by the agent. It's just that the licensing problem is a little slow, namely in ship licensing because the Fishing Permit (hereinafter abbreviated as SIPI) cannot be issued because it must be processed at the Central KKP. " b. The second informant, Mrs. Ivonne from the Fish Canning company PT. Sinar Pure Foods International. The company PT. Sinar Pure Food International focuses on exporting to the Middle East (Middle East) market even though the market demand for canned fish exports is greater in the United States and Europe because to export to the United States and Europe there are obstacles based on the following interview: processing legal export documents dealing with customs, taxes, there are no problems because they are online, especially documents for exporting to the Middle East (Middle East) market. However, to export to the United States and Europe requires supporting documents in the form of a Fish Catch Certificate (hereinafter abbreviated as SHTI) where this SHTI is issued by KKP Shah Bandar Bitung. To process the SHTI requires 2 (two) documents called the initial sheet and the derivative sheet of the processing of the initial sheet must be processed first by the fishing company. However, the process of getting the initial sheet is very slow, thus hampering the process of making SHTI because of the uncertain time." In addition to obstacles in the completeness of the SHTI document, the company also faces obstacles in the process of issuing SIPI "Issuing a Fishing

Permit is too long. Because fishing above 30GT must be processed at the center, while for 5GT it can be processed in the province/region. In fact, it is a city intervention. In 2014-2015 the company was still able to export as many as 550 containers, and performance began to decline after the mandatory. In 2016 the company began to experience difficulties, only able to export 270 (highest) containers and 172 (lowest) containers. Stable in 200 containers”.

Export Process of Canned Tuna in Bitung City.

Based on the data and information obtained, the potential of natural resources owned by Bitung City has become one of the concentrated places for the fish canning industry in Indonesia made from tuna as raw material. Half of the 14 (fourteen) fish canning industries in Indonesia that are active in exporting, 7 (seven) of them are located in Bitung City. However, currently, the performance of the fishing industry in Bitung City is declining due to the transshipment moratorium policy and the ship licensing process (SIPI) which takes a long time. So that the remaining 3 (three) fishing industries in Bitung City are actively exporting canned fish, namely companies; PT. Samudera Mandiri Sentosa, PT. Sinar Pure Food Ind., and PT. Delta Indo Tuna. The challenges faced by the fishing industry are: 1. Insufficient supply of raw materials due to government regulations. Government regulations related to ease of business licenses, ease of bureaucracy and institutions, supporting central and local government policies. 2. Lack of infrastructure and electricity supply. 3. Lack of professional workforce. Where challenges related to regulation are priorities that need to be considered so that the fishing industry in North Sulawesi Province can improve its position in the Global Value Chain. In improving the Global Value Chain, the fisheries industry in implementing the export of fishery products must provide documents in the form of a letter of credit (L/C) issued by a foreign exchange bank, a PEB letter issued by Customs and Excise, SKA or commonly called a COO which issued by the Department of Industry and Trade, IUP and SIPI along with other supporting documents that are directly related to KKP in the form of GMP documents, HACCP, Approval Number specifically for export to Europe, HC, SHTI. The results of research on the fish canning industry in Bitung City, namely the company PT. Samudera Mandiri Sentosa and PT. Sinar Pure Food International stated that the two companies are still actively exporting but the number of canned fish exports is not much compared to previous years (2014-2015) due to the decline in the company's production performance due to the lack of raw material supply. The supply of raw materials is reduced due to the moratorium and the long process of processing SIPI documents so that ships cannot operate to catch fish. Regarding export documents, the management has been done online, however, to export to the European Union and US UPI markets, you need supporting documents in the form of SHTI. For UPI, obtaining SHTI requires an uncertain time because in the process of making SHTI, the fishing industry must first process it to get the initial sheet, then UPI can proceed to the next process to get a derivative sheet and then the SHTI is issued. document management in Bitung City, the licensing document management service system has been carried out online. The licensing document processing process is carried out at the One Stop Integrated Service Mall through the OSS and PTSP service counters so that this becomes more efficient because exporters do not need to do document processing in different places/agencies because they are already in one place, the implementation of document management will certainly become more transparent, can be completed in a short time and have a good impact on exporters. In this study, it was also found that the processing of export licensing documents at the level of the Province of North Sulawesi, the processing of licensing documents is still carried out separately and has not been integrated online as was the case in Bitung City. However, the licensing process at the provincial level is still going well because it is carried out according to the applicable SOP.

Referring to the informant's side at the time of the interview, it can be concluded that the export document processing process is quite effective and efficient because the export document processing process is carried out online, so that it runs smoothly, transparently and can be done in a short time. Although there are still obstacles, namely the OSS system which is down and also related to ship licensing regulations that must be issued by the central KKP. The process of managing licensing documents online can break the long chain of bureaucracy and regulations.

Supply Chain Flow of Canned Tuna Export Value in Bitung City After the COVID-19 Pandemic.

During the COVID-19 pandemic, based on findings in the field regarding the supply chain of canned tuna in Bitung City, starting from handling the procurement of raw materials to processing raw materials into finished products, canned tuna continues to apply health and sanitation protocols so as to provide guarantees about product hygiene. which will be marketed. Regarding the processing of canned tuna export documents in Bitung City, the licensing document management service system has been carried out in an online system. The process of processing licensing documents is still carried out at the One-Stop Integrated Service Mall through the OSS and PTSP service counters so that this becomes more efficient because exporters do not need to process documents in different places/agencies because they are already in one place, the implementation of document management will certainly become more transparent, can be completed in a short time and have a good impact on exporters. In this study, it was also found that the processing of export licensing documents at the level of the Province of North Sulawesi, the processing of licensing documents is still carried out separately and has not been integrated online as was the case in Bitung City. However, the licensing process at the provincial level is still going well because it is carried out according to the applicable SOP. Referring to the informant's side at the time of the interview, it can be concluded that the export document processing process is quite effective and efficient because the export document processing process is carried out online, so that it runs smoothly, transparently and can be done in a short time. Although there are still obstacles, namely the OSS system which is down and also related to ship licensing regulations that must be issued by the central KKP. The process of managing licensing documents online can break the long chain of bureaucracy and regulations.

CONCLUSION

In implementing the export value supply chain for canned tuna production in Bitung City, the export document processing process, exporters must process licensing documents through several agencies authorized to issue customs permits and export supporting documents, namely the Department of Industry and Trade, Customs and Excise, the Ministry of Maritime Affairs and Fisheries. (KKP) and the appointed institution or organization have the authority to issue supporting certificates within the KKP. The process of managing documents carried out head to head is one of the obstacles to the smooth export process. The management of documentation of export goods in an integrated manner in the online system can break the long bureaucratic chain, save time, and costs, this makes export procedures more efficient. The export document processing process in Bitung City has been carried out online, it can be processed in the Bitung City Integrated Service Center or independently in the Online Single Submission (OSS) so that document processing becomes smoother, transparent, and carried out in a short time. However, in the conditions of the COVID-19 pandemic, in responding to the fulfillment of consumer demand in the export scale, canned fish

companies in Bitung City consistently apply health, hygiene and sanitation protocols so as to guarantee that the product reaches consumers.

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