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## The Mechanism Of Imported Fabric Output And Distribution In The Performance Of The Bonded Warehouse Of PT. Sunjaya Mentari Abadi Semarang Into Other Customs Areas In Indonesia

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### Abstrak

Gudang berikat memainkan peran penting dalam mendukung kelancaran arus barang impor, terutama untuk industri tekstil yang sangat bergantung pada bahan baku dari luar negeri. PT. Sunjaya Mentari Abadi Semarang, sebagai salah satu penyedia layanan gudang berikat, menghadapi tantangan dalam proses pengeluaran dan pendistribusian barang impor fabric. Berbagai kendala seperti keterlambatan pengurusan dokumen dan kurangnya integrasi teknologi informasi berdampak pada efisiensi operasional dan kecepatan pengiriman. Penelitian ini mengeksplorasi bagaimana sistem pengelolaan gudang berikat dapat dioptimalkan untuk mengatasi hambatan tersebut. Dengan menggunakan pendekatan studi kasus, wawancara dan observasi langsung dilakukan untuk mendapatkan gambaran komprehensif mengenai proses administrasi dan distribusi barang. Temuan menunjukkan bahwa optimalisasi teknologi informasi, seperti penerapan sistem manajemen dokumen digital dan peningkatan infrastruktur berbasis IoT, dapat membantu mempercepat proses pengeluaran barang dan meningkatkan koordinasi antar pihak terkait. Solusi ini diharapkan dapat memperbaiki kinerja operasional gudang, meningkatkan kepuasan pelanggan, serta mendukung keberlanjutan industri tekstil di Indonesia.

Kata Kunci: *Gudang berikat, barang impor, distribusi, efisiensi operasional, industri tekstil*

## Abstract

Bonded warehouses play an important role in supporting the smooth flow of imported goods, especially for the textile industry that heavily relies on raw materials from abroad. PT. Sunjaya Mentari Abadi Semarang, as one of the bonded warehouse service providers, is facing challenges in the process of releasing and distributing imported fabric goods. Various obstacles such as delays in document processing and a lack of integration in information technology impact operational efficiency and delivery speed. This research explores how bonded warehouse management systems can be optimized to overcome these obstacles. By using a case study approach, interviews and direct observations were conducted to obtain a comprehensive picture of the administration and distribution processes of goods. The findings indicate that the optimization of information technology, such as the implementation of digital document management systems and the enhancement of IoT-based infrastructure, can help expedite the goods release process and improve coordination among the involved parties. This solution is expected to improve the operational performance of warehouses, enhance customer satisfaction, and support the sustainability of the textile industry in Indonesia.

Keyword: *Bonded warehouse, imported goods, distribution, operational efficiency, textile industry*

## INTRODUCTION

International trade is one of the important pillars supporting global economic development, especially for developing countries like Indonesia. International trade activities, particularly imports, play a significant role in meeting the needs of the domestic industry that cannot be fulfilled locally. One sector that heavily relies on imports is the textile industry, where raw materials such as fabric are often sourced from abroad for production needs. The timely availability of high-quality raw materials is crucial to ensure the operational continuity of the textile industry, which in turn can affect the stability and growth of the national economy. (Kartika, 2022).

In this regard, the import management mechanism becomes a crucial part of the supply chain that directly impacts domestic production efficiency. One of the facilities provided by the government to support the smooth flow of imported goods is the bonded warehouse. Based on Law Number 17 of 2006 concerning Customs, a bonded warehouse is a temporary storage place for imported goods that have not yet fulfilled their customs obligations. This facility provides flexibility for companies in managing the flow of goods and deferring customs duties until the items are released from the warehouse. (Indonesia, 2019). The existence of bonded warehouses allows companies to manage imported stock efficiently and supports a more orderly distribution process, especially for industries that heavily rely on imported supplies such as textiles. (Kementerian Perdagangan Republik Indonesia, 2023).

However, despite the various advantages that bonded warehouse systems offer, challenges in managing bonded warehouses are still frequently encountered. One of the main challenges is the complexity of the regulations and customs procedures in place. The process of administrating the release of goods from a bonded warehouse often takes a long time and is marked by complicated bureaucracy. This can lead to delays in the distribution of goods to other customs areas in Indonesia, which ultimately hampers the smooth flow of the textile industry's supply chain. (Priyono, 2019). In addition, the lack of coordination among stakeholders, such as customs authorities, warehouse managers, and logistics partners, often leads to discrepancies in information that impact the accuracy of goods delivery. (Verawati et al., 2022).

The limitations in the utilization of information technology in the management of bonded warehouses also become a factor that hinders operational efficiency. The use of a poorly integrated information system results in challenges in monitoring and managing the flow of goods in real-time. In fact, advanced information technology is essential to minimize errors and expedite the process of releasing goods from the warehouse. This suboptimal logistics information system contributes to low transparency and coordination among the parties involved in the process of distributing imported goods, which in turn negatively impacts the overall performance of bonded warehouses. (Purwanti, 2020).

Previous research, such as that conducted by Wahyuni (2019), has highlighted how the mechanism of releasing imported goods from bonded warehouses affects the smooth distribution to various customs areas in Indonesia. However, the research focuses more on the technical aspects of the goods release mechanism without delving deeply into the relationship between the release mechanism and the distribution of goods with the operational performance of bonded warehouses. This gap indicates a need to further understand how the efficiency of spending and the distribution of goods play a role in improving the performance of bonded warehouses, particularly in the textile sector, which is heavily reliant on imported raw materials. (Wahyuni, 2019).

In this regard, PT. Sunjaya Mentari Abadi, as one of the bonded warehouse service providers in Semarang, plays a strategic role in supporting the smooth flow of imported fabric goods to various customs areas in Indonesia. This company is responsible for managing the flow of goods from receipt to distribution to the destination areas. However, the mechanism for the release and distribution of goods in the bonded warehouse of PT. Sunjaya Mentari Abadi still often faces various obstacles, such as the slow administrative process for the release of goods and a lack of coordination among the parties involved. (Dewi, 2020).

To address these challenges, a more comprehensive analysis of the mechanisms for the expenditure and distribution of imported goods in the bonded warehouse of PT. Sunjaya Mentari Abadi is necessary. This research aims to identify the factors that influence the efficiency of expenditure and distribution of goods, as well as to propose strategic solutions that can enhance the operational performance of warehouses. By optimizing the use of information technology and strengthening coordination among stakeholders, it is hoped that the management mechanism for goods in bonded warehouses can operate more effectively and efficiently. (Heizer et al., 2020).

Therefore, this research will not only provide practical contributions to improving the operational efficiency of the bonded warehouse of PT. Sunjaya Mentari Abadi, but it is also expected to make a significant academic contribution to the literature on supply chain management and logistics in Indonesia. With the optimization of this mechanism, it is hoped that warehouse performance can be improved to support the growth of the textile industry in meeting the needs of both domestic and international markets. This research is also expected to provide relevant recommendations for other companies facing similar challenges, thereby enhancing the competitiveness of the national industry in the global market. (Imam, 2020; Smith & Brown, 2021).

## Theoretical Study

### Theoretical Foundation

Mechanism is understood as a series of structured processes aimed at achieving efficiency and effectiveness in various operational contexts, including the distribution of goods. According to Moenir (2013), a mechanism involves a series of work steps organized to solve a specific problem. Heizer (2020) adds that the mechanism includes the management of inputs to outputs, particularly in production activities. Christopher (2013) emphasizes the importance of integration in supply chain mechanisms, while Al-Arif (2011) links it to the principles of Islamic economics aimed at achieving sustainable economic justice. In the context of distribution, mechanisms function to ensure that goods reach consumers effectively and efficiently, including inventory management and distribution tracking.

The distribution of goods plays a central role in logistics, as explained by Oentoro (2010), distribution is a marketing activity that connects producers with consumers. Anisa (2022) highlights the aspect of time in distribution, ensuring that goods arrive on time to consumers. Pratiwi (2021) describes the movement of products within the supply chain, while Kotler and Keller (2016) emphasize distribution efficiency as an important part of marketing

strategy. Several distribution channels involve various intermediaries, such as retailers and agents, who play a role in delivering goods to consumers. In addition, distribution has economic functions of place, time, and promotion, as explained by Kotler (2018), each of which contributes to product availability, efficiency, and brand awareness.

Import is an important process in the global economy, involving the entry of goods from abroad into a country's customs territory. According to the Ministry of Trade (2023), imports are regulated by specific regulations to ensure the legality of transactions and compliance with customs regulations. Wahyu Puji (2019) explains that imports are carried out to meet domestic needs or to obtain lower prices. Imported goods can pass through the red, green, yellow, or MITA priority lanes, depending on the level of risk and the applicable inspection regulations. A bonded warehouse, according to the Minister of Finance Regulation (2011), is a facility used to store imported goods before they are further distributed. This warehouse serves as a temporary storage facility with a deferral of customs duties until the goods are re-exported or marketed. Edi Supardi (2021) adds that there are several forms of bonded warehouses in Indonesia, such as those to support industry or distribution to duty-free shops. Operational performance refers to an organization's ability to manage resources effectively and efficiently in order to achieve established goals (Priyohadi, 2020). This performance involves measuring productivity, quality, and speed of the production process, as well as customer satisfaction. (Kurniawan & Hartono, 2021).

#### Relevant Research Findings

Several studies relevant to this topic have been conducted. Tutik Sri Wahyuni (2019) discusses the mechanism of releasing imported goods from the Bonded Warehouse to the Customs Temporary Storage in Semarang, including the flow and the necessary documents. Dewi Indah Sari (2020) researched the optimization strategies for managing Bonded Warehouses to enhance the competitiveness of the textile industry in Semarang. Zaenuri Ahmad (2019) analyzes the factors influencing the decisions of entrepreneurs in the Bonded Zone when choosing warehouses in Semarang, while Rini Purwanti (2020) discusses the challenges and strategies for managing bonded warehouses in the digital era, particularly in the utilization of information technology. Agus Priyono (2019) mengembangkan sistem informasi berbasis web untuk mengoptimalkan sistem pengeluaran barang impor dari Gudang Berikat, yang relevan untuk meningkatkan efisiensi dalam distribusi barang impor.

#### Framework of Thought

This framework provides a systematic guide in exploring the mechanisms of expenditure and distribution of imported Fabric goods at the bonded warehouse of PT. Sunjaya Mentari Abadi, ensuring a comprehensive and relevant study.

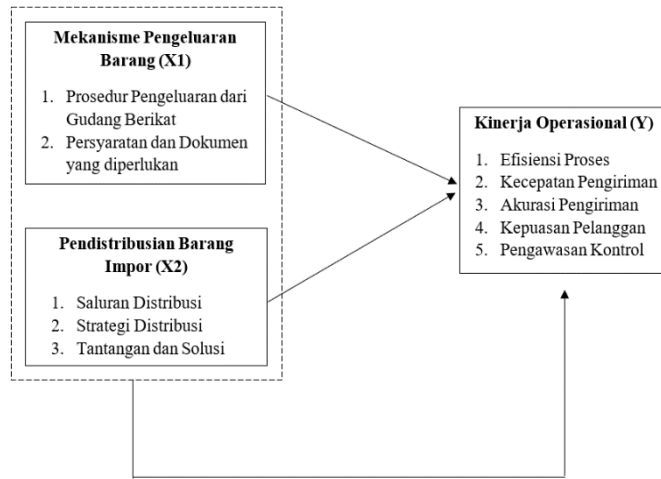


Figure 1. Framework of Thinking

## RESEARCH METHOD

### Research Design

This study employs a qualitative method with a case study approach. The main objective is to understand the mechanisms of the expenditure and distribution of imported fabric goods in the bonded warehouse of PT. Sunjaya Mentari Abadi. This case study is conducted to delve into a specific phenomenon at the research site and includes in-depth data collection through interviews, observations, and documentation.

### Research Location and Time

The research is conducted at the bonded warehouse of PT. Sunjaya Mentari Abadi, located in the industrial area of Semarang. The research period spans from February 2024 to May 2024, during which each stage of observation and interviews is conducted directly in the field to obtain accurate and relevant data.

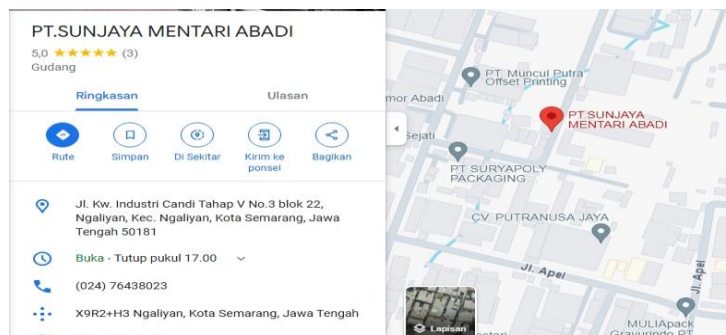


Figure 2. Location of PT Sunjaya Mentari Abadi Semarang

## Data Collection Techniques

- Interviews: The interviewer conducts structured conversations with warehouse operational staff and managers, as well as customs authorities, to obtain information regarding the mechanisms for the release and distribution of goods.
- Observation: Direct observation is carried out on each process, from the receipt of goods, storage, to the release and distribution of goods to various customs areas.
- Documentation: Data is obtained from related documents such as inventory reports, delivery notes, and customs documents.

Table 1. Interview Instruments Used

No	Variable	Indicator	Question
1	Mechanism (X1)	Efficiency	How quickly can the process of releasing imported goods from the bonded warehouse be completed?
			Is the use of resources in the distribution process of goods already optimal?
			What is the level of warehouse capacity utilization in the process of goods output and distribution?
			Are there any steps that can be eliminated to expedite the distribution process?
		Speed	How long does it take to complete the process of releasing imported goods from the bonded warehouse?
			Is the time required for the distribution of goods in line with the company's targets?
			How fast is the warehouse team's response in handling requests for goods withdrawal?
			Are there any obstacles that slow down the process of releasing and distributing goods?

No	Variable	Indicator	Question
		Accuracy	How accurate is the recording of imported goods in the process of release from the bonded warehouse?
			Is the quantity of goods distributed in accordance with the recorded amount?
			What is the error rate in the distribution process of goods to other customs areas?
			Is there a verification system in place to ensure the accuracy of expenditures and the distribution of goods?
		Integrity	How does the system maintain data integrity in the process of releasing goods from the bonded warehouse?
			Are there procedures in place to prevent manipulation in the distribution process of goods?
			How does the company ensure that all warehouse staff adhere to the principles of integrity during their work processes?
			Is there a reporting mechanism to detect integrity violations in the release and distribution of goods?
2	Distribution of Imported Goods (X2)	Distribution Channels	What distribution channels are used to distribute imported fabric goods to various customs areas in Indonesia?
			How do companies choose the most efficient distribution channels?

No	Variable	Indicator	Question
		Distribution Strategy	What strategies does the company implement to ensure the timely distribution of imported fabric and meet market demand?
			How do companies adapt to changes in market conditions in their distribution strategies?
		Challenges and Solutions	What challenges are often faced in the process of distributing imported goods?
			What solutions has the company implemented to address those challenges?
3	Performance of Bonded Warehouses	Process Efficiency	How do you assess the operational process efficiency at the bonded warehouse of PT Sunjaya Mentari Abadi Semarang?
			What steps has the company taken to improve the efficiency of the goods management process in the bonded warehouse?
		Delivery Speed	How does the company measure the speed of goods delivery from the bonded warehouse to various customs areas?
			Are there challenges related to delivery speed, and how can they be addressed?
Delivery Accuracy	How does the company ensure the accuracy of goods delivery in accordance with the order and documents?		

No	Variable	Indicator	Question
			What actions should be taken if there is a discrepancy between the order and the delivered goods?
		Customer Satisfaction	How does the company measure the level of customer satisfaction with bonded warehouse services?
			What steps are taken to improve customer satisfaction if there are complaints or negative feedback?
		Supervision and Control	SeWhat kind of supervision and control system is implemented to ensure the smooth operation of the bonded warehouse?
			ow does the company address issues or challenges identified through that monitoring?

#### Data Analysis Techniques

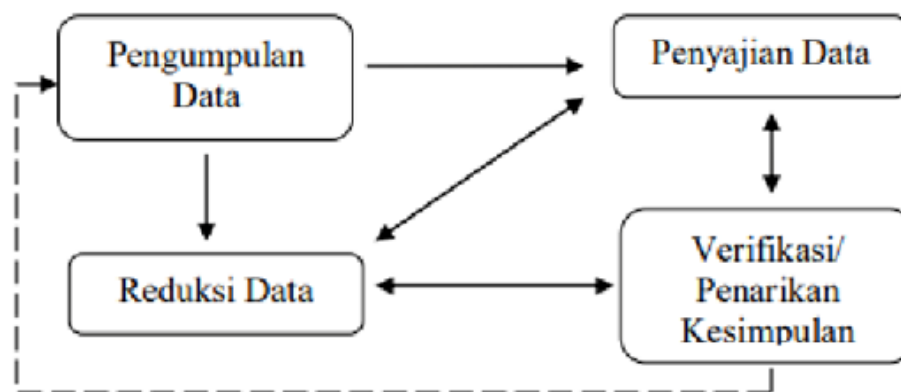


Figure 1. Data Analysis Techniques

The collected data is analyzed using descriptive analysis methods, which simplify and focus the data obtained through interviews, observations, and documentation. This process includes three stages:

- Data reduction: Simplifying information to focus on relevant data.
- Data presentation: Presented in the form of tables and diagrams to facilitate understanding, as shown in Figure 3, which illustrates the seal opening process by customs officers.

- Conclusion drawing: Conclusions are drawn based on data analysis that shows the relationship between the mechanism of goods release and the operational performance of the bonded warehouse.

## RESULTS AND DISCUSSION

### Results

PT. Sunjaya Mentari Abadi is a company that focuses on warehousing and logistics, specializing in the processing and distribution of imported goods, particularly textiles and fabrics. This company is located in Semarang and has a bonded warehouse that serves as a distribution center for imported goods to various regions in Indonesia. The strategic location of this warehouse provides a competitive advantage for the company in facilitating a fast and efficient flow of goods. This bonded warehouse is equipped with adequate facilities, such as an electricity supply of 7,700 watts, a security system with a 6-meter high concrete fence, and a one-gate system for the entry and exit of goods. Due to this facility, PT. Sunjaya Mentari Abadi is able to maintain the security and quality of goods during storage and support the efficiency of logistics operations.



Figure 4. Location of the Bonded Warehouse

This company was established in 2019 with the vision of becoming a national logistics hub in Indonesia. This vision is realized through the company's mission, which includes facilitating small and medium enterprises, supporting the growth of the national industry, promoting the development of labor-intensive industries, and enhancing local investment. Thanks to that commitment, PT. Sunjaya Mentari Abadi has been able to become a trusted partner for players in the textile industry in the processing and distribution of goods. In addition, this company also implements an efficient and clear organizational structure, where power and responsibility lie with the commissioners as the main leaders, assisted by directors and managers according to their respective fields and levels. This organizational structure facilitates quick decision-making and good coordination between departments,

thereby supporting the overall operations of the company.



Figure 5. Organizational Structure of PT. Sunjaya Mentari Abadi Semarang

The process of importing textile goods through the bonded warehouse of PT. Sunjaya Mentari Abadi consists of several important stages that are closely monitored by customs authorities. The first stage is pre-import preparation, where the distribution company issues a Purchase Order (PO) to the importer, which is then followed by a purchase agreement between the importer and the foreign supplier. After all the import documents such as the invoice and packing list are prepared by the supplier, the goods are shipped to Indonesia. Because proper and complete document preparation allows the shipping process to proceed smoothly without administrative obstacles. Upon arrival of the goods at the port, the documents must be checked first by the Customs authorities before the goods can be moved to the bonded warehouse area. Due to this strict inspection process, there are sometimes delays in the transfer of goods to the warehouse, which can affect subsequent storage and distribution times.



Figure 6. The Process of Seal Opening by the Officer

Once the goods arrive at the bonded warehouse of PT. Sunjaya Mentari Abadi, the documents will be immediately inspected by the Customs officers. This inspection is very important to ensure that the goods received match the information listed in the import documents, such as the type of goods, quantity, and origin. If the documents are in order, the goods will be unloaded and recorded in the warehouse management system or IT Inventory. The goods are then placed in a designated storage location to maintain quality and facilitate the inventory monitoring process. Due to a structured recording and storage system, PT. Sunjaya Mentari Abadi can minimize errors and expedite the distribution process of goods to customers.



Figure 7. The Process of Goods Release

The process of releasing goods from the bonded warehouse is also closely monitored by customs authorities. Every item to be released must go through several stages of inspection, including physical checks and document validation. Due to this procedure, PT. Sunjaya Mentari Abadi ensures that every item leaving the warehouse meets all legal and administrative requirements. Figure 7. The Goods Release Process shows the detailed stages of this process, where items that have been authorized for release will be recorded in the warehouse management system and prepared for distribution to the end customers. With an organized procedure, the company can maintain order and accuracy in the distribution of goods, thereby minimizing the risk of delays and customer dissatisfaction.

As a result of this strict supervision, the management mechanism for goods in the bonded warehouse of PT. Sunjaya Mentari Abadi also includes the arrangement of storage locations and regular stock monitoring. Every change in the status of goods, from receipt to issuance, is recorded in detail in the IT Inventory system. This is done so that the company can easily track the goods and ensure the consistency between the physical items and the data recorded in the system. Because this system functions effectively, PT. Sunjaya Mentari Abadi can manage its inventory more efficiently and reduce the likelihood of errors in



or slow data processing can lead to significant delays in the release of goods, which can impact the distribution schedule of products to customers.

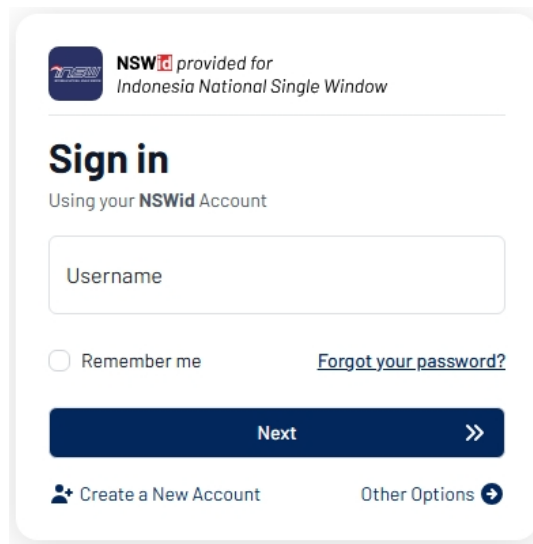


Figure 9. INSW Login Page

After successfully passing the validation process, the next step is to pay the fees and taxes imposed based on the BC 2.5 document. Because every imported item released from a bonded warehouse must meet fiscal obligations, the operator of the bonded warehouse is required to make payments according to the calculations of the Ceisa 4.0 system, which refers to import duty rates, VAT, and income tax. This payment is then confirmed through a payment billing issued by the system. If there are delays in payment or errors in tariff calculations, the process of releasing goods will be delayed, which ultimately affects the distribution time of goods to their destination and reduces the operational efficiency of the company.

02-05-2024 12:40

KEMENTERIAN KEUANGAN REPUBLIK INDONESIA  
DIREKTORAT JENDERAL BEA DAN CUKAI

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BILLING DJBC



Kode Billing : 620240500007551  
Tanggal : 02-05-2024  
Tgl Jt Tempo : 07-05-2024 22:00 WIB

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Kantor : 060800 - KPPBC TMP A SEMARANG

Dokumen : 41 - BC 2.5  
Nomor : 00002542750520240427000049  
Tanggal : 02-05-2024

Wajib Bayar  
ID : 427505326503000  
Nama : SUNJAYA MENTARI ABADI

Pembayaran  
Total : IDR 73,087,000.00  
Terbilang : Tujuh Puluh Tiga Juta Delapan Puluh Tujuh Ribu

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Akun	NPWP	Nilai (Rp.)
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411123 - PPH Impor	427505326503000	13,535,000

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\*Apabila terdapat perbedaan antara struk billing dengan sistem DJBC, maka yang menjadi acuan adalah data yang ada pada sistem

Figure 10. BC 2.5 Payment Billing

The BC 2.3 document and the Goods Release Approval Letter (SPPB) also play a key role in this process. The BC 2.3 document serves as a notification of goods that have been received and stored in a bonded warehouse, while the SPPB is the official permit from Customs for the release of goods from the warehouse. Since the BC 2.3 document must match the BC 2.5, Customs officers will conduct a thorough inspection to ensure there are no discrepancies between the data listed on both documents. If there are any differences or inconsistencies, the SPPB application will be rejected, ultimately resulting in a delay in the release of goods from the warehouse. This process demands high precision and accuracy from the bonded warehouse operators to avoid administrative errors that could disrupt the logistics flow.

PEMBERITAHUAN IMPOR BARANG UNTUK DITIMBUN DI TEMPAT PENYIMPANAN BERKAS				BC 2.3	
A. Tujuan		1. Kawasan Berikat		2. Gudang Berikat	
B. DATA PEMERINTAH/ASAS		D. DOKUMEN BEA DAN CUKAI		7. Lainnya	
1. Nama, Nama Lengkap		2. Nomor NPI		3. Tanggal	
4. No. dan IPB		5. Nama, Nama Lengkap		6. Nama, Nama Lengkap	
7. Nama, Nama Lengkap		8. Nama, Nama Lengkap		9. Nama, Nama Lengkap	
10. No dan Tgl NP-19		11. Cara Pengangkutan		12. Tujuan Pengiriman	
13. Nama Sistem Pengangkutan & No. Voz/Flight dan Berikat		14. Perhitungan Muat		15. Perhitungan	
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Figure 2. Document BC 2.3

KEMENTERIAN KEUANGAN REPUBLIK INDONESIA	
DIREKTORAT JENDERAL BEA DAN CUKAI	
KANTOR WILAYAH DJAB Jawa Tengah DAN D.I. YOGYAKARTA	
KANTOR PENGAWASAN DAN PELAYANAN BEA DAN CUKAI TIPE MADYA PABEAN A SEMARANG	
<b>SURAT PERSETUJUAN PENCILOGAN BARANG SPPB BC 2.5</b>	
Nomor : 801903KBC.10072024 Tanggal 03-05-2024	
Lembar ke-1 dari 1	
1. BC 2.5	
Nomor Pengajuan : 000234275062024042700049	Tgl : 03-05-2024
Nomor Pendaftaran : 601922	Tgl : 02-05-2024
2. PENGUSAH TPB	
a. NPWP : 42750326503000	
b. Nama : PT DEMAK BUSANA LARIS	
c. Alamat : KAWASAN INDUSTRI CANDI BLOK 22 000000 NGALYAN, NGALYAN, KOTA SEMARANG, JAWA TENGAH	
3. PENERIMA BARANG	
a. NPWP : 53855881515000	
b. Nama : PT DEMAK BUSANA LARIS	
c. Alamat : TITANG, RW 003, RT 002, BUMIREJO, KARANGAWEN, KAB. DEMAK, JAWA TENGAH, 59566	
4. LOKASI	
5. STATUS JALUR : H	
6. KEMASAN	
a. Jumlah/Lenis Kemasan : 822 RD	
b. Merk Kemasan : 26800 Kg	
c. Berat : 26800 Kg	
d. Nomor Peti Kemas :	
Catatan pengaliran :	
Pejabat yang mengawasi pengaliran	Penyelenggara/Pengusaha TPB *)
*) dan dalam hal Penyelenggara/Pengusaha TPB dengan kategori bea cukai terutang atau kategori	
Pejabat pemeriksa dokumen	Pejabat yang mengawasi pengaliran barang
INDRA RAHMADI SINURAYA NP. 197303231964021001	NP.

Figure 3. SPPB Document

After the release permit for the goods is issued, the bonded warehouse operator can remove the goods from the warehouse according to the predetermined distribution plan. At this stage, the delivery note for the goods is prepared to ensure that the items being released from the warehouse can be properly tracked during the transportation process. This delivery note also serves as proof of the goods being released and is an important document that must be submitted to the recipient of the goods. Since this delivery note contains information about the type, quantity, and destination of the goods, any errors in its preparation can lead to issues during the transportation process, such as delays or even rejection of the goods at the destination.

KEPADA: PT. DEPOK WISATA LARIS

**SURAT JALAN** No. 003/SMA/5/2021

Kami kirimkan barang-barang tersebut dibawah ini dengan kendaraan No. 15-92147KS

BANYAKNYA	NAMA BARANG
111 Kilo	98% Cotton 2 P. perdek (warna putih) kemas.
29.02.20	
29.02.21	
29.02.30	
29.02.31	

PERHATIAN : 1. Mohon dicek dan dihitung dengan baik saat barang diterima  
 2. Kami tidak menerima klaim diluar keterangan yang ditulis di surat jalan  
 3. Wajib konfirmasi bila terdapat perbedaan data bongkar/muat di hari yang sama

Tanda Terima: [Signature]  
 Driver: [Signature] TASIM  
 Harat Kami: [Signature]

Figure 13. Delivery Order for Goods

The process of transporting goods from the bonded warehouse to the delivery truck is the next stage that requires good coordination between warehouse staff and transportation operators. This arrangement is important to ensure that goods are delivered according to the established schedule and route. Because the transportation process involves many parties, such as the warehouse team, security staff, and truck operators, effective communication and strict monitoring are essential to avoid mistakes such as misplacement of goods or damage during the loading process. If an error occurs at this stage, it will not only cause delays in delivery but could also result in financial losses for the company.



Figure 14. The Process of Loading Goods onto the Truck

After the goods have been successfully loaded onto the truck, the IT Inventory system is used to record the change in the status of the goods from "stored" to "shipped." This process is very important for monitoring the movement of goods in real-time and ensuring that all information related to stock in the warehouse is always accurate. Because this system is integrated with the company's logistics management, every change in the status of goods will be immediately recorded and accessible to the management team, thus facilitating decision-making related to inventory management and distribution planning. If the IT Inventory system experiences disruptions or is not updated correctly, it can lead to issues in tracking goods and managing inventory, which ultimately affects customer satisfaction and the overall operational performance of the company.

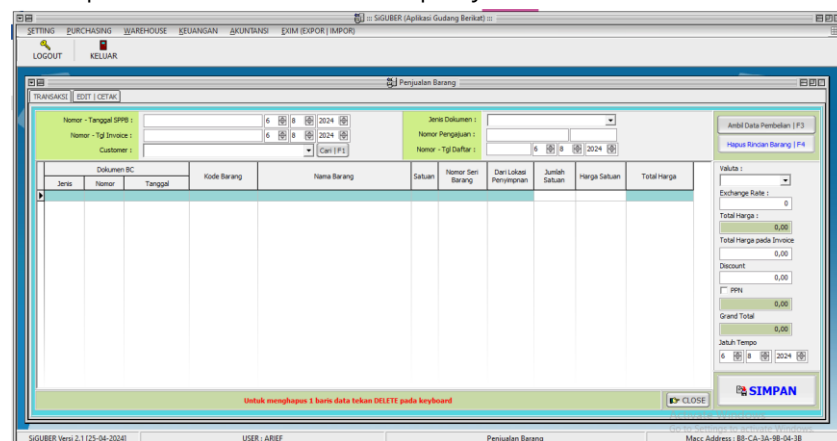


Figure 15. IT Inventory Display

In the overall process of the issuance and distribution of goods, the effectiveness of each stage heavily relies on the accuracy and speed of document processing, payment of duties, and coordination among the parties involved. Because each stage is interconnected, mistakes or delays at one stage will directly impact the subsequent stages. For example, if there is an error in filling out the BC 2.5 document, the validation will be hindered, which will

then slow down the issuance of the SPPB and ultimately impede the release of goods. Therefore, bonded warehouse operators must ensure that every process is carried out meticulously and in accordance with established procedures to maintain efficiency and the smooth flow of logistics.

## CONCLUSION

The mechanism for the release and distribution of imported goods at the Bonded Warehouse of PT. Sunjaya Mentari Abadi still faces several challenges, such as lengthy document processing times, inadequate infrastructure, and suboptimal information technology systems. These challenges impact operational efficiency, delivery speed, and customer satisfaction. To address this issue, it is recommended that the company implement a digital document management system integrated with Customs, improve warehouse infrastructure through the use of IoT-based technology, enhance coordination with Customs and logistics parties, and develop training for operational staff to improve warehouse performance and the company's competitiveness.

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