

ABSTRAK DAN ABSTRACT

ABSTRACT

THE PORTFOLIO STRATEGY FOR THE BUSINESS DEVELOPMENT OF THE SUBHOLDINGS AT PT. PELABUHAN INDONESIA (PELINDO). YEARS 2023 - 2025

This study aims to look at the portfolio strategy taken by PT. Pelabuhan Indonesia in three of its four subholdings for 2023-2025, as well as proposing strategic proposals to be used by looking at internal strengths and weaknesses as well as external threats and opportunities. PT. Pelindo through its vision "To become a leader in an integrated and world-class maritime ecosystem", with this vision PT. Pelindo seeks to create a global logistics network in Indonesia by looking at geographical potential, demographic bonuses and the Indonesian government's national policies in the logistics sector.

PT. Pelindo through its four subholdings namely PT. Pelindo Container Terminal, PT. Pelindo Multiterminal, PT. Pelindo Jasa Maritim and PT. Pelindo Solusi Logistik strives to create an efficient and optimal national and global logistics network.

Due to data limitations, this research only captures three PT Pelabuhan Indonesia (Persero) subholdings, namely: PT. Pelindo Container Terminal, PT. Pelindo Multiterminal and PT. Pelindo Jasa Maritim, from the three subholdings it can be seen that the three subholdings are in the fifth quadrant of the internal and external matrices, with this position, currently the three subholdings are playing a Hold and Maintain strategy, meaning that in the future PT. Pelindo must have the ability to dominate the market and service excellence so that the strategies that can be chosen are product development and market penetration.

Keywords: logistics, portfolio, service excellence, subholding

ABSTRAK **STRATEGI PORTFOLIO PENGEMBANGAN BISNIS SUBHOLDING** **PT PELABUHAN INDONESIA TAHUN 2023-2025**

Penelitian ini bertujuan untuk melihat strategi portfolio yang diambil oleh PT. Pelabuhan Indonesia pada tiga dari empat subholdingnya untuk tahun 2023-2025, serta mengusulkan usulan-usulan strategi yang akan digunakan dengan melihat kekuatan dan kelemahan internal maupun ancaman serta peluang dari eksternal. PT. Pelindo melalui visinya "Menjadi pemimpin ekosistem maritim terintegrasi dan berkelas dunia", PT. Pelindo berusaha mewujudkan jaringan logistik global di Indonesia dengan melihat potensi geografis, bonus demografi dan kebijakan nasional pemerintah Indonesia di sektor logistik.

PT. Pelindo melalui ke-empat subholdingnya yaitu PT. Pelindo Terminal Petikemas, PT. Pelindo Multiterminal, PT. Pelindo Jasa Maritim dan PT. Pelindo Solusi Logistik berupaya mewujudkan jaringan logistik nasional dan global secara efisien dan optimal.

Dikarenakan keterbatasan data maka penelitian ini hanya memotret tiga subholding PT Pelabuhan Indonesia (Persero) yaitu: PT. Pelindo Terminal Petikemas, PT. Pelindo Multiterminal dan PT. Pelindo Jasa Maritim, dari ketiga subholding tersebut dapat terlihat bahwa ketiga subholding tersebut berada di kuadran ke lima matriks internal dan eksternal, dengan posisi tersebut maka saat ini ketiga subholding memainkan strategi *hold and maintain*, artinya kedepannya PT. Pelindo harus memiliki kemampuan untuk menguasai pasar dan *service excellence* sehingga strategi yang bisa dipilih adalah *product development and market penetration*.

Kata kunci: logistik, portfolio, service excellence, subholding