

ABSTRAK

PT Ostrada Indonesia saat awal didirikan merupakan Konsultan Perencana dan Pengawas Konstruksi *Oil & Gas*. Seiring dengan penurunan harga minyak mentah dunia yang berdampak terhadap neraca keuangan, Perusahaan memutuskan mengembangkan bisnisnya menjadi Konsultan di bidang *engineering* secara umum. Keputusan ini berhasil meningkatkan *revenue*, akan tetapi *net profit* menunjukkan hasil yang negatif. Dengan harapan meningkatkan *revenue* dan *net profit*, Perusahaan memutuskan beralih menjadi Kontraktor Pelaksana Konstruksi.

Tujuan penulisan tesis ini adalah mengidentifikasi faktor eksternal maupun internal untuk memastikan keberlanjutan usaha sebagai Kontraktor Pelaksana Industri serta menentukan rancangan strategi dan implementasi yang dapat diterapkan periode Tahun 2020 – 2023. Metodologi penelitian yang dilakukan dengan menggunakan pendekatan deskriptif kualitatif. Tesis ini tersusun dalam dua bagian utama, pertama analisis lingkungan eksternal dengan menggunakan pendekatan *PESTLE* dan *Porter's five forces*, bagian lainnya merupakan analisis fungsional untuk lingkungan internal. Faktor evaluasi eksternal dan internal menggunakan matriks EFE dan IFE dengan hasil akhir matriks IE. Formulasi strategi akan dibuat dengan menggunakan matriks SWOT.

Berdasarkan analisis diketahui bahwa PT Ostrada Indonesia berada pada posisi *hold and maintain*. Alternatif strategi utama yang dapat diterapkan adalah *product development* dengan diversifikasi menjadi financing EPC atau *market penetration* dengan cara diversifikasi ke sektor selain *oil & gas* serta pelabuhan. Berdasarkan hasil QSPM terpilih strategi prioritas *product development*. Hasil akhir dari penelitian ini adalah tersusunnya rancangan strategi bisnis beserta rencana implementasi bagi PT Ostrada Indonesia.

Kata kunci: manajemen strategis, industri konstruksi, pengembangan produk, penetrasi pasar

ABSTRACT

In early years of its foundations, PT Ostrada Indonesia (the company) had operated as Construction Planner and Supervisor Consultant in Oil and Gas sector. However in accordance to the declining of global crude oil price that affected company performance and its balance sheet, the company has decided to expand its business to become general *engineering* consultant. This decision has been successfully improved the *revenue* amount, but it could not repair the company net profit that showed negative net profit. In order to achieve the improvement on *revenue* and net profit posts, the company then changed its operating field again to become Construction Operator.

This thesis arrangement purpose is to identify the external and internal factors that ensure the company sustainability as Industrial Construction Operator and to determine the strategy scheme and implementation that could be applied in a period of year 2020 to 2023. The research design and method have been implemented by utilizing qualitative descriptive approach. Following the approach, this thesis arranged in 2 (two) main discussion, the first part is external environment analysis by using PESTLE and Porter's Five Forces approaches. Meanwhile in the other part is functional analysis towards internal environment. The external and internal evaluation factors is using the EFE and Matriks IFE with the final result of IE matrix. Finally, the strategy formulation will be built using SWOT matrix.

In the explanation of analysis, it could be understand that PT Ostrada Indonesia is at the position of *hold and maintain*. The primary strategy alternative that could be applied is to implement product development through the diversification by becoming EPC financing. The other alternative is to implement market penetration through diversification by expanding to another sector outsides oil and gas and port. Referring to QSPM result, the method determines product development as priority strategy. Therefore, the further result of this research could be described as the arrangement of business strategy plan accompanied with the implementation plan of PT Ostrada Indonesia.

Keyword: strategic management, construction industry, development product, market penetration