

ABSTRACT

The Business Portfolio Strategy carried out by PT. Angkasa Pura II Group is strengthening existing businesses and exploring new sources of income, especially through the non-core sector. In 2024, the target of PT Angkasa Pura II Group is to become an Airport Enterprise Leader in the Region through the management of a multi-business portfolio consisting of 5 (five) Subsidiaries.

This study aims to determine the ideal portfolio for PT. Angkasa Pura II Group without duplicating the business portfolio of its subsidiaries and achieving synergies, as well as the form of guidelines for the business management scheme of APS, APP, and APK subsidiaries that can provide optimal results in utilizing the value chain at the airport.

Analysis of the data used in this study using descriptive analysis method of primary data through in-depth interviews with information from related companies and secondary data in the form of written documents related to company strategy. The data analysis process goes through 3 stages, namely the data reduction stage, the data presentation stage, and the conclusion drawing stage from the data that has been collected.

The result of this research found that the management of the business portfolio to optimize its ideal subsidiary of income to verify duplicate and for the achievement of the synergy as follows APP focuses on the aeropolis and building management business lines, APK focuses on the cargo handling, warehousing and distribution center business lines, and APS focuses on Security Service, Retail Owner, Parking Area, Lounge, Concierge, Digital and IT, Outsource, and Facility Engine businesses. There are 4 (four) guidelines for the scheme of operating APS, APP, and APK subsidiaries, namely lease or concession, Joint Operation, Joint Venture Minority or Majority, and Acquisition. The restructure of the ideal initiation business portfolio can provide added value in operational cost efficiency, tax reduction, share service center, lowering interest cost, and the initiation of parent business in the form of refueling system avtur as a joint venture with that increased operating income.

Keyword: Bussiness Portfolio, Value Chain, Strategy, Synergy, Sewa, Joint Venture, Joint Operation, and Acquisition.

ABSTRAK

Strategi Portofolio Bisnis yang dilakukan PT Angkasa Pura II Group yaitu penguatan bisnis *existing* dan mengeksplorasi sumber pendapatan baru terutama melalui sektor *noncore*. Di tahun 2024 target PT Angkasa Pura II Group menjadi *Airport Enterprise Leader In The Region* melalui pengelolaan *multi business portfolio* yang terdiri dari 5 (lima) Anak Perusahaan atau Subsidiaries, 3 Afiliasi dan 2 Cucu Perusahaan.

Penelitian ini bertujuan mengetahui portofolio ideal bagi PT Angkasa Pura II Group tanpa duplikasi portofolio bisnis anak usaha dan tercapainya sinergi, serta bentuk rekomendasi skema penyelenggaraan bisnis anak usaha APS, APP, dan APK yang bisa memberikan hasil optimal dalam memanfaatkan *value chain* di *airport*.

Analisis data yang digunakan dalam penelitian ini menggunakan metoda analisis deskriptif terhadap data primer melalui wawancara mendalam terhadap informan dari perusahaan terkait dan data sekunder berupa dokumen tertulis terkait strategi perusahaan. Proses analisis data melalui 3 tahap yaitu tahap reduksi data, tahap penyajian data, dan tahap mengambil kesimpulan dari data yang telah dikumpulkan,

Hasil penelitian ini menemukan bahwa penataan portofolio bisnis ideal anak usaha untuk optimalisasi pendapatan sehingga tidak terjadi duplikasi dan untuk tercapainya sinergi adalah APP fokus pada lini bisnis *aeropolis* dan *building management*, APK fokus dalam lini bisnis *cargo handling*, *warehousing* dan *distribution center*, dan APS fokus dalam lini bisnis *Security Service*, *Retail Owner*, *Parking Area*, *Lounge*, *Concierge*, *Digital and IT*, *Outsource*, dan *Facility Engine*. Terdapat 4 (Empat) rekomendasi skema penyelenggaraan bisnis anak usaha APS, APP, dan APK yaitu sewa atau konsesi, *Joint Operation*, *Joint Venture Minority or Majority*, dan Akuisi. Inisiasi penataan portofolio bisnis ideal tersebut dapat memberikan nilai tambah dalam *Efficiency Operational Cost*, *Tax Reduction*, *Share Service Center*, menurunkan *interest cost*, dan inisiasi lini bisnis induk dalam bentuk *Avtur Refueling System joint venture* yang menambah pendapatan usaha.

Kata kunci: Portofolio Bisnis, *Value Chain*, Strategi, Sinergi, Sewa, *Joint Venture*, *Joint Operation*, dan Akuisi.