

## INTISARI

PT United Tractors Pandu Engineering adalah perusahaan *engineering* dan *manufacture* yang bergerak dalam penyediaan kebutuhan *attachment* alat berat dalam bidang pertambangan, perkebunan, konstruksi maupun energi. PT United Tractors Pandu Engineering / UTPE (dikenal dengan nama brand “Patria”) mempunyai dua lini bisnis usaha, yaitu penjualan unit *attachment* alat berat dan penjualan *spare part*. Kegiatan bisnis di penjualan *spare part* sangat penting peranannya bagi perusahaan, hal ini dikarenakan selain sebagai penunjang performa produk unit yang dihasilkan, juga sebagai salah satu unit bisnis yang menghasilkan pendapatan perusahaan yang tinggi. Akan tetapi, penjualan *spare part* antara tahun 2017-2021 baru menyumbang pendapatan perusahaan sebesar 27,9% dari total pendapatan perusahaan.

Saat ini perusahaan belum melakukan analisa yang mendalam dari sisi internal dan eksternal atas permasalahan tersebut. Analisa strategis perlu dilakukan agar langkah yang diambil perusahaan dapat tepat sasaran, dengan tujuan mengurangi gap estimasi kebutuhan *spare part* dan actual penjualan *spare part*, serta meningkatkan recurring profit perusahaan. Penelitian ini dilakukan untuk menganalisa kondisi lingkungan eksternal dan internal perusahaan serta rekomendasi strategi bisnis dari kondisi tersebut.

Pada penelitian sifatnya adalah deskriptif kualitatif dan kuantitatif. Penelitian dilakukan dari bulan Juli 2022 hingga November 2022. Pada penelitian dilakukan analisa internal perusahaan dengan teknik wawancara kepada responden yang didukung juga dengan data perusahaan. Selain itu, dilakukan juga analisa eksternal secara makro dan menggunakan metode PESTEL dan analisa 5 kekuatan (5 forces analysis). Berdasarkan analisa internal dan eksternal tersebut dilakukan perumusan strategi dengan menggunakan metode IE Matriks dan analisa SWOT.

Berdasarkan penelitian ini ditemukan bahwa kekuatan utama dari perusahaan adalah kemampuan riset, pengembangan teknologi dan digitalisasi serta kemampuan finansial. Akan tetapi perusahaan belum memaksimalkan kemampuannya dalam hal pengembangan strategi bisnis *spare part* untuk bersaing dengan kompetitor.

**Kata kunci:** faktor internal, faktor eksternal, analisa strategi bisnis, IE Matrik, PT United Tractors Pandu Engineering

## **ABSTRACT**

*PT United Tractors Pandu Engineering is an engineering and manufacture company engaged in supplying heavy equipment attachment needs in the mining, plantation, construction, and energy sectors. PT United Tractors Pandu Engineering / UTPE (known under the brand name “Patria”) has two business lines, namely sales of heavy equipment attachment units and sales of spare parts. Business activities in the sale of spare parts have a very important role for the company, this is because apart from being a support for the performance of the product units produced, it is also one of the business units that generates high company income. However, sales of spare parts between 2017-2021 only contributed to the company's revenue of 27.9% of the company's total revenue.*

*Currently the company has not conducted an in-depth analysis from the internal and external sides of the problem. Strategic analysis needs to be carried out so that the steps taken by the company can be right on target, with the aim of reducing the gap in estimated spare part needs and actual sales of spare parts, as well as increasing the company's recurring profit. This research was conducted to analyze the company's external and internal environmental conditions as well as business strategy recommendations from these conditions.*

*This research is a descriptive qualitative and quantitative research which was conducted from July 2022 to November 2022. The company's internal analysis was carried out by conducting interviews with several respondents supported by the company's internal data. While the company's external analysis is carried out on a macro basis using PESTEL analysis and on a micro basis using 5 forces analysis. From the internal-external analysis, matching and strategy formulation were then carried out using the IE Matrix tool.*

*Based on this research it was found that the main strengths of the company are research capabilities, technology development and digitization as well as financial capabilities. However, the company has not maximized its ability in terms of developing a spare part business strategy to compete with competitors.*

**Keywords:** *internal factors, external factors, business strategy analysis, IE Matrix, PT United Tractors Pandu Engineering*