

ABSTRAK

FORMULASI STRATEGI DIFERENSIASI PRODUK DAN LAYANAN DI SPBU REGULER PT PERTAMINA PATRA NIAGA

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PT Pertamina Patra Niaga saat ini masih menguasai pangsa pasar BBM retail di Indonesia, namun di beberapa wilayah yang masuk kategori *high-competition* SPBU reguler PT Pertamina Patra Niaga telah mulai kalah bersaing dengan SPBU dari perusahaan kompetitor. Pasar BBM retail di Indonesia merupakan pasar yang besar dengan konsumsi BBM retail tahun 2022 sebesar 51 Juta KL dan pasarnya masih terus bertumbuh sehingga PT Pertamina Patra Niaga perlu untuk menyusun strategi yang sesuai dengan kondisi yang ada untuk dapat memenangkan persaingan di pasar BBM retail di Indonesia.

Penelitian ini merupakan penelitian kualitatif dengan menggunakan metode analisis deskriptif kualitatif dengan tujuan untuk mendapatkan gambaran yang lengkap tentang kondisi persaingan yang dihadapi PT Pertamina Patra Niaga dalam pasar BBM retail Indonesia, bagaimana kondisi produk dan layanan yang saat ini dimiliki oleh SPBU Reguler PT Pertamina Patra Niaga yang selanjutnya akan dilakukan formulasi strategi diferensiasi produk dan layanan di SPBU Reguler PT Pertamina Patra Niaga sesuai dengan hasil analisis proses bisnis, analisis *Service Blueprint* layanan kepada konsumen di SPBU, analisis *Resources Based View* termasuk analisis VRIO dan analisis *Five Force's*.

Hasil penelitian menunjukkan bahwa kondisi persaingan yang dihadapi PT Pertamina Patra Niaga dalam pasar BBM retail Indonesia cukup ketat terutama di wilayah *high competition* seperti di kota-kota besar di Provinsi Banten, Jawa Barat, DKI Jakarta dan Jawa Timur. Beberapa hal yang perlu diperbaiki dari kondisi produk dan layanan di SPBU PT Pertamina Patra Niaga adalah Kondisi antrian pembelian BBM, Pelayanan dan keramahan SPBU. PT Pertamina Patra Niaga perlu menyusun strategi antisipasi yaitu dengan menyiapkan *customized strategy* untuk wilayah-wilayah kategori *high-competition*.

Kata kunci: Pasar BBM retail, SPBU reguler, Proses Bisnis, *Service Blueprint*, *Resources Based View*, Analisis VRIO, Analisis *Five Force's*.

ABSTRACT

FORMULATION OF PRODUCT AND SERVICE DIFFERENTIATION STRATEGY AT REGULAR TYPE GAS STATIONS OF PT PERTAMINA PATRA NIAGA

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PT Pertamina Patra Niaga currently still dominates the retail fuel market share in Indonesia, however, in several areas that are included in the high competition category, PT Pertamina Patra Niaga has begun to lose out in competition with gas stations from competing companies. The retail fuel market in Indonesia is a large market with retail fuel consumption in 2022 of 51 million KL and the market is still growing so PT Pertamina Patra Niaga needs to develop a strategy that is by existing conditions to be able to win the competition in the retail fuel market in Indonesia.

This research is a qualitative research using the qualitative descriptive analysis method to get a complete understanding of the competitive conditions faced by PT Pertamina Patra Niaga in the Indonesian retail fuel market, how are the conditions of products and services currently owned by PT Pertamina Patra Niaga Regular Gas Stations which and then followed by formulating product and service differentiation strategies at PT Pertamina Patra Niaga Regular gas stations by the results of business process analysis, Service Blueprint analysis of services to consumers at gas stations, Resources Based View analysis including VRIO analysis and Five Force's analysis.

The results of the study show that the competition conditions faced by PT Pertamina Patra Niaga in the Indonesian retail fuel market are quite tight, especially in areas of high competition such as in big cities in the provinces of Banten, West Java, DKI Jakarta and East Java. Several things that need to be improved in the condition of products and services at the PT Pertamina Patra Niaga gas station are the condition of the queue for purchasing fuel, gas station service and friendliness. PT Pertamina Patra Niaga needs to develop an anticipatory strategy by preparing a customized strategy for high-competition category areas.

Keywords: Retail Fuel Market, Regular Gas Stations, Business Process, Service Blueprint, Resources Based View, VRIO Analysis, Analisis Five Force's Analysis.