

ABSTRAK

ANALISIS STRATEGI DIVERSIFIKASI DALAM PENGEMBANGAN BISNIS HILIR PT. PCIL

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Industri hilir memegang peranan penting dalam peningkatan kesejahteraan dan menggerakkan dunia usaha sehingga dapat meningkatkan pertumbuhan ekonomi. Pemerintah memberikan kesempatan bagi pihak asing dan swasta berkontribusi dalam memenuhi kebutuhan Bahan Bakar Minyak dalam negeri.

Penelitian ini bertujuan untuk menganalisis strategi diversifikasi dalam pengembangan bisnis hilir PT. PCIL untuk menentukan apakah bisnis hilir SPBU masih memiliki daya tarik untuk dikembangkan dan layak untuk dikembangkan disesuaikan dengan kondisi PT. PCIL saat ini.

Jenis penelitian ini menggunakan pendekatan kualitatif deskriptif. Metode analisisnya menggunakan PESTEL untuk menilai faktor eksternal yang mempengaruhi pengembangan bisnis SPBU PCIL dan menggunakan analisis *Porter's Three Essential Test*, yaitu: *Attractiveness Test* (menggunakan pendekatan lima kekuatan Porter), *Cost of Entry* (menggunakan NPV dan IRR), *Better of Test* (dengan pendekatan *Value Chain*)

Hasil penelitian menunjukkan kegiatan bisnis hilir SPBU memiliki daya tarik untuk dilakukan pengembangan, Nilai NPV dan IRR sudah sesuai dengan persyaratan dan layak untuk dijalankan dan nilai *Value Chain* menunjukkan bahwa kegiatan bisnis PCIL di sektor hulu saat ini dapat menyesuaikan dengan kondisi bisnis hilir migas yang akan dimasuki.

Kata Kunci: Diversifikasi, *Attractiveness Test*, *Cost of Entry*, *Better of Test*, *Porter's five forces*, NPV, IRR, *Value Chain*

ABSTRACT

ANALYSIS OF DIFERSIFICATION STRATEGY IN DOWNSTREAM BUSINESS DEVELOPMENT OF PT. PCIL

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The downstream industry plays an important role in increasing welfare and moving the business world which it can increase economic growth. The government provides opportunities for foreign and private parties to contribute in meeting domestic fuel oil needs.

The purpose of this research is to analyze the diversification in developing the downstream business of PT. PCIL to determine whether the Gasoline Station's downstream business still has the attractiveness to be developed and feasible to be developed according to the condition of PT. PCIL at this time.

This research was conducted through by using descriptive qualitative approach. The analytical method is to use PESTEL to determine external factor that influence to business development of Gasoline Station, and to use Porter's Three Essential Test, which are: Attractiveness Test (using five's forces Porter framework), Cost of Entry (using NPV and IRR), and Better of Test (using the Value Chain framework).

The result of this research showed that Gasoline Station in downstream business have attractiveness to develop, NPV and IRR are accordance with the requirement and feasible to run and Value Chain showed that PCIL's business activities in upstream is accordance with the condition of downstream business oil that will be entered.

Keywords: *Diversification, Attractiveness Test, Cost of Entry, Better of Test, Porter's five forces, NPV, IRR, Value*