



INTISARI

Menurut Campbell *et al.* (1995), perusahaan dengan beberapa kegiatan usaha (*multibusiness firm*) harus memiliki kesesuaian (*fit*) antara karakteristik perusahaan induk dan anak perusahaannya agar proses penciptaan nilai secara keseluruhan (*value creation*) dapat berhasil. Sebaliknya, ketidaksesuaian tersebut berpotensi mengurangi nilai (*value destruction*). Penelitian ini menggunakan *framework parenting fit matrix* yang dikembangkan oleh Campbell *et al.* (1995), dengan mengukur tingkat kesesuaian antara *critical success factor* dan *parenting opportunities* dengan *parenting characteristic*, antara RS Primaya Makassar selaku anak perusahaan dengan Bosowa Corporindo selaku induk perusahaan. Penelitian dilakukan dengan melakukan *in-depth interview* terhadap *top management* anak dan induk perusahaan yang kompeten dalam mengelola perusahaan. Berdasarkan hasil penelitian, RS Primaya Makassar mempunyai kesesuaian yang tinggi dengan Bosowa Corporindo, dan termasuk dalam area *heartland*, meskipun terdapat beberapa elemen dalam *critical success factor* dan *parenting opportunities* yang tingkat kesesuaiannya dengan *parenting characteristic* masih relatif rendah. Peneliti merekomendasikan agar Bosowa tetap mempertahankan serta mengembangkan investasi pada RS Primaya Makassar, namun dengan peningkatan beberapa kompetensi pada *parenting characteristic*. Peningkatan *parenting characteristic* yang berkaitan dengan elemen *critical success factor* adalah Visi & Misi, Budaya Keselamatan, Teknologi Informasi yang Terintegrasi, Aturan dan Kebijakan, dan Peralatan. Sedangkan pada elemen *parenting opportunities* adalah Kesalahan yang Dapat Diprediksi, Diversifikasi, dan Pembiayaan.

Kata Kunci: *critical success factor, parenting characteristic, parenting fit matrix, parenting opportunities, heartland, value creation, value destruction.*

ABSTRACT

According to Campbell et al. (1995), a multibusiness firm must have fit between the characteristics of the parent company and its subsidiaries to succeed in the overall value creation process. Conversely, such mismatch has the potential to reduce value destruction. This research uses the parenting fit matrix framework developed by Campbell et al. (1995) to measure the level of fit between critical success factors and parenting opportunities with parenting, between RS Primaya Makassar as the subsidiary and Bosowa Corporindo as the parent company. The study was conducted by conducting in-depth interviews with competent top management from both the subsidiary and parent company responsible for managing the businesses. Based on the research findings, RS Primaya Makassar has a high level of fit with Bosowa Corporindo and falls within the heartland area, although there are some elements in critical success factors and parenting opportunities that have relatively low levels of fit with parenting characteristics. The researchers recommend that Bosowa continue to maintain and develop its investment in RS Primaya Makassar, but with improvements in some parenting characteristics. The enhancement of parenting characteristics related to critical success factor elements includes Vision & Mission, Safety Culture, Integrated IT, Regulation & Policy, and Equipment. Meanwhile, the elements of parenting opportunities are Predictable Errors, Diversification, and Financing.

Keywords: *critical success factor, heartland, parenting characteristic, parenting fit matrix, parenting opportunities, value creation, value destruction.*