

## **STRATEGI PT ECOLAB INTERNATIONAL INDONESIA DALAM MENINGKATKAN PROFIT MARGIN DI FASE RE- OPENING SETELAH PANDEMI**

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Penelitian ini bertujuan mengidentifikasi strategi yang diambil oleh Perusahaan pasca terjadinya penurunan kinerja keuangan yang dikarenakan pandemi Covid-19. Sampel penelitian ini adalah PT Ecolab International Indonesia. Penelitian ini bersifat deskriptif kualitatif yang menggunakan kerangka konseptual *turnaround strategy* yang dikembangkan oleh Hoffman, R.C. (1989) untuk menganalisis kondisi penurunan kinerja perusahaan dan strategi *turnaround* yang tepat. Analisis dilakukan terhadap faktor eksternal dan internal perusahaan untuk mengetahui penyebab penurunan kinerja juga ancaman maupun peluang dalam industri kimia khususnya di Indonesia. Selanjutnya, dilakukan analisis *generic turnaround strategy preposition* untuk mengidentifikasi tindakan strategis dan operasional yang telah dilakukan untuk mengatasi penurunan kinerja.

Penelitian ini berdasarkan publikasi laporan keuangan selama periode 2018 sampai 2022, sebelum saat pandemik sampai masa pandemik berakhir yang mana terjadinya penurunan kinerja perusahaan dan industri disebabkan faktor eksternal, terutama adanya pandemic Covid-19 yang menyebabkan penurunan ekonomi secara global. Menelaah lebih dalam strategi Perusahaan untuk mengembalikan profit berdasarkan kekuatan internal dan dukungan faktor eksternal dengan menggunakan konsep *turnaround strategy* dimana terbagi menjadi 4 fokus utama yaitu pengurangan biaya, reorganisasi, penerapan teknologi dan produk baru.

Kata kunci: *turnaround strategy*, bahan kimia khusus, analisis rantai nilai, analisis faktor eksternal PESTEL, analisis faktor eksternal five forces

***STRATEGY OF PT ECOLAB INTERNATIONAL INDONESIA  
TO IMPROVE PROFIT MARGIN AT RE-OPENING PHASE  
AFTER PANDEMIC***

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*This study is to identified which strategy that company can be used to improve profit margin after getting hit by pandemic that caused financial performance dropped quite significant. PT Ecolab International Indonesia is a sample of this study. A qualitative descriptive method is being used on this study, using a conceptual framework of turnaround strategy developed by Hoffman, R. . in 1989 to analyse the condition of a decline company performance and define appropriate turnaround strategy. Analysis being conducted on internal that company has to know which part is causing company having decrease performance as well as opportunity and threat from external factors in chemical specialty industry specifically in Indonesia. Furthermore, analysis being conducted using generic turnaround strategy concept to identified which is best to apply to gain back profit margin.*

*Study is using company publications specially on annual financial report within the period of 2018 to 2023 where the researcher study prior pandemic financial trend up to after pandemic to identified which factor both internally and externally that affected on decreased company performance. Then in detail to analyse which strategy that company being made is impactful to improve profit margin based on what it has internally and externally using turnaround strategy concept that has 4 focus which are cost cutting, organization re-structurization, new technology implementation and new product launch.*

*Key words: turnaround strategy, specialty chemical, value chain analysis, PESTEL analysis, five forces analysis*