

## DAFTAR ISI

|   |           |
|---|-----------|
| HALAMAN JUDUL .....                                 | i         |
| LEMBAR PENGESAHAN.....                              | ii        |
| LEMBAR PERNYATAAN.....                              | iii       |
| KATA PENGANTAR .....                                | iv        |
| DAFTAR ISI .....                                    | vi        |
| DAFTAR TABEL .....                                  | ix        |
| DAFTAR GAMBAR .....                                 | x         |
| DAFTAR LAMPIRAN .....                               | xi        |
| ABSTRAK.....  | xii       |
| ABSTRACT.....                                       | xiii      |
| <b>BAB 1 PENDAHULUAN .....</b>                      | <b>1</b>  |
| 1.1 Latar Belakang Penelitian .....                 | 1         |
| 1.1.1 Business Fuel & Gas .....                     | 11        |
| 1.1.2 Bisnis Non Fuel Retail .....                  | 14        |
| 1.2 Rumusan Masalah.....                            | 19        |
| 1.3 Pertanyaan Penelitian.....                      | 20        |
| 1.4 Manfaat Penelitian.....                         | 22        |
| 1.5 Lingkup Penelitian .....                        | 22        |
| 1.6 Sistematika Penulisan.....                      | 23        |
| <b>BAB 2 LANDASAN TEORI .....</b>                   | <b>25</b> |
| 2.1 Landasan Teori .....                            | 25        |
| 2.1.1 Proses dan Tahapan Manajemen Strategjik ..... | 26        |



|  |   |           |
|--|---|-----------|
| 2.2  | Hirarki Strategi .....                  | 27        |
| 2.3  | Konsep Strategi Bersaing .....          | 29        |
| 2.4  | Lingkungan Eksternal & Internal .....   | 31        |
| 2.4.1                                      | Lingkungan Makro atau Eksternal .....   | 31        |
| 2.5  | Faktor Internal .....                   | 37        |
| 2.5.1                                      | Analisa SWOT .....                      | 37        |
| 2.6  | Boston Consulting Group Matrix .....    | 45        |
| 2.7  | Kajian Penelitian Terdahulu .....       | 47        |
| 2.8  | Kerangka Penelitian.....                | 50        |
| <br><b>BAB 3 METODE PENELITIAN.....</b>    |   | <b>52</b> |
| 3.1  | Desain Penelitian .....                 | 52        |
| 3.2  | Metode Pengumpulan Data.....            | 54        |
| 3.2.1                                      | Sumber Data.....                        | 54        |
| 3.2.2                                      | Metode Pengumpulan Data .....           | 55        |
| 3.2.3                                      | Waktu Pelaksanaan Pengumpulan Data..... | 55        |
| 3.3  | Instrumen Penelitian .....              | 55        |
| 3.4  | Metode Analisis Data .....              | 56        |
| 3.5  | Profil Perusahaan.....                  | 57        |
| 3.5.1                                      | PT Pertamina (Persero) .....            | 57        |
| 3.5.2                                      | PT Pertamina Retail .....               | 58        |
| <br><b>BAB 4 ANALISIS PEMBAHASAN .....</b> |   | <b>66</b> |
| 4.1  | Analisis Eksternal Perusahaan .....     | 66        |
| 4.1.1                                      | Analisis Wawancara.....                 | 66        |
| 4.1.2                                      | Analisis Porter's 5 Forces .....        | 76        |



|  |   |            |
|--|---|------------|
| 4.2                                    | Analisis Internal Perusahaan .....            | 99         |
| 4.2.1                                  | BCG Matrix.....                               | 99         |
| 4.2.2                                  | Analisis Fungsional PT Pertamina Retail ..... | 107        |
| 4.2.2.1.                               | Analisis Kinerja Keuangan .....               | 107        |
| 4.2.2.2.                               | Analisis Kinerja Operasional .....            | 109        |
| 4.2.3                                  | Analisis Kinerja SDM .....                    | 112        |
| 4.3                                    | Analisis SWOT.....                            | 115        |
| 4.3.1                                  | Analisis Faktor Eksternal .....               | 116        |
| 4.3.2                                  | Analisis IFE & EFE Perusahaan .....           | 117        |
| <b>BAB 5 KESIMPULAN DAN SARAN.....</b> |   | <b>127</b> |
| 5.1                                    | Kesimpulan.....                               | 127        |
| 5.2                                    | Implementasi.....                             | 128        |
| 5.3                                    | Keterbatasan .....                            | 129        |
| 5.4                                    | Saran .....                                   | 130        |
| DAFTAR PUSTAKA.....                    |   | 131        |
| LAMPIRAN.....                          |   | 132        |