

ABSTRAK

DEKARBONISASI SEBAGAI STRATEGI BERKELANJUTAN PT ABC DALAM MENYONGSONG ERA BISNIS HIJAU

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Isu kerusakan iklim yang menjadi topik hangat di seluruh sektor industri membuat *International Maritime Organization* (IMO) selaku regulator utama industri pelayaran memberikan arahan menurunkan emisi sebesar 70% dibanding angka emisi tahun 2008. Konsep bisnis berkelanjutan (*sustainable business*) tidak dapat lepas dari isu lingkungan. Hal tersebut mendorong industri memasuki era bisnis hijau dimana mencakup operasional berkelanjutan dengan sumber daya serta produk ramah lingkungan. PT ABC menggunakan strategi berupa implementasi program dekarbonisasi dalam menyongsong era baru dalam bisnis hijau. Kondisi ini membuat diperlukannya strategi untuk mendukung PT ABC menjalankan kelanjutan program penurunan emisi karbon.

Tujuan tesis ini adalah mengidentifikasi strategi PT ABC dalam menyongsong era bisnis hijau. Hasil strategi dituangkan dalam *sustainable business model canvas* dengan konsep *Sustainable Business Model Innovation* (SBMI).

Dari hasil penelitian diperoleh bahwa PT ABC dapat menerapkan strategi berupa pelebaran ruang lingkup dari program dekarbonisasi di operasional bisnisnya. Dekarbonisasi ini didorong atas visi *sustainability* PT ABC. Pelebaran ruang lingkup dekarbonisasi yang dimaksud dapat ditempuh dengan langkah (1) investasi untuk kapal baru ramah lingkungan, (2) melakukan optimalisasi di pola operasi kapal (3) mulai mengikuti perdagangan karbon (sebagai penjual) dan (4) menangkap peluang pengangkutan muatan ramah lingkungan (*green cargo*). Namun PT ABC sebaiknya menghindari peran sebagai *first mover* terkait investasi ramah lingkungan di bidang maritim apabila tanpa penelitian dan pemetaan resiko mendalam. Penulis merangkum tesis ini dengan menyajikan strategi dalam bentuk proses manajemen strategi serta *sustainability business model canvas*.

Kata Kunci: proses manajemen strategis, *sustainability business model innovation*, *sustainability business model canvas*

ABSTRACT

The issue of climate damage, which has become a hot topic in all industrial sectors, has prompted the International Maritime Organization (IMO), as the main regulator of the shipping industry, to give directions to reduce emissions by 70% compared to 2008 emissions figures. The concept of sustainable business cannot be separated from environmental issues. This encourages the industry to enter the green business era which includes sustainable operations with environmentally friendly resources and products. PT ABC uses a strategy in the form of implementing a decarbonization program to welcome a new era in green business. This condition requires a strategy to support PT ABC in continuing its carbon emission reduction program.

The aim of this thesis is to identify PT ABC's strategy in welcoming the green business era. The strategy results are outlined in a sustainable business model canvas with the concept of Sustainable Business Model Innovation (SBMI).

From the research results, it was found that PT ABC could implement a strategy in the form of widening the scope of the decarbonization program in its business operations. This decarbonization is driven by PT ABC' sustainability vision. Widening the scope of decarbonization in question can be achieved by (1) investing in new green ships, (2) optimizing ship operating patterns, (3) starting to participate in carbon trading (as a seller) and (4) capturing opportunities for transporting green cargo. However, PT ABC should avoid playing the role of first mover regarding environmentally friendly investments in the maritime sector without in-depth research and risk mapping. The author summarizes this thesis by presenting strategies in the form of a strategic management process and a sustainability business model canvas.

Keywords: management strategic process, sustainability business model innovation, sustainability business model canva