

ABSTRAK

Strategi diversifikasi dilakukan korporasi karena pertimbangan (1) *saturated market* dan (2) perubahan kondisi industri, tetapi “*relatedness*” menjadi prasyarat untuk mencapai skala ekonomi dan sinergi antar-unit bisnis, khususnya pada strategi *unrelated diversification* yang diterapkan oleh PT XYZ. Bisnis A (Hotel), Bisnis B (Retail), dan Bisnis C (*Tour and Travel*) adalah unit bisnis dengan strategi *unrelated diversification* yang berdampak pada (1) *corporate loss of control* dan (2) *value destruction* sehingga *strategic fit* dengan *dominant logic*, *parenting style*, dan *strategic leadership* menjadi penting dalam mendukung *value creation* bagi PT XYZ.

Penelitian pada PT XYZ dilakukan dengan *Four Logics of Corporate Strategy*. Pendekatan tersebut bertujuan untuk mengevaluasi dan menilai sejauh apa keterkaitan unit bisnis dengan sumber daya dan kapabilitas korporasi serta relasinya dengan unit bisnis lainnya. Penelitian ini bersifat deskriptif kualitatif. Data primer diperoleh dari *in-depth interview* dan kuesioner pada responden tertarget (dewan direksi dan manajer tiap unit bisnis); data sekunder diperoleh dari berbagai dokumen perusahaan dan observasi langsung untuk mendalami *value chain activities* tiap unit bisnis korporasi.

Hasil penelitian menunjukkan *value creation strategy* dan *parenting style* yang berbeda pada tiap unit bisnis korporasi. Bisnis A (Hotel) berada pada kuadran *Federal* (dependen ke antar-unit bisnis) yang ideal dengan gaya pengasuhan *financial control*; Bisnis B (Retail) berada pada kuadran *Integrative* (dependen ke korporasi dan antar-unit bisnis) dengan kontrol stratejik (*strategic control*); dan Bisnis C (*Tour and Travel*) berada pada kuadran *Leverage* (dependen ke korporasi) dengan perencanaan strategis (*strategic planning*). Lebih lanjut, PT XYZ dapat mempertimbangkan *strategic leadership* karena ketiga unit bisnis tersebut cenderung menerapkan *managerial leadership*.

Kata kunci: gaya pengasuhan, kepemimpinan strategis, *matrix of the Four Logics of Corporate Strategy*, strategi korporasi, dan *unrelated diversification*.

ABSTRACT

Corporations adopt diversification strategies due to considerations of (1) saturated market and (2) changing industry conditions, but "relatedness" is a prerequisite to achieve economies of scale and synergy among business units, especially in the unrelated diversification strategy applied by PT XYZ. Bisnis A (Hotel), Bisnis B (Retail), and Bisnis C (Tour and Travel) are business units with unrelated diversification strategies that have impacts on (1) corporate loss of control and (2) value destruction, hence strategic fit with dominant logic, parenting style, and strategic leadership become important in supporting value creation for PT XYZ.

The research on PT XYZ was conducted using the Four Logics of Corporate Strategy. This approach aims to evaluate and assess the extent of the relationship between business units and corporate resources and capabilities, as well as their relationship with other business units. This research is a descriptive qualitative study. Primary data were obtained from in-depth interviews and questionnaires on targeted respondents (board of directors and managers of each business unit); secondary data were obtained from various company documents and direct observation to explore the value chain activities of each corporate business unit.

The research results show different value creation strategies and parenting styles for each corporate business unit. Bisnis A (Hotel) is in the Federal quadrant (dependent on inter-business units) which is ideal with financial control as a parenting style; Bisnis B (Retail) is in the Integrative quadrant (dependent on the corporation and inter-business units) with strategic control; and Bisnis C (Tour and Travel) is in the Leverage quadrant (dependent on the corporation) with strategic planning. Furthermore, PT XYZ can consider strategic leadership because the three business units tend to apply managerial leadership.

Keywords: *corporate strategy, matrix of the Four Logics of Corporate Strategy, parenting style, strategic leadership and unrelated diversification.*