

INTISARI

Transformasi kawasan industri menjadi kawasan terintegrasi dan berkelanjutan mendorong PT Kawasan Berikat Nusantara (KBN) untuk mengeksplorasi peluang diversifikasi ke sektor perhotelan di Kawasan Cakung. Penelitian ini bertujuan menganalisis strategi masuk yang paling tepat untuk mendukung diversifikasi tersebut, menggunakan pendekatan deskriptif kualitatif dengan kerangka analisis *Porter's Five Forces* dan *Three Essential Tests* (Porter, 1987), serta dilengkapi kuesioner dan wawancara mendalam. Analisis data kualitatif dilakukan melalui pendekatan analisis tematik (Creswell, 2018) dan dibantu perangkat lunak NVivo. Hasil menunjukkan bahwa industri perhotelan cukup menarik meskipun terdapat tekanan tinggi dari sisi kekuatan pembeli dan persaingan. *Cost of entry* tergolong tinggi akibat keterbatasan kesiapan internal KBN, khususnya dalam kapabilitas layanan *hospitality*. Dari tiga strategi masuk yang dievaluasi, kemitraan strategis (*strategic alliances*) dinilai paling sesuai karena memungkinkan KBN membangun kapabilitas secara bertahap melalui kolaborasi dengan operator hotel berpengalaman.

Kata Kunci: diversifikasi bisnis, kawasan industri, *cost of entry*, *strategic alliances*, industri perhotelan, *Porter's Five Forces*, *Three Essential Tests*, analisis tematik, NVivo.

ABSTRACT

The transformation of industrial estates into integrated and sustainable zones has encouraged PT Kawasan Berikat Nusantara (KBN) to explore diversification opportunities into the hospitality sector within the Cakung area. This study aims to analyze the most suitable market entry strategy to support such diversification, employing a qualitative descriptive approach with Porter's Five Forces and Three Essential Tests (Porter, 1987) as the analytical frameworks, supported by questionnaires and in-depth interviews. Qualitative data were analyzed using a thematic analysis approach (Creswell, 2018) with the assistance of NVivo software. The findings indicate that the hotel industry is moderately attractive but faces high pressure from buyer power and competition. The cost of entry is considered high due to KBN's limited internal readiness, particularly in hospitality service capabilities. Among the three evaluated entry strategies, strategic alliances are identified as the most appropriate option, allowing KBN to gradually build internal capabilities through collaboration with experienced hotel operators.

Keywords: *business diversification, industrial estate, cost of entry, strategic alliances, hospitality industry, Porter's Five Forces, Three Essential Tests, thematic analysis, NVivo.*