

INTISARI

Penelitian ini menganalisis kelayakan diversifikasi PT Dewata Marine Indonesia (Demarin) ke industri *outsourcing*. Latar belakang diversifikasi ini didorong oleh kerentanan bisnis utama PT Demarin di industri kapal pesiar terhadap disrupsi (terutama pasca-pandemi COVID-19 yang menyebabkan masalah *cashflow* dan penghentian operasional).

Menggunakan metodologi kualitatif, penelitian ini menerapkan *Porter's Three Essential Tests* (Uji Daya Tarik Industri, Uji Biaya Masuk, dan Uji Sinergi) melalui wawancara mendalam dengan pihak-pihak terkait.

Hasil penelitian menunjukkan industri *outsourcing* sebagai opsi diversifikasi yang layak bagi PT Demarin. *Attractiveness test* mengindikasikan daya tarik industri yang positif, meskipun terdapat tantangan persaingan ketat dan *switching cost* yang rendah. *Cost of entry test* menunjukkan industri ini layak investasi dengan nilai NPV positif Rp. 52.545.741,43 dan IRR 8,24%. *Better-off test* mengidentifikasi potensi sinergi tinggi antara bisnis *existing* dan *outsourcing* dalam operasional, pemasaran, infrastruktur, pengadaan, dan transfer pengetahuan, yang dapat menghasilkan efisiensi biaya (*cost synergy*).

Studi ini merekomendasikan perencanaan strategi layanan yang diferensiatif, investasi teknologi untuk *value added*, peningkatan kemitraan, dan optimalisasi *expertise* yang ada sebagai fondasi bisnis *outsourcing* baru. Diversifikasi ini diharapkan memperkuat posisi perusahaan, meminimalkan risiko, dan menciptakan sumber pendapatan baru bagi perusahaan.

Kata kunci: Uji Diversifikasi, Outsourcing, Porter's Five Forces, Value Chain, Kelayakan Investasi

ABSTRACT

This study analyzes the feasibility of PT Dewata Marine Indonesia (Demarin)'s diversification into the *outsourcing* industry. This diversification is driven by the vulnerability of Demarin's core business in the cruise ship industry to disruptions, particularly after the COVID-19 pandemic, which led to cashflow problems and operational halts.

Employing a qualitative methodology, this research applies Porter's Three Essential Tests (Industry Attractiveness Test, Cost of Entry Test, and Better-off Test) through in-depth interviews with relevant stakeholders.

The findings indicate that the *outsourcing* industry is a viable diversification option for Demarin. The *attractiveness test* suggests a positive industry outlook, despite challenges such as intense competition and low switching costs. The *cost of entry test* shows a feasible investment with a positive NPV of Rp. 52,545,741.43 and an IRR of 8.24%. The *better-off test* identifies high synergy potential between existing and *outsourcing* businesses across operations, marketing, infrastructure, procurement, and knowledge transfer, which can lead to cost efficiencies (cost synergy).

This study recommends meticulous planning for differentiated service strategies, technological investment for added value, enhanced partnerships, and optimized utilization of existing expertise as the foundation for the new *outsourcing* business. This diversification is expected to strengthen the company's position, minimize risks, and create new revenue streams for the company.

Keywords: Diversification Test, *Outsourcing*, Porter's Five Forces, Value Chain, Investment Feasibility.