



## INTISARI

Transformasi 2.0 PT PLN (Persero) melalui pembentukan struktur  *Holding-Subholding*  pada tahun 2022 merupakan langkah strategis dalam memperkuat daya saing dan mewujudkan transisi energi menuju target  *Net Zero Emission*  tahun 2060. Penelitian ini bertujuan untuk menganalisis strategi pengasuhan korporat ( *corporate parenting strategy* ) yang diterapkan oleh PLN Pusat sebagai entitas induk terhadap empat subholding utama: PLN Indonesia Power, PLN Nusantara Power, PLN Icon Plus, dan PLN Energi Primer Indonesia. Analisis difokuskan pada tingkat kesesuaian antara karakteristik pengasuhan induk ( *parenting characteristics* ) dengan faktor keberhasilan kritis ( *critical success factors* ) dan peluang pengasuhan ( *parenting opportunities* ) pada masing-masing  *subholding* . Penelitian ini juga menganalisis kekuatan kompetitif masing-masing  *subholding*  serta peluang terciptanya keunggulan korporat melalui identifikasi kesesuaian strategis antar  *subholding* .

Pendekatan penelitian menggunakan metode  *monomethod qualitative*  yang didukung oleh deskriptif kuantitatif, dengan teknik pengumpulan data melalui wawancara mendalam ( *in-depth interview* ) dan kuesioner berskala  *likert*  kepada jajaran manajemen  *holding*  dan  *subholding* . Analisis dilakukan berdasarkan kerangka konseptual  *Corporate Parenting Strategy*  oleh Campbell, Goold, dan Alexander (1995) serta  *Corporate Parenting Framework*  oleh Pidun (2019), dengan pemetaan posisi  *subholding*  pada Matriks Pengasuhan Ashridge.

Hasil penelitian menunjukkan bahwa setiap  *Subholding*  PLN memiliki kekuatan kompetitif yang berbeda namun saling melengkapi, yang secara kolektif memperkuat keunggulan bersaing jangka panjang PLN. Transformasi  *Holding-Subholding*  berpotensi menciptakan  *keunggulan korporat*  melalui sinergi lintas  *subholding*  dalam aktivitas utama maupun aktivitas pendukung seluruh  *subholding* .

**Kata Kunci:** Pengasuhan Korporat, Kekuatan Kompetitif, Kesesuaian Strategis,  *Critical Success Factors* ,  *Parenting Opportunities* ,  *Parenting Characteristics* ,  *Parenting Fit Matrix*



## ***ABSTRACT***

*The Transformation 2.0 of PT PLN (Persero), through the establishment of a Holding-Subholding structure in 2022, represents a strategic effort to enhance corporate competitiveness and facilitate the national energy transition toward the Net Zero Emission target by 2060. This study aims to analyze the corporate parenting strategy adopted by PLN Headquarters as the parent entity in relation to its four main subholdings-PLN Indonesia Power, PLN Nusantara Power, PLN Icon Plus, and PLN Energi Primer Indonesia. The analysis focuses on the degree of alignment between the parenting characteristics of the corporate parent and the critical success factors and parenting opportunities of each subholding. This study also examines the competitive strengths of each subholding and the potential for creating corporate advantage through the identification of strategic fit across subholdings.*

*The research employs a monomethod qualitative approach supported by descriptive quantitative analysis. The research employs a descriptive qualitative approach supported by quantitative analysis, utilizing data collection techniques such as in-depth interviews and Likert-scale questionnaires administered to the management of both the Holding and Subholding entities. The analysis is conducted based on the conceptual framework of Corporate Parenting Strategy proposed by Campbell, Goold, and Alexander (1995) and the Corporate Parenting Framework by Pidun (2019), with the positioning of each subholding mapped using the Ashridge Matriks pengasuhan.*

*The study concludes that each PLN Subholding demonstrates distinct yet complementary kekuatan kompetitif, collectively enhancing PLN's long-term competitive advantage. The Holding-Subholding transformation has the potential to generate keunggulan korporat through cross subholding synergies both in core activities and in supporting functions across all subholdings.*

**Keywords:** *Corporate Parenting, Kekuatan kompetitif, Value Chain Fit Analysis Critical Success Factors, Parenting Opportunities, Parenting Characteristics, Parenting Fit Matrix*