

ABSTRACT

STRATEGY ANALYSIS OF PT PETROSEA TBK IN DECLINING COAL MINING INDUSTRY

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The Indonesian coal-mining contractor industry is facing a structural strategic dilemma as the global energy transition, tightening regulatory and environmental constraints, and the rapid entry of cost-competitive Chinese mining equipment manufacturers collectively erode industry attractiveness and undermine traditional sources of competitive advantage. This thesis examines the strategic responses of PT Petrosea Tbk within this context, applying an integrated analytical framework encompassing PESTLE analysis, Porter's Five Forces, Key Success Factor (KSF) assessment, Strategic Group Mapping, and the Hax and Majluf declining-industry strategy matrix. The analysis demonstrates that industry attractiveness has deteriorated to a moderate level due to sustained pressure on coal demand and pricing and heightened competitive rivalry driven by equipment-led commoditization, which lowers entry barriers and weakens differentiation based on fleet ownership and capital intensity. Despite these structural headwinds, PT Petrosea Tbk retains relatively strong competitive positioning grounded in operational excellence, advanced project execution capabilities, proprietary digital systems, and durable client relationships. Accordingly, the thesis advances a calibrated strategic posture centered on defending and selectively expanding technically complex and premium segments, executing disciplined managed-harvest strategies in commoditized and price-sensitive contracts, and reallocating resources toward adjacent minerals and renewable-related infrastructure opportunities to preserve financial resilience and sustain long-term competitive advantage.

Keyword: declining industry; coal mining contractor; PT Petrosea Tbk; Chinese mining equipment entry; industry structure; competitive strategy; energy transition.