

TABLE OF CONTENT

CHAPTER 1 INTRODUCTION	1
1.1 Background	1
1.2 Problem Identification.....	11
1.3 Research Questions	12
1.4 Research Objectives	13
1.5 Significance of the Study	14
1.6 Scope of Research.....	15
1.7 Research Outline	16
CHAPTER 2 LITERATURE REVIEW	18
2.1 Declining Industry.....	18
2.1.1 Structural Determinants of Competition in Decline.....	19
2.1.1.1 Conditions of Demand	20
2.1.1.2 Exit Barriers	22
2.1.1.3 Volatility of Rivalry.....	28
2.2 External Factor : PESTLE Analysis.....	30
2.2.1 Political Environment.....	31

2.2.2	Economic Environment.....	31
2.2.3	Social Dimension	32
2.2.4	Technological Dimension.....	32
2.2.5	Legal Dimension	33
2.2.6	Economic Environment.....	33
2.2.7	Process for Profiling with the External Factor Model	34
2.3	Industry Attractiveness.....	35
2.3.1	Conceptualizing Industry Attractiveness	36
2.3.2	Five Force Porter.....	36
2.3.2.1	Rivalry Among Competitors	36
2.3.2.2	Threat of New Entrant.....	37
2.3.2.3	Bargaining Power of Suppliers	38
2.3.2.4	Bargaining Power of Customers	39
2.3.2.5	Threat of Substitute Product.....	39
2.3.2.6	Process for Profiling Industry Attractiveness with Five-Forces Model	40
2.4	Key Success Factors.....	40
2.5	Strategic Group Theory & Strategic Mapping	46

2.6	Strategy for Declining Industry : Strategy Matrix	50
2.7	Previous Research Review	53
2.8	Research Framework.....	58
CHAPTER III RESEARCH METHODOLOGY		60
3.1	Research Design.....	60
3.2	Data Collection Methods.....	61
3.2.1	Period of Data Collection.....	64
3.2.2	Sampling Method.....	64
3.3	Research Instrument.....	71
3.4	Data Analysis Method	77
3.5	Data Measurement	79
3.5.1	Key Success Factors Measurement.....	79
3.5.2	Industry Attractiveness Measurement	84
3.5.3	Measurement of Strategy for Declining Industry Matrix.....	86
3.6	Company Profile	89
3.6.1	Company History	90
3.6.2	Vission and Mission	91
3.6.3	Business Line	91

CHAPTER IV RESULTS AND DISCUSSION	94
4.1 General Research Description.....	94
4.2 Finding on External Driving Force	98
4.2.1 PESTLE Measurement Framework and Scoring	98
4.2.2 Political Factor	99
4.2.3 Economic Factor	103
4.2.4 Social Factor.....	106
4.2.5 Technological Factor	110
4.2.6 Legal Factor	114
4.2.7 Environmental Factor.....	117
4.2.8 Summary on PESTLE Framework.....	121
4.3 Finding on Industry Attractiveness	122
4.3.1 Five forces Measurement Framework and Scoring	122
4.3.2 Threat of New Entrant.....	124
4.3.3 Bargaining Power of Buyer.....	130
4.3.4 Bargaining Power of Suppliers	134
4.3.5 Threat of Substitutes	138
4.3.6 Industry Rivalry	140

4.3.7	Summary on Industry Attractiveness Findings	145
4.4	Finding on Key success factor	146
4.4.1	Key Success Factors Measurement Framework and Scoring	146
4.4.2	Key Success Factor Finding.....	149
4.4.3	Competitive Profiling Finding	152
4.5	Discussion on External Factor on Declining Coal Mining Industry	155
4.5.1	The Political -Legal Burden : Structured Support with Overrun Cost.	157
4.5.2	Economic Support on Financing on Declining Condition	159
4.5.3	Social and Technological Challenge : Strategy on Optimizing Resource	161
4.5.4	Energy Transition and Environmental Concern as Existensial Threat.	163
4.6	Discussion on Industry Attractiveness with Comparation on Pre Declining Phase and Post Declining Phase.....	166
4.6.1	Threat of New Entrants: From High Barriers to Eroded Gates.....	168
4.6.2	Bargaining Power of Buyers: From Partnership to Price Pressure	169
4.6.3	Bargaining Power of Suppliers: From Oligopoly to Fierce Competition	170
4.6.4	Threat of Substitutes: Remains Same	172

4.6.5	Rivalry Among Existing Competitors: From Growth to Fragmented Struggle	173
4.7	Key Success Factor to remain sustain on declining industry	175
4.7.1	Technical Capability and Pricing as Concern on Buyer.....	175
4.7.2	Long Experience & Relation is Favorable for Mine Owner	177
4.7.3	Sustainability Concern as Added Value on Mining.....	178
4.7.4	Financial and Structural Resilience as Enablers	179
4.7.5	Competitive Landscape on Indonesian Mining Contractor Industry ...	180
4.8	Strategic Group Mapping on Indonesian Contractor Industry	182
4.8.1	Industry Structure & Characteristics	182
4.8.2	Industry Key Success Factors	182
4.8.3	Competitor Analysis and Strategic Group Mapping	183
4.8.3.1	Map 1 : Core KSF Trade off with Technical Capability, Operational Excellence and Digitalization vs Price & Pricing	184
4.8.3.2	Map 2 : Group Synergy vs Ent-to-End Services	187
4.8.3.3	Map 3 : Experience & Client Relationships vs Sustainability	191
4.8.3.4	Map 4 : Equipment Flexibility vs Financial Health	194
4.9	Strategy Formulation for PT Petrosea Tbk	200



CHAPTER V CONCLUSION AND RECCOMENDATION	206
5.1 Conclusion	206
5.2 Limitation.....	210
REFERENCES.....	213
Attachment	216