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STRATEGI DIVERSIFIKASI PT PLN INDONESIA POWER PADA BISNIS MAINTENANCE, REPAIR DAN OVERHAUL
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Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

ABSTRAK

STRATEGI DIVERSIFIKASI PT PLN INDONESIA POWER PADA BISNIS MAINTENANCE, REPAIR DAN OVERHAUL

Penelitian ini menganalisis strategi diversifikasi Unit Bisnis Pemeliharaan (UBH) PT PLN Indonesia Power dalam memasuki pasar Independent Power Producer (IPP) melalui pengembangan bisnis *Maintenance, Repair,* dan *Overhaul* (MRO). Strategi diversifikasi ini diarahkan untuk meningkatkan kontribusi pendapatan beyond kWh serta memperkuat posisi strategis UBH dalam menghadapi dinamika industri ketenagalistrikan yang semakin kompetitif. Penelitian menggunakan pendekatan deskriptif kualitatif dengan pengumpulan data melalui wawancara, studi literatur, dan telaah dokumen internal perusahaan. Analisis dilakukan menggunakan kerangka *Porter's Three Essential Tests* yang meliputi *Attractiveness Test, Cost of Entry Test,* dan *Better-Off Test*, yang dilengkapi dengan analisis Lima Kekuatan Porter serta analisis finansial berbasis *discounted cash flow*.

Hasil penelitian menunjukkan bahwa industri MRO pada pasar IPP memiliki tingkat daya tarik yang tinggi, didukung oleh prospek pertumbuhan pembangkit IPP, kebutuhan keandalan operasi, serta struktur persaingan yang relatif sehat. Biaya masuk dinilai relatif rendah karena UBH telah memiliki sumber daya utama berupa tenaga kerja berpengalaman, peralatan, serta sistem pendukung operasional yang memadai. Selain itu, terdapat kesesuaian strategis (*strategic fit*) yang kuat antara kompetensi inti UBH dan kebutuhan layanan MRO di pasar IPP, terutama pada aspek operasi dan manajemen pemeliharaan pembangkit. Dari sisi finansial, hasil analisis menunjukkan indikator kelayakan yang positif, ditandai dengan nilai *Net Present Value* (NPV) yang positif, *Internal Rate of Return* (IRR) yang berada di atas tingkat diskonto, serta periode pengembalian investasi yang relatif singkat.

Berdasarkan hasil uji diversifikasi, dapat disimpulkan bahwa strategi pengembangan bisnis MRO ke pasar IPP layak untuk diimplementasikan dan berpotensi memberikan nilai tambah bagi PT PLN Indonesia Power. Penelitian ini merekomendasikan penguatan sertifikasi teknis sesuai standar IPP, pengembangan struktur organisasi khusus untuk pengelolaan bisnis eksternal, serta optimalisasi strategi pemasaran dan kapabilitas digital guna meningkatkan daya saing UBH di pasar nasional.

***Kata kunci**: diversifikasi, MRO, IPP, Porter's Three Essential Tests, strategi bisnis, PLN Indonesia Power.*

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ABSTRACT

DIVERSIFICATION STRATEGY OF PT PLN INDONESIA POWER IN THE MAINTENANCE, REPAIR, AND OVERHAUL (MRO) BUSINESS

This study analyzes the diversification strategy of the Maintenance Service Unit (UBH) of PT PLN Indonesia Power in entering the Independent Power Producer (IPP) market through the development of the Maintenance, Repair, and Overhaul (MRO) business. This diversification strategy is aimed at increasing beyond kWh revenue contribution and strengthening the strategic position of UBH amid the increasingly competitive dynamics of the national electricity industry. The study adopts a descriptive qualitative approach, with data collected through interviews, literature review, and examination of internal company documents. The analysis employs Porter's Three Essential Tests, consisting of the Attractiveness Test, Cost of Entry Test, and Better-Off Test, complemented by Porter's Five Forces analysis and a financial feasibility analysis based on discounted cash flow.

The results indicate that the MRO industry in the IPP market exhibits a high level of attractiveness, supported by the growth prospects of IPP power plants, the need for operational reliability, and a relatively healthy competitive structure. The cost of entry is considered relatively low, as UBH already possesses key resources in the form of experienced personnel, equipment, and adequate operational support systems. Furthermore, a strong strategic fit exists between UBH's core competencies and the MRO service requirements of the IPP market, particularly in power plant operation and maintenance management. From a financial perspective, the analysis demonstrates positive feasibility indicators, reflected by a positive Net Present Value (NPV), an Internal Rate of Return (IRR) exceeding the discount rate, and a relatively short payback period.

Based on the diversification test results, it can be concluded that the development of the MRO business into the IPP market is feasible and has the potential to generate added value for PT PLN Indonesia Power. This study recommends strengthening technical certifications in accordance with IPP standards, developing a dedicated organizational structure for external business management, and optimizing marketing strategies and digital capabilities to enhance UBH's competitiveness in the national market.

***Key words**: diversification, MRO, IPP, Porter's Three Essential Tests, business strategy, PLN Indonesia Power.*