# ABSTRAK

## ANALISIS STRATEGI DIVERSIFIKASI BISNIS PT XYZ DI BIDANG DEALERSHIP ALAT BERAT

Peningkatan aktivitas pelabuhan dan logistik di Indonesia mendorong kebutuhan terhadap peralatan bongkar muat yang andal, khususnya reach stacker dan empty container handler. Kondisi aset operasional yang menua serta kebijakan peremajaan aset di lingkungan korporasi menjadikan penyediaan alat berat sebagai isu strategis. Dalam konteks tersebut, PT XYZ melakukan diversifikasi usaha ke bisnis dealership alat berat dengan menjadi subdealer HYG di Indonesia. Penelitian ini bertujuan untuk menganalisis kelayakan strategi diversifikasi tersebut dari perspektif strategi korporasi PT ABC. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Analisis dilakukan menggunakan *Porter's Three Essential Tests*, yaitu *industry attractiveness test*, *cost of entry test*, dan *better-off test*. Data primer diperoleh melalui wawancara dengan manajemen korporasi dan anak perusahaan, sedangkan data sekunder dikumpulkan dari laporan tahunan, dokumen internal, serta publikasi industri pelabuhan dan logistik. Hasil penelitian menunjukkan bahwa industri alat berat pelabuhan memiliki daya tarik yang tinggi, dengan kebutuhan yang terus meningkat dan ancaman substitusi yang rendah. Strategi masuk PT XYZ dinilai layak karena didukung skema investasi bertahap dan pemanfaatan *captive market* internal. Selain itu, terdapat sinergi operasional dan strategis antara bisnis dealership dan kapabilitas internal PT ABC. Dengan demikian, strategi diversifikasi PT XYZ dinilai sesuai dan layak untuk dikembangkan.

**Kata kunci**: Diversifikasi, Dealership, *Porter's Three Essential Tests*, manajemen aset, pelabuhan dan logistik.

# ABSTRACT

## ANALYSIS OF BUSINESS DIVERSIFICATION STRATEGY OF PT XYZ IN THE HEAVY EQUIPMENT DEALERSHIP SECTOR

The growth of port and logistics activities in Indonesia has increased the demand for reliable cargo-handling equipment, particularly reach stackers and empty container handlers. Aging operational assets and corporate asset rejuvenation policies have positioned heavy equipment provision as a strategic issue. In this context, PT XYZ has pursued business diversification by entering the heavy equipment dealership sector as a subdealer of HYG in Indonesia. This study aims to analyze the feasibility of the diversification strategy from the corporate strategy perspective of PT ABC. This research adopts a qualitative approach using a case study design. The analysis employs Porter's Three Essential Tests, namely the industry attractiveness test, cost of entry test, and better-off test. Primary data were collected through interviews with corporate and subsidiary management, while secondary data were obtained from annual reports, internal documents, and publications related to the port and logistics industry. The findings indicate that the port equipment industry exhibits strong attractiveness, supported by growing demand and low substitution threats. The market entry strategy of PT XYZ is considered feasible due to a phased investment scheme and the utilization of an internal captive market. Furthermore, operational and strategic synergies exist between the dealership business and the internal capabilities of PT ABC. Accordingly, the diversification strategy of PT XYZ is deemed appropriate and viable for further development.

**Keywords**: Diversification, Dealership, Porter's Three Essential Tests, Asset Management, Port and Logistic