UNIVERSITAS
GADJAH MADA
**Analisis Strategi Ekonomi Sirkular Dalam Pengelolaan Sampah Kemasan Studi Kasus Pada PT Tirta Investama (PT TIV)**
Marfusita Hamburgiwati, Dr. R. Mahelan Prabantarikso, SE., Ak, MM, CWM, CERG, CHRM
**Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/**

# ABSTRAK

Industri air minum dalam kemasan (AMDK) di Indonesia menghadapi tantangan signifikan terkait pengelolaan sampah plastik. PT Tirta Investama, sebagai pemimpin pasar, telah mengimplementasikan strategi ekonomi sirkular melalui sistem galon guna ulang sejak 1983 dan program daur ulang sejak 1993. Penelitian ini bertujuan menganalisis penerapan strategi ekonomi sirkular PT Tirta Investama dalam pengelolaan sampah kemasan, mengidentifikasi kesenjangan antara kondisi aktual dengan target keberlanjutan nasional 2030, menyusun peta jalan strategis, merancang *Business Model Canvas*berbasis ekonomi sirkular, dan memberikan rekomendasi untuk keunggulan kompetitif jangka panjang.

Penelitian menggunakan desain kualitatif eksplorasi dengan studi kasus tunggal, mengintegrasikan wawancara mendalam terhadap 10 narasumber kunci dari korporat, pemerintah, akademisi, asosiasi industri, LSM, dan konsumen, serta analisis dokumen dan observasi lapangan. Metode analisis dilakukan melalui triangulasi data menggunakan kerangka analisis tematik untuk data kualitatif, analisis PESTEL, Porter's Five Forces, Resource-Based View (RBV/VRIO), SWOT, serta analisis kuantitatif menggunakan matriks IFE, EFE, dan QSPM untuk evaluasi alternatif strategi.

Hasil penelitian menunjukkan PT Tirta Investama memiliki posisi internal kuat dengan komitmen jangka panjang terstruktur, jaringan kemitraan luas, dan metodologi standar global (IFE 2,80) dan respons eksternal efektif (EFE 2,86), menempatkan perusahaan pada kuadran strategis *Grow and Build.* Tantangan utama meliputi ketergantungan pasokan RPET tidak stabil, biaya material tinggi, dan kesenjangan komunikasi konsumen.

Analisis QSPM mengidentifikasi empat prioritas strategi: *Backward Vertical Integration* (TAS 7,24) sebagai prioritas tertinggi untuk stabilisasi rantai pasok RPET, diikuti Kolaborasi Ekosistem (TAS 6,67), Pengembangan Produk Sirkular (TAS 6,37), dan Penetrasi Pasar Berkelanjutan (TAS 6,04). Rekomendasi strategis mencakup peta jalan implementasi bertahap hingga 2040 dengan investasi infrastruktur pengumpulan, formalisasi sektor informal, inovasi kemasan berkelanjutan, dan penguatan legitimasi melalui kolaborasi *multi-stakeholders* untuk mencapai target 50% konten daur ulang.

*Kata kunci: Ekonomi Sirkular, Extended Producer Responsibility, Pengelolaan Sampah Kemasan, Strategi Keberlanjutan, Industri AMDK, Backward Vertical Integration, RPET, Kolaborasi Multi-stakeholders*

UNIVERSITAS
GADJAH MADA
**Analisis Strategi Ekonomi Sirkular Dalam Pengelolaan Sampah Kemasan Studi Kasus Pada PT Tirta Investama (PT TIV)**
Marfusita Hamburgiwati, Dr. R. Mahelan Prabantarikso, SE., Ak, MM, CWM, CERG, CHRM
**Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/**

# *ABSTRACT*

*The bottled drinking water (AMDK) industry in Indonesia faces significant challenges related to plastic waste management. PT Tirta Investama, as the market leader, has implemented a circular economy strategy through a reusable gallon system since 1983 and a recycling program since 1993. This research aims to analyze the implementation of PT Tirta Investama's circular economy strategy in packaging waste management, identify gaps between actual conditions and national sustainability targets for 2030, develop a strategic roadmap, design a Business Model Canvasbased on circular economy principles, and provide recommendations for long-term competitive advantage.*

*The research uses an exploratory qualitative design with a single case study, integrating in-depth interviews with 10 key informants from corporate, government, academia, industry associations, NGOs, and consumers, as well as document analysis and field observations. The analysis method was conducted through data triangulation using a thematic analysis framework for qualitative data, Analisis PESTEL, Porter's Five Forces, Resource-Based View (RBV/VRIO), SWOT, as well as quantitative analysis using IFE, EFE, and QSPM matrices for evaluating strategic alternatives.*

*Research results show that PT Tirta Investama has a strong internal position with structured long-term commitment, extensive partnership networks, and global standard methodology (IFE 2.80) and effective external response (EFE 2.86), placing the company in the Grow and Build strategic quadrant. Main challenges include dependence on unstable RPET supply, high material costs, and consumer communication gaps.*

*QSPM analysis identified four strategic priorities: Backward Vertical Integration (TAS 7.24) as the highest priority for RPET supply chain stabilization, followed by Ecosystem Collaboration (TAS 6.67), Circular Product Development (TAS 6.37), and Sustainable Market Penetration (TAS 6.04). Strategic recommendations include a phased implementation roadmap until 2040 with investment in collection infrastructure, formalization of the informal sector, sustainable packaging innovation, and strengthening legitimacy through multi-stakeholders collaboration to achieve the target of 50% recycled content..*

*Keywords: Circular Economy, Extended Producer Responsibility, Packaging Waste Management, Sustainability Strategy, AMDK Industry, Backward Vertical Integration, RPET, Multi-stakeholders Collaboration*