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Analisis Strategi Bersaing Bisnis SPKLU Pertamina Patra Niaga di Jabodetabek
Deny Hamdani, Prof. Dr. Bambang Riyanto L.S., MBA., Ak., CA.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

ABSTRAK

ANALISIS STRATEGI BERSAING BISNIS SPKLU PERTAMINA PATRA NIAGA DI JABODETABEK

Deny Hamdani
24/546127/PEK/30434

Dalam beberapa tahun terakhir, pertumbuhan kendaraan listrik di Indonesia, khususnya di wilayah Jabodetabek, menunjukkan peningkatan yang signifikan. Namun, peningkatan tersebut belum diikuti secara optimal oleh kinerja infrastruktur pengisian daya publik. Tingkat utilisasi Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) masih relatif rendah karena sebagian besar pengguna lebih memilih pengisian daya di rumah. Kondisi ini menunjukkan adanya kesenjangan antara pertumbuhan kendaraan listrik dengan pemanfaatan SPKLU, sehingga diperlukan strategi bersaing yang tepat dalam menghadapi dinamika industri.

Pertamina Patra Niaga sebagai salah satu pelaku dalam bisnis SPKLU di wilayah Jabodetabek menjadi objek penelitian ini. Analisis lingkungan eksternal dilakukan menggunakan karakteristik ekonomi industri, *Porter's Five Forces*, *driving forces*, dan *key success factors*, sedangkan analisis internal menggunakan analisis bidang fungsional, *value chain*, dan kerangka VRIN. Hasil analisis disintesiskan dalam SWOT dan digunakan sebagai dasar perumusan strategi bersaing berdasarkan *Porter's Five Generic Strategies*.

Hasil penelitian menunjukkan bahwa industri SPKLU memiliki potensi pertumbuhan yang besar, namun menghadapi tekanan kompetitif yang relatif tinggi, terutama dari substitusi pengisian daya privat dan meningkatnya persaingan. Secara internal, Pertamina Patra Niaga memiliki kekuatan berupa jaringan SPBU strategis, ketersediaan fasilitas pendukung, integrasi layanan digital, dan hubungan kemitraan dalam ekosistem kendaraan listrik. Namun, perusahaan masih menghadapi tantangan seperti rendahnya utilisasi, keterbatasan kompetensi khusus kendaraan listrik, serta ketidaksesuaian antara lokasi, teknologi, dan kebutuhan pengguna.

Berdasarkan hasil tersebut, strategi bersaing yang paling relevan adalah *differentiation strategy* yang difokuskan pada peningkatan pengalaman layanan, penguatan integrasi digital, pengembangan layanan berbasis kebutuhan pengguna, serta pemanfaatan kemitraan dalam ekosistem kendaraan listrik. Strategi ini diharapkan dapat meningkatkan utilisasi SPKLU dan memperkuat posisi bersaing perusahaan.

Kata kunci: strategi bersaing, SPKLU, kendaraan listrik, diferensiasi, *Five Forces*, *driving forces*, *key success factors*, *value chain*, VRIN, SWOT

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ABSTRACT

COMPETITIVE STRATEGY ANALYSIS OF PERTAMINA PATRA NIAGA'S CHARGING STATION BUSINESS IN JABODETABEK

Deny Hamdani
24/546127/PEK/30434

In recent years, the growth of electric vehicles in Indonesia, particularly in the Greater Jakarta area (Jabodetabek), has shown a significant increase. However, this growth has not been optimally accompanied by the performance of public charging infrastructure. The utilization rate of Public Electric Vehicle Charging Stations (SPKLU) remains relatively low because most electric vehicle users prefer home charging. This condition indicates a gap between the growth of electric vehicles and the utilization of charging station infrastructure, highlighting the need for an appropriate competitive strategy to address the dynamics of the industry.

Pertamina Patra Niaga, as one of the operators in the charging station business in Jabodetabek, was selected as the object of this study. The external environment analysis was conducted using industry economic characteristics, Porter's Five Forces, driving forces, and key success factors, while the internal environment analysis employed functional analysis, value chain analysis, and the VRIN framework. The results of these analyses were synthesized through SWOT analysis and used as the basis for formulating competitive strategies based on Porter's Five Generic Strategies.

The results of the study indicate that the charging station industry has strong growth potential but faces relatively high competitive pressure, particularly from private charging substitution and increasing industry competition. Internally, Pertamina Patra Niaga possesses several strengths, including a strategic gas station network, the availability of supporting facilities, digital service integration, and partnership relationships within the electric vehicle ecosystem. However, the company still faces challenges such as low utilization rates, limited electric vehicle-specific competencies, and misalignment between location, technology, and user needs.

Based on these findings, the most relevant competitive strategy for the company is a differentiation strategy focused on improving customer experience, strengthening digital integration, developing user-oriented services, and leveraging partnerships within the electric vehicle ecosystem. This strategy is expected to improve charging station utilization and strengthen the company's competitive position.

Keywords: *competitive strategy, charging station, electric vehicles, differentiation, Five Forces, driving forces, key success factors, value chain, VRIN, SWOT*