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Analisis Strategic Pricing Yang Kompetitif Di Industri PLTS Indonesia: Studi Kasus PT XYZ
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ABSTRAK

Industri Pembangkit Listrik Tenaga Surya (PLTS) pada segmen komersial dan industri di Indonesia berkembang di tengah meningkatnya persaingan antar-*developer* dan sensitivitas pelanggan terhadap harga. Pada skema *zero investment* atau *leasing*, penentuan harga menjadi kompleks karena *developer* menanggung investasi awal, biaya pembiayaan, operasi dan pemeliharaan, serta risiko performa selama masa kontrak. Penelitian ini bertujuan menganalisis karakter persaingan harga, faktor pembentuk *pricing*, penggunaan *benchmark pricing* kompetitor, dan strategi yang dapat diterapkan PT XYZ untuk menghasilkan harga yang kompetitif tanpa mengorbankan kualitas proyek dan kelayakan finansial.

Penelitian menggunakan pendekatan kualitatif interpretatif dengan desain studi kasus tunggal. Data diperoleh melalui wawancara semi-terstruktur dengan Country Manager, Head of Business Development, Engineering Manager, dan Head of Operation, serta didukung oleh studi dokumen dan observasi. Analisis dilakukan menggunakan Porter *Five Forces*, *Value Chain Analysis*, *benchmarking pricing* kompetitor, dan sintesis pendekatan *cost-based pricing*, *competition-based pricing*, serta *value-based pricing*.

Hasil penelitian menunjukkan bahwa persaingan antar-*developer* dan kekuatan tawar pembeli memberikan tekanan sangat kuat terhadap *pricing*, ancaman substitusi memberikan tekanan kuat, sedangkan kekuatan tawar pemasok dan ancaman pendatang baru memberikan tekanan sedang. *Pricing* PT XYZ dibentuk melalui proses lintas fungsi yang mencakup pemahaman pelanggan, survei dan optimasi desain, estimasi CAPEX dan OPEX, simulasi produksi energi, pengadaan, pemodelan finansial, penilaian risiko, penyusunan proposal, dan negosiasi. *Benchmarking* menunjukkan koridor tarif kompetitor yang terobservasi berada pada rentang Rp662–745/kWh dengan diskon sebesar 25–40%, sedangkan penawaran PT XYZ berada pada kisaran tengah dan memiliki cakupan operasi dan pemeliharaan yang lebih luas.

Strategi yang direkomendasikan adalah pendekatan harga hibrida yang mengintegrasikan kelayakan biaya, koridor harga kompetitor, dan nilai pelanggan. Implementasinya dilakukan melalui diskriminasi harga berbasis segmen, penetapan harga berbasis karakter proyek dan risiko, konfirmasi nilai pelanggan, penguatan basis data biaya dan benchmark, optimasi desain, tata kelola harga, integrasi CRM, serta evaluasi hasil tender. Harga kompetitif tidak harus menjadi harga terendah, tetapi harus relevan dengan kondisi pasar, memberikan nilai kepada pelanggan, dan tetap menjaga kelayakan finansial perusahaan.

Kata kunci: *strategic pricing*, PLTS, *Five Forces*, *Value Chain Analysis*, *pricing benchmarking*, *hybrid pricing*

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ABSTRACT

The commercial and industrial solar photovoltaic industry in Indonesia is expanding amid intensifying competition among developers and increasing customer sensitivity to price. Under zero-investment or leasing schemes, pricing becomes complex because developers bear the initial investment, financing costs, operation and maintenance expenses, and performance risks throughout the contract period. This study aims to analyze price competition, pricing determinants, competitor pricing benchmarks, and strategies that PT XYZ can implement to offer competitive prices without compromising project quality and financial feasibility.

This study employed an interpretive qualitative approach with a single-case study design. Data were collected through semi-structured interviews with the Country Manager, Head of Business Development, Engineering Manager, and Head of Operation, supported by document review and observation. The analysis applied Porter's Five Forces, Value Chain Analysis, competitor pricing benchmarking, and a synthesis of cost-based, competition-based, and value-based pricing.

The findings indicate that rivalry among developers and buyer bargaining power exert very strong pressure on pricing, the threat of substitutes exerts strong pressure, while supplier bargaining power and the threat of new entrants exert moderate pressure. PT XYZ's pricing is formed through a cross-functional process covering customer analysis, site surveys, design optimization, CAPEX and OPEX estimation, energy-yield simulation, procurement, financial modeling, risk assessment, proposal preparation, and negotiation. Benchmarking shows that competitors' tariffs range from IDR 662 to IDR 745/kWh, with discounts of 25–40%, while PT XYZ is positioned in the mid-range and provides a broader operation and maintenance scope.

The recommended strategy is a hybrid pricing approach integrating financial feasibility, the observed competitor price corridor, and customer value. Its implementation includes segment-based price discrimination, project- and risk-based pricing adjustments, customer value confirmation, strengthened cost and benchmark databases, engineering optimization, pricing governance, CRM integration, and win-loss evaluation.

Keywords: *strategic pricing, solar photovoltaic, Five Forces, Value Chain Analysis, pricing benchmarking, hybrid pricing*

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