

## DAFTAR ISI

|   |      |
|---|------|
| HALAMAN JUDUL .....   | i    |
| HALAMAN PENGESAHAN .....  | ii   |
| HALAMAN PERNYATAAN .....  | iii  |
| KATA PENGANTAR .....  | iv   |
| DAFTAR ISI .....  | v    |
| DAFTAR TABEL .....  | viii |
| DAFTAR GAMBAR .....   | ix   |
| DAFTAR LAMPIRAN .....   | x    |
| INTISARI .....  | xi   |
| ABSTRACT .....  | xii  |
| BAB I PENDAHULUAN .....   | 1    |
| 1.1. Latar Belakang Masalah .....                                       | 1    |
| 1.2. Rumusan Masalah .....  | 4    |
| 1.3. Pertanyaan Penelitian .....  | 5    |
| 1.4. Tujuan Penelitian .....  | 5    |
| 1.5. Manfaat Penelitian .....   | 5    |
| 1.6. Lingkup Penelitian .....   | 6    |
| 1.7. Struktur Penulisan .....   | 6    |
| BAB II LANDASAN TEORI .....   | 8    |
| 2.1. Strategi Korporat .....  | 8    |
| 2.1.1. Tipe-Tipe Diversifikasi .....                                    | 9    |
| 2.1.1.1. Diversifikasi yang Berhubungan .....                           | 10   |
| 2.1.1.2. Diversifikasi yang Tidak Berhubungan .....                     | 10   |
| 2.1.1.3. Gabungan Diversifikasi Berhubungan dan Tidak Berhubungan ..... | 10   |
| 2.1.2. Cara-Cara Melakukan Diversifikasi .....                          | 10   |
| 2.1.2.1. Akuisisi .....   | 10   |
| 2.1.2.2. Pengembangan Internal .....                                    | 11   |
| 2.1.2.3. Aliansi .....  | 11   |
| 2.2. Analisis Pemetaan Portofolio Unit Bisnis .....                     | 12   |
| 2.3. Analisis <i>Portfolio Matrix</i> .....                             | 15   |
| 2.4. Analisis Pola Pengasuhan .....                                     | 16   |
| 2.4.1. <i>Heartland Territory</i> .....                                 | 18   |
| 2.4.2. <i>Edge of Heartland Territory</i> .....                         | 18   |
| 2.4.3. <i>Ballast Territory</i> .....                                   | 18   |

|  |    |
|--|----|
| 2.4.4. <i>Alien Territory</i> .....  | 19 |
| 2.4.5. <i>Value Trap Territory</i> .....   | 20 |
| 2.4. Rerangka Penelitian .....   | 20 |
| BAB III METODE PENELITIAN .....  | 21 |
| 3.1. Desain Penelitian .....   | 21 |
| 3.2. Metode Pengumpulan Data.....  | 21 |
| 3.2.1. Wawancara.....  | 21 |
| 3.2.2. Tinjauan Literature .....   | 22 |
| 3.3. Metode Analisis Data.....   | 23 |
| 3.3.1. Analisis Pemetaan Unit Bisnis.....  | 23 |
| 3.3.2. Analisis <i>Portfolio Matrix</i> .....  | 26 |
| 3.3.3. Analisis Pola Pengasuhan .....  | 29 |
| 3.4. Objek Penelitian.....   | 32 |
| BAB IV HASIL PENELITIAN DAN PEMBAHASAN.....  | 35 |
| 4.1. Analisis Strategi Korporat.....   | 36 |
| 4.1.1. Penerapan Strategi <i>Related Diversification</i> .....                                 | 37 |
| 4.1.2. Penerapan Strategi Diversifikasi Pengembangan Internal dan Aliansi.....                 | 37 |
| 4.2. Analisis Pemetaan Unit Bisnis.....  | 38 |
| 4.2.1. Pemetaan Posisi BCG <i>Matrix</i> PT EONChemicals Putra .....                           | 39 |
| 4.2.2. Analisis BCG <i>Matrix</i> Unit Bisnis <i>Maintenance Chemicals</i> .....               | 40 |
| 4.2.3. Analisis BCG <i>Matrix</i> Unit Bisnis <i>Oil Production Chemicals</i> .....            | 40 |
| 4.2.4. Analisis BCG <i>Matrix</i> Unit Bisnis <i>Metal Working Chemicals (Coolant)</i> .....   | 41 |
| 4.2.5. Analisis BCG <i>Matrix</i> Unit Bisnis <i>Boiler Chemicals</i> .....                    | 41 |
| 4.3. Analisis Portofolio <i>Matrix</i> .....   | 42 |
| 4.3.1. Analisis Portofolio Unit Bisnis <i>Maintenance Chemicals</i> .....                      | 43 |
| 4.3.2. Analisis Portofolio Unit Bisnis <i>Oil Production Chemicals</i> .....                   | 45 |
| 4.3.3. Analisis Portofolio Unit Bisnis <i>Metal Working Chemicals (Coolant)</i> .....          | 46 |
| 4.3.4. Analisis Portofolio Unit Bisnis <i>Boiler Chemicals</i> .....                           | 47 |
| 4.4. Analisis Pola Pengasuhan .....  | 49 |
| 4.4.1. <i>Parenting Characteristic</i> PT EONChemicals Putra .....                             | 49 |
| 4.4.2. Kesesuaian <i>Critical Success Factors</i> dengan <i>Parenting Characteristic</i> ..... | 49 |
| 4.4.2.1. Kesesuaian CSF Pada Unit Bisnis <i>Maintenance Chemicals</i> .....                    | 50 |
| 4.4.2.2. Kesesuaian CSF Pada Unit Bisnis <i>Oil Production Chemicals</i> .....                 | 51 |
| 4.4.2.3. Kesesuaian CSF Pada Unit Bisnis <i>MetalWorking Chemicals (Coolant)</i> 53            |    |
| 4.4.2.4. Kesesuaian CSF Pada Unit Bisnis <i>Boiler Chemicals</i> .....                         | 54 |
| 4.4.3. Kesesuaian <i>Parenting Characteristic</i> dengan <i>Parenting Opportunities</i> .....  | 55 |



|  |    |
|--|----|
| 4.4.3.1. Kesesuaian <i>Parenting Opportunities</i> Pada Unit Bisnis <i>Maintenance Chemicals</i> .....             | 57 |
| 4.4.3.2. Kesesuaian <i>Parenting Opportunities</i> Pada Unit Bisnis <i>Oil Production Chemicals</i> .....          | 61 |
| 4.4.3.3. Kesesuaian <i>Parenting Opportunities</i> Pada Unit Bisnis <i>Metal Working Chemicals (Coolant)</i> ..... | 62 |
| 4.4.3.4. Kesesuaian <i>Parenting Opportunities</i> Pada Unit Bisnis <i>Boiler Chemicals</i> .....                  | 64 |
| 4.4.4. Kesesuaian Pengasuhan Unit Bisnis PT EONChemicals Putra .....   | 66 |
| 4.5. Hasil Analisis Strategi PT EONChemicals Putra .....   | 68 |
| BAB V SIMPULAN .....   | 71 |
| 5.1. Simpulan .....  | 71 |
| 5.2. Saran .....   | 72 |
| 5.3. Keterbatasan .....  | 74 |
| DAFTAR PUSTAKA .....   | 75 |
| LAMPIRAN .....   | 77 |

## DAFTAR TABEL

|  |    |
|--|----|
| Tabel 2.1. Matriks Portofolio .....                                      | 16 |
| Tabel 3.1. Profil Koresponden Perusahaan .....                           | 22 |
| Tabel 3.2. Analisis <i>BCG Matrix</i> Perusahaan .....                   | 25 |
| Tabel 3.3. Identifikasi <i>Critical Success Factor</i> Unit Bisnis ..... | 30 |
| Tabel 3.4. Identifikasi <i>Parenting Opportunities</i> Unit Bisnis ..... | 31 |
| Tabel 4.1. Data <i>BCG Matrix</i> PT EONChemicals Putra.....             | 38 |
| Tabel 4.2. Identifikasi <i>Critical Success Factor</i> MC .....          | 50 |
| Tabel 4.3. Identifikasi <i>Critical Success Factor</i> OPC.....          | 51 |
| Tabel 4.4. Identifikasi <i>Critical Success Factor</i> Coolant.....      | 53 |
| Tabel 4.5. Identifikasi <i>Critical Success Factor</i> BC .....          | 54 |
| Tabel 4.6. Identifikasi <i>Parenting Opportunities</i> MC.....           | 57 |
| Tabel 4.7. Identifikasi <i>Parenting Opportunities</i> OPC .....         | 60 |
| Tabel 4.8. Identifikasi <i>Parenting Opportunities</i> Coolant .....     | 62 |
| Tabel 4.9. Identifikasi <i>Parenting Opportunities</i> BC.....           | 64 |

## DAFTAR GAMBAR

|  |    |
|--|----|
| Gambar 2.1. <i>BCG Matrix</i> .....  | 13 |
| Gambar 2.2. <i>Parenting Fit Matrix</i> .....  | 17 |
| Gambar 2.3. Rerangka Penelitian Analisis .....   | 20 |
| Gambar 3.1. <i>Boston Consulting Group</i> Perusahaan .....  | 25 |
| Gambar 3.2. Tabel Penilaian Menilai Gambaran Portofolio Bisnis dalam <i>Industry Attractiveness-Business Strength Matrix</i> ..... | 27 |
| Gambar 3.3. <i>The Industry Attractiveness-Business Strength Portofolio Matrix</i> .....   | 28 |
| Gambar 3.4. Contoh <i>Parenting Fit Matrix</i> Perusahaan A .....  | 32 |
| Gambar 4.1. Posisi <i>BCG Matrix</i> PT EONChemicals Putra.....  | 39 |
| Gambar 4.2. <i>Positioning of Business</i> PT EONChemicals Putra.....  | 42 |
| Gambar 4.3. <i>Distribution of Corporate Sales</i> PT EONChemicals Putra.....  | 42 |
| Gambar 4.4. <i>Distribution of Corporate Income</i> PT EONChemicals Putra .....  | 43 |
| Gambar 4.5. <i>Parenting Fit Matrix</i> PT EONChemicals Putra .....  | 67 |