

ABSTRAK

PENYELARASAN STRATEGI PERTUMBUHAN PT KRAKATAU TIRTA INDUSTRI

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PT Krakatau Tirta Industri (KTI) mengalami penurunan pertumbuhan pendapatan rata-rata -15% sejak tahun 2015. Dalam upaya meningkatkan pertumbuhan, KTI mulai tahun 2018 melakukan pengembangan bisnis ke luar geografis dengan mengikuti tender proyek Sistem Penyediaan Air Minum (SPAM) di seluruh Indonesia. Namun, upaya pengembangan bisnis ini belum optimal dan justru berisiko mengakibatkan bisnis eksisting rentan terhadap ancaman pesaing.

Penelitian ini bertujuan menganalisis situasi industri air bersih yang sedang dihadapi oleh KTI, mengidentifikasi peluang dan tantangan pengembangan bisnis, menganalisis kesiapan sumber daya dan kapabilitas perusahaan, dan membuat rekomendasi penyelarasan strategi pertumbuhan untuk perusahaan. Penelitian ini menggunakan metode kualitatif deskriptif, dengan metode pengumpulan data melalui: wawancara pimpinan dan manajemen, *focus group discussion*, observasi lapangan, pengolahan laporan internal perusahaan dan sumber lain dari internet. Alat analisis dan teori yang digunakan adalah: *Porter's Five Forces*, *Resources Base View (VRIN test)*, *Industry Attractiveness & Competitive Strength Matrix*, *SWOT*, *Ansoff's Growth Strategy* dan *Porter's Generic Strategy*.

Berdasarkan hasil penelitian didapatkan bahwa situasi industri air bersih yang dihadapi KTI masih atraktif. Peluang-peluang bisnis yang dapat diidentifikasi adalah: proyek SPAM, air demin, *recycle* air buangan, dan jasa *Operation & Maintenance* WTP/WWTP, namun perusahaan menghadapi tekanan dari pesaing, ancaman pendatang baru, produk substitusi, dan keterbatasan sumber air baku. KTI memiliki keunggulan kompetitif berkelanjutan berupa: budaya inovasi, reputasi dan hubungan baik dengan mitra dan pelanggan, serta pengetahuan dan pengalaman operasi dan perawatan sistem penyediaan air yang mumpuni. Strategi yang direkomendasikan untuk KTI adalah: 1) fokus pada pengembangan bisnis air bersih di pasar Cilegon dengan *strategy best cost provider*, 2) mengembangkan produk/layanan dan pasar di Cilegon dengan *strategy focus differentiation*, dan 3) melakukan ekspansi geografis ke luar kota Cilegon ketika sudah memiliki pengalaman pengembangan produk/layanan dan pengembangan pasar.

Kata kunci: industri air bersih, penyelarasan strategi, *industry attractiveness & competitive strength*, *growth strategy*, *generic strategy*

ABSTRACT

ALIGNING GROWTH STRATEGY PT KRAKATAU TIRTA INDUSTRI

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PT Krakatau Tirta Industri (KTI) has experienced an average decline in revenue growth of -15% since 2015. In an effort to increase growth, KTI began in 2018 to expand its business outside the geographic area by participating in the Drinking Water Supply System (SPAM) project tender throughout Indonesia. . However, these business development efforts have not been optimal and have the risk of leaving the existing business vulnerable to threats from competitors.

This study aims to analyze the situation of the clean water industry being faced by KTI, identify opportunities and challenges for business development, analyze the readiness of company resources and capabilities, and make recommendations for aligning growth strategies for the company. This study used a descriptive qualitative method, with data collection methods through: interviews of leaders and management, focus group discussions, field observations, processing of internal company reports and other sources from the internet. The analytical tools and theory used are: Porter's Five Forces, Resources Base View (VRIN test), Industry Attractiveness & Competitive Strength Matrix, SWOT, Ansoff's Growth Strategy and Porter's Generic Strategy.

Based on the research results, it was found that the situation in the clean water industry faced by KTI was still attractive. Business opportunities that can be identified are: SPAM projects, demin water, waste water recycle, and WTP/WWTP Operation & Maintenance services, however the company is facing pressure from competitors, threats of new entrants, substitute products, and limited raw water sources. KTI has a sustainable competitive advantage in the form of: a culture of innovation, reputation and good relations with partners and customers, as well as knowledge and experience of operating and maintaining a qualified water supply system. The recommended strategies for KTI are: 1) focusing on developing the clean water business in the Cilegon market with a best cost provider strategy, 2) developing products/services and markets in Cilegon with a focus differentiation strategy, and 3) expanding geographically outside the city of Cilegon when already have experience in product/service development and market development.

Keywords: clean water industry, strategic alignment, industry attractiveness & competitive strength, growth strategy, generic strategy