

TABLE OF CONTENT

ACKNOWLEDGMENT	i
TABLE OF CONTENT	iii
LIST OF TABLES	vii
LIST OF FIGURES	viii
INTISARI	x
ABSTRACT	xi
CHAPTER 1	1
INTRODUCTION	1
1.1 Research Background	1
1.2 Problem Statement	6
1.3 Research Question	7
1.4 Research Objectives	7
1.5 Research Contributions	8
1.6 Research Scope	8
1.7 Systematic of Writing	9
CHAPTER II	11
LITERATURE REVIEW	11
2.1 Corporate Strategy	11
2.1.1 Vision	13
2.1.2 Goals and Objectives	14
2.1.3 Resources	14
2.1.4 Business	15
2.1.5 Structures, Systems and Process	16
2.1.6 Corporate Advantage	17



2.2	Restructuring	18
2.3	Business Portfolio Matrix	21
2.3.1	Nine Cell Matrix	21
CHAPTER III		33
RESEARCH METHODS		33
3.1	Research Design	33
3.2	Data Collection Method	33
3.3	Data Analysis Method	36
3.3.1	Evaluation of Industry Attractiveness	37
3.3.2	Evaluation of Business Competitive Strength	39
3.3.3	Creating a Nine Cell Matrix Illustration	42
3.3.4	Determines Corporate Restructuring	42
3.4	Company Profile	43
3.4.1	Business	46
3.4.2	Products	51
CHAPTER IV		53
RESULTS AND DISCUSSION		53
4.1	Portfolio Analysis	53
4.1.1	The Attractiveness of the Construction Industry	54
4.1.2	The Attractiveness of the Concrete Manufacturing Industry	61
4.1.3	Competitive Strength of Construction Business Division	64
4.1.4	Competitive Strength of Ready-Mix Business Division	67
4.1.5	Competitive Strength of Pile Business Division	70



BUSINESS PORTFOLIO RESTRUCTURING AT PT DUTA INDO LESTARI

AJENG HANDAYANI P, Amin Wibowo, S.E., M.B.A., Ph.D.,

Universitas Gadjah Mada, 2021 | Diunduh dari <http://etd.repository.ugm.ac.id/>

UNIVERSITAS
GADJAH MADA

4.1.6 Competitive Strength of Prestressed Business Division	73
4.1.7 Competitive Strength of Precast Business Division	75
4.1.8 Competitive Strength of Equipment Rental Business Division	78
4.2 Nine Cell Matrix at PT Duta Indo Lestari	79
4.3 Analysis of Business Unit Position at PT Duta Indo Lestari	84
4.4 Parenting Style	87
4.5 Business Portfolio Restructuring	90
CHAPTER V	93
CONCLUSION AND RECOMMENDATIONS	93
5.1 Conclusion	93
5.2 Limitations	94
5.3 Implications	95
5.4 Recommendations	96
5.4.1 Recommendation for Further Researcher	96
5.4.2 Recommendation for Company	96
BIBLIOGRAPHY	98
ATTACHMENT	100

LIST OF TABLES

Table 1.1	Margin Composition of Six Business Divisions against Profit of PT DIL, On a Third Quarterly Basis In 2020	5
Table 3.1	External Interviewees	35
Table 3.2	Internal Interviewees	35
Table 3.3	Industry Attractiveness Assessments	38
Table 3.4	Competitive Strength Assessments	41
Table 3.5	Products Name of PT DIL	52
Table 4.1	The Construction Industry Attractiveness Assessments	59
Table 4.2	Manufacturing Industry Attractiveness Assessments	62
Table 4.3	Competitive Strength Assessment of the Construction Business Division	66
Table 4.4	Competitive Strength Assessment of Ready-Mix Business Division	68
Table 4.5	Competitive Strength Assessment of Pile Business Division	71
Table 4.6	Competitive Strength Assessment of Prestressed Business Division	74
Table 4.7	Competitive Strength Assessment of Prestressed Business Division	76
Table 4.8	Competitive Strength Assessment of Equipment Rental Business Division	78
Table 4.9	Industrial Attractiveness Test Results	80
Table 4.10	Results of The Competitive Strength of PT DIL's Business Division	80
Table 4.11	Business Division Revenue	83

LIST OF FIGURES

Figure 1.1	Percentage Distribution of Construction Private Companies in West Kalimantan in 2019	2
Figure 2.1	The Corporate Strategy Triangular Framework	13
Figure 2.2	Ge Matrix / Nine Cell Matrix	28
Figure 2.3	Industry Attractiveness – Competitive Strength Matrix	31
Figure 2.4	Generic Strategies for Nine Cell Matrix	32
Figure 3.1	The Organizational Structure PT Duta Indo Lestari	45
Figure 4.1	Regional Domestic Product Growth Rate at Constant Prices According to Business Fields in West Kalimantan in 2015-2019	55
Figure 4.2	Construction Industry Growth Rate in West Kalimantan (percent) in 2015-2019	56
Figure 4.3	Manufacturing Industry Growth Rate in West Kalimantan (percent), 2015-2019	61
Figure 4.4	Ayani Mega Mall	67
Figure 4.5	Testimony of Duta Mix	70
Figure 4.6	Testimony of Duta Mix	72
Figure 4.7	Testimony of Duta Mix	73
Figure 4.8	Factory of PT Duta Indo Lestari	77
Figure 4.9	Nine Cell Matrix	81
Figure 4.10	Business Position at PT Duta Indo Lestari	84
Figure 4.11	Parenting Style	88