

INTISARI

Sektor hulu minyak dan gas bumi memberikan peranan penting bagi perekonomian Indonesia. PT. XYZ merupakan perusahaan KKKS asing di bawah kendali SKK Migas, berperan meningkatkan kinerja sektor hulu migas Indonesia. PT. XYZ perlu melihat kembali strategi operasi yang sudah dijalankan untuk melakukan evaluasi dan perbaikan. Evaluasi dan perbaikan strategi operasi diperlukan sebagai bentuk adaptasi untuk menghadapi dampak turunnya harga minyak dunia dan untuk memenuhi target pencapaian yang telah ditetapkan oleh korporasi.

Tujuan dari penelitian ini adalah untuk menganalisis strategi operasi PT. XYZ dengan memperhatikan 4 perspektif yaitu *top-down*, *bottom-up*, *market requirement* dan *operations resources* serta memberikan masukan kepada perusahaan terhadap strategi operasi yang sudah ditetapkan. Penelitian dilakukan dengan menggunakan pendekatan kualitatif melalui metode penelitian deskriptif. Metode analisis *top-down* dilakukan dengan analisis terhadap strategi korporasi, strategi bisnis dan strategi operasi. Analisis *bottom-up* dilakukan dengan mengkaji rutinitas aktifitas operasional sehari-hari. Analisis *market requirement* dilakukan dengan analisis terhadap kebutuhan pasar migas. Analisis *operations resources* dilakukan dengan analisis terhadap sumber daya, kemampuan operasi, proses operasi dan juga area-area keputusan strategi operasi.

Hasil penelitian menunjukkan adanya keselarasan terhadap strategi korporasi, strategi bisnis dan strategi operasi yang sudah dijalankan. Bagaimanapun juga perusahaan tetap perlu melakukan perbaikan strategi operasi karena ditemukan sejumlah permasalahan rutinitas operasional yang belum terefleksikan pada strategi operasi. Melihat tingginya permintaan migas dalam negeri, strategi operasi pencarian cadangan ekonomis daerah basin atau cekungan sedimen dapat dipertahankan. Sumber daya cadangan migas yang dimiliki PT. XYZ juga perlu ditingkatkan melalui optimalisasi produksi dari lapangan yang sudah ada, dan juga perlu melakukan pengembangan lapangan-lapangan baru karena akan terjadi tren penurunan produksi migas pada tahun 2021. Turunnya harga minyak dunia juga berdampak pada turunya pendapatan perusahaan sehingga PT. XYZ perlu menekan biaya kapital dan operasional.

Kata Kunci: strategi operasi, industri hulu migas, kontraktor kontrak kerja sama, *four perspectives of operations strategy*, *top-down*, *bottom-up*, *market requirement*, *operations resources*.

ABSTRACT

Upstream oil and gas industry provide an important role for the Indonesian economy. PT. XYZ is a foreign KKKS company under the control of SKK Migas, served to increase the performance of Indonesian upstream oil and gas sector. PT. XYZ needs to look back on their operating strategy which has been run for evaluation and improvement. Evaluation and improvement of the strategies are required as a form of adaptation to cope with the impact of the decline in world oil prices and to meet the achievement target set by the corporation.

The purpose of this study was to analyze the strategy of operation applied by PT. XYZ by taking into account four perspectives, namely top-down, bottom-up, market requirements and operations resources and provide input to the company against predefined operating strategy. The study was conducted using qualitative approach with descriptive research method. Top-down method of analysis performed by doing analysis of corporate strategy, business strategy and operating strategy. Bottom-up analysis is done by reviewing the routine day-to-day activities. Analysis of market requirements is performed by doing the analysis of the oil and gas market needs. Analysis resources operations carried out by analysis of the resources, operational capacity, operating processes and areas of operations strategy decisions.

Results showed that there is alignment along the corporate strategy, business strategy and operating strategy which has been run by PT. XYZ. However company still need to improve the operating strategy for operational routine found a number of problems that have not been reflected in operating strategy. Seeing the high demand for oil and gas in Indonesia, the operation strategy to search economical reserves for basin area or sedimentary basins can be maintained. The resources of oil and gas reserves owned by PT. XYZ also needs to be improved by optimizing production from existing fields, and also need to develop new fields because there will be a downward trend in oil and gas production in 2021. The fall in world oil prices also had an impact on the drop in revenues from the company so that PT. XYZ need to reduce capital and operating costs.

Keywords: operations strategy, upstream oil and gas industry, cooperation contracts, four perspectives of operations strategy, top-down, bottom-up, market requirements, operations resources.