

## ABSTRAK

### ANALISIS STRATEGI AKUISISI BANK HARDA INTERNASIONAL OLEH CT CORPORA

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Penelitian ini bertujuan untuk mengidentifikasi dan menganalisa strategi akuisisi Bank Harda Internasional (BHI) dan menganalisa ketepatan Keputusan akuisisi yang dilakukan oleh CT Corp. Penelitian ini dilakukan dengan metode studi kasus dengan metode analisis kualitatif untuk dapat lebih mendalami hal-hal yang mendasari tentang mengapa dan bagaimana strategi yang mendasari hingga keputusan merger dan akuisisi dilakukan. Instrumen penelitian yang digunakan adalah data primer perusahaan yang didapatkan melalui wawancara dan studi dokumentasi perusahaan serta data sekunder berupa studi data perusahaan dan studi data industri.

Terdapat dua analisis yang dilakukan untuk menjawab penelitian ini, yakni terkait dengan keefektifan akuisisi yang dijawab melalui keterkaitan strategi akuisisi, level integrasi dan model integrasi atas aksi akuisisi yang dilakukan perusahaan *holding* CT Corp. Kemudian analisa kanibalisme yang mungkin terjadi antara BHI (kemudian disebut Allo Bank Indonesia) dan Bank Mega menggunakan analisis *sustainable competitive advantage* pada sistem woodstrat yang dibagi menjadi tiga poin penting, yaitu market position, production position dan competitive position.

Dari analisis, disimpulkan bahwa akuisisi yang dilakukan CT Corp atas BHI yang kemudian diubah menjadi Bank Digital (paten Allo Bank Indonesia) dikategorikan sebagai akuisisi yang efektif. Kemudian Bank Mega dengan Allo Bank Indonesia tidak menjadi kanibalisme satu sama lain jika dikaitkan dengan *sustainable competitive advantage* yang terbentuk atas masing-masing perusahaan.

Kata kunci : Keefektifan akuisisi, *Sustainable Competitive Advantage*, Bank Harda Internasional, CT Corp

## **ABSTRACT**

### **ANALISYS OF HARDA INTERNATIONAL BANK ACQUISITION BY CT CORP**

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This study was aimed to identify and analyze the acquisition strategy of Bank Harda Internasional (BHI) and the accuracy of the acquisition decision made by CT Corp. This study was a case study with a qualitative analysis method in order to be able to further explore the underlying reasons why and how the underlying strategy until the merger and acquisition decision was made. The research instruments used in this study were the company's primary data obtained through interviews and company documentation studies as well as secondary data in the form of company and industrial data studies.

Two analyzes were carried out to answer the research problems in this study. The first analysis was related to the effectiveness of the acquisition answered through the association of the acquisition strategy, the integration level and integration model of the acquisition carried out by the holding company, CT Corp. Then, the second analysis was related to cannibalism that might occur between BHI (later called Allo Bank Indonesia) and Bank Mega using sustainable competitive advantage analysis on the woodstrat system which was divided into three important points including market position, production position and competitive position.

Based on the results of analysis, it was concluded that the acquisition of BHI which was later transformed into Digital Bank (Patent Allo Bank Indonesia) carried out by CT Corp was categorized as an effective acquisition. Then, Bank Mega and Allo Bank Indonesia were not classified as cannibalism to each other if it was related to the sustainable competitive advantage formed over each company.

*Keywords: Acquisition Effectiveness, Sustainable Competitive Advantage, Bank Harda Internasional, CT Corp*