

ABSTRAK

Setiap perusahaan dituntut untuk mampu mengembangkan strategi bisnis dalam rangka menghadapi persaingan. PT Semen Indonesia (Persero) Tbk. melakukan langkah restrukturisasi korporasi yang terbagi kedalam beberapa tahapan yaitu tahap *operating company*, tahap *operating holding*, tahap *functional holding* serta tahapan *strategic holding* untuk mempertahankan keunggulan bersaing (*competitive advantage*) akibat masuknya pemain asing dalam industri semen nasional berakibat pada meningkatnya persaingan di Indonesia.

Penelitian ini bertujuan untuk mempelajari upaya restrukturisasi korporasi yang sudah dilakukan PT Semen Indonesia (persero) Tbk. dan pengaruhnya terhadap keunggulan bersaing PT Semen Indonesia (Persero) Tbk. Tahapan penelitian dimulai dengan pengumpulan data, kemudian dilanjutkan dengan menganalisa data dengan membandingkan kondisi perseroan sebelum dan sesudah restrukturisasi. Selanjutnya untuk melihat keunggulan bersaing dibandingkan dengan industri sejenis. ukuran keunggulan bersaing diidentifikasi melalui 4 aspek yang meliputi: manajemen rantai suplai yang efektif, produk diferensiasi dan inovasi, responsifitas organisasional dan keunggulan biaya.

Secara keseluruhan Restrukturisasi korporasi yang telah dilakukan PT Semen Indonesia (Persero) Tbk. Yang diidentifikasi dari 4 aspek yang meliputi: Manajemen rantai suplai yang efektif, Produk diferensiasi dan inovasi, Responsifitas organisasional dan Keunggulan biaya, belum dapat meningkatkan keunggulan bersaingnya, karena dari 4 aspek hanya memberikan keunggulan pada 2 aspek saja, yaitu: produk diferensiasi & inovasi dan responsifitas organisasional

Kata kunci : Restrukturisasi korporasi, *competitive advantage*, rantai suplai

ABSTRACT

Each company is required to develop a business strategy in order to face the competition. PT Semen Indonesia (Persero) Tbk. has undertake corporate restructuring measures that are divided into several stages, namely in operating company stage, operating holding stage, functional stage and strategic holding stage to maintain its competitive advantage due to the entry of foreign players in the national cement industry leading to increased competition in Indonesia.

This research aims to study the corporate restructuring efforts that have been done by PT Semen Indonesia (Persero) Tbk. and its effect on its competitive advantage of PT Semen Indonesia (Persero) Tbk. Stages of research begin with the collection of data, followed by analyzing the data by comparing the condition of the company before and after restructuring. Furthermore, in order to see its competitive advantage a comparison with other players is made industry. Measures of competitive advantage are identified through four aspects which include: effective supply chain management, product differentiation and innovation, organizational responsiveness and cost advantages.

Overall the corporate restructuring efforts that have been done by PT Semen Indonesia (Persero) Tbk. that are identified from four aspects which include: effective supply chain management, product differentiation and innovation, organizational responsiveness, and cost advantages, have not been able to increase their competitive advantage, because of the four aspects only provide excellence in two aspects, namely: product differentiation and innovation and organizational responsiveness

Keywords: Corporate Restructuring, competitive advantage, supply chain