

## ABSTRACT

This study analyses how and why International SOS as medical assistance services in Jakarta used the strategies of horizontal integration: collaboration among competitors and human capital. The concept of collaboration among the competitors indicates integration relationship between the company and external parties while the concept of human capital indicates their relationship with the inside of enterprise integration (intern). Collaboration among competitors applied to conduct cooperation with third parties which is competing company itself while applying the concept of human capital can be seen by department Training Center which is a place to develop the concept of human values or human capital. Both the application of those concepts of horizontal integration strategy lead to the analysis of what is the reason the company running the strategy. The results of field research strengthened the assumption of the author that there are three reasons, namely to help improve the productivity of medical assistance services, suitability of the application of the strategy with the situation in Indonesia and their philosophy of non-profit companies involved in the development strategy.

**Keywords:** International SOS, horizontal strategy, collaboration among competitors, human capital

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Penelitian ini mengkaji mengenai bagaimana dan mengapa perusahaan multinational International SOS yang bergerak di bidang jasa medical assistance di Jakarta menggunakan strategi integrasi horizontal: collaboration among competitors dan human capital. Konsep kerja sama dengan pesaing atau collaboration among competitors mengindikasikan adanya hubungan integrasi antara perusahaan dan pihak luar (extern). Sedangkan konsep human capital mengindikasikan adanya hubungan integrasi perusahaan dengan pihak dalam (intern). Collaboration among competitors diterapkan dengan mengadakan kerja sama dengan pihak ketiga yaitu perusahaan pesaing sedangkan penerapan konsep human capital dapat dilihat dengan adanya departemen Training Center dimana merupakan tempat untuk mengembangkan konsep nilai manusia atau human capital itu sendiri. Kedua penerapan konsep strategi integrasi horizontal tersebut mengarah kepada analisis apa alasan perusahaan menjalankan strategi tersebut. Hasil penelitian lapangan sekaligus menguatkan asumsi penulis bahwa terdapat tiga alasan yaitu untuk membantu meningkatkan produktivitas pelayanan jasa medical assistance, kesesuaian penerapan strategi dengan situasi dan kondisi di Indonesia dan adanya filosofi non profit perusahaan terkait pengembangan strategi.

**Kata-Kata Kunci:** International SOS, strategi horizontal, collaboration among competitors, human capital