SUMMARY

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The shock of the global economy that has changed the landscape of the business world demands that PT. KBN (Persero) should quickly adapt so that it can survive and grow. PT. KBN (Persero) has struggled to face the challenges of the business world by managing integrated multi-purpose industrial areas such as ports, environmentally sound and international standards. With these efforts the company should be able to immediately improve its business conditions. But when viewed from the financial performance, in the last 5 (five) years (2012-2016) the company's revenue showed a downward trend, a warning that the company should immediately make a breakthrough and strategies to improve the "passion" business.

This study has four objectives, namely 1) analyzing the gap (business condition) with the expectations that PT. KBN (Persero), 2) analyzing internal and external factors that affect the business of PT. KBN (Persero), 3) analyze the business portfolio of PT. KBN (Persero), 4) formulate business development strategy of PT. KBN (Persero). This research uses descriptive method of analysis in the form of case study. The types of data used are primary and secondary. Primary data is obtained through observation, interviews and questionnaires. Secondary data is obtained from the company’s internal data, data from the internet and literature studies. The analysis used in this study is qualitative and quantitative analysis techniques with approaches to strategic management concepts. The steps taken are analyzing the internal and external environment with IFE and EFE, analyzing the company's position with the grand strategy matrix, analyzing the position of business units with the GE matrix, developing business strategies by referring to the results obtained from the analysis of GE's grand strategy and matrix matrix, next is the determination of business strategy.

Based on the analysis of the Grand Strategy Matrix, the IFE and EFE results show that the firm position is in quadrant I. The strategy recommendation obtained from this quadrant is the Growth Strategy, with the implications of the work program covering market development and penetration, product development, horizontal integration, forward and backward. The results of GE's matrix analysis show that 4 (four) company business units are in different quadrants. Property Services and Prima Beton are on selective cells. Meanwhile, the business unit for clean water management and logistics services is in the divestment cell. Based on the recommendation of Grand Strategy matrix, each business unit should improve its performance in the next five years through a more selective growth strategy that is more selective product and market development, quality improvement and quantity of human resources, and make prioritized investment in business units have fast growth.

Keywords: business portfolio, EFE, GE matrix, IFE, nusantara bonded zone