ABSTRACT

This study aims to formulate effective business strategies to enhance the Fully Burdened Operating Income of PT Z, a company in oilfield industry. The observed of inefficiency of the business model, particularly in increasing profitability, indicates a gap in business model efficiency. Consequently, there is a need to review and evaluate competitive strategies to sustain and expand market presence while maintaining profitability in the current business model. Considering the significant impact of the business environment on oilfield service activities, it is crucial to evaluate the company's strategic direction by leveraging both internal and external environmental analyses.

Business and environmental analyses provide a comprehensive overview of the business unit, helping in the identification of business processes with the potential for efficiency improvements. Internal and external environmental analyses are conducted using the Resource-based view, value chain analysis, PESTEL, and Porter's five forces frameworks, which are then summarized in a SWOT/TOWS matrix. Evaluating and assessing business model help to underlying causes for less-than-expected FBOI performance in the existing business model.

This research employs a qualitative methodology, focusing on an in-depth understanding of social phenomena through exploration and interpretation, with the object remaining unchanged by the researcher's presence, allowing clear problem identification. interviews conducted until data saturation is reached. It got sample of seven company leadership, including representatives from business development leadership, operation leadership, engineering leadership, and tender & contract leadership. in addition observational data and company secondary data also collected to strengthen data depth.

A total of 40 strategies were generated from the TOWS matrix and then restated and combined to 21 strategies. These 21 strategies are mapped and summarized based on their functionality into 16 strategies which are then prioritized into 5 short-term strategies, 6 medium-term strategies, and 5 long-term strategies.

The developed strategies focusing on improvements to process efficiency and revenue enhancement, with the expected outcome of increasing PT Z's profitability and maintaining its market position as market leader within its industry. This research offers strategic business recommendations that are both comprehensive and practically applicable, with significant implications for supporting sustainable growth within the company.

Keyword: Strategy, Business Model, Environmental analysis, FBOI