

Strategic management in oil & gas industry for gas marketing during monetary crisis 1998/1999

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Abstrak

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ANRI-Indoflesia Company has been facing a problem in selling natural gas to domestic industry due to the Indonesia monetary crisis. ANRI has discovered big gas in several contract areas in Indonesia under Pertamina concession. In addition, ANRI mission is becoming leadership in gas producer in next years. Therefore, a management strategy has to be formulated in order to achieve a sustainable competitive advantage and earnings above average during the Asia economic turmoil condition.

Many customers have bought gas in US dollar contracts to ANRI but currency fluctuation has hurt the customers earning. Furthermore, low purchasing power of people has drastically decreased during crisis. Some firms therefore, such as PLN, have delayed in payment to ANRI.

ANRI has worldwide reputation in upstream and downstream business, especially in Indonesia that ANRI has only focussed in upstream business. Meanwhile, economic gas reserve has been discovered in Irian Jaya, Bali and Java. In addition the ANRI has been facing uncertainties gas market in both domestic and overseas during the crisis. Therefore ANRI-Indonesia is interested for research study.

The research method of the thesis will use two types of research sources:

1. Primary data

Data were collected by survey using a questionnaire form for human resource, SPACE matrix, Internal-External matrix and QSPM.

2. Secondary data

Data were gathered using internal and external data.

The data, consists of general environment, industry environment, competitive environment and internal analysis, is formulated with applying SWOT, SPACE, Grand Strategy and Internal External Matrices. Finally, recommendation for the ANRI strategic management during crisis is divided into three, short-term, medium-term and long term.

Short-term strategic management is prioritized on Market Penetration, Market Development, Backward Integration, Retrenchment, 1-lorizontal Integration and Suspended gas development.

Medium-term strategic management is focused on vertical chain alliances in downstream business, Divestiture, Liquidation and Forward Integration.

Long-term strategic management is established on searching new fields.

A research weakness of the thesis is not provided equivalence number of energy demand in domestic and overseas. Therefore gas demand in market will not exactly be known how much of domestic and overseas need.

Future studies are suggested to research how much gas demand in domestic and overseas market. Then gas development can be accurately predicted in future, in addition gas price can be negotiated in right profit for sustainable of the business.