ABSTRACT

Repositioning business is very important to some parts of companies in turbulence situation influenced by external factor and especially internal problem, because it contributes the biggest performance to the companies. The competition in oil and gas service industry is already facing a fierce and turbulent, impact by decreasing oil price, regulation, social and regional autonomy. To map out companies cognitive problem before devising a problem solving solution has already become an important consideration to determine the competitiveness of each company. Repositioning business refers to maintaining and achieving performance of management especially improving quality services for customers to gain the best ultimate results that the business provides to its shareholders through focusing attention on the performance of the key internal processes which drive the business and direct attention to the basis of all future successes; organization, people and infrastructure. Major criterion in improving corporate performance through repositioning are: business synergy of group, value network, customer interfaces, strategic resources based on core competence and strategic assets and core strategies based on innovation in market capitalization or driven by mission of Shareholders.

To reposition its business the group of companies must define a solution for the “messy problem” and for the future. The future is not only about “releasing” wealth to make a continuous improvement (incremental component), but it is also about the management having a non linear idea to create a new wealth, and to make a radical and systemic business concept innovation beyond continuous improvement. Because to think about continuous improvement means to build product and process innovation that only results in unsustainable cost cutting, unsustainable revenue growth, unsustainable growth in shareholders return and unsustainable consolidation for the group’s business. This thesis defines the “messy problem” by using DuPont Analysis; Economic Value Added (EVA) and Market to Book Ratio