

**PERANCANGAN STRATEGI KEBERLANJUTAN PERUSAHAAN  
MENGUNAKAN KERANGKA ANALITIK *CORPORATE SOCIAL  
RESPONSIBILITY – RESPONSIBLE MED*  
(STUDI KASUS PT DUTABAHARI MENARA LINE DOCKYARD)**

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**ABSTRAK**

Tesis ini merupakan usulan penyelesaian masalah pada PT Dutabahari Menara Line Dockyard (PT DMLD), perusahaan galangan kapal di Banjarmasin yang sedang berkembang dan bersiap menghadapi persaingan global. Saat ini perusahaan tidak memiliki rancangan strategi dan alat ukur kinerja yang baik. Dalam merancang strategi bagi keberlanjutan perusahaan digunakan kerangka analitik dan perancangan strategi *CSR Assessment Tool* (CAT), *Responsible-Med. CAT Responsible-Med* (CAT-RM) membantu memetakan permasalahan, menganalisis, dan merancang strategi berdasarkan aspek utama keberlanjutan ISO 26000 *Social Responsibility*. Sumber data primer diperoleh dari survei sembilan narasumber yang memiliki kompetensi dalam menjawab dan memberikan gambaran lengkap kondisi perusahaan. Pemetaan permasalahan memberikan angka kinerja di lima aspek, yakni: (a) *workplace* 72,5%, (b) *marketplace* 50%, (c) *community* 52,5%, dan (d) *environment* 62,5%. CAT-RM menggunakan indikator daya saing (*competitiveness*) dan biaya (*cost*) dalam memberikan penilaian pada setiap pilihan aksi. Selanjutnya indikator tersebut akan dibandingkan untuk mendapatkan nilai prioritas dalam menetapkan strategi perusahaan. Tahapan terakhir CAT-RM adalah melakukan evaluasi dengan membandingkan kondisi periode 1 tahun sebelum dan sesudah pelaksanaan aksi yang direkomendasikan. Hasil berupa lima strategi keberlanjutan PT DMLD yang direkomendasikan oleh CAT-RM, yaitu: (i) melaksanakan konsep proses produksi, pasokan material, dan bisnis yang adil dan beretika, (ii) menyelenggarakan kegiatan pelatihan dan pendidikan untuk pekerja; (iii) melaksanakan kebijakan kesejahteraan untuk pekerja; (iv) pemilihan kontraktor dan supplier dengan pedoman komitmen terhadap lingkungan, kesehatan dan keselamatan kerja, dan etika bisnis; dan (v) jaminan kesehatan dan keselamatan di area kerja PT DMLD.

Kata kunci:

Strategi keberlanjutan perusahaan, *Corporate Social Responsibility*, *CSR Assessment Tool Responsible-Med*, ISO 26000, Industri galangan kapal.

**DESIGN OF CORPORATE SUSTAINABILITY STRATEGY BY USING  
CORPORATE SOCIAL RESPONSIBILITY ANALYTICAL FRAMEWORK -  
RESPONSIBLE MED  
(CASE STUDY PT DUTABAHARI MENARA LINE DOCKYARD)**

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**ABSTRACT**

This thesis is a proposed solution to PT Dutabahari Menara Line Dockyard (PT DMLD)'s problem in developing strategy for company sustainability. The company, located in Banjarmasin, is growing and facing the challenge of global competition. Currently the company does not have a good strategy formulation and performance measurement. In formulating the strategy for company sustainability this thesis used an analytical framework, CSR Assessment Tool (CAT), the Responsible-Med. CAT Responsible-Med (CAT-RM) maps out the current situation, analyzing it, and formulating strategies. It is based on major aspects of sustainability ISO 26000 Social Responsibility. The primary data is obtained from a survey of nine respondents who are credible in providing a complete picture of the company's condition through the questionnaire. The current condition mapping in five aspects shows the following result, i.e.: (a) workplace 72,5%, (b) marketplace 50%, (c) community 52,5%, and (d) environment 62,5%. Using competitiveness and cost as indicators, CAT-RM provided an assessment on each choice of action. Furthermore, these indicators will be compared to obtain priority value of proposed corporate strategy. CAT-RM final stage is an evaluation by comparing the current performance measurement and one year after the implementation of recommended actions. Results in the form of five sustainability strategies of PT DMLD are: (i) implementing best practice of production process, material supply, and fair and ethical business, (ii) conducting training and education for workers; (iii) implementing welfare policies for workers; (iv) selecting contractors and suppliers which committed to the environment, health and safety and business ethics; and (v) providing health and safety enforcement in the work area of PT DMLD.

Keywords:

Corporate Sustainability Strategy, Corporate Social Responsibility, CSR Assessment Tool Responsible-Med, ISO 26000 Social Responsibility, Shipyard Industry.