

**OPTIMIZING SUBSIDIARY COLLABORATION FOR MARINE SECTOR
PENETRATION: A CASE STUDY AT PT XYZ**

By

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



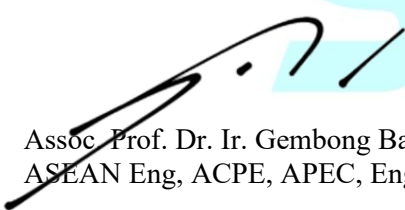
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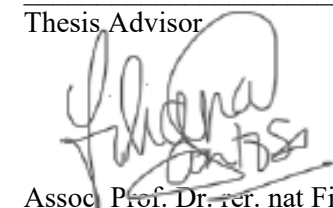


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ABSTRACT

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This study examines fragmented and unstructured collaboration between PT XYZ and its subsidiaries that limit effective marine sector penetration. The research aims to design, implement, and evaluate a structured subsidiary collaboration framework to improve coordination and customer acquisition. A qualitative-dominant mixed-method approach using the DMAIC methodology was applied through interviews, surveys, document reviews, and performance gap analysis. Baseline assessment across eight collaboration indicators showed low maturity, with scores between 1 and 2 on a five-point scale. After implementing structured improvements such as SOP formalization, Joint Work Plan, centralized customer database, standardized templates, and coordination forums, collaboration performance improved significantly, followed by increased marine customer acquisition in 2025. The study confirms that structured subsidiary collaboration enhances organizational readiness for new market penetration. *Keywords: Subsidiary Collaboration; Marine Sector Penetration; DMAIC; Inter-Organizational Coordination; Operational Improvement*

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DEDICATION

In addition to contributing to continuous improvement within the company and department where I work, this thesis is dedicated to my beloved Indonesia, with the hope that its insights may support sustainable industrial development and collaborative growth in the future.



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All praise to Allah Subhanahu wa ta'ala thanks you for His mercy and grace, greetings and blessings to our great Prophet Muhammad Shalallaahu Alaihi Wassalaam so that the writer can compose and complete the thesis with the title “OPTIMIZING SUBSIDIARY COLLABORATION FOR MARINE SECTOR PENETRATION: A CASE STUDY AT PT XYZ”. This thesis was made and can be completed with the assistance of several parties, namely as follows:

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