



UNIVERSITAS
AIRLANGGA

MAGISTER MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS



PT Humpuss
Intermoda Transportasi Tbk.



BUSINESS & ORGANIZATION TRANSFORMATION FOR VALUE CREATION

A Case of Humpuss

Theo Lekatompessy

Surabaya, 18 January 2018

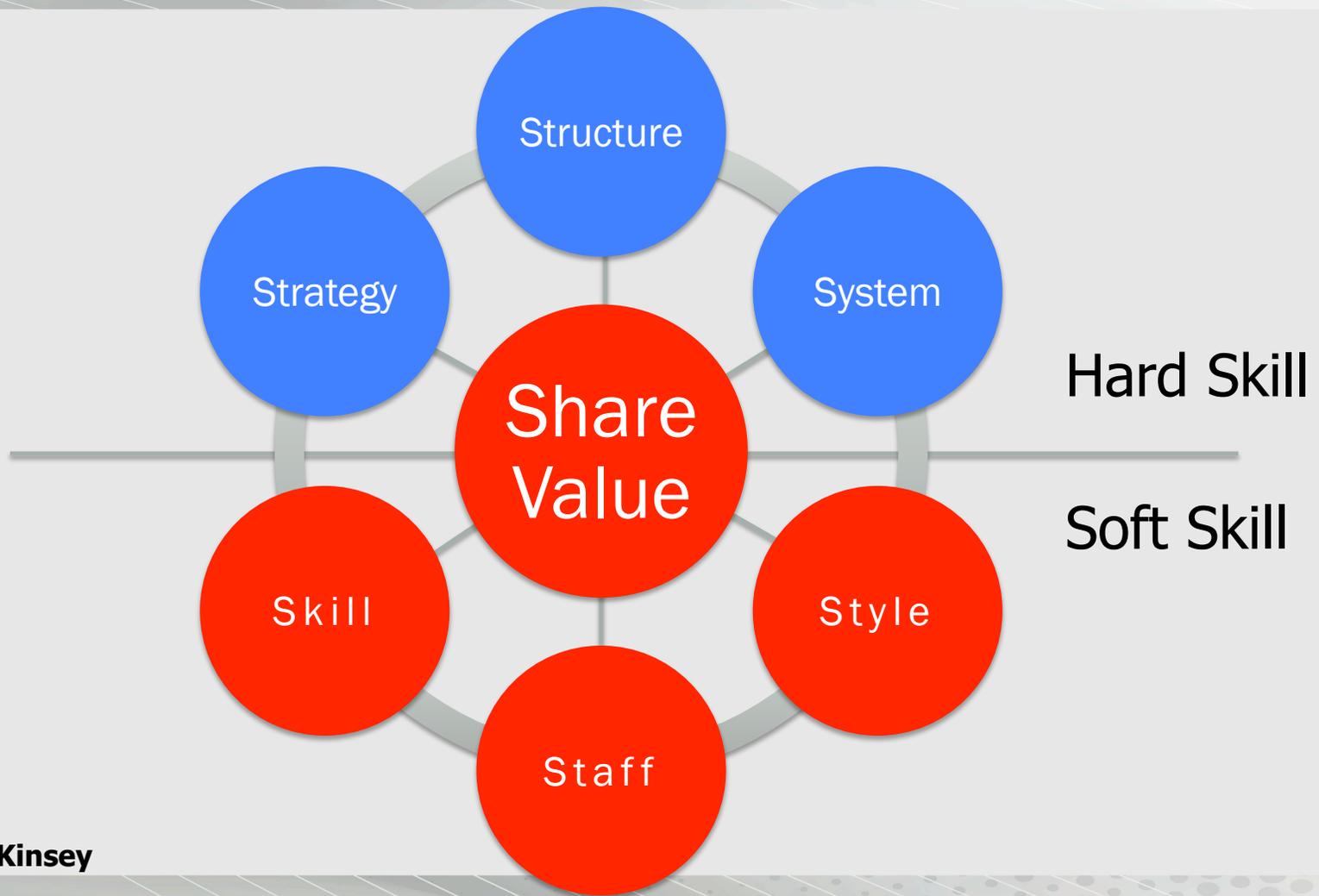




GREAT

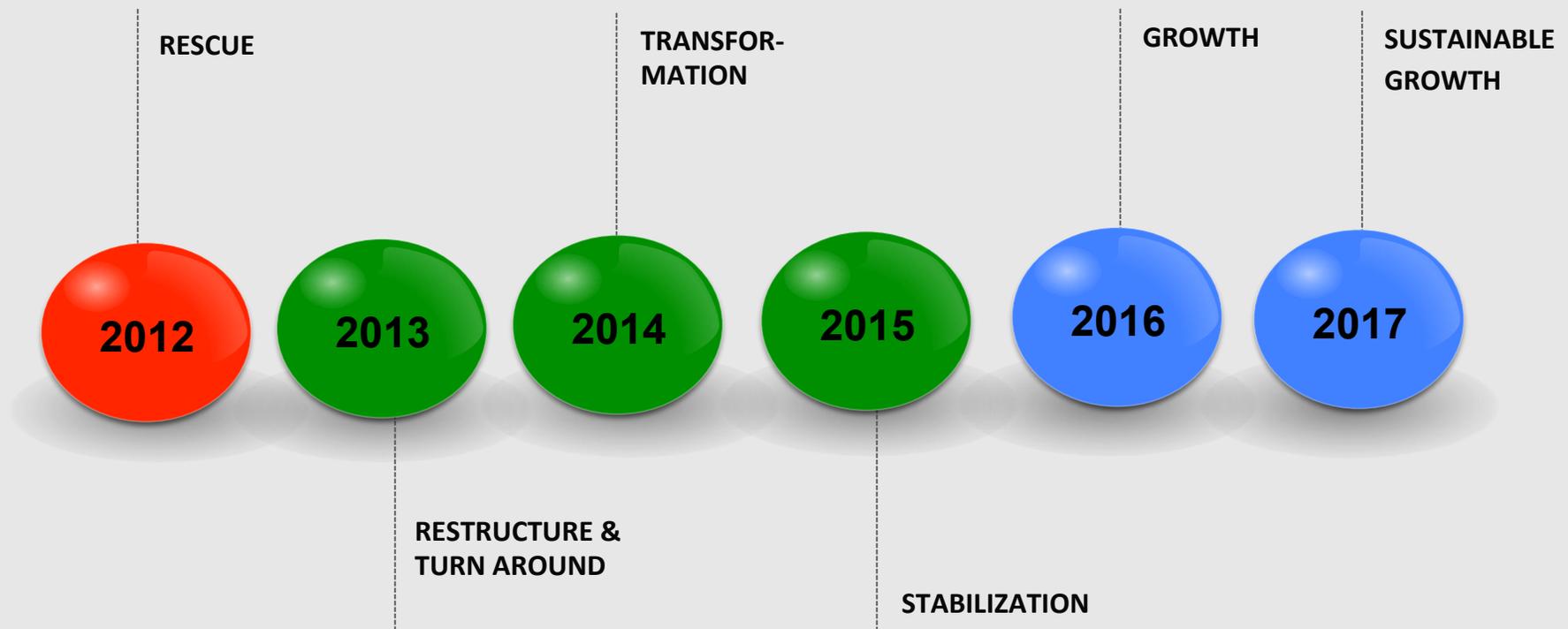


THE TRANSFORMATION

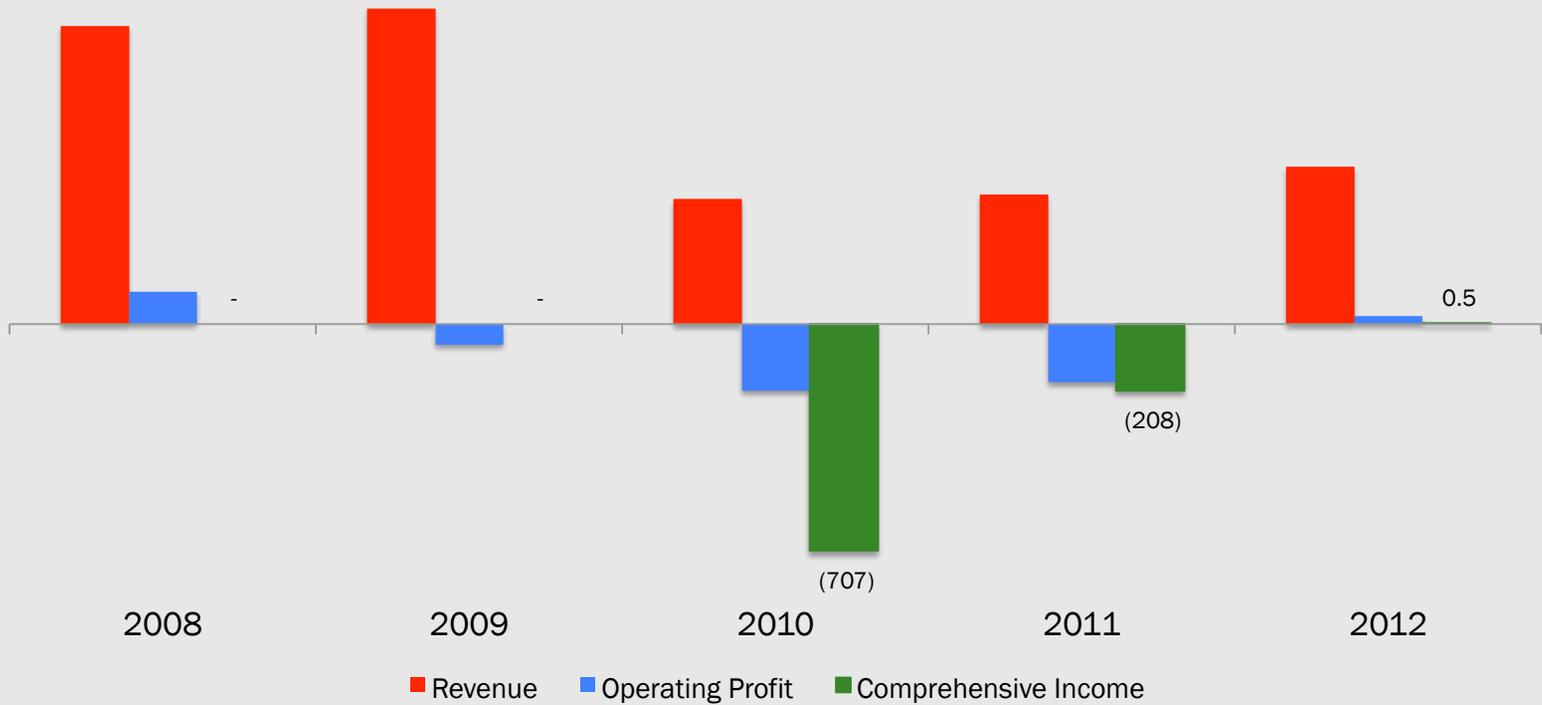


***McKinsey**

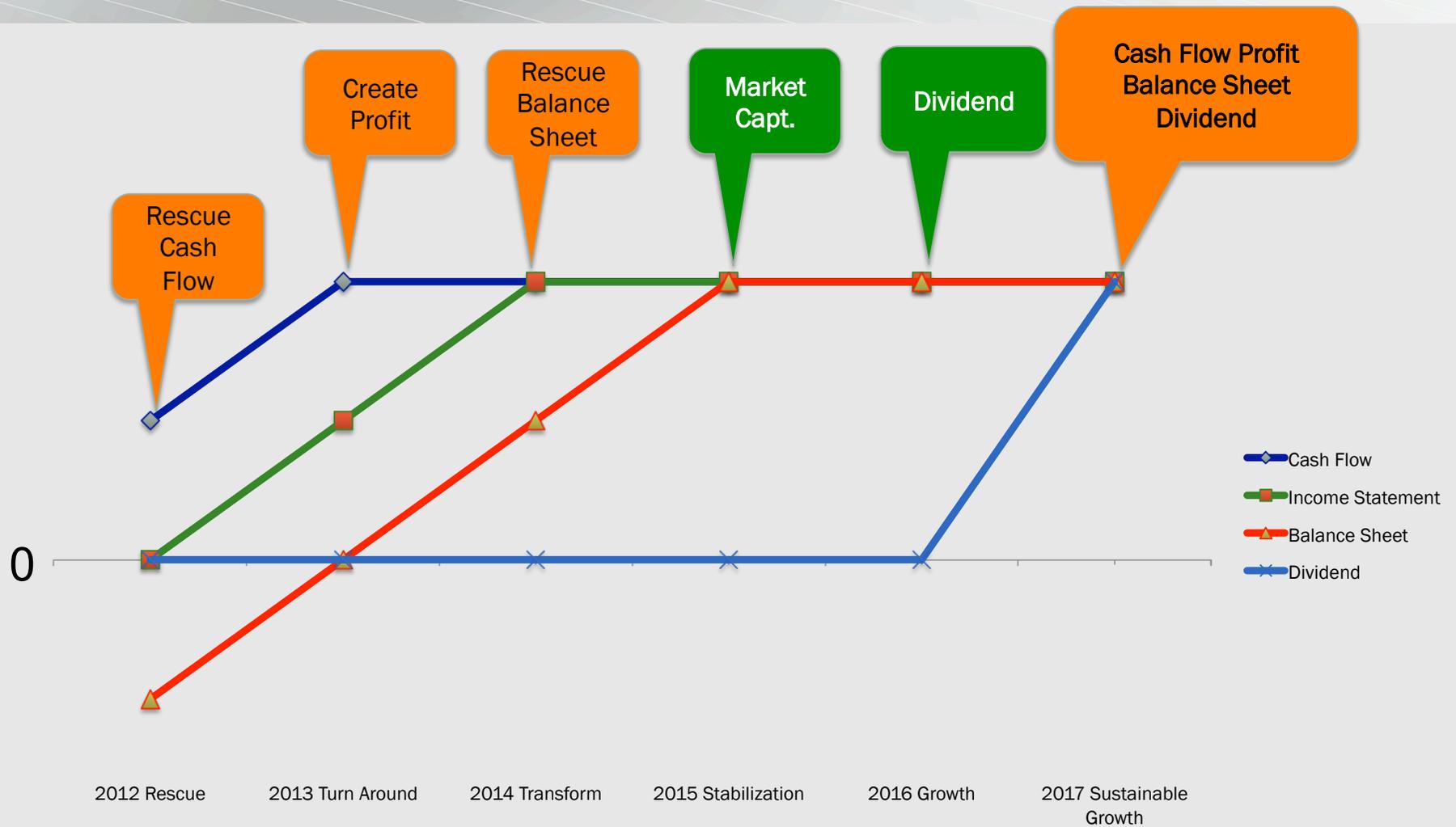
STRATEGY



PROFIT (LOSS) CONSOLIDATED 2008 - 2012



KPI OF STRATEGIC PLAN 2012 - 2017



2012 – RESTRUCTURING (OBH Approach)

RESTRUCTURING OPERATION

- Best performance in 5 years:
 - + cash flow
 - + operational profit
 - + net income
- Rightsizing the organization (25% HR from 2011).

RESTRUCTURING BUSINESS

- HITS from Operating Holding into Investment Holding.
- PT HTK & PT HTC from SBU into Operating Holding.

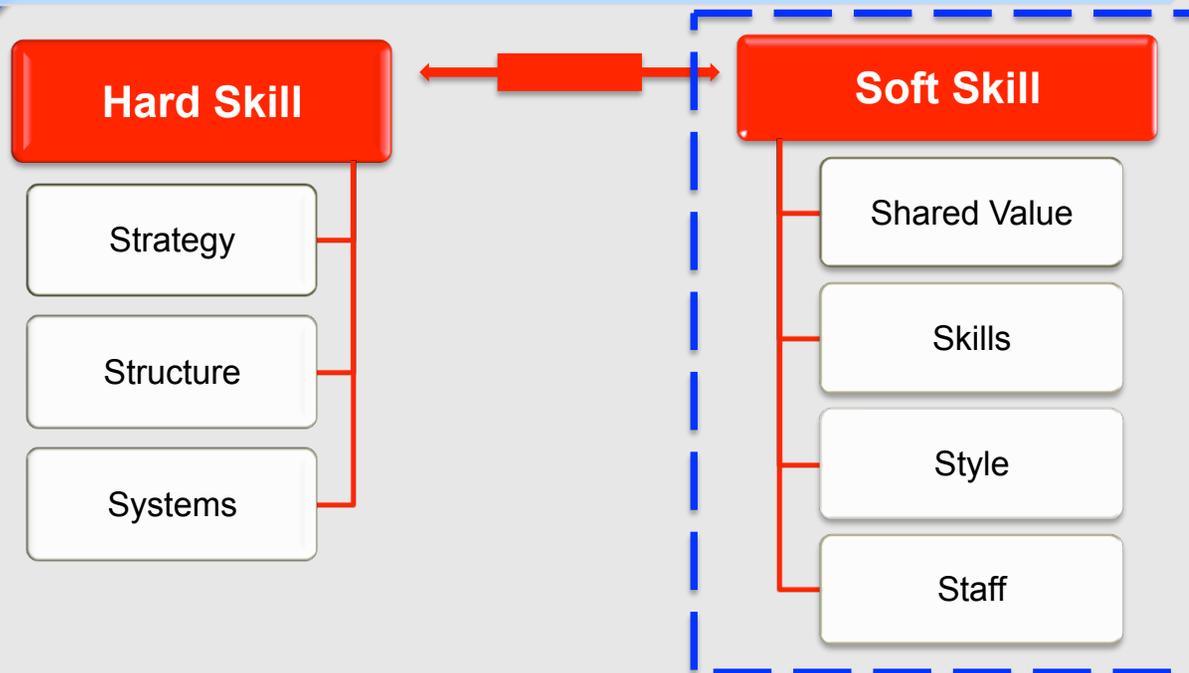
RESOLVE “HUKUM”

- Settlement in the Suspension of Debt Payment (PKPU) – Chapter 11 Final and binding.
- Save from the bankruptcy – sustainable debt.

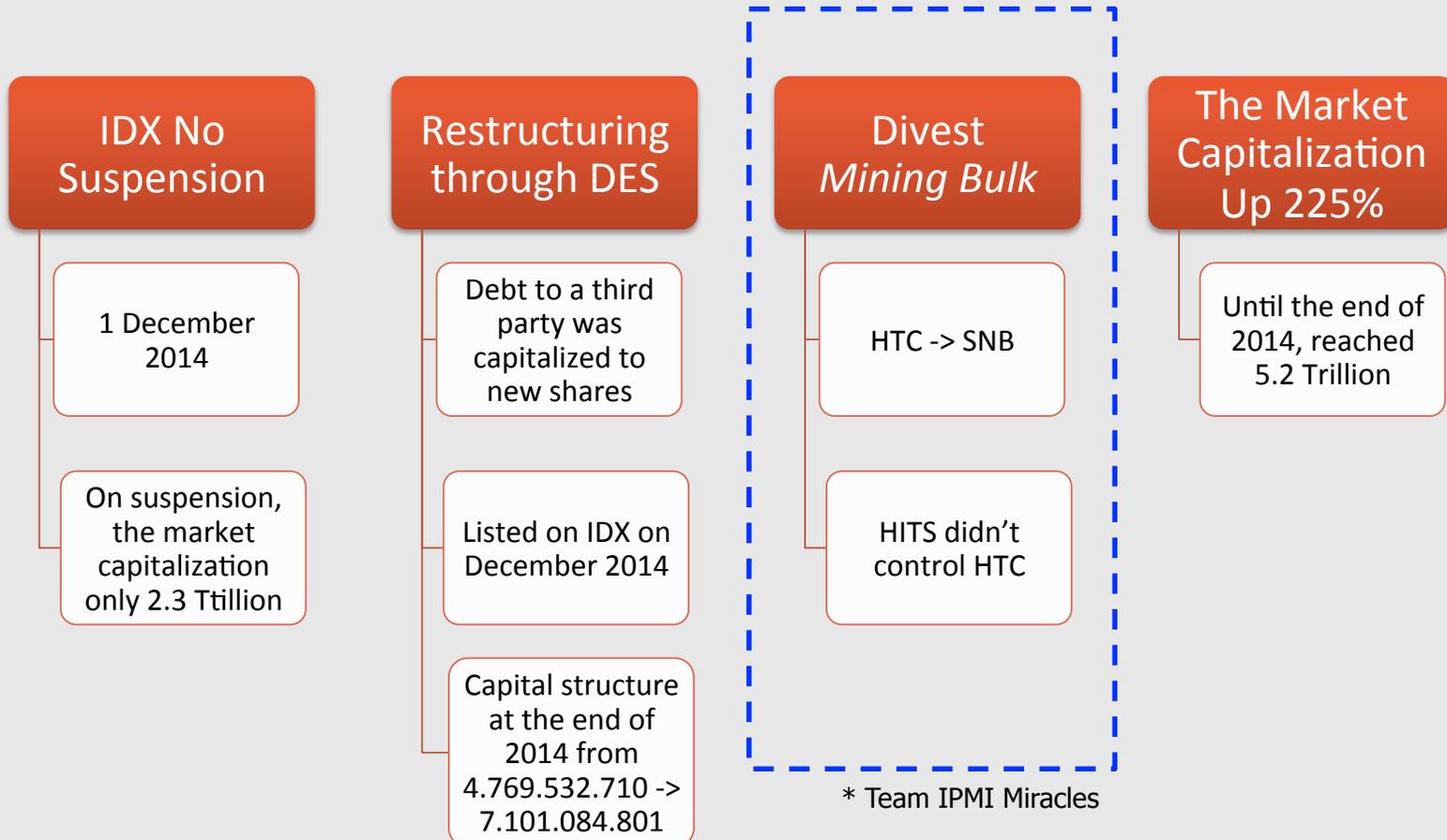
2013 – RESTRUCTURE & TURN AROUND

1 Financial Structure : DAS & DES

2 Management



2014 – TRANSFORMATION



2015 : STABILIZATION



PELAJARAN BERHARGA UNTUK KEHIDUPAN YANG LEBIH BAHAGIA



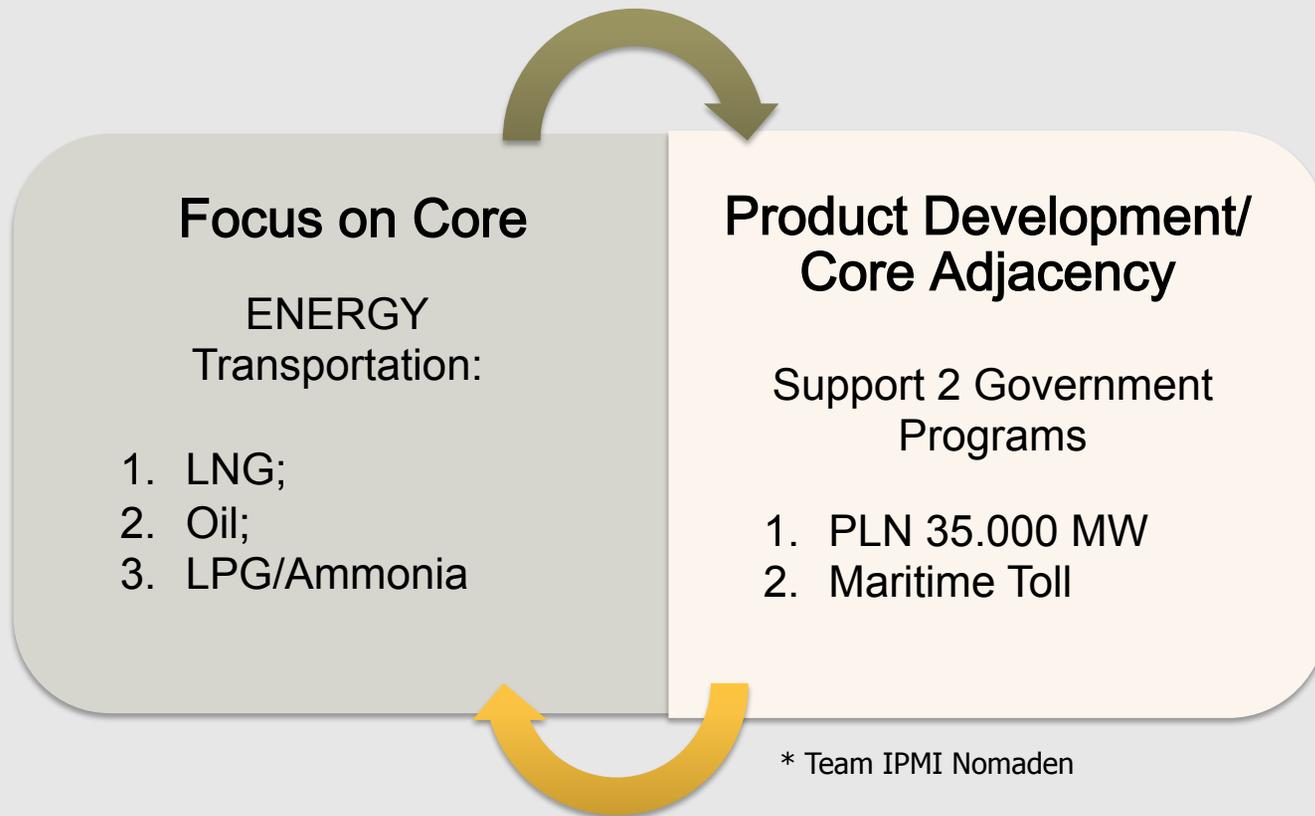
Selamat siang.

MEIR KAY

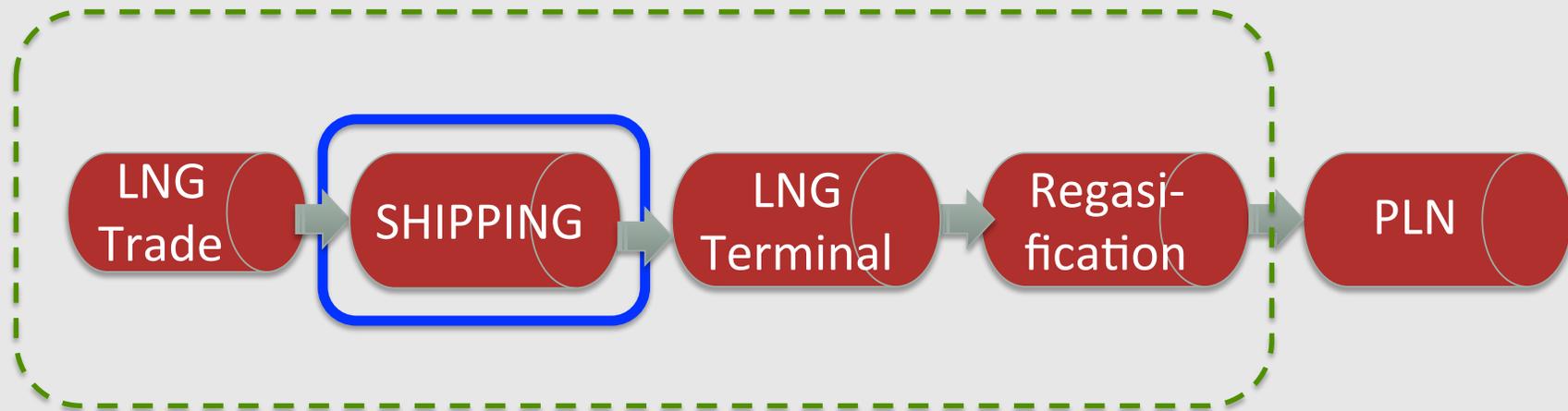
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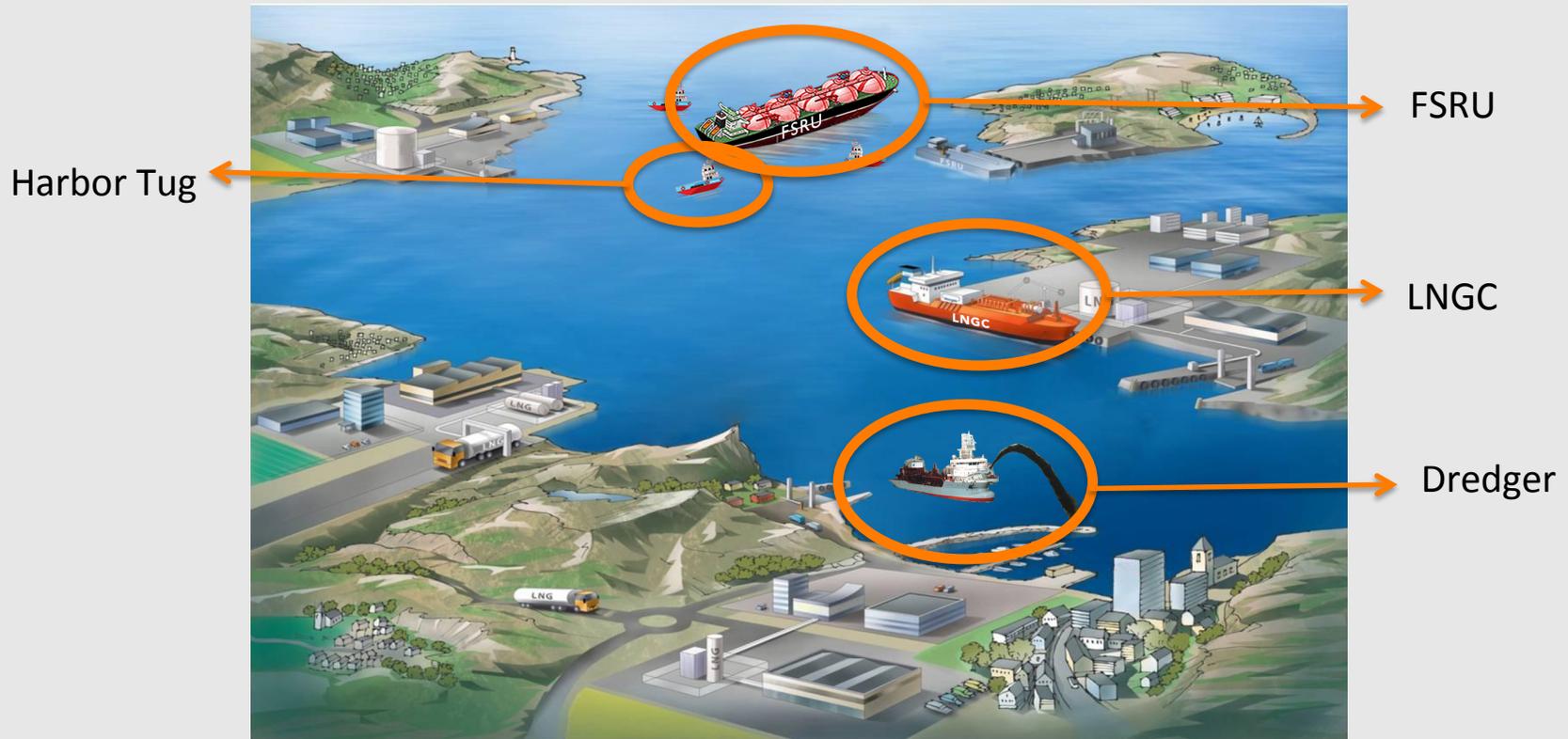
2016 : GROWTH



VERTICAL INTEGRATION IN LNG VALUE CHAIN



MARITIME TOLL



IPMI MIRACLES - RECOMMENDATIONS

INVEST

- MCSI
- LNG
- Petrochemical
- Offshore

MAINTAIN

- Oil
- Bulk Carrier
- Agency

DIVEST

- Container

2017 : SUSTAINABLE GROWTH



2016



2017

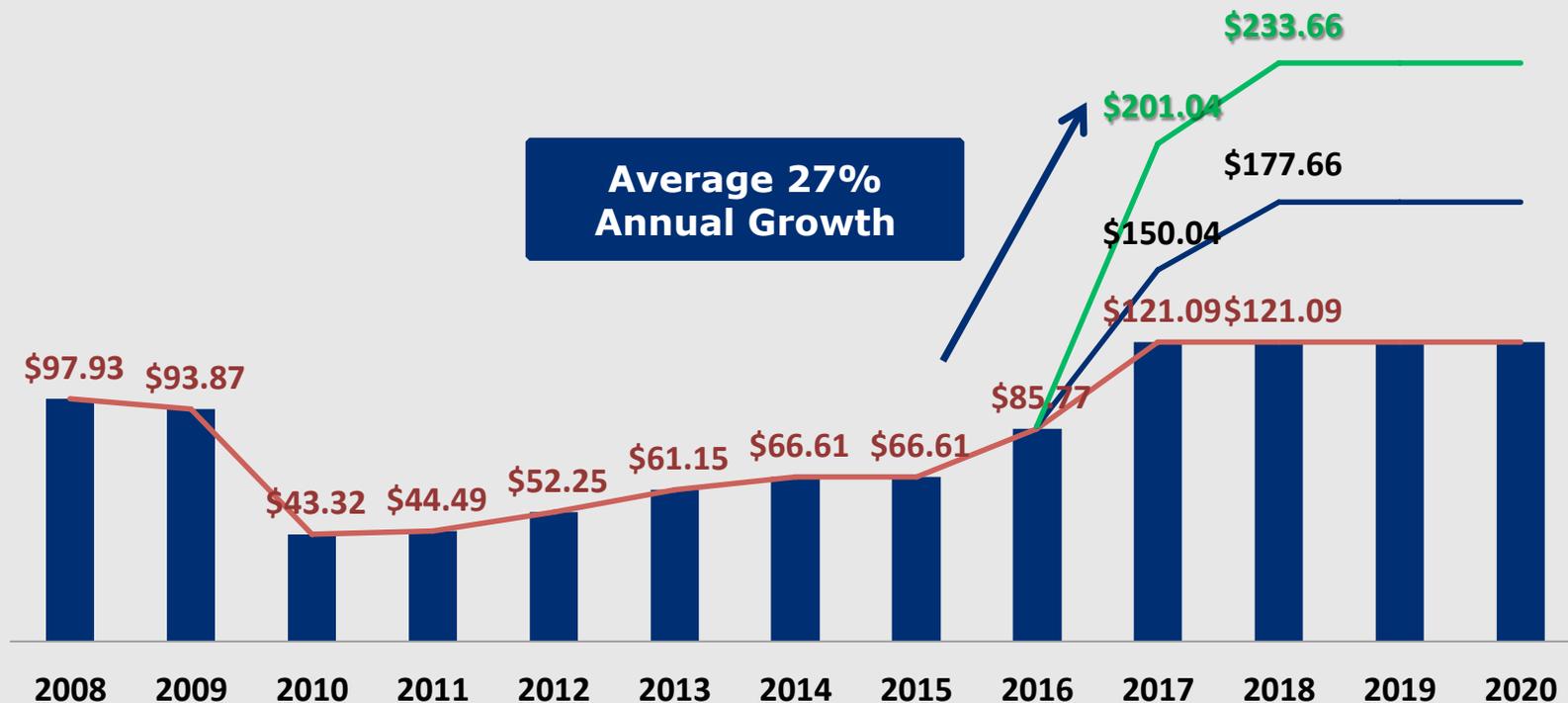


IPMI NOMADEN – HITS SOURCE OF GROWTH

	Product Offer	Customer	Time Span / Growth	
Core Business	LNG Transportation	PERTAMINA	2016-2017	35%
Adjacency	LNG Value Chain	PLN	2016-2018	13%
Beyond The Core	Dredging + Harbour Tug	Port Authority	2017-2018	27%

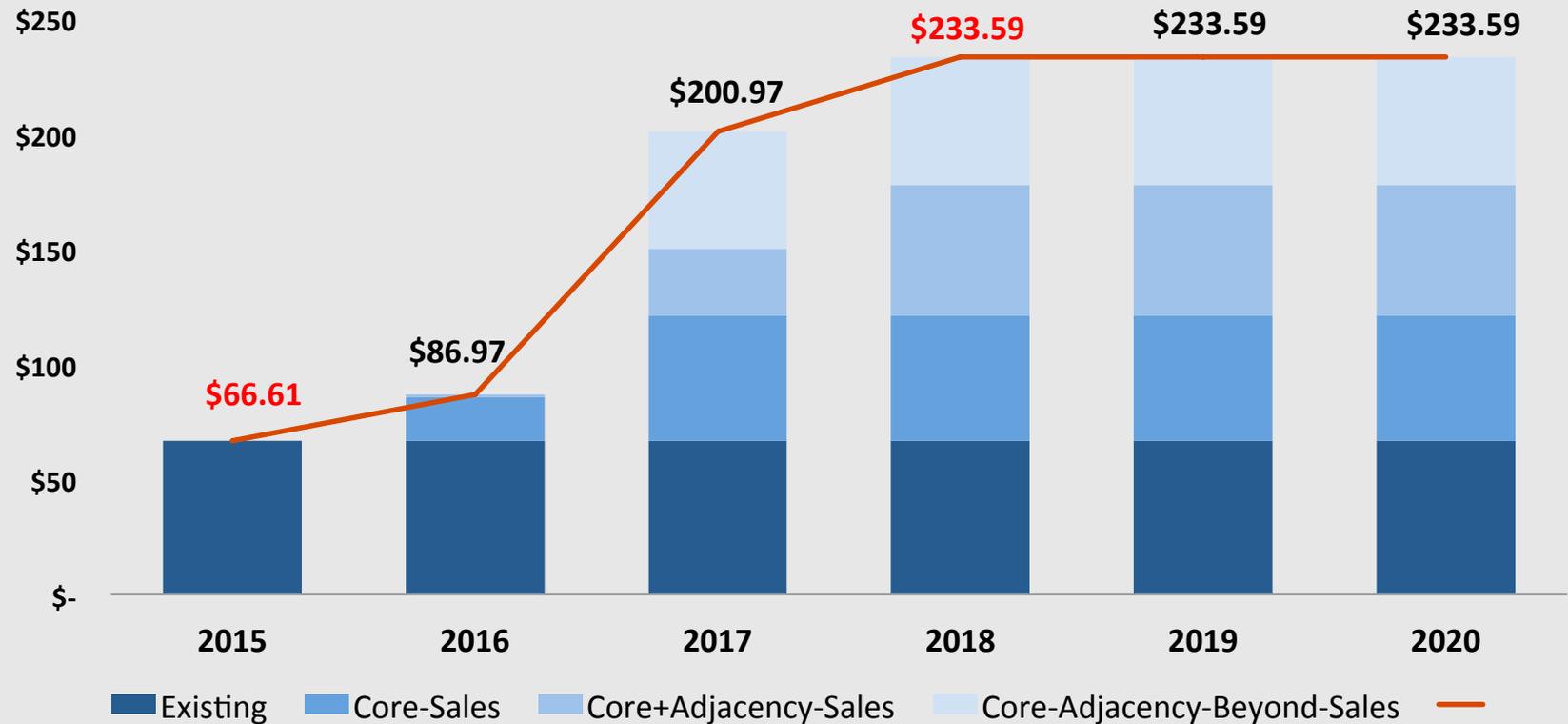
IPMI NOMADEN – ADJACENCY BEYOND THE CORE

ESTIMATE REVENUE GROWTH
FROM BEYOND THE CORE 2008-2020



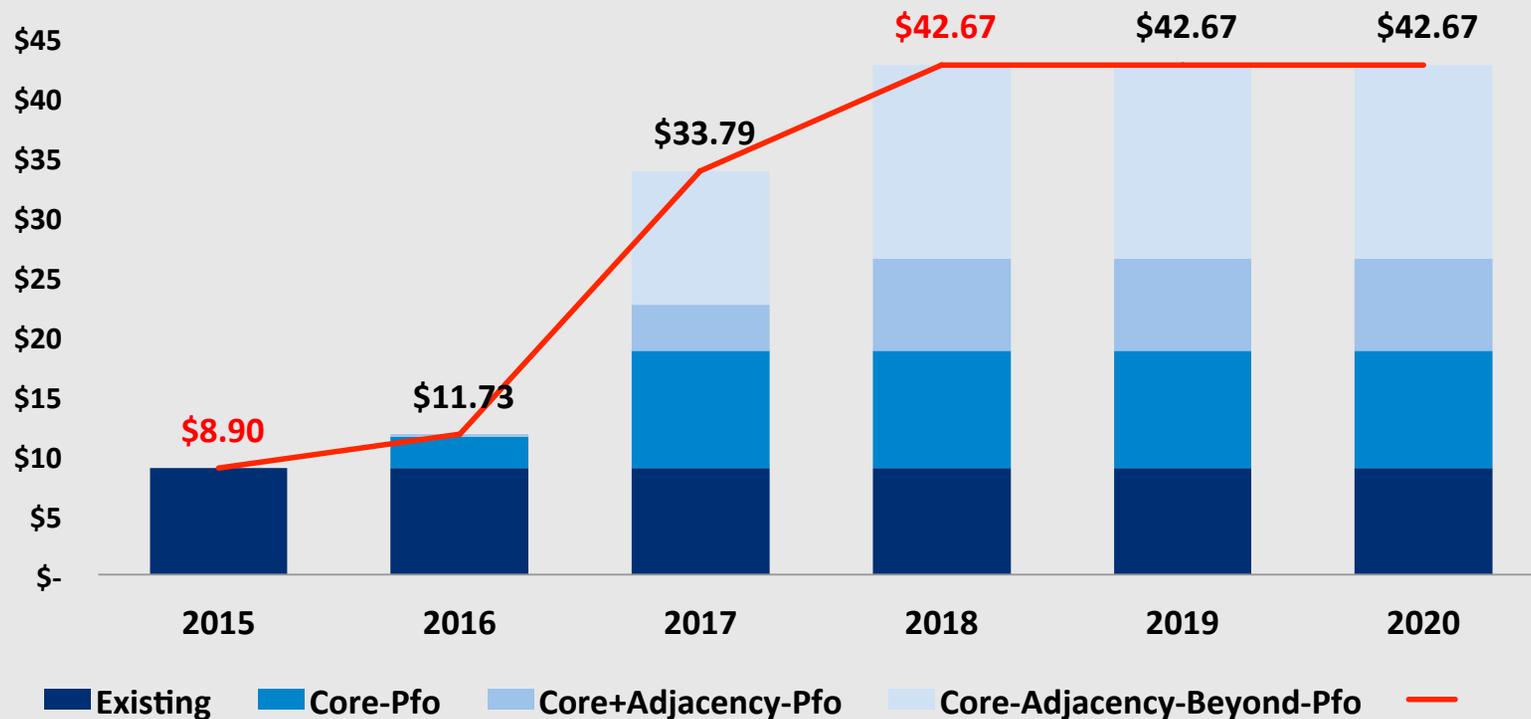
IPMI NOMADEN - REVENUE SUMMARY

Revenue 2015-2020 Impact From
3 Scenario (in Million USD)

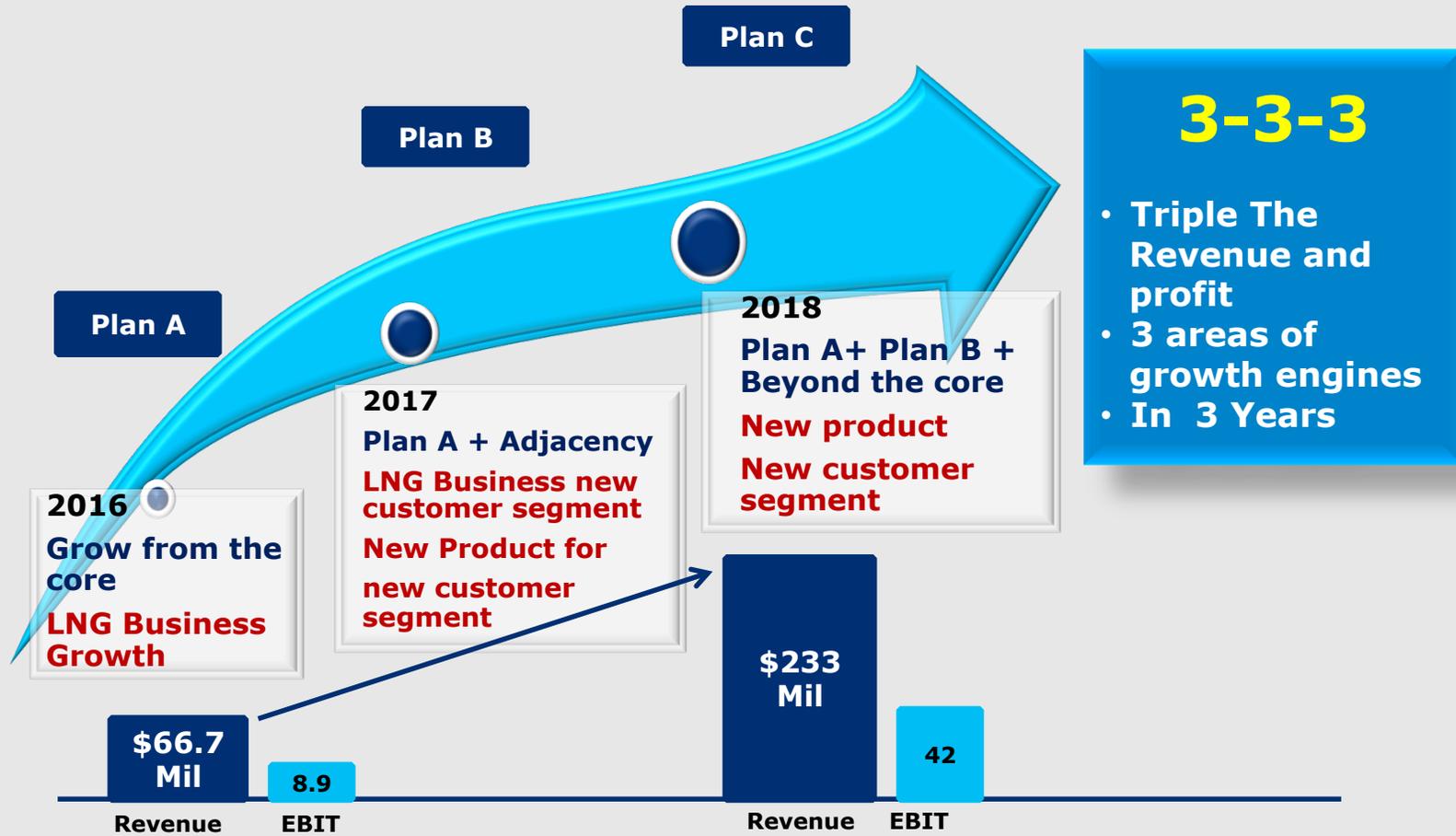


IPMI NOMADEN - PROFIT SUMMARY

PROFIT FROM OPERATION 2015-2020
IMPACT FROM 3 SCENARIOS (IN MILLIONS USD)



IPMI NOMADEN – STRATEGY FORMULATION



Why some students fail
and other students succeed







THE RELIABLE PARTNER

- thank you -