ABSTRACT

Energy transition has emerged as a pressing challenge for oil and gas companies, particularly those operating in midstream sectors such as PT XYZ. As demand shifts toward cleaner energy sources and regulatory frameworks evolve, strategic uncertainty has increased. This study aims to assist PT XYZ in anticipating future developments through a scenario planning approach. Using qualitative methods, the author incorporates insights from interviews with stakeholders including regulators, customers, and competitors and association along with PESTEL and Porter's Five Forces analysis to identify key drivers shaping the industry. The study identifies two critical uncertainties: the direction of oil and gas investment and the pace of low-carbon/energy transition policy implementation. These are used to construct a 2x2 scenario matrix outlining four plausible futures: Dual-Track Acceleration, Gas Stronghold, Clean Leap, and Stuck in Transition. The author emphasizes that each scenario includes early warning signals and strategic implications to support management decision-making. The analysis recommends two core cross-scenario strategies: (1) ensuring infrastructure reliability and utilization through maintenance, contract optimization, and proactive issue management; and (2) strengthening advocacy with stakeholders such as BPH Migas, the Directorate General of Oil and Gas, and the Ministry of Environment and Forestry to maintain competitive tariffs and unlock new business opportunities. This scenario framework is expected to serve as a strategic tool for PT XYZ to navigate uncertainty and build a flexible and adaptive strategy amid Indonesia's national energy transition.

Keywords: *Scenario Planning, Energy Transition, Strategy, Oil and Gas*