ABSTRACT

PT. Dafa Teknoagro Mandiri is a newcomer company in Indonesia, which produced seed by using tissu culture technique. As a newcomer, the company will face various challenge from internal and external influencing company performance. For that, company require a study concerning company internal and external in a strategic planning to maintain company existence in competitive world this time and to come.

Methods used in this research are descriptive method. Purpose sampling technique used to gather sample from expert in tissu culture. Processing technique and data analysis conducted with descriptive analysis, fungsional analysis, EFE analysis, IFE analysis, I-E analysis and SWOT/TOWS analysis.

Result from EFE analysis showed the company's opportunities are; big market potency, strategic position in tissu culture industry, the available of raw material, implementation of autonomy area, development of national agribusiness and agroindustry sector and decreasing of energy support for production farm, while company threats are lowering of governmental political will, slow-moving the national economic recovery, weakness in financial support sector, free trade area, consumers image on biotechnology product.

Result from IFE analysis showed company's strengths are; product quality, product competitive price, company flexibility and experience and amenity to obtain raw material. As for weakness factor are human resources, financial position, marketing system and distribution, low of production capacities.

Result taken from I-E matrix placed company's present position at fifth quadrant (Hold and Maintain). It show that internal conditions of company in responding opportunities and threats minimization by improving weakness and strength is considered average. Grand's strategy obtained is product development strategy and market penetration strategy.

Outcome from TOWS/SWOT matrix analysis produced several alternative strategies, the first is market development strategy, product development strategy, human resources development strategy, pre-eminent quality strategy, alliance strategy/partnership, promotion strategy and socialization.