



PT. PUPUK KUJANG CORE COMPETENCE TOWARD THIRD MILLENNIUM:

A BLUE PRINT FOR STRATEGIC ARCHITECTURE IN CORPORATE'S STRATEGY FORMULATION

NOORCHOLIS LUWI

9903506.16

*A Thesis submitted to the Graduate Study Program
at Bogor Agricultural University*

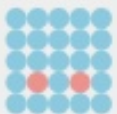
*in partial fulfillment of the requirements for master's degree of
Master of Management in Agribusiness*



MASTER OF MANAGEMENT IN AGRIBUSINESS
GRADUATE STUDY PROGRAM
BOGOR AGRICULTURAL UNIVERSITY
2000

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Name

: NOORCHOLIS LUWI

Registered Number

: 9903506.16

Study Program

: MASTER OF MANAGEMENT IN AGRIBUSINESS

APPROVED

1. Supervisors

Supervisor

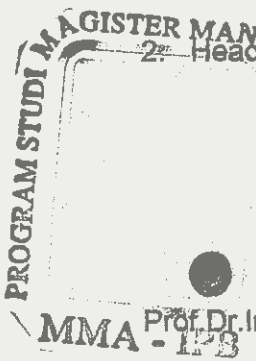
Co-Supervisor

Ir. Tridoyo Kusumastanto, MS.Ph.D

Ir. Setiadi Diohar, DBA

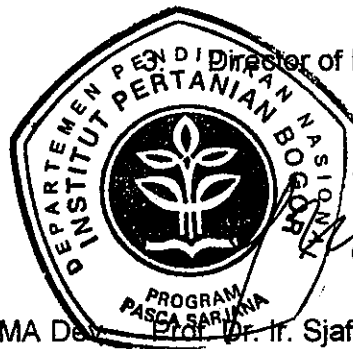
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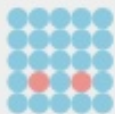
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STATEMENT

I declare that this thesis entitled:

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is originally written by myself and has never been published. All data resources and information quoted in this thesis have been surely stated in references. I will keep them restricted except for the Study Program of Master Management in Agribusiness-Bogor Agricultural University and PT Pupuk Kujang.

Bogor, August 2000

Noorcholis Luwi



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The research reflects contributions from a lot of people. First of all, researcher would like to thank ALLAH SWT for giving so much bless and generosity in such that I am able to complete this research. The research is final requirement to finish the study at Master of Management in Agribusiness, Graduate Study Program, Bogor Agricultural University.

At this particular moment, researcher would like to thank:

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1. Ir. Tridoyo Kusumastanto, MS.,Phd. and Ir. Setiadi Djohar, DBA as supervisors of this research, who gave invaluable counseled, adviced and inputs in research conduct.

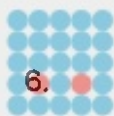
2. PT Pupuk Kujang Management in which gave the opportunity to conduct the research in Dawuan, Cikampek, West Java.

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4. Ir. Yayan Mulyana, MM., Head of Production Division, as supervisor of this research in PT Pupuk Kujang. His advises, inputs and vision of the company inspire researcher for completion the research

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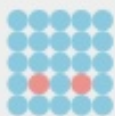
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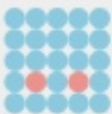


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BIOGRAPHY

Researcher was born in Jakarta, December 24, 1969, the first son of three children of Muhammad Husni Noor Luwi and R. Hartini Sidik Idrus.

In 1983 researcher graduated from Borneo Elementary School in Banjarmasin, in 1986 researcher graduated from SMP 6 Dahlia, a junior high school in Banjarmasin. In 1989, graduated from SMA 68 Jakarta. A senior high school in Salemba, Jakarta, which is a national pilot project senior high school.

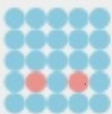
In year 1989, researcher went to college at Parahyangan Catholic University in Bandung, West Java. While in college, the major being taken was International Relation (IR) under the Social and Political Science Faculty. Researcher got the first degree in year 1994 with the final assignment titled "*The Sino – US Détente 1972*". The researcher was the second best graduate from the International Relation study program.

In 1996, researcher worked at HongkongBank (HSBC), Jakarta Office, on Remittance Department. In 1998, researcher continued study at Master of Management in Agribusiness, Graduate Study Program, Batch XVI.



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PREFACE

The point of view introduced by Hamel and Prahalad (1994) shocking and colouring the strategic management field by its freshness and temptation to control the future that many organization that long before could only dream of. The competence-based competition offers new way of thinking to overcome the competitiveness problem facing many companies and organization, small or big ones. The search for competitive advantage is now being added by this view, known as the Resource Based View.

Later on, there are many researcher try to build conceptual framework and tools in order to be able to apply the Resource Based View to the particular field. Among others, Richard Hall proposed the framework to identify intangible resources as sources of competitive advantage. Others, like Jeremy R. Klein and Peter J. Hiscocks developed toolkit to identify core competence and provide the framework how to build the new core competence of the company.

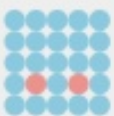
Unfortunately, there are only small numbers of research conducting on this area in Indonesia, rather it is only stopped in the discussion and debate over the strategic management field. The need to applied the new way of thinking based on resources is unavoidable, so as to give an academic proven to the field as well as contribution to the business activities.

It is this research intentions to give a contribution to the academic applicability of core competence concept while at the same time provide a new insights of the business people that resource-based view is worth to be apply in business practices in Indonesia. However, researcher found some limitations while conducted the research and given as follows.



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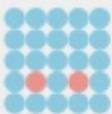
a. The first limitation was the inability to present an accurate current performance of PT Pupuk Kujang financially. There are some financial data of recent years that researcher could not retrieve from the management. It will probably causing an inaccurate of gap analysis. It is suggested that the financial performance in this study played as supporting facts, only to provide information of how about the ability of PT Pupuk Kujang to funds new products or creating new industry.

b. The second limitation of the research was the inability of researcher to get involvement more deeply from management. It generates less detail of skills and knowledge of PT Pupuk Kujang. In so doing, the researcher could only identify 107 skills for PT Pupuk Kujang and use knowledge and information from questionnaires and interviews, to develop the opportunity matrix and skillbase simulation instead doing the process with top management.

c. The third inability of researcher is the limiting ability of researcher using the computer modeling. To develop an opportunity matrix and skillbase simulation might be require more sophisticated computer modeling in such able to generate the result more precise. Unfortunately, the computer modeling utilization is hardly to obtain because of the limitation of funds.

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