

EXECUTIVE SUMMARY

Noorcholis Luwi, 2000. **PT Pupuk Kujang Core Competence Toward Third Millennium: A Blue Print for Strategic Architecture In Corporate's Strategy Formulation.** (Directed by Tridoyo Kusumastanto and Setiadi Djohar)

The coming age of new millennium mark by revolutionary changes in information technology and the advancement of science application such as the bio technology and the molecular engineering have made globalization posed challenges as well as opportunities for business community. The consequences is obvious in that the firm has to develop its corporate strategy more accurate and sophisticated in order to stay in competition with others, not only for its present business environment, but more likely to the future.

Developing strategic architecture of the firm is one of the up to date approach for the firm, in order to be able to reach and sustain competitive advantage for the future. To develop a strategic architecture of the firm, first requirement is to identify the core competence of the firm. The second requirement is to have an accurate industry foresight for the firm. The combination of understanding the core competence of the firm and the industry foresight that future of the firm may lie plus the enhancement of world class operational activities will provide the sustainable competitive advantage of the firm from time to time.

The research finds that PT Pupuk Kujang has three clusters of competencies that likely to be sources of core competencies. The first cluster comprises the



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Standard Operation Procedure skill, Sanitary Treatment skill, Safety System Chart skill, and Water Treatment skill. The second cluster comprises Process Control Chart skill, Plant Operation Safety Manual skill, and Plant Operating skill. The third cluster includes Chemical Knowledge skill, Debottlenecking Project skill, and Soil Investigation skill.

Using the understanding of bundles of competencies that PT Pupuk Kujang has, the near future product or service can be deliver by PT Pupuk Kujang is Waste Management services.

To develop a strategic architecture for the future, PT Pupuk Kujang has to identify its industry foresight. Considering the fast changing caused by globalization, it is suggested that PT Pupuk Kujang has to rely on three fundamental science application knowledge, that are *information technology, genetics engineering and molecular engineering* for its foresight. Having identified the possibilities of industries that PT Pupuk Kujang will be able to get in, there are three existing industries that can be converge to make new industry. Those three industries are Fine Chemical industry, Agroindustry, and Pharmaceutical industry. The research suggested that the convergence of these three industries would generate the new industry foresight for PT Pupuk Kujang, namely the **Fine Agroceuticals** industry.

After having identified the core competence and industry foresight of PT Pupuk Kujang, then a strategic architecture of PT Pupuk Kujang can be develop. Using PT Pupuk Kujang corporate challenges that address for the next twenty years, the critical point to develop strategic architecture is to state an accurate strategic intent of PT Pupuk Kujang in which strategic architecture will address. The strategic intent for PT Pupuk Kujang proposed in this research is building Global Leadership in Fine Agroceuticals Industry.

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The identification of PT Pupuk Kujang Corporate Challenges for the next twenty years and the strategic intent being setting up, will provide a roadmap for the Migration Path needed of PT Pupuk Kujang in order to fulfill its aspirations for the future. The Migration Path describes the enhancement of existing core competencies and the acquisition of new core competencies needed for PT Pupuk Kujang. The path will then able to guide how PT Pupuk Kujang develop its portfolio of core competencies. The Organigraph of PT Pupuk Kujang served as the general pictures of about how PT Pupuk Kujang develop its portfolio of core competencies.

The strategic architecture of PT Pupuk Kujang identified in this research will then be able to serve as invaluable input to formulation the corporate strategy of PT Pupuk Kujang and determine its own future in the globalization era.

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