ABSTRACT

Analysis of Competitiveness of PT. Benar Flora Utama Based on Value Chain Activities Floriculture

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The existence of floriculture industry becomes one of the opportunities for agribusiness related with environmental sustainability in the embodiment of green cities, green living. The aims of this research are: (1) identification of the value chain that have been applied by company, (2) describe from internal and external condition as analysis success factor of company, (3) strategic position of company, and (4) formulate alternative strategies of increasing competitiveness in floriculture industry. The writer applies research method as follows SWOT analysis by considering company's position and value chain approach started with chain mapping to describe who the actors involved, what business issues in this company and which activity has the greatest contribution. The value chain approach is also used to determine prominent product from annual sales report. Research result indicates that the issues in the value chain includes: input prices are expensive, seed supply is uncertain and transportation cost especially for Euro Country and America is higher. Based on internal and external matrix, the position of company is on growth strategic, so the company applies some strategies. The alternative strategy that can be increased by company such as: 1) maintaining good relationships with customers and supplier, 2) expanding export market to Asia, 3) upgrading the types of tree, 4) following the big exhibition, 5) innovate product to create trendcentre of plant, 6) increasing knowledge management for human resource in company, and 7) maximize production for the domestic market, 8) established distribution channels in each city, 9) make a clear target market, 10) maintain the quality of the plants, 11) restructure the company in order to clarify the specialization of work, 12) create document providing the seeds according to customer's need.

Keywords: Competitiveness, Floriculture Industry, Chain Mapping, Value Chain Economic Analysis, SWOT Analysis