Abstract

One of the agro-industry sectors which develops the fastest in Indonesia at this moment is pulp and paper industry. PT. Kertas Nusantara is the company which 100% of its production is pulp. PT. Kertas Nusantara needs to evaluate, manage, set up the development strategy of PT. Kertas Nusantara which is going to be better again. The research has been conducted in PT. Kertas Nusantara, Menara Bidakara 9th – 10th Floor, Jalan gatot Subroto Kav. 71-73 Jakarta Selatan from April to June 2011. This research aims to identify the internal and external factors that influence the development strategy is the most proper for the questionnaires for 4 internal respondents and for 3 external respondents of the company using the Internal Factor Evaluation, External Factor Evaluation, IE Matrix, SWOT Analysis, and QSP matrix. The result of the research shows that in IE matrix, PT. Kertas Nusantara stays in quadrant II “growth and build” the position. The proper strategy to be used in “growth and build” position is intensive strategy (market penetration, and product development). The stage adaption by bringing 4 SWOT Analysis alternative strategies that are (1) to increase the production capacity by balancing the production costs with the production and to seek the alternative raw material other than acacia woods with TAS of 9,624, (2) to increase the quality and the quantity of the product by TAS value 6,091, (3) to create new division to look for foreign investor willing to invest with additional working capital and capital investment with TAS 5,943, and (4) to increase the quality of human resources with TAS 4,887.

Keywords: strategy, development, IFE, EFE, SWOT, QSPM, Strategic Action Plan.