SUMMARY

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Salt is one of the strategic commodities because it included in the nine basic material needs of the society. Nowadays, salt is not only used for household consumption, but also used for industrial (pharmaceutical, mining, fertilizers etc.). There are several problems facing by this country while developing salt. Those problems such as the aspect of production, infrastructure issues, institutional issues, marketing issues and supply demand. PT. Garam (Persero) is a State-Owned Enterprise that has a vision "to be the leading salt companies in the ASEAN region and can provide added value to stakeholders". In fact, salt production and marketing of raw materials and processed salt of PT. Garam (Persero) tend to fluctuate from year 2004 to 2011. The Era of globalization opens the door into interstate commerce without borders. Expansion of foreign companies and imported commodities to Indonesia salts pose a threat to farmers and PT. Garam (Persero) to compete in the domestic market.

This study aims to 1) analyze the potential and the problems faced by PT. Garam (Persero), 2) analyze the market structure, conduct and performance of PT. Garam (Persero), 3) formulating competitive strategy of PT. Garam (Persero) to deal with imports and invasion of foreign companies on the salt industry in Indonesia. The analytical method will be used in this research is descriptive analysis, structural analysis, behavior and performance of the industry, competitive position analysis, and a SWOT-analysis of the combination of AHP.

The results of structural analysis shows that the raw materials salt market is dominated by salt farmers. The salt quality raw materials produced by PT. Garam (Persero) is better than the quality of salt peasants, so the price of raw materials salt PT. Garam (Persero) is higher than the salt smallholders. PT. Garam (Persero) has implementing promotional activation at the public health service, PKK and social media. Supply-demand conditions suggest that national consumption of salt production in 2007-2009 was still able to meet national needs, but due to the influence of weather, production dropped dramatically in 2010 to 2011 so that production can’t provide the national needs. From year 2007 to 2011, trend to consume imported salt has increased significantly. Salt producers in this country have not been able to fulfill the specifications of the salt industry; so as to meet the needs of industrial salt, this country still have to provide its need with imported salt.

Results of the identification and weighting of factors internal and external PT. Garam (Persero) showed that the strength of the factors that have the highest score consists of 1) has their own products and better quality products; 2) has offices and warehouses in several areas, 3) 100% share capital owned by the government, 4) has a great property pr assets; 5) a complete production land and integrated land which is have ISO certified. Weakness factor that has the highest weight are 1) means of distribution (ship) is insufficient, 2) low liquidity, 3) does not have a distribution to the retail level; 4) business costs tend to rise and production equipment capacity and type of the limited processing. Chance factor that has the highest score are 5. Those are 1) increased demand for premium...
quality salt, 2) availability of raw materials salt workforce competent, 3) drought in the process of increasing production; 4) the support of partners to meet the needs of quality salt; 5) raw materials can use raw materials from the people and 6) can use the availability of outsourcing. The threats that have the highest score are 1) the salt industry home consumption, 2) supporting material prices tend to rise to adjust the oil price and the exchange rate; 3) short dry production process, 4) consumers less value quality, 5) production packaging easy to imitate by competitors. Results of the identification and score of factors internal and external shows the competitive position of PT. Garam (Persero) on the square quadrant (-0.15, 0.41) who had negative and positive opportunities weaknesses.

Pairwise comparisons between the results of the calculation of the SWOT factors obtained the highest global priority value on each factor are the factor of complete land and integrated production (strength), the factor of distribution facilities (ship) is insufficient (weakness). The increased demand for premium quality salt (opportunities) and short droughts that occur in the production process (threat). Results of evaluation strategies based on the calculation of desirability index (Di) shows that the strategy of increasing the production of quality raw material salt has the highest value in (0.32), then the other priority strategy is to develop its own industry of processed salt, refined salt increases the production of quality, such as salt and Lososa Maduro, expand marketing of processed salt and raw materials and develop derivative product differentiation and diversification of salt. Priority strategy to increase salt production of quality raw materials in line with the analysis of the structure, conduct and performance shows that the salt market, in recent time dominated by imports of raw materials, so in addition to increased salt production quality raw materials need the involvement of government’s policy to regulate the “barrier to entry” to restrict imports of raw materials to the Indonesian salt. In addition, PT. Garam (Persero) can cooperate with salt farmers in the form of a partnership with the plasma core to mentor the correct method of salt production and capital assistance to PT. Garam (Persero) to obtain the salt supply of quality raw material producing salt.

Keywords : Competitive Strategy, SCP Analysis, SWOT-AHP Analysis