ABSTRACT

Competitive Strategy Analysis On Oil Palm Value Chain (Case Study PT. Bumitama Gunajaya Agro)

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The purpose of this were to: (1) Describe value chains PT. BGA, (2) Analyze the opportunities and threats in the value chain, (3) Analyze the strengths and weaknesses in value chain and (4) Formulate a competitive strategy can be used by PT. BGA.

Sampling was conducted by way of a questionnare involving experts and manager at PT. BGA. In addition, to gather information, other methods such as interviews, and literature studies are used. Data analysis used were pairwise comparaison, both internal and external strategic factors evaluation, Internal-External Matrix, and QSPM.

Based on the value chain, actor that need up-grading for competitiveness is supporting function and Government. Based on Internal evaluation factor these are: human resources, partnership, capital and corporate finance, research and development, CSR, company procedures and bureaucracy, coordination and communication company, location, company gardens, producing and operating company and corporate efficiency. Based on the evaluation of external factors are: government support, the outlook for CPO, the availability of land, climate and environment, RSPO, government regulation, the number of competitors, social problems, the substitution of palm oil products, and lack of infrastructure. Based on IE Matrix, PT. BGA is in Hold and Maintain position. Alternatives strategy that could be suggest were implementing market penetration and product development. The recommended order of strategy priorities that can be applied to PT.BGA are (1) by building a factory to produce palm kernel oil seed kernel oil, (2) the development of marketing by marketing directly to the user and, (3) build a plant for the processing of oleochemical CPO.

Keywords: Palm Oil, value chain, internal-external matrix, QSPM matrix