ABSTRACT

Competitiveness Upgrading Strategy Analysis of PT Sierad Produce Tbk Poultry Slaughterhouse
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The objectives of this study were (1) Analyzing the role of actors in the value chain that PT Sierad Produce’s Poultry Slaughterhouse’s competitiveness, (2) Analyzing PT. Sierad Produce’s Poultry Slaughterhouse stakeholders key players, (3) Analyzing internal and external factors that affects competitiveness of PT. Sierad Produce’s Poultry Slaughterhouse, (4) Formulating strategic long term objectives and goals to increase competitiveness of PT. Sierad Produce’s Poultry Slaughterhouse, (5) Analyzing strategy alternatives and priorities to achieve PT Sierad Produce’s Poultry Slaughterhouse competitiveness, (6) Managerial Implications. Global value chain from Humphrey (2004) and stakeholders analysis from Djohar and Saptono (2008) was used to analyze actors and stakeholders. Business Function Model from David (2009) were used to analyze internal factors and Five Force Porter’s Model (1997) approaches were used to analyze external factors. The method being used in this study was descriptive analysis. The analysis tools being used in this study were GVC, stakeholders analysis, IFE, EFE, IE Matrix, SWOT, and QSPM. Primary actors in dressed chicken value chain was farmers, suppliers, processors, retailers, and hotel-restaurant-catering. Key player in stakeholders analysis are corporate management, Belmart, and main product buyer. Based on the results of global value chain, stakeholders analysis, internal and external analysis, and vision and mission, the long term objectives were a) Provide value added for customers, b) Maximize profit from business operation, c) Increase stakeholders welfare, d) Operate a sustainable business operation. Based on IE Matrix and SWOT analysis, the strategies to achieve the strategic long term objectives and goals were a) Increase effectivities and efficiencies of supply chain management; b) Implement performance evaluation for employees and business partners; c) Strengthen the company image as a high quality domestic chicken meat based-food producer in Indonesia; d) Increase research and development; e) Build a strategic alliances with external live chicken suppliers; f) Promote the importance of animal protein consumption for Indonesian society. Three priority strategies from QSPM analysis were Create a supply management team, Implement performance evaluation for employees and business partners, and Strengthen the company image as a high quality domestic chicken meat based-food company in Indonesia.