ABSTRACT

SRI RAHMAWATI. Product Portfolio Development Strategy based on Principle at Distributor Company PT. XYZ. Suppervised by YANDRA ARKEMAN and SETIADI DJOHAR.

The purpose of this study is to formulate alternatives strategy for PT. XYZ based on the principle as a business unit (BU). Product portfolio concept and 10 (ten) respondents were participated in this study, 8 of them were internal respondents. 19 (nineteenth) BUs being analyzed in this study. The standard procedures of strategic planning construction are implemented. Data and opinion are explored through questioner and interview, and financial report. The BUs performance are analyzed using BCG Matrix and Product Life Cycle Stages. The relative position is analyzed using GE Matrix by internal and external factors. The contribution margin of each BU based on BCG Analysis are: 8 (eight) BUs at Question Marks position (P03, P38, P18, P37, P36, P08, P26, and P31), 4 (four) BUs at Cash Cows position (P12, P34, P30, and OTH), and 7 others BUs at Dogs position (P10, P17, P33, P21, P06, and P05). The relative position is analyzed by GE Matrix, BUs mapped at Developing Winner and Selective or Manage for Earning position. Consequently, P12, P03, P10, P25, and P36 are at Developing Winner Strategy, the remaining are at Selective or Manage for Earning strategy. In PLC method that have 4 (four) stages; P38, P30, and P27 are at introduction stage, P36 is at Growth stage, P25 is at Decline stage, and others are at Mature stage. The alternative strategies for BU are (1) Keep the current features, (2) Sales program should be selective and focus on improving service quality, increasing customer loyalty, increasing selling, and put more effort on market segments that have not been touched by competitors, (3) Recommended an additional R&D to principle, and (4) improve education programs for product features introduction.

Keywords: Strategic, Product Portfolio, BCG Matrix, GE Matrix, Product Life Cycle Stages.