SUMMARY

OKTRI PUTRIANTI. Competitiveness Advantage Strategy of Walini Tea “Ready to Drink”. Supervised by ARIEF DARYANTO and AGUS MAULANA.

Tea is one of the leading Indonesian products that has been recognized worldwide because of the highest level of katekin (as anti-oxidant) compared with tea from other country. In 2011 Indonesia is one of the eight rank tea producers of the world after China, India, Kenya, Sri Lanka, Turkey, Vietnam and Iran. Tea plantation that produces the biggest tea in Indonesia is PTPN VIII that located in the Province of West - Java. West-Java Province contributes almost 80 percent of the national tea supply.

Indonesian tea production recently is getting decrease because the tea area is more decreasing due to conversion to another commodity and there is decreasing of plantation productivity. The condition an impact to the tea national company especially PTPN VIII. Then to increase value added of the tea product, PTPN carry out tea commodity development program that concentrated on intensification strategic and vertical strategic. Intensification strategic includes optimization of technology and new method in increasing plantation productivity and the quality of harvest raw material. While strategic that has a vertical characteristic is a strategic to build tea downstream industry. The formation of tea Walini PTPN VIII downstream industry will able to increase added value of the tea product itself. By producing tea products in the form of processed tea and tea bag of PTPN VIII able to increase added value more than 200 percent compared which is sell in the form of raw material. New products from PTPN VIII that showed in 2009 which is ready to drink can provide added value more than 300 percent. The purpose of this research that are 1) to analyze internal and external factors that influence the volume of RTD Walini tea sales, 2) to formulate a competitive strategy IHT Walini to increase the volume of RTD Walini tea sales, 3) to determine appropriate priority strategic that can be applied by IHT Walini in order to increase the volume of RTD Walini tea sales.

By using the IFE and EFE analysis, strengths, weakness, opportunities factors and threats factors of RTD Walini products can be identified. The strengths that owned RTD Walini is the availability of raw materials, safety product, quality products, health drink tea, Walini tea is an organic tea and an extensive tea plantations, low market share, research and low development, regional market (focus in Bandung), is not able to produce itself, the number of member spreading slightly and the product is less varied become the weakness of RTD Walini. The opportunities that owned by the RTD Walini there is only a competitor that oriented only on the price, lifestyle community, and prospective consumers as much as possible. A kind of tea product, substitute products, competitor with lower price, and there is a sensitive consumers to the price become a thread to the RTD Walini product.

This research shows that the company must implement a growth strategy based on the strengths and existing business opportunity. The company must be able to take the advantage of competitive superior by taking every strengths and opportunities they have. A growth strategic that can be used includes market development, market penetration, product development and integration.
Priority strategic that must be executed by Walini to increase sales of IHT Walini is to expand market share. Priority strategic is selected based on the level of compliance with internal and external strategic factors. Implement promotion activity by using a combination distribution channels is the way that can be applied directly in increasing the market share of RTD product that produced by IHT Walini. Promotion activities can be done in various ways such as through a variety of activities of events or events and through advertisements in order to attract consumer interest. Expansion of market share that must be done by IHT Walini is by marketing the existing products with more vigorous marketing efforts. West Java market become the primary target market should be maintained and more increasing its marketing effectiveness. Market development by introducing RTD products into new geographic areas beside West Java that has the ability to upper middle class as big cities in Indonesia become a step that must be done. IHT Walini must be swiftly promoting to the region by increasing cooperation with the distributor which is PT Atridistribusindo. The next step is maintaining the quality of the product and increasing service to the consumer so that the consumers have a high satisfaction to the RTD product so that the market share that achieved by the RTD will be increase.

Keywords: Walini, strategic, competitiveness, SWOT, AHP.