Increased market competition in the pharmaceutical industry led to the industrial world today is not just limited locally, but also regionally and globally. So to be able to conquer the competition not only innovation that should continue to be developed, but also to think about how that business can be run effectively and efficiently (low cost). A system that is effective and efficient production is a necessity that needs to be owned by the business. This competition demands companies to provide cheap products, qualified, punctual, and varieties.

Supply Chain Management is a key component of competitive strategy to improve the productivity and profitability of the organization. Supply Chain ensures efficiencies and effectiveness improvement not only for production but also a wide range of related information between all divisions at all levels. In order to meet the market demands, the participation of all stakeholders from suppliers who supply the raw materials are required, the company/factory that processes raw materials into products or components, the transportation company that transports raw materials from suppliers and deliver finished goods to the end consumer, and the consumers that will use the product.

The conditions of performance that occur at this time, is that the company's supply chain division still hasn't got the long-term planning vision which would effect the capacity planning and resource planning as well as non optimal settings and inventory management company which also is a factor cause due to the company’s supply chain performance. Internally, the company also has an issue in terms of production capacity, in effort to meet the needs of the market are still not met, so it can also affect the committed deadline for the item fulfilment schedules. The high cost of production also led the price of their products to be uncompetitive in the market.

Based on the problems that arise, then the purpose of this research is trying to find the answer which will be found here, namely: (1) Analyzing the performance of Supply Chain that happened in PT. XYZ Tbk using SCOR. (2) Formulate goals and objectives that need to be done at the company's supply chain to deal with changes. (3) Formulate the company's supply chain strategy to face resistance as a result of the changes. (4) To formulate and develop strategic programs that need to be done in Supply Chain Management by the company to anticipate the changes that occur.

The research was conducted during three months on September-November 2013. The research method used was descriptive research method, to determine the strategic factors that influences the process of changes, the obstacles encountered during the process changes implemented in PT. XYZ Tbk. After the observation of the field, interviews and questionnaires conducted to the management of PT. XYZ, then using the FGD to discuss and sharpen the analysis in strategic decision making.
Determination of the supply chain strategy will be carried out by using questionnaires and models that have been applied by Huang et al. (2002). Supply chain performance improvement assessment performed is using analysis approach of supply chain operation model of references. Preparation of SCOR card done by assessing the condition of the actual performance and the target company. Formulation of goals and objectives changes, are done based on the results of the previous analysis is the analysis of supply chain performance measurement, and then followed by using AHP. Then to diagnose the environmental situation forces which rejected and supporting forces that occur while running changes using the Field Force method developed by Kurt Lewin.

The results of the supply chain strategy identification test that is done by using the method of Huang et al. (2002), is to run a Hybrid Strategy Supply Chain. Because of the resulting product is a hybrid product that should be in line with the kind of Hybrid supply chain Supply Chain (HSC), the strategy adopted is the type of responsive strategies, namely by emphasising the cost-optimal production efficiency but also responsive to changes in market demand to minimise vacancy stock at market, it is consistent and in line with the strategy adopted in the policy division of Plant PT. XYZ.

Analysis of supply chain performance with AHP test was conducted by SCOR approach, the results showed that the matrix into matrix delivery reliability performance was a priority, the second is the cost, flexibility and responsiveness are next, and the last place is the asset. In line with one of the company's mission is to provide products according to consumer demand, then it is irrelevant if the precision of service to distributors both in terms of amount, timing and administration becomes a major factor. While in second is the cost factor, the more efficient costs incurred will able to increase its income and it is also relevant to supply chain strategies as a result from this research, that the products produced by PT. XYZ then to be classified as a hybrid product supply chain strategy that is executed using Hybrid Supply Chain, where it emphasis the strategy is on the efficiency/cost-optimized production but also is responsive to consumer demand. The main goal of AHP is the result of an increase in customer service levels, the second priority is the reduction of production costs, and an increase in opinion of the company, and then to be able to achieve these goals, we conclude that the strategic priorities that will do is to perform supplier selection, to arrange cooperation contract regarding supply certainty, to ensure the price and to control the supply arrangements.

Keywords: Supply Chain, SCOR model, AHP, Field Forces Analysis