



## SUMMARY

RIZA PURBO WIDIASTO. Strategy Formulation on Poultry Feed Business Units Using Resources Based (case study PT. Mabar Feed Indonesia). Supervised by AJI HERMAWAN and GENDUT SUPRAYITNO.

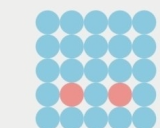
North Sumatra is one of the provinces which has large scale animal feed industry in Indonesia. The location of North Sumatra considered as good strategic location for feed investment because of the raw obtaining materials and transportation facilities that support Logistics Company. That condition will encourage the feed companies to increase sales and support the increasing of capacity production by develop new factory. This is great opportunity and challenge to be face by the animal feed industry, focused on North Sumatra location.

PT. Mabar Feed Indonesia is one of the companies budged in livestock industry included: feed mill, commercial farm (broiler and layer), and fish farm (patin and catfish). Animal feed business company is the first company put into operation and has great acceptance business between the others unit business. The Internal conditions faced by the company in the last of five years based on financial data the total receipts from the sales of feed tends to increase every year, but it was contrast to the decaling sales of feed in each years. The companies need to monitor the impact of the decreases in sales because it can affect the company's market share. The population of Poultry in North Sumatra has not shown the highest increasing as the opportunity for sales the animal feed industry. These conditions indicate that the animal feed market was not get the rise. The companies fodder tougher to compete for market share.

The competition of animal feed were increase in North Sumatra has present by one of the companies from china will have been invested heir invest on Medan which the companies is PT. New Hope Indonesia. The existence of that industry has an impact on the market share from PT Feed Mabar Indonesia. To confront the problem appear and impact to the company, in spite of the company need to maximize the use of available resources in order to anticipate and resolve the condition. PT. Feed Mabar Indonesia has plans to invest by open the new feed mill where located in Batam. In order to succeed and be able to compete in new location, then the company should be able to identify the resources they have to help the company in produce a resource performance and can be compete with other companies. To overcome this, the purpose of this study was 1) to identify the resources and capabilities PT. Mabar Feed Indonesia through value chain approaching, 2) assessing the resources and capabilities PT. Mabar Feed Indonesia, which could become a source of the sustainable competitive advantage through an VRIO analysis, 3) make the formulation of the alternative strategies in exploiting the resources and capabilities to develop and maintain the company's competitive advantage. This study used a qualitative descriptive method study research approach. For collecting data the writer used in-depth interviews with relevant people and observation. For analyzing the data the writer used VRIO to find out the source of corporate competitive advantage.

The results of the identification of valuable the company resources acquired were owned by companies and loan companies that capacity, assets and

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber :
- a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik atau tinjauan suatu masalah.
- b. Pengutipan tidak merugikan kepentingan yang wajar IPB.
2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruhnya karya tulis ini dalam bentuk apapun tanpa izin IPB.



capital, plant and facilities, warehouse storage capacity, the company's strategic location, plant layout, experts, employee loyalty, creative ideas employees, employee motivation, family work culture, technological sophistication of production, access to sources of raw materials, the reputation of the supplier, supplier loyalty, quality feed, production capacity, transportation company, the brand has long been known, a reputation based on customer and warranty product. The results of identification were capabilities of the company in value chain activities such as the ability to obtain a loan fund, financial management of the company, the ability in planning and realization of products, the ability to recruit employees, the company's ability to retain employees, cooperation solid management team, the ability to improve the quality of employees, the ability of the engine of innovation in a sustainable, cooperative relationships with client in the development of the engine, the ability of the company in the research and development of products, the ability to obtain raw materials, the ability to anticipate key events that affect business decision-making ability of the purchase of raw materials, the speed of unloading raw materials, raw material storage capability, the ability to produce quality feed, the ability to feed formulation , the ability to increase the efficiency of production, feed storage capabilities, the ability to promote products, customer complaints handling speed, feed mixing service with medicines for the customers, and the ability of good accompaniment to the customer. Based on test results obtained used the framework VRIO result that the resources and capabilities provide the temporary competitive advantage such as an employee loyalty, creative ideas, family work culture, the ability to sustainably innovation engine, the speed of unloading raw materials, the ability to increase the efficiency of production, making decision in ability of purchase raw materials, supplier loyalty, and feed mixing service with medicines for the customers.

The companies can be an implement alternative strategies used to help the potential of resources and capabilities to generate competitive advantage for companies VRIO analysis of the results by means of: 1) Improve human resources management strategy, 2) the sustainable innovate technology strategy, 3) the optimize of raw materials procurement strategy, and 4) the superior strategies service.

Keywords: competitive advantage, resource-based view, value chain, VRIO framework, formulation Strategy.

1. Dilarang mengutip sebagian atau seluruh karya tulis ini tanpa mencantumkan dan menyebutkan sumber :

a. Pengutipan hanya untuk kepentingan pendidikan, penelitian, penulisan karya ilmiah, penyusunan laporan, penulisan kritik atau tinjauan suatu masalah.

b. Pengutipan tidak merugikan kepentingan yang wajar IPB.

2. Dilarang mengumumkan dan memperbanyak sebagian atau seluruhnya karya tulis ini dalam bentuk apapun tanpa izin IPB.