



SUMMARY

ANYES KRISTININGRUM. Business Portfolio Strategy Analysis PT Beton Jaya.
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Each company has a basic purpose to benefit therefore necessary strategic management in achieving corporate goals. PT Beton Jaya has a vision to become the prominent company in the concrete industry, construction services and investment by increasing the satisfaction index of customers, shareholders and employees through human resources development, technology, internal business process and continuous growth. To achieve the vision of the company's corporate strategy is needed that describes the company's overall direction of the company's general attitude towards the direction of the growth and management of several business units and subsidiaries to achieve a balance portfolio of business relating to the potential of the business units and subsidiaries. According to (Wheelen and Hunger 2003) strategy of the company as a pattern of decisions with respect to the types of businesses that the company should be involved, the flow of financial and other resources to and from the divisions of the company, the relationship between the company and the major groups within the company. To get the maximum benefit, the company needs to know where the business units/subsidiaries which will be developed by understanding the characteristics of each business unit/subsidiary in accordance with the parent company's core competencies. The need for a business portfolio strategy that can be used as a reference for enterprises to allocate funds and resources in investing and managing the business segments can be better in the future.

The purpose of this study were: (1) to analyze industry attractiveness and business strengths of each business unit and subsidiary companies; (2) map the position of Readymix, Precast and Property is based on industry attractiveness and business strength; (3) map the position of Readymix, Precast and Property 5 years to come; (4) formulate a strategy to overcome the gap (GAP) as a result of differences in the position of the current portfolio with portfolio positions 5 years to come to each of the business units and subsidiaries. This study was conducted from September 2013 until November 2013 in. With research sites in PT Beton Jaya located at Graha Anugerah, Pasar Minggu road Number. 17 A, Pancoran, South Jakarta. The method used in this research is descriptive method through a case study approach in PT Beton Jaya.

Data used in this study are primary and secondary data. The primary data obtained from questionnaires, interviews and observation methods and secondary data obtained from literature, internal company documents. Determination of the respondents conducted by purposive sampling with consideration of the respondents believed that the true understanding of the current condition of the company and its industrial environment based on a consideration of the expertise, knowledge and experience possessed by the respondent. Respondents were selected, namely managing director, directors, heads of Human Resources (HR), a business unit heads and heads of subsidiaries, the finance department in every business unit and



subsidiary companies. The analytical method used is the matrix of General Electric (GE) and gap analysis.

GE matrix is used to map the position of the company's business portfolio for the present and the past 5 years to come based on the indicators of industry attractiveness is an external aspects and indicators of business strength of each business unit and subsidiary which is an internal aspect. GE matrix analysis done with the steps: determining a good indicator of the attractiveness of the industry or business strength indicator, then do the weighting is based on the results of a questionnaire on each factor of industry attractiveness and business strength by using a paired comparison method, which is a weighting scale for: if the indicator is less important than horizontal vertical indicator = 1, if the same horizontal indicator important than vertical indicator = 2, if the indicator is more important than horizontal vertical indicator. Furthermore, after the weighting is to use an indicator determining the rating scale even considering there is no middle position / neutral (Sumarwan 2011). According to Umar (1999) give a rating between 1 to 4 for each indicator to show the indicator has a great weakness (rating = 1), minor weakness (rating = 2), small power (rating = 3) and power large (rating = 4). Determination of the value of industry attractiveness and business strength of each business unit / subsidiary obtained by multiplying the weight rating on each business units / subsidiaries. Values obtained from the calculation as the basis for mapping the position of business units / subsidiaries with GE matrix.

Will be the difference in the position of each business units / subsidiaries for the period and the period of 5 years to come it is happening because of the gap. To address the existing imbalances then be made to the formulation of strategy. The strategy will be formulated for each of the business units / subsidiaries customized with information obtained from the analysis of the portfolio in this study. Readymix unit strategy for today is the strategy of intensive or integrative, not much different from the precast units which require intensive and integrative strategies because they are on the cell I, II and IV. As for the position of PT Property which is in cell V requires a strategy of keeping and maintaining it is necessary to advance to the next stabilizing presence intensive strategies such as market penetration and product development. Strategies are offered for 5 years to come to the unit Readymix is behind the integration strategy whereby companies can pay attention to a business which is in the upstream and the strategy of horizontal integration. Strategies are offered for 5 years to come to Precast units are intensive strategies (market development, product development, market penetration or concentrated growth and innovation), while the PT Property require strategies to grow and build.

Keywords : Analysis Portfolio strategy, GE matrix, gap analysis (GAP), strategy formulation

