ABSTRACT

Formulating Strategic Architecture of PT Sigma Utama based on core competencies

Agung Eko Widodo

The purpose of this study is to: 1) analyze the competitive position of PT Sigma Utama (PTSU) within the painting industry and the key factors that affect the company's position, 2) analyze PTSU’s existing and developing core competencies, and 3) compose Strategic Architecture of PTSU for the next ten years period. The study was conducted in PTSU from June to August 2008. The data used in the study were primary data and secondary data that were then processed by Delphi technique and AHP technique. The sampling method was “purposive sampling”. The method used in this study is a descriptive method conducted through a case study using descriptive analysis of the business environment, company’s internal and external conditions related strategic position in Matrix IE, industrial competitive intensity position in Five Porter Forces Analysis, the capabilities and competencies analysis by Hamel and Prahalad’s tree diagram, Hafeez and Ali’s financial and non financial perform analysis of competencies, Hafeez and Ali’s collectiveness and uniqueness analysis of competencies and Durand’s competence flexibility analysis. PTSU strategic position lies in quadrant II in matrix IE, that’s implies the result was grow and build in medium industry competitions intensity. From Hamel and Prahalad’s tree diagram, Hafeez and Ali’s competence analysis resulting four core competencies of PTSU, viz: Surface tension modifier, Adhesion Control, Metal Coating dan Waterbased System. Durand’s competence flexibility analysis was importance to compose the Strategic Architecture of PTSU and Core Competencies Strategic Program related in time frame.