ABSTRACT

Competitive Strategy Formulation of PT. Yanagi Histalaraya in Facing Business Environmental Changing

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The purpose of this study were (1) to analyze performance of PT. Yanagi Histalaraya (2) to identify internal and external factor that influence performance of PT. Yanagi Histalaraya (3) to formulate alternative business strategic for PT. Yanagi Histalaraya to increase their performance (4) to recommendate priority alternative business strategy for PT. Yanagi Histalaraya.

This researches was using three steps methods. First step was data input using PEST approach, industrial analysis using Porter’s Model, function analysis showed ini IFE and EFE Matrix. Second step was matching by using Internal-Eksternal (IE) Matrix and SWOT matrix. Third step was making decision using QSPM.

The evaluation combination of eksternal and internal strategic factors results the position of PT. Yanagi Histalaraya in IE matrix on fourth quadrant, the grow and build position. The general strategy that used for company on this position are market penetration, market development and product development. SWOT matrix analysis results in eight alternative strategies, i.e. penetration and market development strategy, product development strategy, corporate social responsibility strategy, the high quality strategy, cost efficiency strategy, backward integration strategy, human resources competence development strategy, fisherman institution development strategy. The selection of the prioritized alternative strategies is carried out with the QSPM analysis. The first, second, and third prioritized alternative strategies, respectively, are the penetration and market development strategy, product development strategy, and backward integration strategy.

Keywords : Marine Products, PT. Yanagi Histalaraya, Strategy Management, Strategy Formulation, IFE Matrix, EFE Matrix, SWOT Matrix, IE Matrix, QSPM.