ABSTRACT

A Business Strategy Formulation For a Confectionery Firm
(Case Study Of PT XYZ)

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The aim of this study was to formulate business strategy for a confectionery firm, as suggestion to management of PT XYZ in order to face current business competition. This study is a descriptive case study using primary and secondary data which was collected from questionnaire, interview, observation, and literatures. This study followed three steps process. First step was data input using IFE matrix, EFE matrix, and Porter’s Five Forces Model Analysis. Second step was matching using IE and TOWS matrix. Third step was making decision using QSP matrix. Total score of IFE matrix was 2.80 whereas EFE matrix was 2.75 this put PT XYZ into fifth quadrant (hold and maintain) in frame of Internal-external matrix with appropriate strategies are market penetration and product development. SWOT analysis gives four alternatives strategy i.e. (1) market penetration, (2) product development, (3) human resource development, and (4) financial strategy. The four strategies then to be ranked to choose the suitable and attractive ones using QSPM matrix, product development has been chosen as the top priority to be implemented as appropriate strategy in PT XYZ. The results suggested company to review and revise its vision, mission, and strategy as well. Then company should issue policy as follow-up action and company should review its marketing strategy to find root cause of decreasing sales performance.