SUMMARY

SARI WIJI UTAMI. The Strategy of Improving Competitiveness of Besuki Na-Oogst Tobacco Based on Quality Performance Improvement in PT Indonesia Bintang Baru. Supervised by ARIEF DARYANTO and HARI RUJITO.

Besuki Na-Oogst (BesNO) tobacco is one of the leading commodity export-oriented plantations in Jember as raw material for making cigars. The quality of cigar tobacco in Jember nearly 90% of international export market demand. One of the efforts to increase the competitiveness of the BesNO tobacco is to improve quality performance to produce high quality product.

PT Indonesia Bintang Baru (PT IBB) is one of the tobacco exporters who obtains raw materials and processes them for tobacco export. Processed tobacco among BesNO and Besuki Voor-Oogst (BesVO) tobacco. PT IBB has decreased his export volume of BesNO tobacco as the effect of the company's quality performance in 2013. The company should pay an additional fumigation in bulk to Belgium customer due to Lasioderma pests which found to exceed the required threshold.

This study has three main objectives that include the following: 1) to analyze the condition and description of the BesNO tobacco supply chain management system of PT IBB; 2) to analyze the factors that affect performance and cause problems in the quality of BesNO tobacco of PT IBB; 3) to formulate strategies for improving the competitiveness by recommendations for improvement in the quality performance of BesNO tobacco of PT IBB. This study was conducted from December 2013 until February 2014 in PT IBB Jember. The data which is used in this study are primary and secondary data. The primary data collected from interviews with respondents. The secondary data were collected from UPT PSMB-LT Jember, as well as internal data of the company. Sampling method used purposive sampling. Data analysis methods which are used in this study included descriptive analysis, firm's environmental analysis, Ishikawa diagram and the analysis of Analytical Hierarchy Process (AHP).

Based on the analysis of Ishikawa diagram, the degradation problems of quality performance of PT IBB can be viewed from four main problems, including: 1) management; 2) materials; 3) human resources; and 4) machines. The analysis of Analytical Hierarchy Process (AHP) is generating four alternative strategies such as: 1) the improvement of the quality of human resources (0.592); 2) the improvement of integrated process system (0.220); 3) the improvement of infrastructure and production facilities (0.119); and 4) the improvement of research and development (0.069).

Keywords: Besuki Na-Oogst tobacco, competitiveness, quality performance