SUMMARY

ANDIKA PRATAMA HIDAYAT. Strategic Business Planning of Chicken Slaughterhouse PT Bagasasi Has Intifood Bekasi West Java. Supervised by ARIEF DARYANTO and SETIADI DJOHAR.

Indonesian population is increasing from year to year, this has led to the food needs increase and has become a serious problem. The problem is also closely related to the needs of protein, both vegetable and animal protein. Most of the animal protein needs in Indonesia are obtained from farmed chicken. Currently there are many poultry farms owned by individuals where most chickens will be sold to collector and slaughter in slaughter point which do not fulfill the requirements of SHIH (Safe, Healthy, Intact and Halal) criteria.

If the chicken slaughter do not made in CS (Chicken Slaughterhouse), SHIH and guaranteed quality chicken cutlet cannot be produced. There are only seven modern CS spread around Jabodetabek area with capacity of 1.000-5.000 chickens per day for small scale and 5.000-15.000 chickens per day for a large scale. Except in Surabaya, there are two CS in big cities that have slaughter capacity of 15.000 chicken but most of them are traditional CS which produce low-quality carcass.

It shows the number of promising market opportunities and future competition is increasingly intense. In the broiler industry today, approximately 85% commodity of farmed chicken are traded alive, while about 15% are traded as chicken cutlet (slaughtered birds), chilled and processed. In the future, consumers demand not only evaluate the products based on the main attributes, type and price, they would require more detailed attributes such as products safety, nutrition, value, packaging, environmental, and humanitarian. Consumers will now feel more secure buying frozen chicken meat from the slaughterhouse with halal process. Consumers are now aware that the frozen chicken meat is healthier and safer because spoilage bacteria have been paralyzed by the freezing process. Thus the role of CS is considered to be very important.

One of the CS in Indonesia is PT. Bagasasi HAS Intifood (BHI). PT BHI is a company engaged in agrofood chicken processing plant, especially the field of marketing of slaughtered chicken and processed chicken. PT. BHI was founded in October 2011 and partnered with fast food restaurants to supply raw materials in the form of fresh chicken meat. In its development, PT BHI encountered many obstacles, ranging from fluctuations in the supply and quality of raw materials, inadequate human resource and other resources that make average company performance. PT BHI visions to be number one chicken slaughterhouse in Jabodetabek area and to participate in improving the nutritional quality will be difficult to achieve, if the above conditions persist. Hence, it is necessary formulate a strategy, implementation guidance and policy evaluation that are appropriate and effective for company to achieve its goals.

This study was conducted to identify factors that affect PT BHI in achieving its objectives, to determine strategic alternatives and to determine priority strategies to be used in business development of PT BHI. The method used in this research is descriptive method. Analysis used include value chain mapping, analysis of internal factors, the analysis of external factors, matrix
Based on the results of the matrix IE calculation, the company is located in quadrant IV which is in the ‘grow and develop’ position. In this position, the common strategy that is used are market penetration, product development, backward and forward integration. Five recommended strategies for PT BHI are obtained after SWOT analysis, they are 1) Market penetration by selling products to supermarkets and other hotels, restaurants, catering, 2) Improve the competence of employees, 3) Increase the storage capacity, 4) Increasing farm productivity, 5) Efficiency distribution channels. Priority strategy QSPM obtained from the calculation is to penetrate the market by marketing products to other supermarkets and hotel, restaurant, catering, with Total Attractive Score (TAS) 4.845.

Keywords: QSPM, RPA PT BHI, Strategic Planning, SWOT