ABSTRACT

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The SUCOFINDO International Certification Services (SICS) was established in 1994 with its function as a strategic business unit of PT SUCOFINDO (Persero). The SICS provides management system certification and public training activities. It has to compete tightly with other foreign certification bodies operating in Indonesia. Due to changes in its business environment, The SICS needs to keep up with the external and internal changes in order to meet its objectives and targets. Its success or failure to achieve its objectives will depend on the SICS’s capability to handle its management changes and on how to handle its strategic business plan for its future business.

The objectives of this research are: 1) to identify the SICS internal performances, 2) to identify its external environments and its competitiveness in certification services, 3) to identify its core of competence, 4) to identify its positioning in IE Matrix and define what the right strategy to be implemented, and 5) to define its objectives, targets, and programs for the next five years (2007 – 2011).

Based on research findings, we found that the SICS’s score for the external factor evaluation (EFE) is 3.004. It means that the SICS has good responses toward its external changes. The score for its internal factor evaluation (IFE) is 2.783. It means that the SICS still has the capability to use its strengths to minimize its weaknesses. By plotting the EFE and IFE scores into an Internal – External Matrix (IE Matrix), we can see that the SICS is located in quadrant II (in category of grow and build) in which the intensive strategy is recommended in the market penetration, market development, and product development.

Facing the industry foresight for the next five years, we recommend that the SICS’s strategic planning should cover market penetration and development, new product and service development, internal performance improvement, and image creation to become one of international and worldwide certification bodies.

Keywords: Strategic Planning, Management System Certification Services, SUCOFINDO International Certification Services, SICS.