LEONARDUS NIKOLAS. Analysis of Plywood Production Strategy PT. Rimba Falcatta Cianjur. Supervised by HADI K. PURWADARIA and AMZUL RIFIN.

Local demand for plywood has been increasing while the production supply decreasing from 2007 to 2012. The decrease of plywood production is caused by the limitation of big diameter log allowed to be cut in the forest. Therefore, the used of small diameter log becomes popular as an alternative supply for plywood factories. The most popular of small diameter log is sengon.

Many plywood factories in Indonesia are closed because of low price of imported China and Malaysia plywood. One of few plywood factories in Indonesia that is still in operation using small diameter log is PT. Rimba Falcatta Cianjur.

The purpose of this study were to: (1) identify the value chain of PT. Rimba Falcatta Cianjur; (2) identify internal and external Factors from PT. Rimba Falcatta Cianjur; (3) formulate alternative strategies that can be implemented in PT. Rimba Falcatta Cianjur; (4) determine the priority strategy from the formulated strategies.

This study was conducted from February 2013 until February 2014 in PT. Rimba Falcatta Cianjur. The research method used in this study was qualitative descriptive method. Data collected were primary and secondary data. The analytical tools used in this study were value chain analysis, the analysis of internal and external factors, SWOT analysis and AHP-SWOT analysis.

Value chain analysis was used to identify patterns of activity and also the actor which involved in value chain of plywood. Then the map was made to give the pictures of the whole plywood activities from log supply to plywood products.

The results of internal-external factor analysis indicated that the company strengths were close distance between the factory and the log resources, and owning sertificate (Sistem Verifikasi Legalitas Kayu) that can be used for export activities. Meanwhile, the weaknesses of the company were the low capacity and production, low supervise, and low quality. External factors that influence the development of the plywood consist of opportunities and threats. Opportunities included the big log resource near the factory, and the demand of plywood in local and international. Threats that were needed to be considered by companies were new plywood factories growth, and the annual increasing minimum wage (UMR).

Based on the value chain analysis, analysis of internal and external environment were formulated: SO strategy consist of enhancement volume of certificate’s plywood to fulfill local and international demand, WO strategy consist of labors improvement, increasing plywood’s production and capacity, ST strategy consist of development of new product and plywood qualities improvement, and WT strategy consist of rewards and punishments system.

Further analysis to determine the strategic priorities was obtained from the magnitude order of the value weighted global through AHP-SWOT analysis technique. The resulting strategic priorities were consecutively: (1) labors improvement; (2) building rewards and punishments system; (3) increasing working capacity; (4) plywood qualities improvement; (5) development of new
products; (6) enhancement volume of certificate’s plywood to fulfill local and international demand.

Keywords: AHP-SWOT, plywood, production strategy, value chain analysis.