

SUMMARY

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Currently there are nine known poultry vaccine which is used for maintaining the health of poultry consumption in Indonesia. Unfortunately, the high demand for the vaccine is still dominated by 80% of imported products. The Indonesian government has banned the import of vaccines Avian Influenza (AI), based on the Ministry of Agriculture Policy No. 3345 dated 13 July 2011. This provides an opportunity for local producers to produce Avian Influenza vaccines for poultry vaccines.

There are two types of bird flu vaccine based on the production process and the type of virus used in its manufacturing process. There are two types of vaccine ;vaccine made conventionally using pathogenic viruses and reverse genetic vaccine that uses a carrier shell which contain avian influenza virus that is apathogenic, therefore it is safer to consumed. World Health Organization (WHO) and Office International des Epizooties (OIE) recommend the use of reverse genetics in poultry vaccine due to its effectiveness in overcoming AI diseases and it is more safety to consume.

The only local producers in Indonesia who have a license to manufacture avian influenza vaccine using reverse genetics technology is PT IPB Shigeta Animal Pharmaceuticals. The company has been producing avian influenzavaccine (bird flu) with the reverse genetics technology. Among of the nine types of poultry vaccines on the market, PT IPB Shigeta Animal Pharmaceutical is currently focusing to produce three types of vaccines namely AI, ND and AI-ND. The company has been marketing AI vaccine meanwhile the two other vaccines are still in the registration process by The Ministry of Agriculture.

There are five objectives of this study, namely: (1) explain the key success factors poultry vaccine business; (2) identify a business model conducted by PT IPB Shigeta Animal Pharmaceuticals; (3) formulate improved business model canvas (4) formulate alternative strategies for PT IPB Shigeta Animal Pharmaceuticals (5) identify relationship between KSF and business model canvas PT IPB Shigeta Animal Pharmaceuticals.

The results show there are six key success factors in poultry vaccines business in Indonesia. Key success factors (KSF) are leadership, organizational culture, networking, technology, production and distribution. The business model conducted by PT IPB Shigeta Animal Pharmaceuticals has been identified using the business model canvas and SWOT analysis to identify nine elements of its business model. Alternative strategies are: (1) improve the quality and quantity of production; (2) increase in distribution sales to breeder; (3) improve production efficiency and adjustment of the selling price per bottle; (4)increase skill and well-

being of employees; (5) improve the product knowledge to breeder; (6) , developing new formulations Bird CLOSE 5.1 and new products; (7) apply Quality Assurance to the vendor; and (8); develop a strategic alliance with IPB and other research institution. The research found linkage between KSF and the elements of a business model that conducted by PT IPB Shigeta Animal Pharmaceuticals. The linkage includes aspects of leadership with key resources, corporate culture with key resources, production with key activities, technology with key resources, distribution with channels, key partnership and key activities, as well as networking with key partnerships and channels.

Keywords: alternative strategies, business model canvas, KSF, poultry vaccines, SWOT

