SUMMARY

SUPRAPTO. Strategic Planning of SBU MINERAL of PT SUCOFINDO (Persero). Supervised by LUKMAN M. BAGA and KIRBRANDOKO

An increasingly competitive business environment with fierce competition intensity requires organizations to understand and interact in both domestic and foreign markets in the face of competitors who continue to grow in the future with all the advantages it has. SBU Mineral as mineral service provider business unit, should be able to compete with each change and can adapt to a business environment threat. SBU Mineral require proper strategic planning, comprehensive and coherent and able to look ahead in order to survive, grow and develop better.

The purpose of this research is 1) Identify internal performance SBU Mineral based perspective Balanced Scorecard and the core competence, 2) Identify the macro external environment condition based on PEST analysis and micro external environment with the industry competitive intensity Five Forces Analysis, 3) Mapping the SBU Mineral current position and recommend the appropriate business strategy to be implemented in the face of competitive pressures using IE Matrix (Internal External), 4) Set objectives and programs of SBU Mineral based industry foresight and gap analysis. This research uses descriptive quantitative method, through a case study approach initiated implementation of the Focus Group Discussion (FGD) focuses on the use of analytical methods to assess the performance of the strategy to establish research results SBU Mineral strategic planning. The data used are primary data and secondary data are quantitative and qualitative. The primary data obtained from interviews using questionnaires to Mineral SBU employees and external parties. Secondary data from the SBU Minerals such as Reports Results of Operations, survey data and competitor market, literature and internet. Samples determined intentionally (purposive sampling with sampling judgment) consist of internal employees SBU Mineral respondents who are competent to represent the functions of marketing, operations, customer service, finance and external parties. Respondents consisted of 10 members, namely the Vice President, Resource and Operations Support Senior Manager, Senior Operations Manager, Sales and Marketing Manager, Analysis Manager Mining, Mineral Processing Laboratory Manager, Support Resource Manager, Senior Development Officer, External Client (2). Vision and Mission Analysis framework based on four perspectives of the Balanced Scorecard showing the vision and mission of Mineral SBU has covered the four perspectives of the Balanced Scorecard framework. Mineral SBU internal environmental analysis is based on the Balanced Scorecard can be used to identify strengths and weaknesses that must be repaired. Factors force composed of profitability ratios, activity ratios, the ratio of contract customers, service and customer communication, performance appraisal inspectors and administration by the customer, employee productivity, productivity and speed of issuance of the certificate / report, the level of precision of the report, the ratio of the number of employees of technical operations and non operation, the ratio of the amount of training and number of training within the scope of work, implementation of new services and personal development, optimization of the organizational structure
and operational procedures, completeness means of hardware and software information systems, the accuracy and reliability of information systems and speed information to the customer. Areas of weakness consists of the ratio of spot customer orders and the ratio of customer complaints. Analysis of the external environment by the Political, Economic, Social and Cultural Rights and Technology to identify opportunities and threats to the existence of Mineral SBU. Factors opportunities consist of stability and economy in the country, policy / government regulations, policies of ESDM ministry: opportunities to enter the services business of minerals, policy KAN provides laboratory accreditation minerals, quality and K3 in the services sectors of construction / infrastructure / services sectors minerals, awareness to use surveyor national institutions, widespread internet access, progress of mining technology and policy MP3EI, stability and economic conditions in other countries and the management policy of multi-national companies that require the company to choose a foreign surveyor institutions operating in Indonesia. Factors threat consists of surveyors election foreign policy, the emergence of new surveyors recognized by the government and the fluctuation / unstabilnya in commodity prices.

The intensity of competition in the mineral service industry the next five years in middle category. The order of the most influential is the pressure of substitute products mineral services, competition between mineral surveyor company, the threat of new entrants mineral surveyor company, bargaining power of suppliers (subcontractors inspectors) and the bargaining power of corporate clients mineral surveyor. The core competence of the SBU Mineral is as an independent business unit in providing and implementing mineral services in accordance with the vision and mission of the SBU Mineral namely providing and implementing operational services accredited mineral services, recognized by the national and international for customers. Total IFE (Internal Factors Evaluation) of 2.9696, meaning the current Mineral SBU can utilize its strengths to overcome their weaknesses. Total score EFE (External Factors Evaluation) of 3.0059, meaning SBU Mineral respond well to changes in the external environment. IE matrix analysis (Internal External), shows the SBU Mineral are in quadrant II (grow and build) a position to grow and thrive. Appropriate strategies and can be applied to the characteristics of the business unit SBU mineral is intensive strategy that is market penetration, market development and product development.

Goals / objectives and programs of the next five years (2016-2020) were prepared to deal with change and the future of the industry can be used as reference into strategic planning SBU Mineral. This strategic planning and strategic activities include 1) Market penetration, 2) Development of new services, and 3) Market development followed by internal performance improvements and an enhanced image as a business unit SBU Mineral international service providers.

Keywords: competition, mineral services, SBU mineral, strategic planning, sucofindo.