SUMMARY

RANGGA WISANGGARA. Competitiveness of PT Pesona Daun Mas Asri (PDMA) based on Value Chain Analysis. Supervised by MUHAMMAD FIRDAUS and RINA OKTAVIANI.

PT PDMA suffers sales decline which is caused by the increase in competition and decorative plantation import. The objective of this research are to describe the sales of PT PDMA, analyze decorative plantation value chain in PT PDMA and identify the strategic factors which define PT PDMA’s competitiveness. Analysis tools that being used are Value Chain Analysis, Porter Diamond, Internal Factor Matrix, External Factor Matrix, IE Matrix and Quantitative Strategic Planning Matrix (QSPM). Value Chain Matrix and Diamond Porter are used to define external and internal factors of PT PDMA which in turn will be analyzed by using Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) to score it. Scores later will be used to achieve strategies by using Internal External Matrix (IE Matrix). Priority strategies will be defined from QSPM Analysis.

Fluctuation in sales of PT PDMA is caused by several factors. Highest sales number on October to December is affected by increase in wedding and religious parties. Internal factors which caused decline in sales are production and marketing. Value Chain Analysis and Porter Diamond reveal that PT PDMA strengths in flowers and leaves have better qualities and lower price than competitors. The weakness is in the possibility of crop failures. External factor which becomes an opportunity is in the increase of hotels and the global markets, but the main threat remains the climate change.

The strategies that are selected by using IE Matrix and QSPM Analysis are first to increase market segmentation by using online media and personal selling. Second, is to market the products abroad by studying export procedures. Third, is to build green house to minimize the threat of crop failures.

Keywords: decorative plantation, porters diamond, QSPM, value chain