SUMMARY

CASTRI PRATIDINA. Strategic Planning of Bogor concrete products factory PT XYZ Tbk. Supervised by RINA OKTAVIANI and KIRBRANDOKO.

Development in Indonesia has been conducted to increase economic growth by integrating several parties including central and regional governments, state-owned and regional government enterprises, and private parties. The demand for rapid development process can be fulfilled by the use of precast concrete. Pefindo discloses that state-owned enterprises engaged in infrastructure and construction hold a more superior advantage than the similar private companies i.e. holding a greater chance to obtain government-related projects. Moreover, they also face a smaller financial risk towards unpaid bills on the ongoing project. One of the state-owned construction companies with the highest rating among other infrastructure and construction providers is Wijaya Karya (Persero) Tbk with its subsidiary in the field of precast concrete i.e. PT XYZ Tbk. Up to 2015, the company had the largest production capacity in producing precast concrete with 38.6% of total production capacity in Indonesia. In running its business, PT XYZ Tbk has eight factories, one of which is Bogor concrete product factory that has the highest production capacity i.e. 26% of the total company's production. Although it has a large capacity, the factory faces some product issues produced by Bogor concrete factory, in which every year, the total production fluctuates making the factory unable to achieve its real capacity, and the number of product sales has decreased over the past few years. By looking at the opportunities and problems faced, strategic planning is required.

This research has two objectives i.e. identifying external and internal factors influencing present and future conditions, and formulating business strategic plans to face the intensity of competition. The techniques of data processing and analysis used in this study is descriptive analysis, using IFE, IFE, IE Matrix, SWOT and QSPM. The data utilized in this study were primary and secondary data obtained through FGD, interview, questionnaire and observation. The sampling technique was determined purposively by using purposive sampling.

In reference to the internal environment analysis the strength were competent and experienced human resources, has a production capability with large capacity, product brand image, quality consistency, the research programs implementation and strategic location. While weaknesses consist of a lack of regeneration of human resources, limited field of factory development and high product prices. Furthermore, the analysis of external environment included the aspects of opportunities were supports of workers from the surrounding areas, government development programs, precast concrete development, growth of Indonesia's construction industry. Meanwhile, the threat of the external environment were the rise of new competitors of the precast concrete industry, policy in the increase of provincial minimum wage (UMP), and material limitations.

Strategic planning based on the priorities of alternative strategy is to optimizing the resources to undertake large production project. Second, Innovate new products, Third, optimizing the number of workers and working hours. Fourth, employee regeneration in accordance with the qualifications and
requirements. Furthermore is to cooperate with suppliers for material availability. Lastly, rented land around the factory site for the stock yard.

Keywords: competition, concrete products factory in Bogor, precast concrete industry, strategic planning.