

SUMMARY

KAHIYANG AYU. Analysis of Strategy and Competitiveness of Sugarcane Plantation Company (Case Study of PTPN X Surabaya). Supervised by ARIEF DARYANTO dan HENDRO SASONGKO.

Sugar demand in Indonesia from year to year is not matched by increasing sugar production in Indonesia. Until now the condition of the sugar industry in Indonesia is still apprehensive when viewed from the aspect of productivity, the development of existing areas and social relationships so that the government still import sugar to meet the needs of sugar in Indonesia. In an effort to reduce sugar imports, PTPN X seeks to improve its strategy and improve its performance and competitiveness. Several strategic steps include keeping the supply of sugarcane so that the raw materials of production remain available in a sustainable manner and revitalize. This research aims to analyze the position of PTPN X in the sugar industry map in Indonesia and determine the priority of business strategy that can be implemented by PTPN X.

The research was conducted at PT Perkebunan Nusantara X Surabaya. Primary data was obtained from the discussion with seven expert respondents, while secondary data were obtained from company archives, literature, as well as references from inside and outside the organization. The research approach was conducted descriptively through case study. Technique of collecting data and information was conducted through observation, interview, and questioners. Data analysis methods used include descriptive analysis, SWOT analysis, and Analytical Hierarchy Process (AHP).

Based on research conducted using Analysis Hierarchy Process it can be seen that the strategy is influenced by factors of strength, weakness, opportunities, and threats. The main focus of PT Perkebunan Nusantara X to increase production capacity by increasing cooperation with sugar cane farmers through sugar cane-based agro-industry program. In addition, since 2012 PTPN X has done revitalize the company gradually by replacing the old production machine becomes new. Diversification of sugarcane-based products is also the main focus of PT PTPN X as a value added company.

This research can be a consideration to provide competitive business strategy of plantation companies in Indonesia. The results of the research shows that PTPN X is in the position to expand the business through staged revitalization and diversification. The strategy priority that can be implemented by PTPN X is improving cooperation with farmers with sugar cane-based agro-industry program, increasing the production of sugar through land expansion and revitalization, diversifying sugarcane-based products, changing the production machines. Managerial implications of the research recommend the improvement of cooperation with farmers with sugar cane-based agro-industry program.

Keywords: AHP, Sugar, PTPN X, SWOT