SUMMARY

M. KADAFI AMRU. Strategy for Increasing Local Cable TV Competitiveness of PT Denai Kabel Mandiri in Payakumbuh City. Supervised by HENY KUSWANTIS and BUNASOR SANIM.

Cable TV under another name Cable TV Operator (CTO) has been growing quite rapidly in recent years (ICTA 2016). Population density of 1,614 people/km² (BPS 2017), economic growth continues to grow, people's purchasing power is relatively good and is a blank spot area is the main reason PT Denai Kabel Mandiri (PT DKM) present in Payakumbuh. PT DKM experienced relatively good business growth. By the end of 2016 there are 3,037 subscribers. Based on internal data of PT DKM, network coverage and cable TV subscribers have reached 40% of Payakumbuh's residential area. The position of PT DKM as a market leader in the pay-TV industry has not shown that PT DKM is a strong company that can win the competition in the long term. The power in question is the company's strength that can not be imitated by other companies and the strengths that build competitive advantage by utilizing the company's special competencies. The strategic planning of local cable TV PT DKM needs to be analyzed in order to win the competition in Pay TV industry in Payakumbuh.

The purpose of this research is (1) to analyze the condition of PT DKM competition in Pay TV industry in Payakumbuh, (2) to analyze internal and external factors of PT DKM, and (3) to formulate alternative strategies that can be implemented to improve the competitiveness of PT DKM. This research uses descriptive qualitative method by using primary and secondary data. Respondents are involved from internal companies and experts as many as seven people. Expert taking as respondents using non probabilistic sampling technique with purposive sampling through expertise judgment approach.

Porter's Five Forces analysis results indicate the condition of paid TV industry competition in Payakumbuh is at a conducive level. The most dominant internal factors affect the competitiveness of PT DKM in the form of strength, which is very competitive subscription price compared to competitors with a score of 0.416 and weaknesses, namely the limited number of favorite channels with a score of 0.136. The most dominant external factors affecting the company's competitiveness stem from opportunities, namely the number of cable TV content providers with a score of 0.332 and the threat, namely the increasing number of competitors has a score of 0.312. IE (Internal External) matrix indicates PT DKM is in the V cell position, which is in defensive and keeping category. Analysis using Analytic Network Process (ANP) method to produce the most recommended strategy to improve the competitiveness of PT DKM is a strategy to increase cooperation with the best content provider for the company.

Keywords: ANP method, cable TV, channel premium, pay TV