SUMMARY

PURYANI. Formulation Strategy Business Original Equipment Manufacturer (OEM) of Company Case Study at PT XYZ. Supervised by LUKMAN MOHAMMAD BAGA dan IMAM TEGUH SAPTONO.

There are too many large brands use OEM services to produce their products. PT XYZ as one of Original Equipment Manufacturer (OEM) company engaged in the production of footwear and only produce products based on request from customers. As a service company, customer satisfaction is very important because it ensures continuity of order. PT XYZ's target market is big brands that already have a strong brand image and large sales volume so that many other companies or competitors who want to be a supplier. In addition to the number of competitors, the absence of contracts with customers is also a constraint in business because it cannot predict the market conditions in the long term.

This research has three objectives: 1) to describe the vision and mission of PT XYZ is still relevant to the current condition, 2) to analyze the internal and external condition of PT XYZ in responding to business opportunities and threats, 3) to formulate PT XYZ strategy to be able to compete. This research uses descriptive method of analysis with case study. The type of data used is primary and secondary. Primary data obtained through observation, interview and questionnaire. Secondary data is obtained from internal data of the company, data from internet and literature study. The analysis used in this research is qualitative and quantitative analysis technique with approach of strategic management concept. The steps taken are analyzing internal and external with IFE and EFE matrix, analyzing firm position with IE matrix, formulating alternative strategy based on company position on IE matrix, recommendation priority strategy with QSPM and the last determining business strategy.

The results show that PT XYZ's vision is still in accordance with current conditions while PT XYZ's mission has not been published yet because the company's management is more concerned with the importance of publishing its vision and core values. The result of internal factor analysis shows eight factors that become strength and eight factors that become weakness for company, while external analysis shows seven factors become opportunity and seven factors become threat of company. IFE analysis results on PT XYZ resulted in a score of 3.064 and EFE resulted in a score of 2.595. The combination of the IFE and EFE matrix (3.064;2.595) in the IE matrix positioned PT XYZ in Cell IV. In cell IV the right strategy for a company is grow and build (grow and build). Some of the alternative strategies that have been formulated are market penetration, product development, human resources development, market development, relocation and cost leadership. The result of strategy priority analysis with QSPM resulted priority strategy for PT XYZ is human resource development.

Key words: formulation strategy, IFE, EFE, IE, QSPM