ABSTRACT

STRATEGY FORMULATION OF BUSINESS IN
PT. CITRA AGRO BUANA SEMESTA, BANDUNG

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Strategic management is an art and knowledge to formulate, implement, and evaluate interfunctional decision that an organization can reach its target. Strategic management tries to unify some factors such as management, marketing, finance and accounting, manufacturing or operation, research and development, and computerized information system to reach a success in its organization.

The objectives of this research is try to identify some internal and external factors that they can affect the activity of PT. Citra Agro Buana Semesta. So that there can be determined the business strategic alternative to guarantee the feedlot imported cattle in accurately and effectively which can ensure sustainable of business and selecting strategy formulation of business with accurately and effectively according to condition of PT. Citra Agro Buana Semesta environment. Implementation step is fully authority of the management of PT. Citra Agro Buana Semesta.

This study use a descriptive method in form of case study to answer the problem that the company faced. This selected method is design to obtain the broad and complete picture concerning the researched object. This research use two types of data, primary data and secondary data. Instrument of primary data is included the direct observation, interview, and questionnaires list. Instrument of secondary data come from literature study. Purposive and snowball technique are used to determine respondent. This research use three steps to formulate of strategy; there are input step, compatible step and decision step. Input step used the PEST analysis approach, functional and business field model and it is represent in IFE matrix and EFE matrix and industry analysis with five porter’s strengths model. Decision step use the analysis device the Quantity Strategic Planning Matrix (QSPM).

The analysis result of internal environmental showed that the PT. Citra Agro Buana Semesta have several strengths, there are : (1) the existence of partnership with the farmers (2) company strategic location (3) human resources quality (4) marketing chain and (5) high productivity of cattle. Also, have weaknesses factors of the firm, there are: (1) the existence of limited supportive land, (2) lack supportive structure and infrastructure (3) limited capital and (4) unstable availability of animal feed. Based the result analysis on the external environmental can be identified that some opportunities which can be affect the firm, there are : (1) the growth of Indonesia population (2) the recovery of national economy (3) development of technology (4) local market, (5) relationship with stakeholders and (6) an existence the high consumption of cattle meat. In other side, there are some threats against the firm, there are: (1) the condition of political, security and law in domestic country of Indonesia (2) government policies (3) applicable of regional autonomy (4) exchange rate fluctuation (5) inflation rate and (6) free market condition.

Based on the internal-external factor analysis, the total score of 2,65 for external factor condition and of 2,85 for internal condition showed that the company is on average position to maximize strengths and opportunities conditions to minimize weaknesses and threats. A compatible step with matrix I-E approach result of position for PT. Citra Agro Buana Semesta is in quadrant V. The position must be controlled by hold and maintains strategy. The decision step, it base on the quantity strategy-planning matrix (QSPM) and outcome discussion with the firm yield the strategy priority is market penetration and development strategy.