Abstract

Strategic Analysis on the Management of Zebra Soy Sauce Company in Facing a More Competitive Rivalry

This research was being conducted to see the internal and external factors on Zebra Soy Sauce Company in facing a more competitive rivalry and providing some alternatives that can be used by the company in facing the business environmental change. Basic analysis of Matrix IE, and industrial rivalry analysis (Five Forces of Porter) were used to direct the company positioning.

Industrial rivalry analysis of the soy sauce industry in Indonesia indicates that the degree of competitiveness within the industry is medium. The degrees of threat from the new entrants and product substitute are medium. Bargaining power of the supplier and purchaser is also medium.

From the analysis shown that the strengths of Zebra Soy Sauce Company are the access to the supplier of a good quality product, strong market network, its product varieties, good company image and competitive product price. The weaknesses of this company are human resources, location of the company, type and the degree of sophistication of technology, and its capacity.

The present opportunities of the company are the change of the customers way of life and consumption level of soy sauce, exchange rate of rupiah, export policy, investment policy, the development of processing technology, transportation and the use of internet and e-commerce. On the other hand, the threats among others are a slow down of the economic growth, fluctuation of soybean price, political and security situation, environmental policy, tariff policy, inflation and interest rate.

Matrix IE analysis indicates that the position of Zebra Soy Sauce Company is on the developmental and growth stages. Based on the opportunities, threats, strengths, and weaknesses of the company and to support the outcome of the internal-external analysis of the company, TOWS analysis is used. Some strategic alternatives which can be applied to the company at present are the product development strategy, market development strategy, market penetration strategy, human resource development strategy and strategy on advance technology.