

Formulasi strategi usaha perusahaan untuk mencapai keunggulan bersaing : studi kasus PT Batin Eka Perkasa = The formulation of company's business strategies in order to gain competitive advantage : case study PT. Batin Eka Perkasa

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Abstrak

<i>The competitiveness level among the companies tend to be higher, particularly since the adoption of several regional free trade areas such as Asean Free Trade Area (AFTA). Almost all the companies will face various impacts, both of negative and positive impacts.

Kitchenware industry is one of the fastest growing industries in Indonesia. This occurred since Indonesia was the fourth densely populated country. Kitchenware industry is a potential business, referring to market, because of the number of house holds. Data released by the Statistic Agency shows that there are 2.248.388 house holds around Jakarta in 2000 with annual growth rate 2,68% approximately.

PT Batin Eka Perkasa (PT BEP) is a company in the kitchenware industry. Since was set up 14 years ago, now it has 24 branches around Indonesia. PT BEP offering two kind of payments, cash and credit.

In a competitive industry, a company should prepare itself to face the potential attacks by competitors. PT BEP undertakes preparation by enhancing strategic formulation in order to match precisely to its vision, mission, goals, and objectives.

The data used in this research include both primary and secondary data. The primary data was collected by in-depth interview with 24 purposive respondents, while secondary data was collected by literary study such as journals, articles, news papers and other publication.

The data collected is discussed in a forum group discussion (FGD) by selected members from the respondents which have the same interests. This group will determine the priority of each factor of strengths, weaknesses, opportunities and threats, value the factors and give priority score of the urgency of these factors.

The model analysis used in this paper were Porter's environmental industry analysis such as Porter's five forces, key success factors and SWOT analysis.

By observing threats, opportunities, weaknesses, and strengths, the results of this research are:

1. The external opportunities of PT BEP are Indonesian economy 2003-2006 are prospective to support kitchenware industries; the large numbers of households; the adoption of AFTA will cut costs, the increase of materials suppliers, and the developing of information technology.
2. The external threats faced by PT BEP are the adoption of AFTA will let the new entrants come into the

industry, the government policy to increase fuel prices, unstable political environment, the fast growing of new technology in kitchenware industry.

3. The internal strengths of PT BEP are various item of products, many branches, the widely line of distribution, the ability to set up new branches, the large number of sales forces, well sale forces management, relatively lower prices and after sales services.

4. The internal weaknesses of PT BEP are the ordinary qualities, high product return, manual information system, inefficient logistics system, high employee turnover and high bad debt collection.

5. Based on SWOT interaction results, the best strategy of PT BEP in the tight of competition is Strengths-Threats (S7) strategy which comprise both strengths side and threats side.

This research recommended management of PT BEP to adopt ST strategy and make more research in implementing the strategy into company's policy.</i>