

**ABSTRACT**  
**STRATEGIC PLANNING PT. ALTRAK 1978 PERIOD 2015-2019**

A strategic plan for the period 2015-2019 is needed by PT. Altrak 1978 to achieve significant sales growth, well above the historical performance and projected growth of the industry. Strategic planning is done through the analysis of external and internal conditions, as well as the position of the company and the business units in it. The main topic of the external analysis is the condition of the heavy equipment industry in Indonesia, based on a model of Porter's five forces and assessment of the strategies and products of major principal, including the identification of the needs and requirements of customers in various sectors. Internal analysis is to identify the level of mastery of the company against the factors that determine the competition and maintain the trust of the principal. Analysis of the position provides an overview of the relative position of business units, based on the dimensions of industry attractiveness and business strength, using GE matrix model. In addition, also the position of the company is identified in development model of a successful distributor (Sharman, 2003). Results of the study provide the recommended strategic program objectives, including a portfolio of business units in 2019, as well as development programs for the period 2015-2019.

Key words : *sales growth, portfolio, strategic program, strategic plan*

**ABSTRAK**  
**PENYUSUNAN RENCANA STRATEGIS PT. ALTRAK 1978**  
**PERIODE 2015-2019**

Sebuah rencana strategis periode 2015-2019 dibutuhkan PT. Altrak 1978 untuk mencapai pertumbuhan penjualan yang signifikan, jauh di atas kinerja historis dan proyeksi pertumbuhan industri. Penyusunan rencana strategis ini dilakukan melalui analisis kondisi eksternal, kondisi internal, serta posisi perusahaan dan unit-unit usaha di dalamnya. Bahasan utama dalam analisa eksternal adalah kondisi industri alat berat di Indonesia berdasarkan model Porter's *five forces* serta kajian strategi dan produk prinsipal utama, termasuk identifikasi kebutuhan dan persyaratan pelanggan di berbagai sektor. Analisis internal untuk mengidentifikasi tingkat penguasaan perusahaan terhadap faktor yang menentukan persaingan dan menjaga kepercayaan prinsipal. Analisis posisi memberikan gambaran posisi relatif unit-unit usaha berdasarkan dimensi daya tarik industri dan kekuatan bisnis, menggunakan model matriks GE. Di samping itu, diidentifikasi pula posisi perusahaan dalam model pengembangan distributor yang sukses (Sharman, 2003). Hasil penelitian memberikan sasaran dan program strategis yang direkomendasikan, termasuk portofolio unit bisnis tahun 2019, serta program pengembangan untuk periode 2015-2019.

Kata kunci: *pertumbuhan penjualan, portofolio, program, rencana strategis*