

ABSTRAK

STRATEGI BISNIS PT PATRA TRADING MENUJU PERUSAHAAN TERDEPAN TAHUN 2022

PT Patra Trading bergerak di bidang usaha trading produk Petrochemical dan Operatorship fasilitas distribusi LPG serta Petrochemical.

Pada saat ini PT Patra Trading sedang menghadapai masalah kinerja perusahaan yang tidak stabil dan cenderung menurun sejak tahun 2016. Hal ini disebabkan oleh belum adanya strategi jangka panjang yang disusun secara *comprehensive*.

Beberapa pertanyaan penting memerlukan jawaban dari kajian yang dilakukan antara lain, Bagaimana strategi perusahaan kedepannya agar kinerjanya membaik?, Apa ukuran kinerja yang turun dari visi, misi dan tujuan perusahaan?, Apa isu strategis yang muncul dari peluang dan ancaman eksternal?, Apa isu strategis yang muncul dari kekuatan dan kelemahan internal ?, Apa faktor – faktor kunci yang harus diperhatikan dan dimiliki oleh perusahaan?, Strategi apa saja yang mungkin dilaksanakan?, Apa sasaran strategis perusahaan?

Untuk membangun strategi perusahaan, memerlukan analisis penerjemahan visi dan misi PT Patra Trading ke dalam strategi bisnis, yang dimulai dengan melakukan analisis isu strategis eksternal dan isu strategis internal perusahaan baik makro maupun mikro guna mendapatkan Key Success Factor, peluang, ancaman, kekuatan dan kelemahan perusahaan. Dari faktor eksternal dan faktor internal ini akan dikaji lebih lanjut guna menetapkan strategi perusahaan dengan menggunakan analisis EFE Matrix dan IFE Matrix.

Pada akhirnya hasil yang diharapkan adalah identifikasi dan penetapan sasaran strategis perusahaan sebagai rekomendasi rencana strategi bisnis PT Patra Trading tahun 2018 – 2022 guna mengatasi penyebab kinerja perusahaan yang buruk melalui beberapa hal yaitu Teridentifikasinya kinerja strategi perusahaan kedepan, Teridentifikasinya ukuran kinerja dalam analisis terhadap visi, misi, tujuan dan strategi saat ini melalui *Critical Success Factor*, indikator kinerja atau *Key Performance Indicator (KPI)*, Teridentifikasinya isu strategis eksternal dalam bentuk peluang dan ancaman melalui analisis PESTEL (Political Economic, Social, Technology, Environment and Legal) dan Porter 5's Factor, Teridentifikasinya isu strategis internal dalam bentuk kekuatan dan kelemahan dengan menggunakan analisis Competitive Profile Matrix, dan Fungsional, Teridentifikasinya faktor – faktor kunci perusahaan melalui analisis *Critical Success Factor* dan *Competitive Profile Matrix*, Teridentifikasinya strategi apa saja yang mungkin akan dilaksanakan melalui analisis Matriks IE, Matriks TOWS, dan *Competitive Strategy Porter's*, Mendapatkan sasaran strategis perusahaan melalui rekomendasi dari hasil kajian secara menyeluruh dalam bentuk strategi bisnis PT Patra Trading melalui analisis QSPM (Quantitative Strategic Planning Matrix).

Strategi yang disusun diharapkan dapat mengarahkan PT Patra Trading menjadi perusahaan terdepan dibandingkan dengan perusahaan sejenis di kelasnya pada tahun 2022.

Kata kunci : Comprehensive, Strategy Business, Critical Success Factor, Analisis Makro, Analisis Mikro.

ABSTRACT
BUSINESS STRATEGIES OF PT PATRA TRADING TOWARD
THE LEADING COMPANY IN 2022

PT Patra Trading is engaged in trading of Petrochemical products and Operatorship of LPG and Petrochemicals distribution facilities.

Currently PT Patra Trading is dealing with company's performance issue which is unstable and tends to decline since 2016. This is due to non-existence of long-term strategies created comprehensively.

Several important questions require answers from studies conducted among them, How the company's strategies in the future to improve the performance?, what are measurements of declining performance from the vision, mission, and objectives of the company?, What are strategic issues emerging from the external opportunities and threats?, What are strategic issues emerging from the internal strengths and weaknesses?, What are key factors that should be noted and owned by the company?, What strategies possibly be performed?. What are the strategic objectives of the company?

In order to develop the company's strategies requiring analysis in interpreting the vision and mission of PT Patra Trading into business strategies, starting by conducting analysis of external strategic issues and internal strategic issues of the company both macro and micro in order to obtain key success factors, opportunities, threats, strengths and weaknesses of the company. These external factors and internal factors will be studies further in order to determine the company's strategies by using EFE Matrix and IFE Matrix analysis.

In the end the results expected are identifications and determinations of the company's strategic objectives as a recommendation of business strategies of the PT Patra Trading in 2018 – 2022 in order to deal with the root causes of the company's declining performance through several things namely identifying the company's strategic performance in the future. Identification of performance measure in analyzing toward current vision, mission, objectives and strategies through Critical Success Factors or Key Performance Indicator (KPI). Identifying the external strategic issues in form of opportunities and threats through PESTEL (Political Economic, Social, Technology, Environment and Legal) analysis and Porter 5's Factor, Identifying the internal strategic issues in form of strengths and threats by using Competitive Profile Matrix and Functional analysis. Identifying the company's key factors through Critical Success Factor and Competitive Profile Matrix analysis, Identifying what strategies possibly performed by Matrix IE, Matrix TOWS, and Competitive Strategy Porter's analysis. Obtaining the company's strategic objectives through recommendation from the results of studies comprehensively in form of business strategies of PT Patra Trading through QSPM analysis (Quantitative Strategic Planning Matrix analysis).

Strategies being development are expected to be able to direct PT Patra Trading to be leading company compared to other similar companies in their class in 2022.

Keywords: *Comprehensive, Business Strategies, Critical Success Factor, Macro Analysis, Micro Analysis.*