

## ABSTRAK

### **ANALISIS STRATEGI BERSAING DIVISI *CONSUMER CARE HEALTH CARE (CCHC)* PADA PT. TEMPO SCAN PACIFIC, TBK DALAM INDUSTRI *FAST MOVING CONSUMER GOODS (FMCG)* DI INDONESIA**

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Tujuan penelitian adalah mengidentifikasi tingkat persaingan divisi CCHC pada PT. Tempo Scan Pacific, Tbk, dan menentukan strategi bisnis untuk pengembangan usaha, dengan menganalisis kekuatan-kelemahan-peluang-ancaman (SWOT) serta memformulasikan strategi bersaing kedepan menggunakan *Quantitative Strategic Planning Matrix (QSPM)*. Dengan menggunakan pendekatan deskriptif kualitatif dan desain studi kasus, pengumpulan data melalui wawancara semi terstruktur, untuk selanjutnya diolah dan dianalisis.

Hasil analisis pertama, tingkat persaingan perusahaan di industri FMCG sangat ketat karena banyaknya pemain di sektor consumer goods, PT. Tempo Scan Pacific, Tbk berada diperingkat ke-18 berdasarkan kapitalisasi pasar.

Hasil penelitian kedua, faktor internal; kekuatan utama adalah yaitu modal kuat dan kapasitas IT yang mumpuni, portfolio produk bervariasi dan harga bersaing, *brand image* dan *awareness* baik, dan jaringan distribusi luas, kelemahan utama adalah promosi dan biaya iklan tinggi, alokasi biaya R&D kurang, pertumbuhan penjualan CCHC 2022 turun, dan bahan baku impor. Faktor eksternal; peluang utama adalah pertumbuhan ekonomi positif, pertumbuhan industri dan populasi penduduk meningkat, tingkat pengeluaran barang konsumsi tinggi, tidak mudah dimasuki pendatang baru. Ancaman utama yaitu; persaingan dalam industri yang sama, banyaknya produk pengganti.

Hasil penelitian ketiga, berdasarkan matriks SWOT berada dikuadran-1 strategi agresif/intensif yaitu strategi S-O memperluas jaringan pemasaran dan distribusi dan perbaiki service level distribusi; mengembangkan inovasi pada kategori makanan; menciptakan produk berkualitas tinggi dengan harga bersaing; menjaga dan meningkatkan kualitas produk yang diproduksi; dan meningkatkan manajemen SDM dengan menggunakan teknologi. Berdasarkan matriks IE pada kuadran-4 kesempatan untuk tumbuh dan berkembang, strategi yang diterapkan adalah strategi intensif; pengembangan produk, penetrasi pasar, dan pengembangan pasar; dan strategi integratif yang melibatkan integrasi kedepan, kebelakang dan horizontal. Berdasarkan matriks QSPM, prioritas strategi yang diterapkan dalam mengembangkan bisnisnya adalah strategi pengembangan produk, penetrasi pasar, strategi integrasi dan pengembangan pasar.

Kata kunci: analisis SWOT, matriks QSPM, strategi bersaing

## **ABSTRACT**

### **COMPETITIVE STRATEGY ANALYSIS OF CONSUMER CARE HEALTH CARE (CCHC) DIVISION AT PT. TEMPO SCAN PACIFIC, TBK IN THE FAST MOVING CONSUMER GOODS (FMCG) INDUSTRY IN INDONESIA**

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The research objective is to identify the level of competition of CCHC division at PT Tempo Scan Pacific, Tbk, and determine the business strategy for business development, by analyzing Strength- Weakness-Opportunity-Threat (SWOT) and formulating the future competitive strategy using Quantitative Strategic Planning Matrix (QSPM). By using a descriptive qualitative approach and case study design, data collection through semi-structured interviews, and then processed and analyzed.

The first analysis result, the level of competition in the FMCG industry is very tight due to the many players in the consumer goods sector, PT Tempo Scan Pacific, Tbk is ranked 18th based on market capitalization.

The second research result, internal factors; main strengths are strong capital and qualified IT capacity, varied product portfolio and competitive prices, good brand image and awareness, and wide distribution network; main weaknesses are high promotion and advertising costs, less R&D cost allocation, CCHC 2022 sales growth is down, and raw materials are still imported. External factors; the main opportunities are Indonesia's positive economic growth, the growth of industry and population continues to increase, the level of spending on consumer goods is high, it is not easy to enter new entrants, the use of modern technology and social media platforms; the main threats are competition in the same industry, the number of substitute products.

The third research result, based on the SWOT matrix, is in the 1st quadrant of the aggressive/intensive strategy, with the S-O strategy to expand the marketing and distribution network and improve the distribution service level; develop innovations in the food category; create high-quality products at competitive prices; maintain and improve the quality of products produced; and improve HR management using technology. Based on the IE matrix in quadrant-4 opportunities for growth and development, the strategies applied are intensive strategies; product development, market penetration, and market development; and integrative strategies involving forward, backward and horizontal integration. Based on the results of QSPM matrix, the priority strategies applied in developing their business are product development strategies, market penetration, integration strategies and market development.

Keywords: competitive strategy, QSPM matrix, SWOT analysis