

INTISARI

PT. Great River Internasional, Tbk (“GRI” atau “perseroan”) merupakan perusahaan yang menjalankan usaha produksi, distribusi, dan ritel secara terpadu dari merek-merek busana internasional. GRI merupakan pemimpin pasar dalam industri dengan portofolio lisensi merek asing yang terbanyak di Indonesia. Tahun 2002 merupakan tahun yang berat bagi GRI karena kinerja penjualan yang menurun serta beban hutang yang ditanggung perseroan. Namun berkat kerja keras seluruh komponen organisasi, GRI berhasil mengatasi masalah yang dihadapinya dengan menempuh upaya restrukturisasi hutang. Perubahan lingkungan bisnis yang cepat sekali terjadi, seperti krisis ekonomi global dan era perdagangan bebas, menuntut perseroan untuk merumuskan kembali strategi bisnisnya guna menghadapi setiap tantangan yang ada dan memenangkan persaingan di masa depan.

Analisis yang digunakan meliputi analisis lingkungan makro dan lingkungan industri, analisis rantai nilai (*value chain*) serta analisis SWOT. Analisis kondisi internal dilakukan melalui analisis rantai nilai, sementara kekuatan dan kelemahan internal yang dihubungkan dengan peluang dan ancaman eksternal menghasilkan suatu matrik SWOT. Dengan hasil analisis tersebut disusunlah formulasi strategi perseroan, yang berupa sekumpulan program tindakan untuk berbagai jangka waktu.

Rekomendasi yang disarankan adalah menempuh 2 strategi secara simultan dan saling melengkapi, yaitu strategi *Growth* untuk jangka pendek, dan strategi *Best-Cost Provider* untuk jangka panjang. Strategi *Growth* terdiri dari upaya-upaya: pengelolaan portofolio produk, penetrasi pasar, ekspansi pasar, pengembangan produk, dan diversifikasi produk. Strategi *Best-Cost Provider* terdiri dari lima upaya yang kesemuanya bertujuan mencapai keunggulan biaya dan diferensiasi secara sekaligus dalam jangka panjang.

Kata kunci: industri TPT, *value chain analysis*, analisis SWOT, *porter's five forces*, strategi *Growth*, strategi *Best-Cost Provider*, formulasi strategi.

ABSTRACT

PT Great River International, Tbk (“GRI” or “company”) is a public company that produces, distributes, and does retail business of international fashion brands in an integrated manner. GRI is a market leader in the industry with the most portfolio of foreign brand licenses in Indonesia. The year 2002 was the most difficult one for GRI because of its decreasing performance of sales and also because of the burden of debts which were to be borne by the company. However, due to the hard work of all components of the organization, GRI succeeded in overcoming the problems they were facing by restructuring the debts. The business environment that was taking place so rapidly, such as the global economic crisis and the free trade era, demanded the company to reformulate its business strategy in order to confront any challenges and to win the competition in the future.

The analyses used include the analysis of macro environment and industrial environment, analysis of value chain and SWOT analysis. Whereas internal strengths and weaknesses which are related to external opportunities and threats produce a matrix of SWOT. With the result of the analyses one can formulate a corporate strategy consisting of some action programs for several periods of time.

The recommendations suggested are 2 strategies to be carried out simultaneously and complementing each other, namely *Growth* strategy for a short period, and *Best-Cost Provider* strategy for a long period. *Growth* strategy consists of the following efforts: management of products portfolio, market penetration, market expansion, development of products, and diversification of products. *Best-Cost Provider* strategy consists of five efforts which are all aimed at superiority in costs and differentiation to be done simultaneously for a long period.

Key words: textile and garment industry, value chain analysis, SWOT analysis, Porter’s five forces, *Growth* strategy, *Best-Cost Provider* strategy, and strategic formulation.