

INTISARI

Bagi perusahaan Indonesia yang telah melakukan internasionalisasi bisnis akan mendapatkan pengetahuan dan pengalaman mengenai bahasa, budaya, hukum yang berlaku, serta operasional bisnis sehari-hari. Hal ini yang memotivasi PT. ABC Distribution Vietnam (PT. ADV) dalam membangun aktifitas distribusi sendiri. Pengalaman PT. ADV yang sudah lebih dari 7 tahun beroperasi di negara Vietnam, menjadikan alasan perusahaan melakukan strategi integrasi vertikal sehingga mempunyai *full control* atas operasional sehari-hari. Terlebih perusahaan mendapatkan pengalaman dari cabang negara tetangga yang sudah terlebih dahulu membangun aktifitas distribusi sendiri, sehingga menjadi modal kuat dalam *transfer knowledge* dan *expertise* serta membagikan resiko bisnis yang mungkin terjadi.

Penelitian dilakukan sebagai dasar membangun aktifitas distribusi sendiri di negara Vietnam. Efisiensi atas banyaknya partner distributor lokal selama ini, kemudian pemilihan lokasi/kota yang tepat serta strategi masuk pasar (*entry mode*) harus diputuskan oleh PT. ADV menjadikan dasar merumuskan strategi internasionalisasi.

Penelitian dilakukan dengan metode studi literatur untuk mengetahui dan menganalisis faktor internal dan eksternal terkait dengan pertanyaan penelitian ini. Untuk menganalisis pemilihan beberapa alternatif strategi, akan dilakukan dengan metode kuesioner yang dilakukan dengan alat ukur QSPM (*Quantitative Strategic Planning Matrix*). Responden dipilih adalah pengambil keputusan di PT. ADV sehingga relevan dengan permasalahan yang terdapat dalam penelitian.

Berdasarkan hasil penelitian dengan pengumpulan data baik itu primer maupun sekunder ditambah dengan metode analisis sebagaimana disebutkan diatas, PT. ADV akan memilih lokasi pertama untuk perusahaan distribusi sendiri yaitu di kota Ho Chi Minh dengan strategi masuk pasar (*entry mode*) adalah penanaman modal langsung di luar negeri atau *Foreign Direct Investment*.

Kata Kunci : Distribusi, FSA (*Firm Specific Advantage*), Integrasi Vertikal, LSA (*Location Specific Advantage*), Matriks FSA dan LSA, Penanaman Modal Asing, Strategi Internasionalisasi, Strategi Integrasi Vertikal, QSPM, Vietnam.

ABSTRACT

Many of Indonesian companies that decided to go global and enter international market will eventually have the knowledge and experience of country's language, culture, applicable law, and business as usual operations. These are the motivations of PT. ABC Distribution Vietnam (PT ADV) in developing its owned distribution company activity. The experienced of PT. ADV, in which has more than 7 years of operations in the country of Vietnam, makes the company want to have the full control over day-to-day operations. Moreover, as business and confidence grows in addition with the experience from the neighboring countries, in which already developed their owned distribution company activity, giving PT. ADV many advantages in term of knowledge transfer and shared-expertise as well as distribution business risks that may occur.

The research was conducted as an approach from a desire to develop its owned distribution company activity in Vietnam. Therefore, Firstly, the research will give the information why is it important to have its owned distribution company activity. Secondly, the selection of appropriate location/city to develop its owned distribution company activity. Lastly, the research will suggest entry mode strategy to international market carry on by PT. ADV as formulation of internationalization strategy.

The research was conducted by literature study method, the literature study purpose is to identify and analyze the internal and external factors in relation with the research question. A questionnaire method combined with QSPM measuring tool (Quantitative Strategic Planning Matrix) was selected to analyze the selection of several alternative strategies. Respondents selection were the decision makers in PT. ADV, moreover, it will relevant to answer the internationalization strategy of the research.

Based on the results of this research, combined with the data collection from both primary and secondary plus the method of analysis as mentioned above, PT. ADV will choose the first location for its owned distribution company in Ho Chi Minh City with entry mode strategy was Foreign Direct Investment.

Keywords: *Internationalization Strategy, Foreign direct investment, FSA (Firm Specific Advantage), LSA (Location Specific Advantage), FSA and LSA Matrix, QSPM, Distribution, Vertical Integration, Vietnam.*