



## ABSTRACT

### ANALISIS STRATEGI BERSAING LLOYD'S REGISTER QUALITY ASSURANCE (LRQA) INDONESIA

Fast and complex changes in the business environment lead to companies to adapt or survive. These changes apply in quality management system certification services as well though it is relatively new in Indonesia (since 1993). When some other companies grow following market demand and time, then, tight competition emerges. This leads to companies to formulate the strategies that fit to the changes.

The purpose of this research is to identify factors affecting the competitive strategy for Lloyd's Register Quality Assurance Indonesia (LRQAI). These factors come from external environment, industrial environment, and internal environment. Based on the analysis of those factors, then, strength, weakness, opportunities, and threat can be determined. Following that identification, the appropriate competitive strategy may be established by using SWOT analysis and TOWS Matrix.

The research shows that from the SWOT analysis, the strategy for Lloyd's Register Quality Assurance Indonesia (LRQAI) falls in the *growth oriented strategy*. This means that the company has strength and opportunities that overcome the weakness and threat and this is favour situation for the company.

Furthermore, by using TOWS Matrix, it can be identified some alternative strategies by combining the strength, weakness, opportunities, and threat. They are Strength-Opportunities (S-O) : enhance *brand image* and relationship with consultants; Weakness-Opportunities (W-O) : increase the number of Assessors and expand the new office; Weakness-Threat (W-T) : increase the awareness of the quality management system and emphasize the *added value*; and Weakness-Threat (W-T) : build customer retention and loyalty and introduce cost efficiency.

Key Words : Strategic Management, SWOT Analysis, ISO-9001 : 2008 Quality Management System Certification