

## STRATEGIC ANALYSIS OF PT WIJAYA KARYA BETON TO CREATE A SUSTAINABLE COMPETITIVE ADVANTAGE CASE STUDY ON PT WIJAYA KARYA BETON

### ABSTRACT

This research aims to analyze and evaluate the strategies that have been created and implemented by PT Wijaya Karya Beton (Wika Beton) as the manufacturer of precast concrete products and have succeeded in becoming the market leader in Indonesia. Wika Beton success as a market leader in the long-term became the phenomenon that was interesting where the attractiveness of this industry is still relatively high with the market conditions that are still open. Made the analysis and carried out the evaluation towards their strategies can give a description of how the company was able to maintain their excellence and determine the factors influencing it. Furthermore, can provide recommendations on the alternative strategies that can be applied to enhance competitiveness in the future.

The analysis procedure and evaluation of the strategies used refers to a framework developed by David (2004). Firstly, it conducted a review on the basis of a strategy by evaluating the EFE/IFE Matrix of Wika Beton. To support the review were made in the analysis of Porter's five forces, TOWS matrix and SPACE Matrix. Secondly, measuring the performance of Wika Beton in the review period 2004 to 2008 and make a comparison between the results against the target. Thirdly, take corrective action if both of the stage significantly changes by providing a new alternative strategy input.

The conclusion of this study is Wika Beton able to create a competitive advantage in the long-term (sustainable). The analysis and evaluation results show that the strategy has a compatibility with the key success factors, position and company profiles. Although in this study is not found significantly the changes between the evaluation results and recommendations but some new alternative strategies need to be added in order to increase the performance and competitiveness.

*Keywords: sustainable competitive advantage, EFE/IFE and IE Matrix,  
five forces analysis, TOWS matrix, SPACE matrix.*