



INTISARI

Ciri-ciri yang semakin menonjol dalam dunia bisnis di Indonesia belakangan ini adalah kompleksitas, persaingan, perubahan, dan ketidakpastian. Keadaan tersebut menimbulkan persaingan yang tajam antar perusahaan, baik karena pesaing yang semakin bertambah, volume produk yang semakin meningkat, maupun bertambah pesatnya perkembangan teknologi yang mampu mempengaruhi pasar.

Penelitian ini bertujuan untuk menganalisis faktor faktor apa saja yang menentukan bagi PT Saba Indomedika untuk mencapai market leader dalam industri kesehatan. Selanjutnya, penelitian ini juga memformulasikan alternatif strategi dan strategi pilihan bagi perusahaan untuk mencapai posisi market leader. Penelitian yang dipilih merupakan penelitian deskriptif. Sumber data primer berupa business plan, sistem dan prosedur, laporan keuangan diperoleh langsung dari pimpinan PT Saba Indomedika, sementara data sekunder berupa data pangsa pasar perusahaan distribusi alat kesehatan diperoleh melalui Gabungan Pengusaha Alat Kesehatan dan Laboratorium Indonesia, Departemen Kesehatan Republik Indonesia dan Observasi lapangan. Analisis lingkungan industri dilakukan dengan analisis lingkungan bisnis umum, five forces model dari Porter, driving forces, key success factors dan strategic group map. Sementara analisis lingkungan internal dilakukan dengan menggunakan analisis value chain. Hasil analisis lingkungan internal dan lingkungan eksternal kemudian dilanjutkan dengan analisis SWOT, dimana diformulasikan alternatif strategi dan strategi pilihan bagi perusahaan untuk mencapai posisi market leader.

Hasil studi atas strategi pilihan pencapaian market leader saat ini menunjukkan bahwa faktor kekuatan telah memberikan dukungan yang cukup dalam menunjang strategi perusahaan dalam menghadapi persaingan di masa yang akan datang untuk mencapai posisi market leader.

Kata kunci : model lima kekuatan dari Porter, driving forces, strategic group map, key success factors, analisis Value Chain, analisis SWOT, market leader, PT Saba Indomedika.



ABSTRACT

The characteristics of the increasingly prominent in the business world in Indonesia these days is the complexity, competition, changes, and uncertainty. Circumstances which led to sharp competition between companies, either because of increasing competition, increasing product volume increase, and increases rapid development of technology that could affect the market.

This study aims to analyze what factors are decisive for PT Saba Indomedika to reach the market leader in the healthcare industry. Furthermore, this study also formulate alternative strategies and options for the company's strategy to reach the market leader position. The selected research is descriptive research. Primary data source of business plans, systems and procedures, financial reports obtained directly from the head of PT Saba Indomedika, while the secondary data in the form of market data distribution company acquired medical equipment through the Joint Employers Health and Laboratory Equipment Indonesia, Ministry of Health of the Republic of Indonesia and field observations. Environmental analysis industry analysis conducted by the general business environment, five forces from Porter's model, driving forces, key success factors and strategic group map. While internal environmental analysis is done using value chain analysis. The results of analysis of internal environment and external environment followed by a SWOT analysis, which formulated an alternative strategy and the strategy of choice for companies to reach the market leader position.

The results of a study on the achievement of strategic options as the market leader this shows that the power factor has been given adequate support in supporting the company's strategy in the face of competition in the future to reach the market leader position.

Keywords: model of Porter's five forces, driving forces, strategic group map, key success factors, Value Chain analysis, SWOT analysis, market leader, PT Saba Indomedika.