

## Intisari

PT Suseta Daiken Indonesia (SDI) merupakan perusahaan distributor yang fokus menjual *engineering door* merek Daiken. Ketatnya persaingan mendorong perusahaan untuk melakukan uji coba pada industri lainnya (industri interior). Perusahaan menyatakan adanya peluang yang menjanjikan di industri interior. Muncul dilema dalam pemilihan strategi perusahaan, apakah fokus di bisnis pintu (strategi penetrasi pasar) atau masuk ke industri interior (strategi diversifikasi).

Penelitian ini bertujuan untuk mengidentifikasi kondisi industri interior serta mencari strategi terbaik bagi perusahaan. Identifikasi kondisi industri interior dengan metode Porter's *Three Essential Test* dan pencarian strategi terbaik menggunakan QSPM (*Quantitative Strategic Planning Matrix*). Berdasarkan Porter's *Three Essential Test*, diperoleh hasil yang membingungkan. Industri interior tidak menarik akan tetapi lolos uji biaya masuk dan uji sinergi. Berdasarkan pengujian selanjutnya (QSPM), perusahaan ternyata lebih tertarik dengan strategi penetrasi pasar. Diambil kesimpulan bahwa strategi terbaik bagi perusahaan adalah fokus di bisnis pintu atau strategi penetrasi pasar.

Kata kunci: *product-market strategy*, penetrasi pasar, diversifikasi, *three essential test*, *five forces*, *value chain*, QSPM, bisnis pintu, bisnis interior

## **Abstract**

PT Suseta Daiken Indonesia (SDI) is a distributor that specialized on selling Daiken's engineering doors. Competition encouraged SDI to enter other industries (interior industry). Companies recognize an opportunity in interior industry. A dilemma arises on choosing a company's strategy, whether to focus on the door business (market penetration strategy) or to enter the interior industry (diversification strategy).

This research identified the interior industry and tried to find the best strategy for the company. We Identified the condition of interior industry with the Porter's Three Essential Test methods and find the best strategy using QSPM (Quantitative Strategic Planning Matrix). Based on Porter's Three Essential Tests, we obtained a mystify results. This research find that the interior industry is not attractive but passes the entrance fee test and synergy test. Based on further testing (QSPM), the company turned out to be more interested in the market penetration strategy. The conclusion is that the best strategy for the company is to focus on the door business caled market penetration strategy.

Key words: product-market strategy, market penetration, diversification, three essential test, five forces, value chain, QSPM, door business, interior business