

INTISARI

PT Cahaya Bintang Manise adalah salah satu pemain dalam industri kasur pegas di Ambon yang terkena dampak dari penurunan harga oleh kompetitor. Penjualan yang terus menurun karena mitra mulai membeli produk kompetitor dengan harga murah. Sehingga perlu dilakukan analisis kompetitor supaya menjadi dasar PT Cahaya Bintang Manise menentukan strategi selanjutnya. Penelitian dilakukan dengan tujuan mengidentifikasi *key success factors* menurut mitra, melakukan identifikasi kekuatan kompetitif perusahaan dan kompetitor dan mengidentifikasi posisi menurut faktor eksternal dan internal yang mempengaruhi.

Penelitian dilakukan dengan desain kuantitatif dan data primer didapatkan dengan menggunakan dua jenis kuesioner. Kuesioner pertama diberikan kepada mitra untuk menilai *key success factors*. Pernyataan *key success factors* didapatkan dari hasil wawancara awal dengan internal perusahaan dan literatur. Selanjutnya *key success factors* digunakan untuk menilai kekuatan kompetitif perusahaan dan kompetitor. Kuesioner kedua diberikan kepada internal perusahaan untuk menilai *internal factor evaluation* berdasarkan *porter's value chain* dan *external factor evaluation* berdasarkan *porter's five forces* dan PESTEL, yang mempengaruhi perusahaan.

Hasil penelitian menunjukkan bahwa penilaian kekuatan berdasarkan *key success factor* PT Cahaya Bintang Manise menempati peringkat pertama dengan nilai 7,6 dan dua kompetitornya masing-masing memiliki nilai 7,5. Pada matriks internal dan eksternal, PT Cahaya Bintang Manise berada pada kuadran V dengan rekomendasi strategi *hold* dan *maintain*.

Kata Kunci: Kasur Pegas, *Key Success Factor*, *Internal Factor Evaluation*, *External Factor Evaluation*, *Matrix IE*, PESTEL, *Porter's Value Chain*, *Porter's Five Forces*

ABSTRACT

PT Cahaya Bintang Manise is one of the spring bed companies in Ambon that are affected by competitor's strategy. Competitors decreasing their bed price make PT Cahaya Bintang Manise's sales decrease. Every partner in Ambon tries to change their product from PT Cahaya Bintang Manise to competitor's product based on their price. PT Cahaya Bintang Manise needs to take a competitor analysis as their basis for making the next strategy. The objectives of this research are identifying the key success factors from their patterns point of view, identifying PT Cahaya Bintang Manise and competitor's competitive strength and identifying PT Cahaya Bintang Manise position based on external and internal factor evaluation.

This research uses quantitative as the design and the primary data got from questionnaires. There are two kinds of questionnaires to collect the data. First questionnaires belong to a partner to assess key success factors. The key success factors statement came from the first interview with company internals and literatures. The outcome from key success factors assessment is used for competitive strength assessment focal company and competitors. The second questionnaire belongs to company internals to take internal factor evaluation based on porter's value chain and external value chain based on porter's five forces and PESTEL that impact the company.

The result shows that the competitive strength assessment based on key success factors for PT Cahaya Bintang Manise is the highest rating with 7,6. Each competitor's rating is 7,5. Internal and external matrix shows PT Cahaya Bintang Manise at the V quadrant withhold and maintenance as the strategy recommendation.

Key Words: *Spring Bed, Key Success Factor, Internal Factor Evaluation, External Factor Evaluation, Matrix IE, PESTEL, Porter's Value Chain, Porter's Five Forces*