



## SWOT ANALYSIS AS A BUSINESS STRATEGY TO INCREASE COMPETITIVENESS AT RUPAT ISLAND DEPOT PT. PANTJA SURYA

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### ABSTRACT

The purpose of this research is to formulate and determine the most appropriate business strategy to increase competitiveness at the Rupert Island Depot, PT. Pantja Surya to remain able to compete and excel among competitors. This type of research is descriptive qualitative and the nature of this research is exploratory. The informants in this study were stakeholders. Methods of data collection is done by observation, study documentation, and in-depth interviews. The method of data analysis was carried out by analyzing IFE and EFE matrices, SPACE matrices, and SWOT matrices. This study resulted in 1) 15 points of internal factors consisting of 8 strength factors and 7 weakness factors. 2) 12 points for external factors consisting of 6 opportunity factors and 6 threat factors. This research resulted in a growth and build strategy, this is shown from the results of the internal-external matrix is in the cell division I, while the SPACE matrix results in a business competition position that is in the II quadrant, namely an aggressive strategy, then in the SWOT matrix the results of this study are to utilize the SO (strength-opportunities) strategy.

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### 1. Introduction

Business developments in the crumb rubber industry sector are currently growing rapidly. Along with the demand for rubber in the household is increasing every day, this triggers an increase in demand for rubber exports every day. Business competition that is getting tougher by the day requires every business to have a strategy in carrying out its operational activities, in order to create a business that has a competitive advantage among similar competitors. One example of a business that must formulate a competitive advantage strategy to excel among competitors is the Rupert Island Depot, PT. Pantja Surya. Rubber is one of the important plantation commodities, both as a source of income, job opportunities and foreign exchange, as a driver of economic growth for new centers in the area around rubber plantations as well as environmental conservation and biological resources [1]. Indonesian rubber exports To find out how far the prospect of rubber commodities in supporting the agricultural sector in Indonesia, the following will be presented rubber developments as well as rubber supply and demand projections for the next few years [2].

**Table 1.**  
Crumb Rubber Exports by Main Destination Countries, 2016-2020

Country of Destination	2016	2017	2018	2019	2020
<b>Net Weight : 000 Ton</b>					
United States of America	568,4	577,2	595,4	543,1	439,3
Japan	413,0	453,1	472,8	493,7	380,8
China	293,4	433,7	243,9	211,9	307,7
India	210,0	247,4	287,8	192,7	177,6
South Korea	179,3	192,4	189,5	169,2	149,6
Brazil	95,5	97,9	93,9	80,6	58,7
Canada	72,8	90,1	89,4	72,6	73,1
German	68,0	72,4	69,2	60,0	48,2
Belgium	68,0	50,1	46,1	39,8	23,2
Turkey	64,6	87,3	92,5	75,8	81,8
Other	461,3	621,2	561,5	501,2	465,5
<b>Total</b>	<b>2.494,3</b>	<b>2.922,8</b>	<b>2.742,0</b>	<b>2.440,6</b>	<b>2.205,5</b>
<b>FOB : 000 000 US\$</b>					
United States of America	729,2	980,4	831,7	760,5	589,6
Japan	538,2	766,8	659,4	690,7	514,0
China	387,3	740,6	341,2	297,3	378,7
India	274,8	416,7	404,2	273,5	230,7
South Korea	232,3	327,4	263,9	237,8	189,5
Brazil	125,7	163,0	131,7	114,1	80,2
Canada	94,9	151,1	124,3	101,2	97,5
German	88,3	123,5	97,9	85,0	64,4
Belgium	87,8	86,4	64,4	55,6	31,6
Turkey	83,3	149,5	129,4	106,1	108,6
Other	601,2	1.052,9	788,6	704,3	616,1
<b>Total</b>	<b>3.243,0</b>	<b>4.958,3</b>	<b>3.836,7</b>	<b>3.426,1</b>	<b>2.900,9</b>

Based on table 1.1 above, it can be seen that there has been a decline in rubber exports in the last 3 years. As the second largest rubber producer in the world, Indonesia's supply of rubber is important for the global market. Since the 1980s, the Indonesian rubber industry has experienced steady production growth. Most of the country's rubber production - about 80% - is produced by smallholders. Therefore, government and private plantations have a small role in the domestic rubber industry [1] [3].

Rubber processing in Indonesia is still considered inadequate, even though Indonesia ranks second in the world's rubber exports, but there are still many factors that hinder rubber productivity in Indonesia. This is what is being pursued by PT. Pantja Surya which is a subsidiary of Kirana Megatara Group which is a manufacturer of crumb rubber, SIR 10, SIR 20 and SIR 20 VK. This business group is part of the Triputra Group owned by T.P. Rachmat through PT. Triputra Investindo Arya, and the late Persada Capital Group. Benny Subianto on behalf of PT. Persada Capital Investama. PT. Pantja Surya is trying to increase the productivity of rubber originating from factory depots, especially Rupert Island Depots in order to increase competitiveness among competitors and increase the productivity of the domestic rubber industry.

## 2. Methods

The type and nature of this research is descriptive qualitative, namely data collection to answer questions about the latest status of the research subject. The informants of this research were stakeholders of the Rupert Island Depot PT. Pantja Surya who had the opportunity to be interviewed. Data collection techniques in this research are observation, library research, document study, depth interview. Then all data are combined by triangulation method, IFE and IFE matrix, SPACE matrix, and the last is SWOT matrix. After the SWOT matrix is complete, we will be able to formulate a strategy that

must be implemented by the Rupert Island Depot, PT. Pantja Surya to improve business competitiveness. The following stages of data analysis techniques can be seen in Figure 3.1, the schematic below:

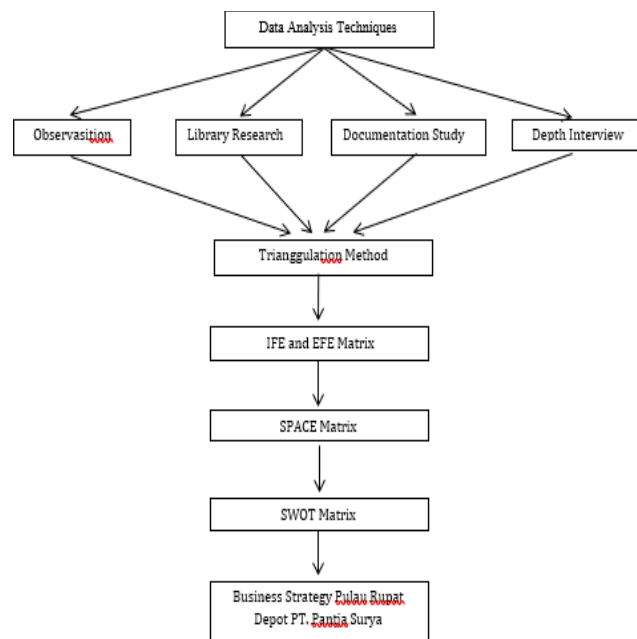


Fig 2. Schematic of Data Analysis Method Source: Primary Data Processed

### 3. Result and Discussion

#### 3.1 Triangulation Method

The input stage is the stage to enter the results of the analysis of internal and external factors at the Rupert Island Depot PT. Pantja Surya. Internal factors will be included in the Internal Factor Evaluation (IFE) while external factors will be included in the External Factor Evaluation (EFE).

#### 3.2 Partial Discussion (T-Test)

After identifying the company's internal and external strategies, it is necessary to analyze these factors where there will be weighting and rating. Weight is a value that indicates the level of relative importance to the success of increasing purchases at the Rupert Island Depot, PT. Pantja Surya. The factors that are considered to have the most influence on the performance of the Rupert Island Depot will be given a high weight so that the total weight must be worth 1. While the rating shows how the influence of internal and external factors on the condition of the Rupert Island Depot / PT. Pantja Surya. After obtaining the weights and ratings, the weights and ratings will be multiplied to obtain a weighting score for each external and internal factor. This multiplication will be used to analyze the internal and external matrices and determine the location of the quadrants on the SPACE. The following is table 4.1, namely the results of the IFE . analysis matrix analysis.

Table 2.  
IFE Analysis Results

No	Internal Factors	Weight	Rating	Weightx Rating
1.	The only DEPO on Rupert Island	0.071	4	0.284
2.	Rupert Island produces a lot of rubber	0.065	4	0.26
3.	Employees are able to handle customers in aday there is no limit	0.057	2	0.114

No	Internal Factors	Weight	Rating	Weightx Rating
4.	The price offered by the company does notharm farmers	0.074	3	0.222
5.	The service provided by warehouse employees is good	0.059	4	0.236
6.	Having employees with long experience	0.058	3	0.174
7.	Having a familial nature in maintainingrelationships with consumers to createcustomer loyalty	0.082	4	0.328
8.	Services can be done at special hours if you already have a purchase appointment	0.065	2	0.13
<b>Total Strength</b>				<b>1.748</b>
<b>Weakness</b>				
9.	Lack of equipment accommodation for purchasing rubber	0.056	2	0.112
10.	Transportation is quite far and not sufficient	0.068	2	0.136
11.	Access to Rupert Island which is still considered inadequate	0.079	2	0.158
12.	Farmers who still don't have enough knowledge	0.063	2	0.126
13.	The rubber storage area that has been purchased is still not good	0.057	2	0.114
14.	Manpower for loading and unloading is still limited	0.073	2	0.146
15.	The minimum wage on Rupert Island is quitehigh	0.073	2	0.146
<b>Total Weight</b>		<b>1.000</b>		
<b>Total Score Weakness</b>				<b>0.938</b>
<b>Different Score Strength-Weakness</b>				<b>0.810</b>

Source: Research Results Rupert Island Depot PT. Pantja Surya

Based on the results of the EFE matrix analysis in table 4.2, it can be seen that the opportunity for Rupert Island Depot PT. Pantja Surya is a significant growth from the increase in rubber production with a weighted value of 0.368, while the one that poses a threat to the Rupert Island Depot, PT. Pantja Surya is a partner who is invited to work together by the company often violating the rules with a weighted value of 0.273. The total score for opportunities is 1.674 and the total score for threats is 1.274. These results can be concluded that the Rupert Island Depot PT. Pantja Surya has a greater opportunity value than the threat with a difference of 0.427.

#### 4. Conclusions

The results obtained in this study are seen that the Rupert Island Depot PT. Pantja Surya is in quadrant I (aggressive) with SO strategy which means Rupert Island Depot, PT. Pantja Surya is in a very favorable situation. Companies have opportunities and strengths so that they can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy.

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