

ABSTRACT

This research aims to analyze the factors causing non-optimization of alliance strategy in achieving sales target of new product auxiliaries. Method of data retrieval is done by interview and filling questioner. The Strategy Tools used include: EFE Matrix (External Evaluation Factor), IFE Matrix (Internal Evaluation Factor), TOWS Matrix (Threats-Opportunities-Weaknesses-Strengths), GS Matrix (Grand Strategy) and QSP Matrix (Qualitative Strategic Planning). The results of this research are conducted in the form of Optimalization of Alliance Strategy in Strengthening New Product Sales Auxiliaries using Alternative Business Strategy, which are: Market Penetration Strategy, Market Development Strategy and Product Development Strategy Auxiliaries implemented by company side in next sales year and successfully exceed annual target achievement 2017 from 150 billion IDR reached 175 billion IDR. Conclusions can be taken include: Market Penetration Strategy is conducted with the utilization of new lead and existing textile customers, Market Development Strategy with improvement of company capability through initiation process of long term alliance strategy with alliance partner and Product Development Strategy with proactive and reactive responsiveness of auxiliaries product. Suggestions submitted by researchers to the company is the provision of human resources textile experts and restructuring sales team of general chemicals and auxiliaries.

Keywords: Alliance Strategy, Alternative Business Strategy, Market Concentration Strategy, Market Development Strategy, Product Development Strategy Auxiliaries

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ABSTRAK

Penelitian ini bertujuan menganalisis faktor-faktor penyebab ketidak-optimalan strategi aliansi dalam pencapaian target penjualan produk baru *auxiliaries*. Metode pengambilan data dilakukan dengan cara wawancara dan pengisian kuesioner. Alat Analisis Strategi (*Strategy Tools*) yang digunakan meliputi: Matriks EFE (*External Evaluation Factor*), Matriks IFE (*Internal Evaluation Factor*), Matriks TOWS (*Threats-Opportunities-Weaknesses-Strengths*), Matriks GS (*Grand Strategy*) dan Matriks QSP (*Qualitative Strategic Planning*). Hasil penelitian ini dilakukan berupa Optimalisasi Strategi Aliansi dalam Penguatan Penjualan Produk Baru *Auxiliaries* menggunakan Strategi Bisnis Alternatif, yaitu: Melakukan Strategi Penetrasi Pasar, Strategi Perkembangan Pasar dan Strategi Perkembangan Produk *Auxiliaries* yang diimplementasikan oleh pihak perusahaan di tahun penjualan berikutnya dan berhasil melebihi pencapaian *annual target* tahun 2017 dari Rp 150 Milyar tercapai Rp 175 Milyar. Kesimpulan yang dapat diambil diantaranya: Strategi Penetrasi Pasar dilakukan dengan pemanfaatan *new lead* dan *existing customer* tekstil, Strategi Pengembangan Pasar dengan peningkatan kapabilitas perusahaan lewat proses inisiasi Strategi Aliansi berjangka panjang dengan mitra aliansi dan Strategi Pengembangan Produk dengan peningkatan responsifitas produk *auxiliaries* secara proaktif dan reaktif. Saran yang disampaikan peneliti kepada perusahaan adalah dilakukannya penyediaan sumber daya manusia tenaga ahli tekstil dan restrukturisasi tim penjualan bagian *general chemicals* dan *auxiliaries*.

Kata kunci: Strategi Aliansi, Strategi Bisnis Alternatif, Strategi Penetrasi Pasar, Strategi Perkembangan Pasar, Strategi Perkembangan Produk *Auxiliaries*