

ABSTRACT

This research study is about strategic planning of PT Enerta Prima Solusindo (EPS) using Quantitative Strategic Planning Matrix (QSPM) approach. PT EPS is companies that do the bussines in Insulation & Scaffolding Services. The main reason of this research study is the fact that in year 2014 the financial performance of PT EPS was declining and near to bankruptcy. The other reason is the market opportunity was growth with the newest Indonesian government policy no.79/2014 to add, accelerate and achieved 35.000 MW of national electricity by end of 2019. These scope of this reasearh include internal dan external environment analysis, determination of alternative strategy, and determine of choosen alternative strategy is formulated using Quantitative Strategic Planning Matrix (QSPM) approach.

The secondary data is obtained from BKPM, BPS, annual financial report, sales report and performance report from annual share holder meeting. The primary data was obtained through CDMG (Concensus Decision Making Group), where variables of main strategis factor for PT EPS were defined.

The strategic formulation processed by three phases :

- 1) Input Stage, which consist of external and internal analysis with balance score card perspective. The result then will rated to become matrix IE, TOWS and Grand Strategy. The result of IE matrix show profitability factor that shown Opportunity 177, Threat 143, Strength 89, Weakness 154. The result for Grand Strategy Matrix shown Opportunity 112.8, Threat 82.4, Strength 104.7,Weakness 140.81.
- 2) Matching Stage, which consist of formulation strategic that come from matrix IE, matrix TOWS and matrix Grand Strategy. The strategic results that relatively same then will be choosen by Quantitative Strategic Planning Matrix (QSPM). Its result then be formulated to the balance score card persfective that consist of Strategic Objective, Lag Indicator, Lead Indicator, Measurement, Strategic Inisiative programme and responsibility.
- 3) Final Stage, the final stage is conclude that what is the appropriate strategies for PT EPS. The recomended strategies for PT EPS were **product development** and **market development** and mix with another strategies such non-Bank financing and horizontal integration. Those strategic is to improve the company (internal) and to respond the current market opportunity.