

## ABSTRAK

Silvia Juliasari (01033180025)

### **ANALISIS STRATEGI BERSAING PADA PERUSAHAAN MANUFAKTUR *PULL HANDLE* MENGGUNAKAN *PORTER'S FIVE FORCES MODEL* (Studi Kasus: PD XYZ)**

Skripsi, Fakultas Sains dan Teknologi (2022)

(xiii + 92 halaman; 17 gambar; 6 tabel; 3 lampiran)

PD XYZ merupakan perusahaan manufaktur *pull handle* berlokasi di Pulau Jawa. PD XYZ mengalami kesulitan dalam menghadapi persaingan yang semakin ketat. Persaingan yang semakin ketat disebabkan karena jumlah pesaing sejenis yang mengalami peningkatan, diperkirakan saat ini mencapai 100 perusahaan sejenis di Indonesia. Banyak pesaing yang menawarkan produk dengan harga yang lebih murah. Hal tersebut menjadi penyebab terjadinya penurunan omzet PD XYZ. Tujuan penelitian ini yaitu memberikan usulan strategi bersaing yang tepat dalam industri *pull handle* dengan menggunakan *porter's five forces model*. *Porter's five forces model* terdiri atas ancaman masuk, rivalitas pesaing yang ada, tekanan produk substitusi, daya tawar pembeli, dan daya tawar pemasok. Metode pengumpulan data yang dilakukan yaitu wawancara terhadap Direktur PD XYZ dan 2 partisipan yang telah berpengalaman dalam pasar *pull handle*. PD XYZ saat ini menggunakan strategi *overall cost leadership*. Namun, strategi tersebut dinilai belum maksimal. Faktor penyebabnya yaitu proses produksi yang masih manual dan harga jual produk pesaing lebih rendah. Berdasarkan analisis lingkungan industri *pull handle* saat ini, dapat diketahui bahwa tidak ada ancaman yang tinggi pada ancaman masuk, tekanan produk substitusi dan daya tawar pemasok. Namun, terdapat ancaman sedang menuju tinggi pada rivalitas pesaing yang ada dan daya tawar pembeli. Diferensiasi pada industri *pull handle* saat ini cukup rendah, menyebabkan daya tawar pembeli menjadi tinggi. Strategi bersaing yang diusulkan yaitu penggabungan strategi *overall cost leadership* dan diferensiasi. Perusahaan dapat melakukan diferensiasi dengan fokus *product* dan *image*. Perusahaan dapat meluncurkan berbagai *series*, seperti *black series*, *white series*, dan *platinum series*. Selain itu, dapat ditambahkan variasi kadar *stainless steel* pada produk minimalis. *Image* yang dapat dikenalkan yaitu sebagai *pull handle* berkualitas, bervariasi dan produk dapat di-*custom*. Perusahaan dapat melakukan pengiklanan di berbagai *platform*.

Kata Kunci : *Porter's five forces*, *differentiation*, dan *overall cost leadership*.

Referensi : 20 (1980-2021)

## **ABSTRACT**

Silvia Juliasari (01033180025)

### **ANALYSIS OF COMPETITIVE STRATEGY IN A PULL HANDLE MANUFACTURING COMPANY USING PORTER'S FIVE FORCES MODEL (Case Study: PD XYZ)**

Thesis, Faculty of Science and Technology (2022)

(xiii + 92 pages; 17 pictures; 6 tables; 3 appendices)

PD XYZ is a pull handle manufacturing company located in Java Island. PD XYZ has difficulty in facing intense competition. Intense competition due to the increasing number of similar competitors, it is estimated that currently there are 100 similar companies in Indonesia. Many competitors offer products at lower prices. This is the cause of the decline in PD XYZ turnover. The purpose of this study is to propose the right competitive strategy in the pull handle industry using Porter's five forces model. Porter's five forces model consists of the threat of entry, the rivalry of existing competitors, the pressure of substitute products, the bargaining power of buyers, and the bargaining power of suppliers. The data collection method used are interviews with the Director of PD XYZ and 2 participants who have experience in the pull handle market. PD XYZ currently uses an overall cost leadership strategy. However, this strategy is considered not optimal. The contributing factors are the production process that is still manual and the selling price of competitors' products is lower. Based on the analysis of the current pull handle industry environment shows that there is no high threat of entry threats, pressure on substitute products and bargaining power of suppliers. However, there is a moderate to high threat on the rivalry of existing competitors and the bargaining power of buyers. The differentiation in the pull handle industry is currently quite low which makes the bargaining power of buyers high. The proposed company strategy is a combination of overall cost leadership and differentiation strategies. Companies can differentiate by focusing on product and image. Companies can launch various series, such as black series, white series, and platinum series. In addition, variations in stainless steel levels can be added to minimalist products. Images that can be introduced are as pull handles with quality, variety and products that can be customized. Companies can advertise on various platforms.

Keywords : Porter's five forces, differentiation, and overall cost leadership.

Reference : 20 (1980-2021)