Strategic Management Using Swot and Qspm Analysis in Increasing Crude Palm Oil (CPO) Sales at PT Windu Nabatindo Lestari

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Abstract: *This study aims to determine strategic management to increase production and sales of crude plam oil (CPO) at PT Windu Nabatindo Lestari (PT WNL) that can be seen from the internal and external conditions in PT WNL at Pundu , Center of Kalimantan. This research uses SWOT analysis (Strength, Weakness, Opportunities, Threats) and QSPM (Quantitative Strategic Planning Matrix)analysis. Internal environmental analysis is used to get the strengths and weaknesses of PT WNL, and external environmental analysis is used to get opportunities and threats of the PT WNL . From the results of the SWOT analysis (Strength, Weakness, Opportunities, Threats), there are two SO (Strength Opportunity) Strategies, Two WO Strategies (Weakness Opportunity), Two ST (Strength Threat) Strategies, and Two WT (Weaknes Threat) Strategies. From the results of the four strategies, one strategy that is more superior or prioritized is selected by performing a QSPM (Quantitative Strategic Planning Matrix) analysis. From the results of the QSPM analysis, it is found that one more strategy is prioritized based on the largest total value of attraction (TAS). From the internal environmental analysis, there are factors that become the company's strengths, namely; fertilization, harvest exploitation, harvest methods and mechanization, zero resistance, harvest intervals, Fifo system in PKS, implementation of FMS(Fleet Management System), and relationships with Cooperative Partners. Meanwhile, the internal factors that are weaknesses are: compliance with environmental regulations and maintaining the achievements of the ISPO and RSPO systems. From the analysis of the external environment, there are factors that provide opportunities, namely support from cooperatives and community leaders, mechanization in harvesting and fertilization, there is no substitute product for CPO, and demand for CPO is always increasing. Apart from that, there are factors that pose a threat, namely the policy of establishing PKS without plantations, the UMR which continues to rise, increasing fertilizer prices, and competitors from outside FFB Buyers. Based on the IE Matrix, PT Windu Nabatindo Lestari's position is in quadrant "I", so the strategy that fits this quadrant is Growth and Build Strategy through increasing production and sales.*

INTRODUCTION

Crude palm oil or CPO (Crude Palm Oil), is one of Indonesia's main commodities. This commodity is also known to play an important role in the food, energy and cosmetics industries throughout the world. Even in comparison, Crude Palm Oil has a percentage of around 40% of the world's total vegetable oil consumption. Therefore, there are many examples of derivative products that can be found in everyday life.

Crude Palm Oil (CPO), or crude palm oil, is an important commodity in the industrial and food world. This oil is obtained through an extraction process from the flesh of oil palm fruit (Elaeis guineensist). PT Bumitama Gunajaya Agro Group (PT BGA Group) is a CPO producing company which has a plantation area of almost 200,000 hectares in 3 provinces in Central Kalimantan, West Kalimantan and Riau. One of the companies under PT Bumitama Gunajaya Agro Group is PT Windu Nabatindo Lestari (PT WNL) which is based in Pundu, Central Kalimantan with a plantation area of 44,597 hectares. Consists of 15 gardens with an average area per garden of around 3000 hectares

 Currently PT WNL previously had not implemented a SWOT strategy, the strategy used was still by konvensional way, strategies are created separately. so that strategy formulation does not require in-depth analysis. Based on the problems above, the researcher tries to provide alternative solutions to the problem of appropriate strategic management using SWOT and the QSPM Matrix.

The SWOT method is a method used to determine marketing strategies that can be carried out by the company. After knowing the marketing strategies, they are weighted and after that the attractiveness value of each existing strategy is looked for.

The SWOT Matrix is a framework for the company's internal and external environment, building on the SWOT approach . The company weaknesses, while the The SWOT Matrix is a framework for the company's internal and external environment, building on the SWOT approach. The company environment is like strengths and weaknesses, while the external environment is like opportunities and threats. (Assauri in Putri, 2014).

 The QSPM method is a tool for objectively evaluating alternative actions and deciding which strategy is the best. According to (Assauri in Putri, 2014)

METHOD

 In adjusting the thesis so that the problem can be solved well, the final project is prepared in a structured manner. In this case, there is a need for a problem solving framework that explains the steps to be used to solve problems starting from identifying the problem to the conclusions that can be drawn.
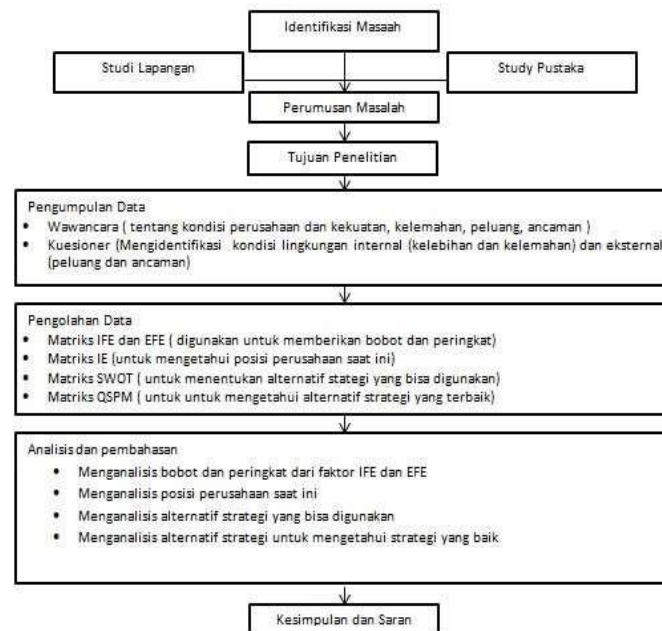
Data Collection
At this stage, data collection is explained to solve the problems faced by the WNL company. The data collected is as follows.
1. Interview with PT WNL
2. Distribute questionnaires to 3 sections, namely the marketing section, finance section and production section. Because these 3 parts understand and know the company's internal and external factors.

Data processing
In this section, the data obtained at the data collection stage is calculated as follows;
3.2.1 IFE and EFE Matrix
In the IFE and EFE matrices, internal and external conditions are weighted and ranked. Internal conditions are strengths and weaknesses, while external conditions are opportunities and threats. After that, look for the weight score, where the weight score is obtained by generating weights and rankings. An example of an IFE table can be seen in table 2.2 in chapter 2.
3.2.2 IE Matrix
strategy as a statement (either explicitly or implicitly) about how a brand or product line achieves its goals.
3.2.3 SWOT Matrix (Strengths, Weaknesses, Opportunities, Threats)
The SWOT matrix is used to develop strategies based on internal factors (strengths and weaknesses) and external factors (opportunities and threats).
3.2.4 QSPM (Quantitative Strategic Planning Matrix)
QSPM is a technique used to find out strategic alternatives that are appropriate and best for the company

RESULTS AND DISCUSSION
     Internal Environmental Factors (EFI)

Table 1 Key Internal Factors

KEY INTERNAL FACTORS / FAKTOR INTERNAL KUNCI	BOBOT	NILAI (1 – 4)	BOBOT X NILAI
STRENGTHS (KEKUATAN)			
Pemupukan 100% tereallsasi	0,09	4	0,36
Eksploitasi panen dengan kualitas excellent	0,07	4	0,28
Melaksanakan Forsima	0,1	4	0,4
Pembinaan CSR	0,09	4	0,36
Melaksanakan pertemuan rutin dengan koperasi, Tomas dan LSM	0,09	4	0,36
Menggunakan metode panen dan pemupukan mekanisasi	0,07	4	0,28
Menerapkan FMS untuk monitoring perilaku sopir	0,06	4	0,24
Memastikan Interval panen 36 – 48 rotasi per tahun	0,1	4	0,4
Menjalankan system FIFO di PKS	0,07	4	0,28
Menerapkan zero restan di kebun	0,06	4	0,24
WEAKNESSES (KELEMAHAN)			
Mematuhi peraturan lingkungan hidup	0,1	2	0,2
Mendapatkan dan mempertahankan sertikasi RSPO & ISPO	0,1	2	0,2
TOTAL	**1.00**		**3,6**

Table 2 Internal Factor Evaluation Matrix

| Key Success Factors (KSF)	Key Internal Factors / Faktor Internal Kunci
1. Meningkatkan yield / Ha TBS	1. Memastikan program pemupukan anorganik dan organic 100% terealisasi dengan kualitas excellent 2. Eksploitasi panen dengan kualitas excellent
2. Kepatuhan terhadap regulasi dan sertifikasi	1. Mematuhi peraturan lingkungan hidup 2. Mendapatkan dan mepertahankan sertifikasi RSPO dan ISPO
3. Membangun hubungan yang baik secara terus menerus dengan koperasi, tokoh Masyarakat serta LSM	1. Melaksanakan Forsima 2. Pembinaan CSR 3. Melaksanakan pertemuan rutin dengan koperasi, tokoh massyarakat dan LSM
4. Melakukan invovasi dan menerapkan penggunaan teknologi	1. Menggunakan metode panen dan pemupukan mekanisasi 2. Menerapkan Fleet Management System untuk monitoring perilaku sopir
5. Meningkatkan kualitas CPO	1. Memastikan interval panen 36 - 48 rotasi per tahun 2. Menjalankan system FIFO di PKS 3. Menerapkan zero restan di kebun

External Environmental Factors (EFE)

Table 3 External Factor Evaluation Matrix

KEY EXTERNAL FACTORS / FAKTOR EKSTERNAL KUNCI	BOBOT	NILAI (1 – 4)	BOBOT X NILAI
OPPORTUNITIES (PELUANG)			
1. Dukungan Koperasi dan tokoh Masyarakat	0,11	3	0,33
2. Pemakaian system meknaisasi panen dan pemupukan	0,10	3	0,30
3. Standar sertifikasi RSPO dan ISPO	0,11	3	0,33
4. Belum ada produk pengganti setara CPO	0,12	3	0,36
5. Permintaan CPO yang terus meningkat	0,13	4	0,52
	0,12	4	0,48
THREATS (ANCAMAN)			
1. Kebijakan pembukaan PKS tanpa kebun			
2. UMR yang terus naik	0,10	2	0,20
3. Kenaikan harga pupuk	0,08	2	0,16
4. Kompetitor pembeli TBS eksternal dari PKS milik Perusahaan lain	0,11	2	0,22
5. Regulasi terkait peraturan lingkungan	0,11	2	0,22
	0,09	2	0,18
TOTAL	**1.00**		**3,3**

Based on the results of the IFE and EFE matrix calculations, the Total IFE Score is 3.6 and the Total EFE Score is 3.3.

IE Matrix

which is then used to determine the position of the IE Matrix as follows:
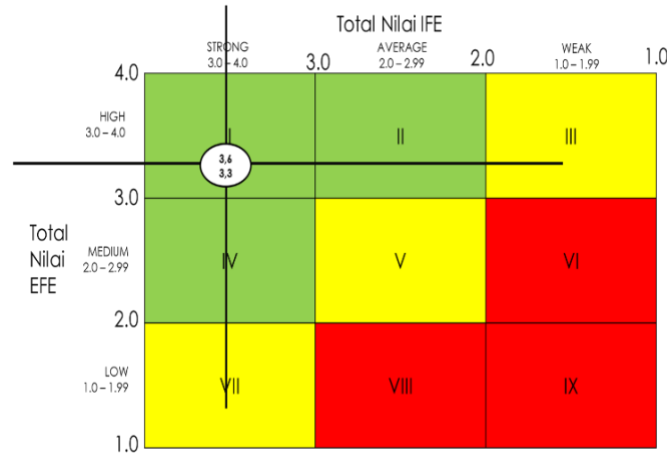
Picture 1 Internal External Matrix

The results of the IE Matrix above show that the total internal factor score and total external factor score of PT WNL are in Quadrant I. This means that the development strategy must be formulated by PT WNL. PT WNL in general must aim at a growth strategy.

SWOT Analysis

Table 4 SWOT Matrix

From the SWOT Matrix above, strategic alternatives that have been formulated include:
1. Increasing OER by educating the public to harvest FFB with good quality (O1, O2, S1)
2. Application of enzymes to increase OER (O1, O2, O3, S1)
3. Improving water management (O1, O2, O3, W2)
4. Carrying out repairs to crucial machine units, and increasing preventive maintenance (O1, O2, W3, W4)
5. Management of fruit receipts by utilizing automation & digitalization (O1, O2, W4)
6. Conduct regular meetings with Tomas (T1, T2, S1, S3)
   7.Conduct forsima (T1, T3, S3)
8. RSPO & ISP   O certification process (T2, S3)
9. Extra pudding for external TBS drivers (T1, T3, W1, W4)
10. Maintaining good relations with security forces (T2, T3, W1, W4)
11. Routine patrols and creation of portals (T1, T3, W1, W3, W4)

QSPM Analysis

The QSPM analysis in this research was used to determine priorities in implementing PT WNL business development strategy in facing competition.

Based on the analysis results from QSPM, the priority S-O strategy is to carry out market penetration. Knowing that the total value in strategy I is the largest compared to the other 3 strategies.(table 5) In more complete order of priority the S-O strategy for implementing market penetration from PT WNL can be explained as follows:

1. Increasing OER by educating the public to harvest FFB with good quality
2. Application of enzymes to increase OER

Table 5 QSPM Tabel

IFE & EFE	Bobot	Strategi I		Strategi II		Strategi III		Strategi IV	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength									
1.Pemupukan 100 %	0.09	3	0.27	2	0.18	4	0.36	3	0.27
2. Ekspoitasi Panen dgn kualitas Excellence	0.07	4	0.28	3	0.21	4	0.28	3	0.21
3. Melaksanakan Forsima	0.1	3	0.3	2	0.2	3	0.3	1	0.1
4. Pembinaan CSR	0.09	3	0.27	1	0.09	3	0.27	4	0.36
5. Melaksanakan pertemuan rutin dengan koperasi Tomas dan LSM	0.09	3	0.27	4	0.36	3	0.27	2	0.18
6. Menggunakan metode Panen dan pemupukan mekanisasi	0.07	4	0.28	2	0.14	2	0.14	2	0.14
7. Menerapkam FMS untuk monitoring perilaku sopir	0.06	2	0.12	2	0.12	2	0.12	2	0.12
8. Memastikan intreval panenn 36 - 48 rotasi per tahun	0.1	3	0.3	2	0.2	2	0.2	1	0.1
9. Menjalankan sistem FIFO di PKS	0.07	3	0.21	2	0.14	1	0.07	1	0.07
10. Menrapkan zero restan di kebun	0.06	3	0.18	2	0.12	1	0.06	1	0.06
Weakness									
1. Mematuhi peraturan lingkungan hidup	0.1	3	0.3	1	0.1	1	0.1	1	0.1
2. Mendapatkan dan mempertahankan sertifikasi RSPO	0.1	1	0.1	3	0.3	4	0.4	4	0.4
	1.0								
Opportunity									
1.Dukungan Koperasi dan tokoh Masyarakat	0.1	4	0.4	3	0.3	2	0.2	2	0.2
2.Pemakaian system meknaisasi panen dan pemupukan	0.11	3	0.33	3	0.33	2	0.22	4	0.44
3.Standar sertifikasi RSPO dan ISPO	0.1	2	0.2	2	0.2	4	0.4	3	0.3
4.Belum ada produk pengganti setara CPO	0.11	2	0.22	3	0.33	1	0.11	2	0.22
5.Permintaan CPO yang terus meningkat	0.1	1	0.1	3	0.3	2	0.2	3	0.3
Threat						0		0	
1.Kebijakan pembukaan PKS tanpa kebun	0.1	3	0.3	3	0.3	3	0.3	4	0.4
2.UMR yang terus naik	0.08	3	0.24	3	0.24	3	0.24	4	0.32
3.Kenaikan harga pupuk	0.1	4	0.4	3	0.3	3	0.3	3	0.3
4.Kompetitor pembeli TBS eksternal dari PKS milik Perusahaan lain	0.11	2	0.22	3	0.33	3	0.33	3	0.33
5.Regulasi terkait peraturan lingkungan	0.09	3	0.27	3	0.27	3	0.27	3	0.27
Total	1.0		5.560		5.060		5.140		5.190

CONCLUSION

The results of the analysis of the internal and external environment at PT WNL can be concluded that so far it is still not appropriate in implementing strategies which currently still use conventional methods.

The strategy analysis implemented by PT WNL is based on the SWOT Matrix, namely the SO strategy, in terms of increasing OER by educating the public to harvest FFB with good

quality and the application of enzymes to increase OER in the factory. In the QSPM analysis it can be concluded that there is a need to improve harvesting methods with better quality as well as appropriate harvesting and fertilization methods so as to produce high quality FFB and produce the best OER when processed in the PKS (Mill). This has had a big impact on increasing CPO sales of the PT WNL company.

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