ABSTRACT

PT. Perkebunan Nasional XI Persero (PTPN XI) is BUMN engaged in the sugar industry established since 1972. Present as a premium sugar top choice among medium with practical packaging, hygienic to consumption. PTPN XI launched Gupalas in 2010 as a premium sugar which will be marketed in Indonesia.

With increasingly fierce competition, each actor would have to prepare a variety of strategies to be able to compete with other actors. To view the suitability of the strategy that has been running at this time that a research proposition, used analysis of diamond strategy initiated by Hambrick and Fredrickson (2005), where there are 5 elements into approaches: Vehicle, Differentiation, Staging, Economic Logic to look at the suitability of the strategy applied, based on the approach of the strategy produced by 4 scenarios, Scenario I is an alliance with CV Fajar, Scenario II is Acquired by PTPN XI, Scenario III is the new Premium Sugar Product Development, Scenario IV PTPN XI Focuses on Commodity sugar (did not exist in the Premium Segment). Used the Cost and Benefit analysis, based on a survey of the perceptions of the management board.

Cost and Benefit Analysis aselected by 3 stages scenarios that must be done. The first is a scenario I, ie an alliance with CV Fajar, Scenario II is the second phase that is acquired by PTPN XI, and the third stage is the Scenario III Sugar Premium new product development. To implement the third stage of the planning dlakukan Strategy Roadmap. In the implementation of the Roadmap strategy PTPN XI must have the initiative of various functions within the organization, including the Management Initiative, Human Resources Initiatives, IT / RnD Initiatives, Marketing Initiatives, Production Initiatives, and Delivery Initiatives

Keywords: Five Elements Strategic Hambrick and Frederickson