

ABSTRAK

KUNCORO HARIADI, Strategi Daya Saing Industri Pengalengan Daging Rajungan Di Jawa Tengah. Pembimbing Utama: Purnama Sukardi, pembimbing anggota Tri Yanto.

Strategi daya saing menjadi suatu hal penting karena merupakan sekumpulan keputusan dan tindakan yang menghasilkan rumusan dan implementasi rencana yang dirancang untuk mencapai sasaran perusahaan. Parameter yang sering digunakan untuk mengukur daya saing suatu komoditas yaitu keunggulan komparatif dan keunggulan kompetitif. Jenis komoditi ekspor utama produk perikanan Jawa Tengah adalah daging rajungan yang meningkat dari 1.198 milyar di 2017 menjadi 1.361 milyar di tahun 2018. Komoditas daging rajungan di Jawa Tengah menjadi menarik untuk diteliti karena mempunyai nilai ekonomi tinggi.

Dalam periode tahun 1990-an hingga saat ini banyak bermunculan perusahaan yang bergerak di industri pengalengan daging rajungan. Persaingan begitu ketat, yang sudah besar mengalami penurunan bahkan berhenti tetapi banyak juga perusahaan baru muncul dalam bisnis pengalengan ini. Perusahaan yang memiliki strategi daya saing dengan kebutuhan pasar yang mampu bertahan dan berkembang. Industri pengalengan daging rajungan harus mampu mengatur strategi agar selalu dapat berproduksi dengan biaya efisien dan efektif.

Tujuan penelitian (1) mengetahui keunggulan kompetitif dan keunggulan komparatif, (2) menentukan prioritas strategi industri pengalengan daging rajungan. Penelitian dilakukan di industri pengalengan daging rajungan di Jawa Tengah. Metode analisis yang digunakan yaitu analisis kuantitatif dan kualitatif. Analisis kuantitatif menggunakan metode PAM (*Policy Analysis Matrix*) untuk menjelaskan keunggulan kompetitif dan keunggulan komparatif. Analisis kualitatif menggunakan AHP (*Analytical Hierarchi Process*) untuk menentukan prioritas strategi.

Industri Pengalengan daging rajungan di Jawa Tengah memiliki daya saing dengan score (4 +). Keunggulan kompetitif dengan nilai *Private Profitability* (PP) Rp 7,019,870,489/tahun, *Private Cost Ratio* (PCR) 0,901 dan keunggulan komparatif nilai *Social Profitability* (SP) Rp 6,260,037,757/tahun, *Domestic Resources Cost Ratio* (DRCR) 0,909. Sesuai hasil AHP (*Analytical Hierarchi Process*) yaitu faktor yang menjadi prioritas utama adalah Suplay *Raw Material* (42,9%), Modal Kerja (31,4%), Pemasaran (16,1%), Kualitas Produk (6,8%) dan terendah adalah Sumber Daya Manusia (SDM) (3,8%). Sedangkan alternatif strategi yang menjadi pilihan atau prioritas utama adalah Efisiensi Biaya Produksi (50,9%), Kemitraan Suplayer (26,5%), Standart Proses Produksi (9,9%), Menambah Suplayer dan Pembeli (*Buyer*) (6,7%); Produk Nilai Tambah (*Value Added Product*) (6,0%).

Kata kunci : Strategi, Daya Saing, Daging Rajungan, PAM, AHP.

ABSTRACT

KUNCORO HARIADI, The Competitiveness Strategy of the Crab Meat Canning Industry in Central Java. Main Advisor: Purnama Sukardi, the member of Tri Yanto.

The competitiveness strategy is important because it is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve company goals. Parameters that are often used to measure the competitiveness of a commodity are comparative advantage and competitive advantage. The main export commodity for Central Java fishery products is crab meat, which increased from 1,198 billion in 2017 to 1,361 billion in 2018. The crab meat commodity in Central Java is interesting to study because it has high economic value.

In the period of the 1990s to the present time, there have been many companies engaged in the crab meat canning industry. The competition is so tight, it has decreased and even stopped, but many new companies have also appeared in this canning business. Companies that have a competitiveness strategy with market needs that are able to survive and develop. The crab meat canning industry must be able to set a strategy so that it can always produce costs efficiently and effectively.

The research objective is to know strategic priorities, competitive advantages and comparative advantages. The location is done in the crab meat canning industry in the Central Java region. The analytical method used is quantitative and qualitative analysis. Quantitative analysis uses the PAM (*Policy Analysis Matrix*) method to explain competitive advantages and comparative advantages. Qualitative analysis uses AHP (*Analytical Hierarchy Process*) to determine strategic priorities.

The crab meat canning industry in Central Java has high competitiveness with a score of (4 +). Competitive advantage with a *Private Profitability* (PP) value of IDR 7,019,870, 489 / year, a *Private Cost Ratio* (PCR) of 0,901 and a comparative advantage of a *Social Profitability* (SP) of IDR 6,260,037,757/year, a *Domestic Resources Cost Ratio* (DRCR) of 0,909. The strategic priorities according to the AHP results are the main priority factors are the Raw Material Supply (42.9%), Working Capital (31.4%), Marketing (16.1%), Product Quality (6.8%) and the lowest factor. is the Human Resource (3.8%). Meanwhile, the alternative strategy that becomes the choice or top priority is Production Cost Efficiency (50.9%), followed by Supplier Partnership (26.5%), Standard Production Process (9.9%), Adding Suppliers and Buyers (6.7%), Value Added Products (6.0%).

Keywords: Strategy, Competitiveness, Crab Meat, PAM, AHP