

ABSTACT

The background of this research is the potential of the Marine and Fisheries sector which is very large but is still not optimized and has not become the concentration of the previous government. National GDP income in the Maritime and Fisheries sector only reaches 4% of the total National GDP while the potential in this sector is very large so it is unfortunate if it is not optimized.

The purpose of this study is to determine the internal and external conditions of PT Aruna Jaya Nuswantara, what business strategies are needed by PT Aruna Jaya Nuswantara, what obstacles are experienced by PT Aruna Jaya Nuswantara, and can provide recommendations in the form of strategic planning which has been analyzed in this study.

The strategy formulation is carried out with a strategy management approach namely to three stages namely input stage, matching stage and decision stage. Stage input is done using the IFE and EFE matrices, while the matching stage uses the SWOT matrix and IE Matrix and the decision stage uses the QSPM matrix. The method used in this study is a combination of descriptive and quantitative qualitative, where quantitative is used to facilitate qualitative. Sampling was carried out using a purposive sampling method with the number of sources as many as 6 people who came from internal, company competitors, customers, associations in the marine and fisheries industry. In this study the credibility test was used through triangulation and member checking to test the interview instrument.

The results of this study indicate the EFE Matrix score of 2.65 and the IFE Matrix score of 3.05, so the position of PT. Aruna Jaya Nuswantara in IE Matrix is in quadrant IV, which is a grow and build strategy. In the QSPM Matrix which is a priority strategy with a TAS score of 1.731, which is a backward integrase strategy through developing its business to increase control over suppliers, especially fishing cooperatives, is considered a priority strategy to be carried out by PT Aruna Jaya Nuswantara to develop its business.

Keywords: Marine and Fisheries, EFE, IFE, SWOT, QSPM.