ABSTRACT

The rubber plantation sector, a strategic pillar of Indonesia's economy, faces complex dynamics, including volatile commodity prices and operational challenges. This research focuses on PT Alam Lestari Nusantara (PT ALN), a company in this sector, which has experienced a decline in sales and a worsening trend of net losses over the last five years. This situation is further exacerbated by the impact of high rainfall, which hinders road access and directly affects sales. Therefore, this study aims to formulate a suitable strategy to enhance the company's competitiveness and sustainability. A strategic management approach is used, beginning with the identification of internal and external factors through Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) analyses. Alternative strategies are then formulated using the TOWS Matrix, and strategic priorities are quantitatively determined with the Quantitative Strategic Planning Matrix (QSPM). Data was collected through interviews with management, internal documentation, and questionnaires. The research results indicate that PT ALN's position is in the Hold & Maintain quadrant of the IE Matrix, which suggests a stability strategy. From the QSPM analysis, the strategy of "Enhancing Competence and Workforce Diversification" received the highest score (6.35), followed by "Managing Weather and Price Fluctuation Risks" (6.28), and "Digitalization to Overcome Weaknesses and Seize Opportunities" (5.73). These results provide measurable and implementable strategic recommendations for PT ALN to enhance its market competitiveness.

Keywords: SWOT, IFE, EFE, IE, QSPM.