ABSTRACT

One of the factors that causes damage to the environment and becomes a major problem in Indonesia is plastic waste. Plastic bags have become a dangerous waste and a serious problem for environmental sustainability. Plastic garbage becomes a significant pollutant because it is not biodegradable. The objectives of this study were (1) to evaluate and analyze internal and external conditions of PT Mitra Bangun Cemerlang (MBC), (2) to analyze the feasibility and potential of the business development of used plastic processing at PT. MBC, and (3) to formulate strategies of used plastic processing at PT. MBC.

The study was conducted at PT MBC in Tangerang, West Java, from May to September 2010. The descriptive and analytical methods were used in this case study. The quantitative and descriptive qualitative methods were used in processing and analyzing the data. The quantitative analysis was carried out by using the method of feasible investment through the NPV, IRR and PBP. The descriptive qualitative analysis was carried out by using the matrix of IFE, EFE, IE, SWOT and QSPM.

The results of the identification and evaluation of the internal strategy showed five key factors of the strengths and weaknesses of the company, as well as five factors of the external opportunities and threats of the company. The feasibility analysis of the financial aspect was conducted based on data of 2007-2009. The discount rate used was 14.25%, which was the bank rate at the time of the study. The PBP value was 3.12 years, the resulting NPV was Rp 23,900,52 million, and the IRR value was 54.26%. Analysis by IFE and EFE matrix show that the total value of IFE was 2,583 and EFE was 2,972. With the IE matrix analysis, PT MBC’s position was in quadrant V. The next step was the formulation of strategy using the SWOT matrix. The alternative strategy generated could be categorized into three major groups, namely management, marketing and production. Based on the QSP matrix analysis, the most interesting strategy to be implemented in the production strategy, were increasing production capability by applying modern technology and reducing environmental pollution level.

Key words: alternative strategies, business development, feasible investment, QSPM, used plastics