

## **ABSTRACT**

*The refined sugar processing industry has an important role in the economy of a country because it can maintain food security by continuing to ensure the availability of sugar raw materials for the food, beverage and pharmaceutical industries both domestically and abroad, resulting in an increase in demand for refined sugar. Data shows an increase in demand of around 200,000 metric tons/year for domestic production in Indonesia. In the face of increasing demand and changes that occur in the industry, companies are required to be able to continue to capture existing opportunities, so one way is that companies can become learning organizations.*

*This study aims to evaluate the process of forming a learning organization at PT XYZ. The aspects studied include external factors such as politics, economics, social and technology. As well as internal factors such as personal mastery, mental model, shared vision, team learning, and systems thinking. The process of forming a learning organization is done by analyzing external and internal factors using SWOT analysis.*

*The phenomenon in this research was explored using the case study method. Data collection techniques are in-depth interviews, observation and secondary data collection. The resource persons involved are Factory Manager, Division Head, Manager and Section Head as many as 3 (three) people. The Factory Manager and Manager were interviewed about external and internal factors while the other interviewees were interviewed only about internal factors surrounding the process of forming a learning organization that has been carried out by PT XYZ and the obstacles or weaknesses that occur.*

*This research uses a qualitative descriptive method. In the analysis process for environmental assessment of external and internal factors at PT XYZ, researchers used the EFE matrix, IFE matrix, IE matrix and SWOT matrix then obtained 9 strategies with details of 3 SO strategies, 2 WO strategies, 2 ST strategies and 2 WT strategies. Furthermore, the strategy formulation in this study was carried out using the Quantitative Strategic Planning Matrix (QSPM), it was found that the strategy of optimizing team learning with the PDCA, QCC, CFT (Improvement) method and conducting Performance Review, Reward & Punishment to face market growth which is a priority because it has a STAS value of 3.93 which is the highest value among other strategies.*

*The results of this study are expected to be used as an evaluation of the process of forming a learning organization in refined sugar processing companies, especially at PT XYZ. And this research can be used as a direction in making strategic decisions that will be used to form a learning organization. The formation of this learning organization greatly supports the company to capture market growth opportunities and changes that occur.*

**Keywords: Strategy Formulation, Refined Sugar, Learning Organization.**