

INTISARI

FORMULASI STRATEGI BISNIS BARYL SKIN

Penelitian ini bertujuan untuk mengembangkan strategi bisnis bagi Barlyskin, perusahaan perawatan kulit yang saat ini belum memiliki strategi bisnis untuk dapat bersaing di industri perawatan kulit. Baryl belum memiliki strategi bisnis yang penting untuk membangun bisnis baru, terutama di tengah perlambatan ekonomi di mana lingkungan bisnis terus berubah. Perusahaan harus merumuskan strategi bisnis yang terintegrasi untuk memiliki strategi bisnis yang sesuai dan menyelaraskan faktor eksternal dan internal Barly untuk membangun keunggulan kompetitif. Analisis faktor eksternal, faktor internal perusahaan, dan perumusan strategi bisnis merupakan bagian dari proses perumusan strategi bisnis. Metode penelitian yang digunakan adalah analisis deskriptif kualitatif dengan menggunakan data primer dan data sekunder. Analisis deskriptif kualitatif digunakan dalam penelitian ini, yang meliputi data primer dan data sekunder. Data primer dikumpulkan melalui diskusi kelompok dan wawancara dengan pemilik Barylskin, sedangkan data sekunder dikumpulkan melalui data analisis makro publik, laporan bisnis, dan data internal Baryl. Analisis PESTEL, Porter Five Forces, Value Chain, dan VRIN digunakan untuk menganalisis data untuk mengidentifikasi faktor kunci keberhasilan, sumber daya, dan daya saing kemampuan. Kerangka strategi Diamond kemudian digunakan untuk mengembangkan strategi bisnis berdasarkan faktor kunci sukses dalam industri perawatan kulit serta daya saing sumber daya dan kemampuan Barly.

Berdasarkan hasil penelitian, Baryl direkomendasikan menggunakan strategi differensiasi dengan mengembangkan mengembangkan berbagai macam produk pelengkap sekaligus membangun pengenalan merek yang kuat melalui saluran online dan offline, (2) mempertimbangkan pengembangan kemampuan sumber daya manusia agar tetap kompetitif dan sebagai bagian dari investasi bisnis, dan (3) mengembangkan kategori produk vegan sebagai produk pengembangan dan proposisi nilai baru.

Kata kunci: Industri Perawatan Kulit, *Key Success Factors*, *Competitive Advantage*, *PESTEL*, *Porter Five Forces Model*, *Value Chain analysis*, *VRIN analysis*, *Diamond strategy*

ABSTRACT

FORMULATING BUSINESS STRATEGY OF BARYL SKIN

This research aims to develop a business strategy for Barlyskin, a skincare company that currently lacks a business strategy to enable it to compete in the skincare industry. Baryl has not had a business strategy that can be essential for establishing a new business, especially in an economic slowdown where the business environment continually shifts. The firm has to formulate an integrated business strategy to have a business strategy that fits and aligns Barly external and internal factors to establish a competitive edge. External factor analyses, firm internal factors, and business strategy formulation were all part of the business strategy formulation process. The research method used a qualitative descriptive analysis using primary and secondary data. A qualitative descriptive analysis was used in the research, which included both primary and secondary data. The primary data was gathered through a group discussion and interview with Barylskin owners, while the secondary data was gathered through public macro analysis data, business reports, and Baryl's internal data. PESTEL, Porter Five Forces analysis, Value Chain, and VRIN analysis were used to analyze the data to identify key success factors, resources, and capability competitiveness. The Diamond strategy framework is then used to develop a business strategy based on key success factors in the skincare industry as well as the competitiveness of Barly's resources and capabilities.

Based on the research results, The Baryl should pursue a differentiated strategy by (1) developing a wide range of products complementary while establishing a strong brand recognition through online and offline channels, (2) considering human resource capability development in order to stay competitive and as part of business investment, and (3) developing vegan product categories as product development and a new value proposition.

Keywords: Skincare Industry, Key Success Factors, Competitive Advantage, PESTEL, Porter Five Forces Model, Value Chain analysis, VRIN analysis, Diamond strategy.