

## INTISARI

Kegiatan pengembangan produk baru merupakan kegiatan yang bermanfaat bagi pertumbuhan perusahaan. Namun demikian pada studi kasus di PT. Matcha Muda Manggala (Matchamu), strategi pengembangan produk yang didasarkan pada proses *stage – gate* tradisional (NPD 1) ternyata dipandang kurang sesuai, sehingga dilakukan perubahan strategi pengembangan produk baru pada tahun 2021 yang lalu (NPD 2).

Penelitian ini melakukan studi komparasi diantara strategi NPD 1 & NPD 2 untuk mengetahui perbedaan mendasar antara kedua metode, mengetahui bagaimana keselarasan NPD 2 terhadap strategi bisnis perusahaan secara umum, dan bagaimana PT. Matchamu dapat mengoptimalkan strategi pengembangan produknya saat ini untuk dapat semakin meningkatkan kesuksesannya. Hasil penelitian menunjukkan bahwa terdapat perbedaan yang kontras antara NPD 1 dan NPD 2 dari segi *cost*, *speed*, dan *specification*. Temuan penelitian lain adalah bahwa berdasarkan teori tipologi strategi oleh Miles & Snow (1978) NPD 2 memiliki karakteristik *prospector*. Sementara itu berdasarkan hasil kuesioner yang didasarkan dari *multi - item scale* oleh Conant, et al (1990) , tipologi strategi bisnis perusahaan secara umum memiliki karakteristik *analyzer*. Pada bagian akhir , peneliti memberikan beberapa masukan yang dapat dilakukan perusahaan untuk dapat mengoptimalkan praktek pengembangan produk bagi perusahaan.

Kata kunci : *New Product Development*, NPD, *stage – gate*, *open innovation*, konteks, strategi, *strategic alignment*, tipologi strategi, Miles & Snow

## ABSTRACT

New Product Development (NPD) has been known as an important process in enhancing a company's growth. However, in the case of PT. Matcha Muda Manggala, their previous new product development strategy (NPD 1) that was based on the traditional stage - gate method was considered unsuitable for the company, thus encouraging the management team to adopt another new product development strategy (NPD 2), circa 2021.

This research examines the comparative study between NPD 1 and NPD 2 to discover the fundamental difference between the two strategies, analyze the strategic alignment between NPD 2 and the company's general business strategy, and find out how the company can optimize its current product development strategy to enhance its success in product development. Research finding shows that there are significant differences between NPD 1 and NPD 2 in terms of cost, speed, and specification (triple constraints). Other findings show that based on strategic typology theory by Miles & Snow (1978), current NPD method (NPD 2) lean more towards the characteristic of a prospector. Meanwhile, according to the survey on the current management team, based on multi - item scale by Conant, et al (1990) the overall company's typology refers to the characteristic of analyzer. In the end, the author offers some suggestions on how the company can optimize its new product development practice.

Key word : New Product Development, NPD, stage – gate, open innovation, context, strategy, strategic alignment, strategy typology, Miles & Snow