

Abstrak

Studi kasus ini berpusat pada usaha mikro, kecil, dan menengah (UMKM) di industri ritel Asia yang melayani segmen konsumen tertentu. Perusahaan ini beroperasi saat pandemi mulai dan membuktikan ketangguhannya melewati masa pandemi. Hal ini tidak terlepas dari bagaimana pemiliknya mengelola operasionalnya untuk melewati masa pandemi dan bertahan hingga saat ini.

Studi kasus ini memberikan pemahaman yang komprehensif dari sudut pandang seorang karyawan, Ana, yang telah bekerja di perusahaan ini selama enam bulan. Analisis internal dan eksternal menggunakan Resource-Based View dan Porter's Five Forces dilakukan sebagai dasar untuk analisis SWOT. Analisis akan dijadikan pertimbangan apakah perusahaan akan berhasil atau lebih baik keluar dari industry.

Kata kunci: UMKM, Perencanaan Strategis, Analisis SWOT, Resource-Based View, Kerangka kerja VRIO, Porter Five Forces

Klasifikasi JEL:

- **L1** Struktur Pasar, Strategi Perusahaan, dan Kinerja Pasar
- **M10** Bisnis Administrasi

Abstract

This case study centers on small and medium-sized enterprises (SMEs) in the Asian retail industry that serve a specific consumer niche. The company has been in operation since its founding during the pandemic. It is valuable to examine how the company navigated through the pandemic and how the owner has managed its operations until today.

This case study provides a comprehensive understanding from the perspective of one employee, Ana, who has been with the company for six months. The internal and external analysis utilized the Resource-Based View and Porter's Five Forces, forming the basis for the SWOT analysis. This analysis guides the investigation of whether the company can succeed or should consider exiting the industry. If the company aims to improve, strategies must be identified to thrive in its sector. Engaging students in the research process aims to enhance their critical thinking, depth of analysis, and problem-solving skills, particularly from a strategic viewpoint.

Keywords: SMEs, Strategic Planning, SWOT Analysis, Resource-based View, VRIO Framework, Porter's Five Forces

JEL Classification:

- **L1** Market Structure, Firm Strategy, and Market Performance
- **M10** Business Administration