

ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi bersaing Toko Bani Adam, sebuah UMKM yang bergerak di bidang busana Muslim, perlengkapan haji, dan produk herbal, dalam menghadapi tantangan persaingan dan dampak pandemi COVID-19. Melalui pendekatan kualitatif deskriptif, penelitian ini menggali faktor-faktor internal dan eksternal yang mempengaruhi kinerja usaha dengan menggunakan kerangka analisis PESTLE, Porter's Five Forces, VRIO, dan SWOT. Data diperoleh melalui wawancara mendalam dengan pemilik, karyawan, dan pelanggan, serta studi dokumentasi keuangan dan observasi langsung.

Hasil penelitian menunjukkan bahwa Toko Bani Adam memiliki kekuatan pada keberagaman produk, loyalitas pelanggan, dan posisi strategis di pasar lokal, namun menghadapi tantangan dalam hal digitalisasi, efisiensi operasional, dan adaptasi terhadap tren pasar. Faktor eksternal seperti meningkatnya tren religiusitas, dukungan pemerintah untuk UMKM, dan penetrasi media sosial memberikan peluang besar untuk tumbuh, sementara persaingan ketat dan perubahan perilaku konsumen menjadi ancaman serius.

Penelitian ini menghasilkan formulasi strategi bersaing berbasis SWOT, yang mencakup peningkatan digital marketing, optimalisasi manajemen stok dan SDM, serta pengembangan produk berbasis tren dan preferensi konsumen. Hasil studi diharapkan dapat menjadi rujukan strategis bagi pelaku UMKM lain dalam menyusun strategi bersaing yang adaptif dan berkelanjutan.

Keyword: *Strategi Bersaing, Analisis SWOT, Transformasi Digital UMKM*

ABSTRACT

This study aims to analyze the competitive strategy of Toko Bani Adam, a micro, small, and medium enterprise (MSME) operating in the sectors of Muslim fashion, Hajj and Umrah supplies, and herbal products, in addressing competitive challenges and the impact of the COVID-19 pandemic. Using a descriptive qualitative approach, the research explores internal and external factors influencing business performance through the analytical frameworks of PESTLE, Porter's Five Forces, VRIO, and SWOT. Data were collected through in-depth interviews with the owner, employees, and customers, as well as financial documentation studies and direct observation.

The findings indicate that Toko Bani Adam has strengths in product diversity, customer loyalty, and a strategic position in the local market. However, it faces challenges in digital transformation, operational efficiency, and adapting to changing market trends. External factors such as the rising trend of religious expression, government support for MSMEs, and the growing influence of social media present significant growth opportunities, while intense competition and shifting consumer behavior pose serious threats.

This research results in a SWOT-based competitive strategy formulation, including enhancements in digital marketing, optimization of inventory and human resource management, and product development aligned with consumer trends and preferences. The study's outcomes are expected to serve as a strategic reference for other MSME players in developing adaptive and sustainable competitive strategies.

Keywords: *Competitive Strategy, SWOT Analysis, MSME Digital Transformation*