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Analisis Strategi Diversifikasi PT AFG Pada Industri Personal Care ke Industri Food and Beverages
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ABSTRAK

Penelitian ini bertujuan untuk menganalisis strategi diversifikasi PT AFG dari industri *personal care* ke industri *Food and Beverages* melalui pengembangan bisnis *coffee shop*. Penelitian ini menggunakan pendekatan *mixed methods* dengan desain *sequential explanatory*. Data kuantitatif diperoleh melalui kuesioner *Porter's Five Forces* dan *Porter's Value Chain*, sedangkan data kualitatif diperoleh melalui wawancara mendalam dengan pihak internal PT AFG. Selain itu, data sekunder berupa dokumen keuangan perusahaan digunakan untuk menganalisis kelayakan investasi melalui *Net Present Value* (NPV), *Internal Rate of Return* (IRR), dan *Payback Period.* Hasil penelitian menunjukkan bahwa industri *coffee shop* cukup menarik untuk dimasuki oleh PT AFG, dengan skor *Porter's Five Forces* sebesar 4,00. Dari sisi finansial, investasi dinilai layak pada skenario *best estimate* dengan NPV sebesar Rp47.669.213, IRR sebesar 14,5%, dan *Payback Period* selama 3,67 tahun. Namun, hasil analisis sensitivitas menunjukkan bahwa kelayakan investasi sangat bergantung pada pencapaian target penjualan. Hasil *Better-Off Test* memperoleh skor 3,99, yang menunjukkan adanya potensi *value creation* dan sinergi antara bisnis *personal care* dan *coffee shop*, terutama pada aspek pemasaran, teknologi, basis pelanggan, dan infrastruktur perusahaan. Berdasarkan analisis TOWS, strategi yang disarankan adalah memperkuat diferensiasi berbasis *brand experience*, mengembangkan *cross-promotion*, memperkuat kapabilitas SDM dan operasional F&B, mengintegrasikan data pelanggan, serta melakukan ekspansi secara bertahap dan terukur.

Kata Kunci: Diversifikasi, *coffee shop*, *Porter's Five Forces, Porter's Value Chain,* TOWS

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ABSTRACT

This study aims to analyze PT AFG's diversification strategy from the personal care industry into the Food and Beverages industry through the development of a *coffee shop* business. This research applies a mixed methods approach with a sequential explanatory design. Quantitative data were collected through Porter's Five Forces and Porter's Value Chain questionnaires, while qualitative data were obtained through in-depth interviews with internal stakeholders of PT AFG. Secondary data in the form of company financial documents were also used to assess investment feasibility through Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period. The results show that the *coffee shop* industry is relatively attractive for PT AFG, as reflected by a Porter's Five Forces score of 4.00. From a financial perspective, the investment is feasible under the best estimate scenario, with an NPV of Rp47,669,213, an IRR of 14.5%, and a Payback Period of 3.67 years. However, the sensitivity analysis indicates that investment feasibility is highly dependent on sales target achievement. The Better-Off Test resulted in a score of 3.99, indicating the potential for value creation and synergy between the personal care and *coffee shop* businesses, particularly in marketing, technology, customer base, and firm infrastructure. Based on the TOWS analysis, the recommended strategies include strengthening differentiation through brand experience, developing cross-promotion, enhancing F&B human resources and operational capabilities, integrating customer data, and implementing gradual and measurable expansion.

Keywords: diversification, *coffee shop*, Porter's Five Forces, Porter's Value Chain, TOWS