

ABSTRAK

ANALISIS STRATEGI BISNIS PADA PT. MATAHARI DEPARTMENT STORE TBK

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Kondisi semakin tingginya tingkat persaingan dengan kompetitor ritel modern lainnya, persaingan dengan ritel online, serta sisi gaya hidup masyarakat membuat industri bisnis ritel mengalami perubahan dari waktu ke waktu. PT Matahari Department Store Tbk merupakan salah satu perusahaan ritel nasional yang telah berdiri sejak tahun 1958 menghadapi kondisi lingkungan industri yang berbeda sehingga perusahaan didorong untuk menyiapkan strategi-strategi bisnis yang tepat agar dapat bertahan dalam industri ritel di Indonesia serta berkembang di masa depan.

Penelitian ini bertujuan untuk menganalisis strategi bisnis pada PT Matahari Department Store Tbk yang dicapai dengan mengidentifikasi penyebab melambatnya pertumbuhan penjualan pada PT Matahari Department Store Tbk, mengidentifikasi dan menganalisis kondisi lingkungan internal dan eksternal terkini (kelemahan dan kekuatan serta peluang dan ancaman) di PT Matahari Department Store Tbk, serta menyusun strategi bisnis terbaik bagi PT Matahari Department Store Tbk. Metode deskriptif kualitatif digunakan untuk mengidentifikasi penyebab melambatnya pertumbuhan penjualan pada perusahaan. Identifikasi faktor internal (kelemahan dan kekuatan) serta faktor eksternal (peluang dan ancaman) diperoleh dari hasil wawancara penulis dengan narasumber. Selain itu, analisis faktor eksternal disusun dengan menganalisis lingkungan bisnis makro dengan alat analisis PESTEL dan lingkungan industri dengan alat analisis 5 Kekuatan Porter.

Selanjutnya, hasil identifikasi faktor internal diolah dengan Matriks Evaluasi Faktor Internal (IFE) dan hasil identifikasi faktor eksternal diolah dengan Matriks Evaluasi Faktor Eksternal (EFE). Rumusan strategi alternatif pada Matriks IFE dan Matriks EFE diperoleh dari Matriks SWOT. Untuk mengetahui strategi bisnis yang paling tepat bagi PT Matahari Department Store Tbk, maka diterapkanlah Matriks *Grand Strategy* dimana dengan menggunakan matriks ini, dapat diperoleh posisi perusahaan serta strategi seperti apa yang dapat dilakukan berdasarkan posisi perusahaan tersebut. Penelitian menunjukkan, PT Matahari Department Store Tbk berada pada posisi kompetitif yang kuat sehingga perusahaan dapat menerapkan strategi pengembangan dan penetrasi pasar.

Kata kunci: Industri ritel, 5 Kekuatan Porter, PESTEL, Matriks IFE, Matriks EFE, SWOT, Matriks *Grand Strategy*

ABSTRACT

ANALYSIS OF BUSINESS STRATEGY IN PT. MATAHARI DEPARTMENT STORE TBK

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The condition of the increasingly high level of competition with other modern retail competitors, competition with online retailing, and the lifestyle side of society has made the retail business industry has changed from time to time. PT Matahari Department Store Tbk is one of the national retail companies that has been established since 1958 is facing different industrial environment conditions so that companies are encouraged to prepare appropriate business strategies in order to survive in the retail industry in Indonesia and grow in the future.

This study aims to analyze the business strategy of PT Matahari Department Store Tbk which is achieved by identifying the causes of slowing sales growth at PT Matahari Department Store Tbk, identifying and analyzing the latest internal and external environmental conditions (weaknesses and strengths and opportunities and threats) at PT Matahari Department Store Tbk, and develop the best business strategy for PT Matahari Department Store Tbk. Qualitative descriptive method is used to identify the causes of slowing sales growth in the company. Identification of internal factors (weaknesses and strengths) and external factors (opportunities and threats) are obtained from the results of interviews with the interviewees. In addition, external factor analysis was compiled by analyzing the macro business environment with PESTEL analysis tools and industrial environments with 5 Porter Strengths analysis tools.

Furthermore, the results of identification of internal factors are processed by the Internal Factor Evaluation Matrix (IFE) and the results of identification of external factors are processed by the External Factor Evaluation Matrix (EFE). The alternative strategy formulation on the IFE Matrix and EFE Matrix is obtained from the SWOT Matrix. To find out the most appropriate business strategy for PT Matahari Department Store Tbk, the Grand Strategy Matrix is applied where by using this matrix, the position of the company and the strategy can be obtained based on the position of the company. Research shows, PT Matahari Department Store Tbk is in a strong competitive position so that the company can implement development strategies and market penetration.

Keywords: Retail industry, 5 Power Porters, PESTEL, IFE Matrix, EFE Matrix, SWOT, Grand Strategy Matrix