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Analisis perencanaan strategi bisnis pada Centro Lifestyle Department Store :: Studi kasus pada Centro Lifestyle Department Store cabang Mall of Indonesia, Jakarta
MAWARSIH, Gita, Goedono, Dr.,M.B.A
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INTISARI

Pesatnya pembangunan pusat-pusat perbelanjaan di Indonesia telah memberi peluang bagi para pebisnis ritel dalam melakukan ekspansi usahanya, tetapi di lain pihak telah ikut memicu tingginya intensitas persaingan karena semakin banyak *department store* di Indonesia. Ditambah lagi dengan derasnya arus globalisasi perdagangan dunia, dimana banyak *department store* asing yang melakukan ekspansi usaha di pasar domestik. Centro Lifestyle Department Store cabang Mall of Indonesia termasuk salah satu *department store* lokal di Indonesia yang memerlukan strategi bisnis yang kuat dan berbeda dari para pesaingnya guna bertahan dari tajamnya persaingan bisnis ritel di Indonesia. Untuk itu, Centro Lifestyle Department Store cabang Mall of Indonesia perlu mengevaluasi strategi perusahaan agar perusahaan dapat beradaptasi dengan perkembangan dan perubahan lingkungan yang terjadi di luar perusahaan dan perusahaan pun perlu merumuskan suatu strategi bisnis tertentu agar dapat meningkatkan daya saing perusahaan.

Penelitian ini diawali dengan menganalisis kondisi lingkungan internal dan eksternal perusahaan. Dalam menganalisis digunakan metode Proses Hirarki Analitik (AHP) untuk membobot derajat kepentingan setiap faktor. Untuk menentukan posisi bersaing Centro Lifestyle Department Store cabang Mall of Indonesia digunakan Matriks IE, Matriks CPM dan Kanvas Strategi sedangkan untuk perumusan strategi perusahaan, digunakan Matriks SWOT, Matriks QSPM, dan Kerangka Kerja Empat Langkah. Analisis AHP menunjukkan kekuatan bisnis ritel Centro Lifestyle Department Store cabang Mall of Indonesia terletak pada penetrasi pasar sedangkan daya tarik bisnis ritel Centro Lifestyle Department Store cabang Mall of Indonesia terletak pada penelitian dan pengembangan karyawan.

Dari uji Matriks IE dan Kanvas Strategi, diperoleh posisi bersaing Centro Lifestyle Department Store cabang Mall of Indonesia pada kuadran atau sel II IE Matriks, dengan strategi pertumbuhan konsentrasi melalui integrasi horizontal. Dengan melihat posisi bersaing, kekuatan, kelemahan, peluang dan ancaman, diberikan alternatif pemilihan strategi bersaing perusahaan untuk dapat mendukung keberhasilan perusahaan di dalam menghadapi persaingan. Dalam hal ini Centro Lifestyle Department Store cabang Mall of Indonesia perlu menggunakan strategi penetrasi pasar, pengembangan pasar, dan juga strategi integrasi horizontal. Namun, selain ini, terdapat beberapa strategi alternatif melalui Kerangka Kerja Empat Langkah dari strategi samudera biru (*Blue Ocean Strategy*) dalam menciptakan inovasi-inovasi yang kreatif bagi Centro Lifestyle Department Store.

Kata kunci: Centro, strategi manajemen, manajemen ritel, *blue ocean strategy*, matriks, *department store*, SWOT

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ABSTRACT

The rapid development of shopping centers in Indonesia has provided some opportunities for retailers in expanding their businesses, but on the other hand these could also trigger a high intensity of retail competition in Indonesia. More include the globalization of world trade area, where many foreigners can do business expansion in Indonesian domestic market. Centro Lifestyle Department Store branch Mall of Indonesia is one of the local department stores that need a strong business strategy which differentiate them from their competitor in order to survive the competition. In order to do that, Centro Lifestyle Department Store branch Mall of Indonesia needs to evaluate their corporate strategy so that they can adapt with the environmental development and changes.

This research begins with analyzing the internal and external environment of the company. The researcher used Analytic Hierarchy Process (AHP) in analyzing the method to weight the importance of each factor. To decide in which competitive position Centro Lifestyle Department Store branch Mall of Indonesia standing, IE Matrix, CPM Matrix, and Canvas Strategy is used while SWOT Matrix, QSPM Matrix, and The Four Step Framework is used to formulate the corporate strategy. AHP Analysis shows that the strength of Centro Lifestyle Department Store branch Mall of Indonesia business retail lies in their market penetration while the attractiveness of Centro Lifestyle Department Store branch Mall of Indonesia business retail lies in their research and development of their employees.

Obtained by the competitive position of Centro Lifestyle Department Store branch Mall of Indonesia from The IE Matrix Test and Canvas Strategy, Centro Lifestyle Department Store branch Mall of Indonesia lies in the second quadrant or cell, with a concentration growth through horizontal integration. By looking at the competitive position, strengths, weaknesses, opportunities and threats, the selection of alternative strategies is given to support the success of the companies to face the competition in business retail. In this case, Centro Lifestyle Department Store branch Mall of Indonesia needs to use the strategy of market penetration, market development, and also a horizontal integration strategy. However, besides these, there are other several alternative strategies through the Four Steps of The Framework by the Blue Ocean Strategy in creating creative innovations.

Keywords: Centro, management strategy, retail management, blue ocean strategy, matrix, department store, SWOT