

ABSTRAK

STRATEGI PT MATAHARI DEPARTMENT STORE TBK. DALAM KONDISI SIKLUS INDUSTRI RITEL YANG MENURUN

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Terjadi fenomena bahwa banyaknya toko-toko ritel yang tutup, berdasarkan artikel dari republika.co.id, menurut ketua umum Asosiasi Pengusaha Ritel Indonesia (APRINDO) Roy Mandey menyebutkan telah terjadinya penurunan daya beli pada industri ritel dalam 2,5 tahun terakhir semenjak 2017. PT Matahari Department Store Tbk. merupakan salah satu perusahaan yang bergerak di industri ritel khususnya melayani *fashion* ritel yang pertama di Indonesia dan sudah berdiri sejak tahun 1958. Perusahaan merasakan dampak dari menurunnya pertumbuhan industri ritel, yaitu terjadinya penurunan pertumbuhan *gross sale*, *gross profit*, dan *net income*. Tujuan dari penelitian ini adalah untuk mengetahui seberapa cepat penurunan industri ritel di Indonesia, untuk menganalisa seberapa kuat posisi PT Matahari Department Store Tbk. dalam menghadapi fase kondisi industri ritel, dan memformulasikan strategi PT Matahari Department Store Tbk. menghadapi fase kondisi industri ritel. Bentuk penelitian ini menggunakan metode penelitian kualitatif. Hasil penelitian ini menunjukkan bahwa penurunan industri ritel di Indonesia tergolong lambat. Diketahui bahwa nilai tengah dari data pertumbuhan industri ritel adalah 10,6%, sedangkan rata-rata pertumbuhannya adalah sebesar 10,5%. Jika nilai tengah dan rata-rata pertumbuhan dibandingkan, maka diketahui bahwa nilai rata-rata lebih kecil dibandingkan dengan nilai tengahnya. Posisi perusahaan dilihat dari kondisi internal perusahaan berdasarkan *market share thrust*, *investment requirement*, serta *profitability and cashflow* dapat disimpulkan bahwa posisi PT Matahari Department Store Tbk. dalam menghadapi kondisi industri ritel saat ini diketahui berada dalam posisi *strong*. Penentuan strategi PT Matahari Department Store Tbk. dilakukan menggunakan *The Life-Cycle Portfolio Matrix* yang ditemukan bahwa strategi yang tepat dalam kondisi industri saat ini adalah *export/ same product*, *forward integration*, *market penetration*, *methods and function efficiency*, *technology efficiency*, *new product/new market*, dan *new products/same market*.

Kata Kunci: *Industry Life Cycle*, Posisi Perusahaan, Strategi Industri Melemah, Industri Ritel

ABSTRACT

STRATEGY OF PT MATAHARI DEPARTMENT STORE TBK. IN DECLINING RETAIL INDUSTRY CYCLE

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In 2016 to 2017 there was a phenomenon that many retail shops were closed. Based on articles from republika.co.id, according to the chairman of the Indonesian Retailers Association (APRINDO) Roy Mandey said there has been a decline in purchasing power in the retail industry in the last 2.5 years since 2017. PT Matahari Department Store Tbk. is one of the companies engaged in the retail industry, especially serving the first retail fashion in Indonesia, established since 1958. The company felt the impact of the weak retail industry, namely the decline in gross sale, gross profit, and net income growth. The purpose of this study was to determine how fast the decline in the retail industry in Indonesia, to analyze how strong the position of PT Matahari Department Store Tbk. in dealing with the phases of the retail industry, and formulating the strategy of PT Matahari Department Store Tbk. to deal with the phases of the retail industry. This research uses qualitative research methods. The results of this study indicate that the decline in the retail industry in Indonesia is relatively slow. It is known that the median value of the data of the retail industry growth was 10.6%, while the average growth was 10.5%. If the mean and growth rate are compared, it is known that the average value is smaller than the mean value. The company positions seen from the internal condition of the company based on market share of thrust, investment requirements, as well as profitability and cash flow can be inferred to be in strong position. Determining strategy of PT Matahari Department Store Tbk. performed using The Life-Cycle Portfolio Matrix was found that the right strategy in the current state of the industry is export/same product, forward integration, market penetration, method and function efficiency, technology efficiency, new product/new market, and new products/same market.

Keywords: Industry Life Cycle, Company Position, Weaken Industrial Strategy, Retail Industry