

ABSTRACT

Diversifikasi merupakan strategi membuka unit bisnis baru di bawah usaha induk. Dalam industri ritel ATK (alat tulis kantor), langkah diversifikasi memerlukan justifikasi mengingat sektor G di Jawa Tengah dan DIY memiliki 1,8 juta usaha dan laba operasional terendah (18%) dibanding sektor lain. Tiga uji diversifikasi dapat menjadi analisis untuk justifikasi tersebut. CV Bumi Putra, perusahaan produsen, distributor, dan pedagang besar ATK wilayah Solo dan sekitarnya, menjadi studi kasus untuk penelitian ini. Penelitian dilakukan dengan metode deskriptif. Sumber data berasal dari wawancara informan, kuesioner, dokumen perusahaan, dan laporan terbitan institusi. Hasil uji keatraktifan industri menunjukkan sektor ritel ATK kurang atraktif. Nilai potensial pasarnya di atas Rp200 miliar untuk Kab Sleman dan Kota Semarang. Pertumbuhan tertinggi 4,89%, di bawah rata-rata ekonomi nasional 5,2%. Skor kuesioner berdasarkan Porter's Five Forces menunjukkan nilai 2,71 dari kriteria minimum 3,0. Hasil uji strategi masuk menunjukkan opsi pengembangan internal yang terbaik dengan biaya Rp688 juta, waktu balik modal hampir 5 tahun, pertumbuhan di kisaran 15%, dan pangsa pasar sebesar 1,68%. Uji sinergi menunjukkan adanya potensi sinergi sebesar Rp197,9 juta. Hasilnya, CV Bumi Putra tidak direkomendasikan untuk membuka unit bisnis baru di sektor ritel ATK. Rekomendasi untuk CV Bumi Putra adalah menambah lingkup bisnis di luar sektor ritel ATK konvensional seperti menambah gerai, merambah pangsa e-commerce dengan pertumbuhan 48%, menyediakan jasa terkait dokumen, serta menjual barang komplementer ATK.

Kata Kunci: diversifikasi, ritel, alat tulis kantor, Porter's Five Forces, entry strategy, sinergi

Diversification is a strategy to open new business unit under the parent company. In the stationery retail industry, diversification requires justification considering that industry G in Central Java and DIY has 1.8 million businesses and the lowest operating profit (18%) compared to other industrys. Three diversification tests serve as analysis tools for such justifications. CV Bumi Putra, a manufacturer, distributor, and wholesaler of ATK in greater Solo area, became a case study for this research. The research was carried out by descriptive methods. Data sources come from informant interviews, questionnaires, company documents, and institution-issued reports. The results of the industry attractiveness test showed that the ATK retail industry is considered unattractive. The market potential value is above Rp200 billion for Kab Sleman and Semarang City. Highest growth was estimated at 4.89%, below the national economic average of 5.2%. A questionnaire score based on Porter's Five Forces showed a score of 2.71 out of a minimum criterion of 3.0. The results of the entry strategy test showed internal development as most feasible option at a cost of Rp688 million, capital return time of almost 5 years, growth in the range of 15%, and market share of 1.68%. The better-off test shows the potential for synergy of Rp197.9 million. As a result, CV Bumi Putra is not recommended to open new business units in the stationery retail industry. Recommendations for CV Bumi Putra is to increase the scope of business outside the conventional ATK retail industry such as adding outlets, expanding e-commerce share with growth of 48%, providing document-related services, as well as selling complementary goods for stationery.

Keywords: diversification, retail, stationery, Porter's Five Forces, entry strategy, synergy