



## Intisari

Pandemik *Corona Virus Disease* (Covid-19) yang melanda Indonesia sejak 2 Maret 2020 mengakibatkan penurunan hasil penjualan secara signifikan. Penelitian ini bertujuan untuk mengkaji integrasi rantai pasok Pokdakan Mino Ngremboko sebagai dasar untuk merancang strategi yang efektif dalam menghadapi pandemik Covid-19. Hasil penelitian ini memberikan tiga masukan konstruktif bagi Pengurus Pokdakan Mino Ngremboko khususnya dan Pokdakan pada umumnya untuk perancangan ulang strategi bagi keberlanjutan bisnisnya. Masukan konstruktif dari penelitian ini adalah sebagai berikut. (1) Diagram *Cause & Effect* (*Fishbone*) mengidentifikasi penyebab penurunan hasil penjualan pada saat pandemik Covid-19. Terdapat empat faktor penyebab penurunan penjualan, yaitu faktor manusia, material, metode dan lingkungan; (2) integrasi rantai pasok memberikan gambaran komprehensif tentang Pokdakan Mino Ngremboko untuk memulihkan bisnisnya. Rantai pasok yang terintegrasi di Pokdakan Mino Ngremboko hanya pada proses pembenihan, sedangkan pada proses pembesaran dan pengolahan penjualan secara individu; dan (3) keefektifan strategi pemulihan usaha Pokdakan Mino Ngremboko melalui *Business Model Canvas*. Hal ini merepresentasikan *link* (keterhubungan) and *match* (kesesuaian) antara *the triple-A supply chain* dan *the three-Ps of strategy for business sustainability*— *agility* (ketangkasan) dan *profit* (keuntungan), *adaptability* (kemampuan beradaptasi) dan *people* (kesejahteraan masyarakat) serta *alignment* (keselarasan) dan *planet earth* (kelestarian lingkungan ekologi)— untuk diimplementasikan secara simultan dalam menghadapi pandemik Covid-19.

**Kata kunci:** *Business Model Canvas*; *diagram Fishbone*; integrasi rantai pasok; keefektifan strategi pemulihan bisnis; pandemik Covid-19, pokdakan



### **Abstract**

*Corona Virus Disease* (Covid-19) pandemic has been attacking violently Indonesia (since March 2nd, 2020) which result in the decline of the revenue significantly. This study aims to assess supply chain integration of Pokdakan Mino Ngremboko as the basis to design the strategy effectiveness in facing Covid-19 pandemic. This study uses inductive-qualitative method through case study of Pokdakan Mino Ngremboko. The results of the study give three constructive insights especially for the management of Pokdakan Mino Ngremboko and also for Fish Cultivator Group in general to redesigning the strategy for sustaining their businesses. The three constructive insights of this study are as follows. (1) Fishbone (Cause & Effect) Diagram is really needed to identify the main problems of declining of the revenue merely happened in the early of Covid-19 pandemic. There are four factors causing the decline in sales, namely human, material, method and environmental factors; (2) supply chain integration gives a comprehensive picture of Pokdakan Mino Ngremboko. The integrated supply chain in Pokdakan Mino Ngremboko is only in the hatchery process, while in the enlargement process and individual sales processing; and (3) the strategy effectiveness for business recovery based on the Business Canvas Model represents the link and match between triple-A supply chain and the three-Ps of strategy for business sustainability—agility and profit, adaptability and people, and alignment and planet earth should be implemented simultaneously in facing Covid-19 pandemic.

**Key words:** *Business Model Canvas; Fishbone Diagram; Supply chain integration; strategy effectiveness for business recovery; covid-19 pandemic; fish cultivator group*