



PT Bantu Group Indonesia yang saat ini menghadapi kendala karena hadirnya pandemik di Indonesia. Ditambah diberlakukannya PSBB dan PPKM oleh pemerintah. Perusahaan mengalami permasalahan yaitu tinggi operasional dikarenakan pendapatan yang berkurang secara drastic disaat adanya pandemik covid-19. Ketidakpastian akan berakhirnya pandemik covid-19 juga juga mempengaruhi pertimbangan perusahaan dalam menekan biaya operasional bahkan hingga sampai ketahap pengurangan karyawan. Selain itu perubahan gaya hidup dalam melangsungkan pernikahan juga terjadi, semenjak adanya pandemik covid-19 trend intimate wedding semakin marak. Hal ini terjadi juga karena pemerintah mengeluarkan peraturan yang membatasi jumlah tamu undangan yang dapat hadir di dalam sebuah acara. Tak hanya itu sebagian besar pernikahan saat ini memanfaatkan faktor teknologi seperti live streaming atau secara online untuk mengantisipasi kontak fisik dan penyebaran virus covid-19. Oleh karena itu ini tentu saja mempengaruhi dan berdampak bagi perusahaan yang sebelumnya biasa dalam menyelenggarakan pernikahan dengan tamu undangan yang cukup banyak dan tatap muka. Sehingga diperlukan strategi resiliensi bagi perusahaan untuk agar bisa beradaptasi di tengah masa pandemik dengan melihat kondisi lingkungan internal dan eksternal dari perusahaan.

Penelitian ini bertujuan untuk mengidentifikasi faktor – faktor internal dan faktor eksternal yang dimiliki oleh PT Bantu Group Indonesia yang akan digunakan untuk ber di tengah pandemik. Metode penelitian yang digunakan adalah kualitatif deskriptif dan metode analisis data yang digunakan adalah analisis lingkungan bisnis yang dilakukan meliputi analisis lingkungan eksternal dengan analisis



lingkungan makro (PESTEL) dan *Five Forces Porter*, serta lingkungan internal dengan analisis value chain, dan (VRIO) dengan metode formulasi strategi serta reformulasi strategi yaitu dengan penghematan, divestasi atau likuidasi. Data dikumpulkan melalui wawancara dan dokumentasi. Wawancara dan dilakukan untuk mendapatkan data primer, sedangkan dokumentasi untuk mendapatkan data sekunder. Pengolahan data dimulai dengan melakukan analisis lingkungan eksternal dan internal untuk mendapatkan faktor-faktor berupa kekuatan, kelemahan, peluang dan ancaman yang dihadapi PT Bantu Group Indonesia. Berdasarkan hasil analisis, ditentukan strategi – strategi yang dapat diterapkan oleh perusahaan yaitu : Mengurangi biaya operasional dengan melakukan pengurangan gaji karyawan secara bertahap. Melakukan pemindahan lokasi kantor guna mengurangi biaya operasional perusahaan. Strategi divestasi yang bisa dijalankan adalah mengurangi unit bisnis semisal unit bisnis “Bantu Musik” yang dimiliki oleh PT Bantu Group Indonesia, jika strategi penghematan tidak berhasil dilakukan oleh perusahaan untuk beradaptasi.

Kata Kunci : PESTEL, *Five Forces Porter*, *Value Chain*, *VRIO*, *Covid-19*, PSBB, PPKM & Resiliensi.



## **ABSTRACT**

PT Bantu Group Indonesia, which is currently facing obstacles due to the presence of a pandemic in Indonesia. Plus the implementation of PSBB and PPKM by the government. The company is experiencing problems, namely operational highs due to drastically reduced revenues during the covid-19 pandemic. Uncertainty about the end of the COVID-19 pandemic also affects the company's considerations in reducing operational costs, even to the point of reducing employees. In addition, lifestyle changes in marriage have also occurred, since the Covid-19 pandemic, intimate wedding trends are increasingly widespread. This also happened because the government issued a regulation that limits the number of invited guests who can attend an event. Not only that, most marriages currently take advantage of technological factors such as live streaming or online to anticipate physical contact and the spread of the COVID-19 virus. Therefore, this of course affects and has an impact on companies that were previously used to holding weddings with quite a lot of invited guests and face to face. So that a resilience strategy is needed for companies to be able to survive in the midst of a pandemic by looking at the internal and external environmental conditions of the company.

This study aims to identify internal and external factors owned by PT Bantu Group Indonesia which will be used to survive in the midst of a pandemic. The research method used is descriptive qualitative and the data analysis method used is the analysis of the business environment which includes analysis of the external environment with macro-environment analysis (PESTEL) and Porter's Five Forces, as well as the internal environment with value chain analysis, and (VRIO) with the formulation method. strategy as well as strategy reformulation, namely by austerity, divestment or liquidation. Data was collected through interviews and documentation. Interviews were conducted to obtain primary data, while documentation was to obtain secondary data. Data processing begins with analyzing the external and internal environment to obtain factors in the form of strengths, weaknesses, opportunities and threats faced by PT Bantu Group Indonesia. Based on the results of the analysis, determined strategies that can be applied by the



company, namely: Reducing operational costs by reducing employee salaries gradually. Move the office location to reduce the company's operational costs. The divestment strategy that can be implemented is to reduce business units such as the "Bantu Musik" business unit owned by PT Bantu Group Indonesia, if the austerity strategy is not successful by the company to survive. Based on the results of the analysis, determined strategies that can be applied by the company, namely: Reducing operational costs by reducing employee salaries gradually. Move the office location to reduce the company's operational costs. The divestment strategy that can be implemented is to reduce business units such as the "Bantu Musik" business unit owned by PT Bantu Group Indonesia, if the savings strategy is not successful by the company to survive. Based on the results of the analysis, determined strategies that can be applied by the company, namely: Reducing operational costs by reducing employee salaries gradually. Move the office location to reduce the company's operational costs. The divestment strategy that can be implemented is to reduce business units such as the "Bantu Musik" business unit owned by PT Bantu Group Indonesia, if the savings strategy is not successful by the company to survive.

Keywords: PESTLE, Five Forces Porter, Value Chain, VRIO, SWOT, Covid-19, PSBB, PPKM & Resilience.