

ABSTRAK

Perkembangan industri MICE pada tahun 2020 mengalami penurunan signifikan, akibat terdampak oleh pandemi covid-19. Salah satu perusahaan yang terdampak pandemi yang bergerak di sektor industri MICE adalah PT. City Neonindo Indah Murni, yang merupakan perusahaan konstruksi pameran, interior dan promosi internasional terbesar di Indonesia. Masalah yang dihadapi oleh PT. City Neonindo Indah Murni selama pandemi covid-19 antara lain, tidak adanya pekerjaan di bidang *exhibition* di awal pandemi, *financial effect* sedangkan pekerjaan yang dilakukan oleh PT. City Neonindo Indah Murni adalah pada *hard material*. PT City Neonindo Indah Murni perlu memikirkan alternatif strategi yang untuk masa yang akan datang, karena meskipun pandemi covid-19 tidak akan berlangsung selamanya namun adanya trend dari penyelenggaraan event dan pameran virtual yang lebih efektif, dan efisien, dapat menjadi ancaman bagi pelaku usaha seperti PT. City Neonindo Indah Murni untuk dapat bersaing dalam bisnis MICE.

Tujuan penelitian ini berfokus pada analisis perumusan strategi pada PT. City Neonindo Indah Murni, dengan mengungkap sumber daya yang dimilikinya untuk dapat menangkap peluang, menghadapi ancaman, dan meningkatkan daya saing perusahaan secara berkelanjutan. Penelitian ini berfokus kepada formulasi alternatif strategi bisnis PT. City Neonindo Indah Murni dalam meningkatkan daya saing di sektor bisnis MICE. Analisis strategi bisnis pada industri MICE dapat dilakukan secara komprehensif menggunakan analisis PESTLE, *Five Force Porter's*, *Resource Based View*, dan *Building Blocks of Competitive Advantage* dan sehingga dapat dipetakan strategi alternatif yang sesuai, agar bisnis memiliki keunggulan kompetitif dan berkelanjutan.

Temuan penelitian berdasarkan analisis secara komprehensif tersebut mengungkapkan bahwa PT. City Neonindo Indah Murni tidak lagi hanya berfokus pada *core bussiness*-nya namun pada strategi fokus terhadap kualitas desain interiornya. Untuk dapat meningkatkan daya saingnya di bisnis MICE, diperlukan identifikasi dan inovasi terhadap keunggulan kompetitif sumber daya yang dimiliki melakukan investasi pada teknologi *virtual/Hybrid*, serta menetapkan formulasi strategi berdasarkan analisis SWOT yang diungkap pada penelitian ini.

Keywords: MICE, strategy, SWOT, PESTLE, RBV, Competitive, Advantage.

ABSTRACT

The development of the MICE industry in 2020 experienced a significant decline due to the impact of the Covid-19 pandemic. Companies engaged in the MICE industry sector are greatly affected by the Covid-19 pandemic, one of which is PT. City Neonindo Indah Murni which is the largest international exhibition, interior and promotion construction company in Indonesia. Problems faced by PT. City Neonindo Indah Murni during the Covid-19 pandemic, among others, the absence of work in the exhibition field at the beginning of the pandemic, financial effects while the work carried out by PT. City Neonindo Indah Murni is on hard material. PT City Neonindo Indah Murni needs to think about alternative strategies that must be formulated for the future because even though the Covid-19 pandemic will not last forever, the trend of organizing virtual events and exhibitions that are more effective, and efficient, can pose a threat for PT . City Neonindo Indah Murni to be able to compete in the MICE business.

The purpose of this study focuses on the analysis of strategy formulation at PT City Neonindo Indah Murni by revealing its resources to be able to seize opportunities, face threats, and improve the company's competitiveness in a sustainable manner. This study focuses on the formulation of alternative business strategies for PT City Neonindo Indah Murni in increasing competitiveness in the MICE business sector. Analysis of business strategy in the MICE industry can be carried out comprehensively using PESTLE, Five Force Porter's, RBV, Building Blocks of Competitive Advantage and SWOT analysis so that appropriate alternative strategies can be mapped so that the business has a competitive and sustainable advantage.

The research findings based on this comprehensive analysis revealed that PT. City Neonindo Indah Murni no longer only focuses on its core business, but focuses on strategies to focus on the quality of its interior design. To be able to increase its competitiveness in the MICE business, it is necessary to identify and innovate the competitive advantage of the resources owned, to invest in virtual/Hybrid technology, and to determine a strategy formulation based on the SWOT analysis revealed in this study.

Keywords: MICE, strategy, SWOT, PESTLE, RBV, Competitiveness, Advantage.