

ABSTRAK

STRATEGI BISNIS PT EVI TAHUN 2024-2026

PT EVI merupakan perusahaan swasta yang bergerak di Industri kecantikan dan perawatan tubuh di Indonesia. Industri tersebut terus bertumbuh dari tahun 2010-2022, pandemi Covid-19 dan perkembangan teknologi yang telah mengubah gaya hidup masyarakat seolah mendorong percepatan pertumbuhan dari industri ini, terlihat dari banyaknya pendatang baru dan berubahnya pola belanja konsumen dari *offline* ke *online*. Hal tersebut membuat PT EVI merasa perlu membuat strategi bisnis yang sesuai dengan situasi terkini dalam mempertahankan daya saingnya. Terlebih lagi, saat terjadinya penurunan kinerja keuangan, tidak tercapainya target penjualan, dan terhentinya pertumbuhan kontribusi penjualan *online* di angka 20%.

Penelitian ini merupakan penelitian terapan dengan metode kualitatif. Data primer didapatkan melalui survei dan wawancara dengan *top management*. Data sekunder didapatkan dan dikumpulkan melalui studi dokumen, buku-buku literatur, dokumen internal perusahaan, laporan, jurnal, dokumen perusahaan lainnya.

Berdasarkan analisis lingkungan eksternal yang dilakukan, peluangnya terletak pada meningkatnya tren gaya hidup masyarakat untuk menjaga kesehatan dan merawat tubuh dan pola belanja konsumen semenjak pandemi di *channel online*. Ancaman terletak pada jumlah pemain dalam industri mengalami peningkatan, banyak produk baru yang bermunculan. Dari analisis industri yang dilakukan, didapatkan CSF industri, yaitu kecepatan dan fleksibilitas dalam menanggapi perubahan, kemampuan finansial yang kuat, maksimalisasi penggunaan semua saluran distribusi, diferensiasi produk yang menonjol, inovasi dan kreativitas. Dari analisis lingkungan internal, kekuatan perusahaan adalah memiliki diferensiasi produk yang menonjol dan memiliki hubungan baik dengan pelanggan. Kelemahan perusahaan adalah penjualan *online* belum berjalan maksimal dan kemampuan finansial belum kuat. Hasil pemetaan angka IFE dan EFE pada matriks IE berada pada posisi sel V dengan strategi penetrasi pasar dan pengembangan produk. Hasil QSPM untuk strategi penetrasi pasar dan pengembangan produk hampir sama, diputuskan untuk menjalankan keduanya karena kedua strategi tersebut saling mendukung. Strategi bisnis PT EVI 2024-2026 dirancang menggunakan peta strategi dan *balanced scorecard*.

Kata kunci: strategi bisnis, IFE, EFE, TOWS, QSPM, *balanced scorecard*

ABSTRACT
BUSINESS STRATEGY OF PT EVI PERIOD 2024-2026

PT EVI is a private company that is engaged in the beauty and personal care industry in Indonesia. Industry always shows upward movement from 2010 to 2022, the Covid-19 pandemic and technology developments that has changed society's lifestyle, as it pushed acceleration growth from this industry, seen from many newcomers and changed consumer shopping patterns from offline to online. It makes PT EVI feel the need to create a suitable business strategy according to the latest situation in order to maintain its competitiveness. Moreover again, there is decline in financial performance, not achieving a sales target, and cessation of growth sales online at 20%.

This research is applied research with qualitative methods. Primary data obtained through surveys and interviews with top management. Secondary data is obtained and collected through document studies, literature books, internal company documents, reports, journals, and other company documents. Based on the macro and micro external environment analysis, the opportunities are the trend of people's lifestyles to maintain health and care for the body is getting higher and consumer spending patterns since the pandemic on online channels have increased rapidly. The threat lies in the number of players in the industry has increased, and many new products have emerged with varying claims/functions and qualities. Critical Success Factors of industry are speed and flexibility in responding to change, strong financial capability, maximizing the use of all distribution channels, outstanding product differentiation, innovation and creativity. From internal environment analysis, the strength of the company is having a prominent product differentiation and having good relationships with customers. The company's weakness is that online sales have not run optimally and financial capabilities are not yet strong. The results of EFE 2.505 and IFE 2.58149 are mapped to the IE matrix, company position lies in cell V, suitable strategies are market penetration and product development. The determination of strategic priorities was carried out using QSPM, the results obtained for the market penetration and product development strategies were almost the same, it was decided to run both because the two strategies were mutually supportive. PT EVI's 2024-2026 business strategy is designed using a strategy map and a balanced scorecard.

Keywords: business strategy, IFE, EFE, TOWS, QSPM, balanced scorecard