

ABSTRACT

PT. Bintang Mono Indonesia is a local company engaged in the distribution of In-vitro diagnostic (IVD) medical devices. The increasing need for medical devices (IVD) during the pandemic has had a very good impact on the company's business. However, improving pandemic conditions, rapid environmental changes such as increasing competitors, provisions for extending distribution permits, policies affirming the use of domestic products, as well as failure to achieve set strategic targets have an impact on overall business performance. The aim of this research is to formulate a business strategy to anticipate changes that occur very quickly so as to increase competitive advantage. The research method used is qualitative analysis using analysis tools such as macro analysis (PESTEL), industrial analysis (Porter's Five Forces), functional analysis, Critical Success Factor, CPM, EFE Matrix, IFE Matrix, IE Matrix. TOWS Matrix and QSPM. Based on the results of the analysis, it can be concluded that currently the company is in a position to be maintained and maintained (hold & maintain) with the business strategies that can be implemented are (i) Market Penetration (ii) Product Development.

Keywords: *In-vitro Diagnostik (IVD), Business Strategy, macro analysis, Industry analysis, Functional analysis, Key Success Factor, market penetration, market development*

ABSTRAK

PT. Bintang Mono Indonesia merupakan perusahaan lokal yang bergerak dalam bidang distribusi alat kesehatan In-vitro diagnostik (IVD). Meningkatnya kebutuhan akan alat kesehatan (IVD) selama pandemi telah memberikan dampak yang sangat baik pada bisnis perusahaan. Akan tetapi, membaiknya kondisi pandemi, perubahan lingkungan yang cepat seperti bertambahnya pesaing, ketentuan perpanjangan izin edar, kebijakan afirmasi penggunaan produk dalam negeri, serta tidak tercapainya sasaran strategi yang ditetapkan berdampak pada kinerja bisnis secara keseluruhan. Tujuan penelitian ini adalah merumuskan strategi bisnis untuk mengantisipasi perubahan yang terjadi begitu cepat sehingga mampu meningkatkan keunggulan kompetitif. Metode penelitian yang digunakan adalah analisis kualitatif dengan menggunakan analisis *tools* seperti analisis makro (PESTEL), analisis Industri (*Porter's Five Forces*), Analisis fungsional, *Critical Succes Factor*, CPM, EFE Matrix, IFE Matrix, IE Matrix. TOWS Matrix dan QSPM. Berdasarkan hasil analisis dapat disimpulkan bahwa saat ini perusahaan berada pada posisi untuk tetap dijaga dan dipertahankan (hold & maintain) dengan strategi bisnis yang dapat dijalankan adalah (i) *Market Penetration* (ii) *Product Development*.

Kata Kunci : *In-vitro Diagnostik (IVD), Strategi Bisnis, analisis makro, analisis Industri, Analisis fungsional, Key Succes Factor, Market penetration, Market Development*