

ABSTRACT

CV Mutiara Berlian is a Micro, Small and Medium Enterprises (MSME) business that operates as the main distributor of herbal products under the Agarillus brand and all products that have been labeled Agarillus. To achieve success in its business, of course, the company needs the best strategy that can be applied. It is very important for each company to understand business strategies in order to be superior to competitors. Business strategy planning can run well if accompanied by a well-planned development program.

This study aims to determine internal and external factors and provide the right business strategy for CV. Mutiara Berlian to achieve sustainable competitive advantage. Porter's Five Forces and PESTEL analysis are used to identify opportunities and threats of CV. Mutiara Berlian. Meanwhile, to identify internal management, marketing, finance, operations, human resources, and research and development (R&D) analysis. The author conducted research using descriptive qualitative and quantitative methods. Primary data sources were obtained through interviews, observation, and documentation. Meanwhile, secondary data from books, articles, the internet, company data and previous research.

The analysis in this study uses the Key Internal Factor Evaluation and Key External Factor Evaluation matrices used in this study to determine the internal and external factors that affect the company. Furthermore, the SWOT (Strength, Weakness, Opportunity, Threat) matrix approach method is used to obtain alternative strategies obtained from internal and external factors, which are then determined using QSPM (Quantitative Strategic Planning Matrix).

This research resulted in a Key Internal Factor Evaluation matrix score of 2.091 and a Key External Factor Evaluation matrix score of 3.057. Based on the QSPM results and the results of the Focus Group Discussion (FGD) with internal parties, the alternative strategy that can be implemented and is appropriate for CV. Mutiara Berlian to achieve sustainable competitive advantage is to strengthen the partnership system with attractive offers. This priority strategy can encourage companies to achieve sustainable competitive advantage because having a large, strong, and loyal partnership network can be an added value for a company in increasing the value of sustainable competitive advantage compared to competing companies. The strategy has the highest Total Attractiveness Score (TAS) value of 5.066.

Keywords: Business Strategy Development, Sustainable Competitive Advantage, Porter's Five Forces, SWOT, PESTEL, QSPM