

**ANALISIS PENGEMBANGAN STRATEGI BISNIS
MENGUNAKAN METODE SWOT DAN ANP PADA CV. PENTOL
BAKSO OYE DESA KALIYAR KECAMATAN KERTOSONO
KABUPATEN NGANJUK**

Nama Mahasiswa : Siti Ni'matul Rodhiah

NIM : 2041910006

Pembimbing : Azmi Alvian Gabriel, S.TP., M.P., M.PM., MQM.

ABSTRAK

CV. Pentol Bakso Oye banyak mengalami permasalahan internal dan eksternal yang mampu menghambat perkembangannya. Permasalahan tersebut berupa konsep market yang belum jelas, kompetensi pekerja tergolong rendah, belum terdapat SOP kerja jelas, jumlah bahan baku tidak memenuhi permintaan, dan sistem kontrol manajerial yang lemah. Penelitian ini memiliki tujuan untuk memperoleh alternatif perencanaan strategi yang tepat dalam pengembangan bisnis serta memperoleh strategi prioritas yang mampu diterapkan menjadi strategi praktis. Metode yang digunakan adalah SWOT, ANP (*Analytical Network Process*), dan BMC (*Business Model Canvas*). Hasil analisis SWOT menunjukkan bahwa CV.Pentol Bakso Oye berada pada posisi IV (*Growth dan Build*), sehingga strategi yang diterapkan dan umum digunakan adalah strategi intensif dan integrasi. Prioritas strategi yang dihasilkan dari ANP yaitu mengoptimalkan kinerja disertai dengan adanya evaluasi secara berkala dan dilakukan bimbingan terhadap penggunaan SOP. Berdasarkan prioritas strategi dilakukan perincian dan pengembangan menjadi strategi praktis yang belum dilakukan dan wajib ditingkatkan menggunakan BMC adalah: (1) *customer segments*: agent & distributor, (2) *value proposition*: penjualan tersedia online & offline, (3) *channel*: logbook aktivitas (4) *customer relationships*: customer service,

(5) *revenue streams*: penjualan produk & kualitas produk, (6) *key resources*: keterbukaan informasi, (7) *key activities*: pelatihan kerja, evaluasi pekerja (8) *key partnerships* berupa vasilitator training, audit internal, audit eksternal, audit halal (9) *cost structure*: biaya pelatihan dan biaya pengembangan modul SOP.

Kata Kunci: ANP, BMC, Pentol Bakso, Strategi Bisnis, SWOT



***ANALYSIS OF BUSINESS STRATEGY DEVELOPMENT USING
SWOT AND ANP METHODS ON CV. PENTOL BAKSO OYE
KALIAYAR VILLAGE, KERTOSONO DISTRICT, NGANJUK
REGENCY***

Name of Student : Siti Ni'matul Rodhiah

Student Identify Number : 2041910006

Supervisor : Azmi Alvian Gabriel, S.TP., M.P., M.PM., MQM.

ABSTRACT

CV. Pentol Bakso Oye has experienced numerous internal and external issues that hinder its business development. These problems include unclear market concepts, low employee competencies, the absence of clear standard operating procedures (SOPs), insufficient raw material quantities to meet demands, and weak managerial control systems. This research aims to obtain suitable alternative strategic planning for business development and identify priority strategies that can be implemented as practical strategies. The methods employed in this study are SWOT analysis, Analytical Network Process (ANP), and Business Model Canvas (BMC). The SWOT analysis results indicate that CV. Pentol Bakso Oye is positioned in Quadrant IV (Growth and Build), which suggests the application of intensive and integration strategies commonly used in this stage. The priority strategy resulting from the ANP is to optimize performance with regular evaluations and provide guidance on the use of (SOP). Based on the prioritized strategies, detailed development into practical strategies that have not been implemented and require improvement using BMC are as follows: (1) Customer Segments: agents & distributors, (2) Value Proposition: Affordable p online and offline, (3) Channels: logbook activities, (4) Customer Relationships: Customer service, (5) Revenue Streams: Product sales & product quality, (6) Key Resources: transparent information flow, (7) Key Activities: Employee training, employee evaluation, (8) Key Partnerships: Facilitators

for training, internal audits, external audits, and halal certification audits, (9) Cost Structure: Training and SOP module development costs.

Keywords: ANP, BMC, Business Strategy Development, Meatballs, SWOT.

