SUMMARY

MASLICAH AH AZZUHRO. Strategic Plan for New Business of Salon Spa Case Study CV. XYZ at Bogor by SUKhARDI and HARTRISARI HARDJOMIDJOJO.

Beauty industry such as spa salon and relaxation is one of the industry lifestyle that grows every year. Business in this industry must be ready to face high competition in the unpredictability of the business environment. Business in this field must compete in quality level that meets the needs of consumers in order to survive and thrive. CV. XYZ is a newcomer to the spa salon business. It is categorized as relatively small and medium enterprises (SMEs) and still difficult to develop. The company has competed in producing unique beauty services that made the difference with other spa salons. The company seeks to formulate the concept of the business in order to survive and develop into a spa salon that produces quality consumer-based services unique to their requirements. It planned also to establish professional management as a competitive advantage. For these efforts, the company needs to make a strategic plan that can be used as a map on a business process on facing the competition. Industrial attractiveness and its competitive strategy formulation should be identified.

This study uses three approaches namely case study, surveys, and observation. The analytical method used is descriptive analysis, survey research using the tabulation and Important Performance Analysis (IPA). The descriptive analysis of the case study using GE-McKinsey analysis is used for industry attractiveness and business position, IE and SWOT analysis matrices are used for formulating competitive strategy. Respondents in this study were taken by purposive sampling consisting of internal enterprise, 20 enterprise customer respondents, 40 respondents of other companies, and 20 respondents who are not consumer spa salons. In addition, 5 respondents spa salon employees with expert criteria or work experience more than 2 years are selected as respondents.

The results show that the company is located in a high industrial attractiveness quadrant with the “Hold and Maintain” strategy to be applied to survive and compete in this business position is market penetration. The company needs to invest selectively by entering a particular market segment and specialization that made the difference with its peers. Thus, the company should apply the differentiation strategy focusing on each functional principal to penetrate the market.

Keyword: Competitive strategy, external variable, GE-McKinsey analysis, IE analysis, Internal variable, SWOT analysis.