

## ABSTRAK

### **Analisis Strategi Pengembangan Usaha Pada UMKM Arjuna Meubel Palembang dengan Pendekatan *Porter's Five Forces***

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Penelitian ini bertujuan untuk menganalisis kondisi lingkungan internal dan eksternal pada bidang usaha furnitur Arjuna Meubel, serta merumuskan strategi rekomendasi yang tepat guna meningkatkan daya saing usaha. Metode analisis dalam penelitian ini bertumpu pada model Lima Kekuatan Porter (*Porter's Five Forces*) yang diintegrasikan dengan metode kualitatif deskriptif melalui wawancara mendalam dan penyebaran kuesioner. Hasil penelitian mengonfirmasi adanya tantangan berupa tingginya rivalitas kompetitor lokal, tingginya daya tawar pembeli, serta ancaman pendatang baru di tingkat moderat akibat kemudahan izin digital (OSS-RBA). Berdasarkan kondisi tersebut, dirumuskan lima strategi rekomendasi terintegrasi, yaitu: (1) Strategi Transformasi Keunggulan ke Nilai Digital melalui pemasaran konten berbasis proses produksi; (2) Strategi Penguncian Pasar Ritel melalui kontrak kerja sama eksklusif tertulis (*Exclusive Distributorship Agreement*) demi menaikkan biaya peralihan (*switching costs*); (3) Strategi Penegasan Nilai Unggul dan Edukasi Keaslian dengan pemberian kartu garansi formal bebas rayap selama 2 tahun; (4) *Digitalisasi Pemasaran Agresif* menggunakan optimalisasi *Instagram Ads* untuk mengintersep konsumen pada tahap pencarian informasi (*Search*); dan (5) Strategi Manajemen Persediaan Responsif lewat penerapan *demand forecasting* serta *safety stock* guna menjaga stabilitas volume dan mengunci harga beli bahan baku kayu sengon secara kontinu.

**Kata kunci:** *Porter's five forces*, Strategi pengembangan, UMKM

## **ABSTRACT**

### ***Business Development Strategy Analysis of Arjuna Meubel MSME in Palembang Using Porter's Five Forces***

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*This study aims to analyze the internal and external environmental conditions of the Arjuna Meubel furniture business and to formulate appropriate recommendation strategies to enhance its competitive advantage. The analytical method in this research relies on Porter's Five Forces model, which is integrated with a descriptive qualitative approach through in-depth interviews and questionnaire distribution. The research findings confirm several challenges, including high rivalry among local competitors, high bargaining power of buyers, and a moderate threat of new entrants driven by the ease of digital licensing via Online Single Submission Risk-Based Approach (OSS-RBA). Based on these conditions, five integrated recommendation strategies are formulated: (1) Digital Value Transformation Strategy through content marketing based on the production process; (2) Retail Market Locking Strategy through a written Exclusive Distributorship Agreement to increase switching costs; (3) Value Affirmation and Authenticity Education Strategy by providing a formal 2-year termite-free warranty; (4) Aggressive Digital Marketing utilizing Instagram Ads optimization to intercept consumers during the information search phase; and (5) Responsive Inventory Management Strategy through the implementation of demand forecasting and safety stock to maintain volume stability and securely lock in short-term purchase prices of sengon wood raw materials continuously.*

**Keywords:** *Porter's Five Forces, Recommendation Strategy, MSME*