

ABSTRAK

Persaingan usaha *franchise* makanan yang semakin ketat mendorong Banana Bread Shop untuk menyusun strategi dalam meningkatkan daya saingnya di pasar lokal. Penelitian ini bertujuan untuk mengetahui posisi usaha menggunakan analisis *Product Life Cycle* (PLC) dan BCG Matriks, serta merumuskan strategi peningkatan daya saing berdasarkan kondisi usaha saat ini. Teknik pengumpulan data dilakukan melalui observasi, wawancara, *Focus Group Discussion* (FGD), dan *deep interview*. Hasil analisis menunjukkan bahwa Banana Bread Shop berada pada tahap *growth* dalam PLC ditunjukkan dengan peningkatan penjualan, keuntungan usaha, produk mulai masuk pasar, jumlah pelanggan meningkat, dan muncul banyak pesaing. Selanjutnya dilakukan pemetaan menggunakan BCG Matriks dengan membandingkan data Banana bread Shop dan pesaing Roti Gembong Gedhe. Berdasarkan hasil perhitungan, Banana Bread Shop memiliki pangsa pasar relatif sebesar 0,002x dan tingkat pertumbuhan pasar sebesar -0,13%, sehingga menempatkannya pada kuadran *Dog* dalam BCG Matriks. Posisi ini menunjukkan bahwa usaha berada pada kondisi yang cukup lemah baik dari sisi internal maupun persaingan pasar, sehingga dibutuhkan strategi efisiensi dan perbaikan sistem internal. Setelah diketahui posisi usaha, langkah selanjutnya adalah memvalidasi aspek-aspek yang mempengaruhi keberhasilan UMKM *franchise* berdasarkan lima kriteria utama dan 19 sub kriteria yang telah ditetapkan. Hasil validasi melalui *Focus Group Discussion* (FGD) menunjukkan bahwa terpilih tujuh sub kriteria yang dinilai relevan yaitu strategi ekspansi, inovasi produk, struktur organisasi, program pelatihan karyawan, pemasaran digital, sistem pemantauan kualitas, dan audit berkala. Strategi ini kemudian dirancang dalam bentuk bahan eksekusi nyata agar nanti dapat langsung diterapkan oleh pihak pusat. Melalui diskusi lanjutan bersama pemilik, diperoleh hasil bahwa strategi yang paling memungkinkan untuk diterapkan dalam waktu dekat adalah inovasi produk, pemasaran digital, pelatihan karyawan, dan sistem pemantauan kualitas, karena strategi tersebut dinilai praktis, efisien, dan tidak memerlukan biaya tambahan besar.

Kata Kunci: Strategi Daya Saing, *Franchise*, PLC, BCG Matriks.

ABSTRACT

The increasingly tight competition in the food franchise business has encouraged Banana Bread Shop to develop strategies to increase its competitiveness in the local market. This study aims to determine the position of the business using Product Life Cycle (PLC) and BCG Matrix analysis, and to formulate strategies to increase competitiveness based on current business conditions. Data collection techniques were carried out through observation, interviews, Focus Group Discussions (FGD), and deep interviews. The results of the analysis show that Banana Bread Shop is in the growth stage in the PLC as indicated by increased sales, business profits, products starting to enter the market, increasing number of customers, and the emergence of many competitors. Furthermore, mapping was carried out using the BCG Matrix by comparing data from Banana Bread Shop and its competitor Roti Gembong Gedhe. Based on the calculation results, Banana Bread Shop has a relative market share of 0.002x and a market growth rate of -0.13%, placing it in the Dog quadrant in the BCG Matrix. This position indicates that the business is in a fairly weak condition both in terms of internal and market competition, so that an efficiency strategy and internal system improvement are needed. After the business position is known, the next step is to validate the aspects that influence the success of franchise MSMEs based on the five main criteria and 19 sub-criteria that have been set. The validation results through Focus Group Discussion (FGD) showed that seven sub-criteria were selected that were considered relevant, namely expansion strategy, product innovation, organizational structure, employee training programs, digital marketing, quality monitoring systems, and periodic audits. This strategy was then designed in the form of real execution materials so that later it could be directly implemented by the central party. Through further discussions with the owner, the results obtained that the most possible strategies to be implemented in the near future were product innovation, digital marketing, employee training, and quality monitoring systems, because these strategies were considered practical, efficient, and did not require large additional costs.

Keywords: *Competitive Strategy, Franchise, PLC, BCG Matrix.*