



## ABSTRAK

### IDENTIFIKASI KEUNGGULAN BERSAING PT MEGA IRIANTO INDONESIA (AFTER BEAUTE)

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PT Mega Irianto Indonesia merupakan perusahaan yang bergerak dalam bidang kosmetik dan kecantikan melalui penjualan produk kosmetik di Indonesia. Hadirnya perusahaan ini bertujuan untuk menjawab kebutuhan para wanita Indonesia dan *make – up enthusiast* atas produk kosmetik *professional* lokal yang cocok dengan kulit wanita Indonesia. Hingga saat ini, perusahaan memiliki 1 jenis produk *lip tint* dengan 3 varian warna yang dijual melalui *channel online* di seluruh Indonesia.

Menimbang besarnya persaingan dalam industri kecantikan di Indonesia dan besarnya potensi yang tersedia bagi pemain industri kosmetik di Indonesia, penulis mengidentifikasi perlunya PT Mega Irianto (*After Beaute*) sebagai pemain baru di industri untuk memahami dan mengidentifikasi keunggulan bersaing perusahaan. Proses identifikasi rutinitas perusahaan akan membantu perusahaan dalam memahami peluang untuk tumbuh bagi perusahaan dalam aktivitas rantai nilainya. Menimbang pencapaian besar yang mampu diraih perusahaan di awal tahunnya, penulis juga mengidentifikasi bahwa perusahaan memiliki potensi yang sangat besar apabila perusahaan mampu meraih potensi yang ada di industri dengan memaksimalkan keunggulannya. Identifikasi keunggulan bersaing dilakukan melalui pendekatan analisis rantai nilai, untuk memahami rutinitas dan kapabilitas perusahaan.

Mengacu pada analisis data yang dilakukan, didapatkan aktivitas rantai nilai PT Mega Irianto Indonesia berkontribusi atas keunggulan *differentiation*. Hal tersebut dibuktikan oleh pengukuran yang mencagu pada *building blocks of competitive advantages* (Hill & Jones, 2010), berdasarkan tingkat kontribusi setiap aktivitas pada rantai nilai terhadap faktor – faktor pendukung penciptaan keunggulan bersaing, ditemukan bahwa faktor *superior quality* dan *superior customer responsiveness* merupakan faktor yang mendominasi dibandingkan faktor lainnya.

Kata kunci: Keunggulan bersaing, analisis rantai nilai, *building blocks of competitive advantages*



## ***ABSTRACT***

### **COMPETITIVE ADVANTAGES IDENTIFICATION ON PT MEGA IRIANTO INDONESIA (AFTER BEAUTE)**

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PT Mega Irianto Indonesia is a local company engaged in the field of cosmetics and beauty through the sale of cosmetic products in Indonesia. The presence of this company aims to answer the needs of Indonesian women and make-up enthusiasts for local professional cosmetic products that match the skin of Indonesian women. Until now, the company has 1 type of lip tint product with 3 colour variants that are sold through online channels throughout Indonesia.

Considering the magnitude of competition in the beauty industry in Indonesia and the huge potential available to cosmetic industry players in Indonesia, the authors identify the need for PT Mega Irianto (*After Beaute*) as a new player in the industry to understand and identify the company's competitive advantages. The process of identifying company routines will help companies understand growth opportunities for companies in their value chain activities. Considering the great achievements that the company was able to achieve at the beginning of the year, the author also identifies that the company has enormous potential if the company is able to achieve the potential in the industry by maximizing its competitive advantage. Identification of competitive advantage is carried out through a value chain analysis approach, to understand the routines and capabilities of the company.

Referring to the data analysis carried out, it was found that the value chain activities of PT Mega Irianto Indonesia contributed to the superiority of differentiation. This is evidenced by reliable measurements of the building blocks of competitive advantages (Hill & Jones, 2010), based on the level of contribution of each activity in the value chain to the factors supporting the creation of competitive advantage, it is found that superior quality and superior customer responsiveness are factors that influence the creation of competitive advantage. dominate over other factors.

Keywords: competitive advantage, value chain analysis, building blocks of competitive advantages