

## ABSTRAK

Pertumbuhan industri peternakan cenderung terus meningkat seiring dengan pertumbuhan ekonomi dan pertumbuhan penduduk yang meningkatkan daya beli masyarakat serta kebutuhan akan sumber protein hewani. Ayam lokal memiliki peran yang cukup signifikan dalam memberikan kebutuhan protein lebih dari 200 juta masyarakat Indonesia. Kebutuhan sumber protein daging ayam di Indonesia didominasi oleh ayam ras broiler sebesar 90% sedangkan ayam lokal sekitar 10%. Indonesia memiliki sumber daya genetik ayam lokal yang beragam dan menarik untuk dikembangkan.

Objek pada penelitian ini adalah perusahaan pembibitan ayam lokal, yaitu PT. Unggas Lestari Unggul. PT. Unggas Lestari Unggul merupakan perusahaan yang bergerak pada bidang pembibitan, pelestarian dan pengembangan ayam lokal asli Indonesia. Objek penelitian dihadapkan persaingan pada pasar ayam lokal yang cukup kompetitif. Produk perusahaan berupa komoditas *days old chick* dan *livebird* mengalami persaingan dengan *strain* ayam lain di pasar. Penelitian ini berusaha menyusun strategi untuk memperoleh keunggulan kompetitif bagi perusahaan melalui framework *blue ocean strategy*. Framework yang digunakan antara lain *strategy canvas*, *three tiers of non-customers*, *six paths framework*, *four action framework* dan *three characteristic of good strategy*.

Hasil penelitian menunjukkan bahwa pada sektor hulu perusahaan dapat mengembangkan jenis ayam baru dengan performa yang baik (tingkat *feed conversion ratio* dan deplesi rendah) disesuaikan dengan permintaan variatif pada berbagai daerah serta budaya di Indonesia. Perusahaan juga dapat menghilangkan persaingan harga pada penjualan *days old chick* ayam. Hal tersebut diimbangi dengan peningkatan berkelanjutan kualitas *days old chick* ayam lokal serta peningkatan saluran distribusi. Pada sektor hilir, perusahaan dapat mengembangkan sistem kemitraan *free range chicken* serta saluran distribusi ayam potong segar. Strategi diharapkan dapat memberikan ruang pasar baru yang tidak terdapat kompetisi bagi perusahaan dimana perusahaan dapat menyediakan ayam yang sesuai dengan berbagai kebutuhan pasar. Strategi juga diharapkan dapat memberikan keunggulan kompetitif yang berkelanjutan.

**Kata Kunci:** *Blue Ocean Strategy*, Keunggulan Kompetitif, *Value Innovation*

## **ABSTRACT**

*The growth of the livestock industry tends to continue to increase along with economic growth and population growth which increases people's purchasing power and the need for animal protein sources. Local chickens have a significant role in providing the protein needs of more than 200 million Indonesians. The need for protein sources for chicken meat in Indonesia is dominated by broiler chickens by 90% while local chickens are around 10%. But Indonesia has various and interesting local chicken genetic resources to develop.*

*The object of this research is a local chicken breeding company, PT. Unggas Lestari Unggul. PT. Unggas Lestari Unggul is a company engaged in the breeding, preservation and development of Indonesian native chickens. The object of research is faced with competition in the local chicken market which is quite competitive. The company's products, in the form of days old chick and livebird commodities, are experiencing competition from other chicken strains on the market. This research seeks to develop strategies to gain competitive advantage for companies through the blue ocean strategy framework. The framework used includes strategy canvas, three tiers of non-customers, six paths framework, four action framework and three characteristics of good strategy.*

*The results showed that in the upstream sector companies can develop new types of chicken with good performance (low feed conversion ratio and low depletion) according to varied demands in various regions and cultures in Indonesia. Companies can also eliminate price competition in the sale of days old chick. This is followed by raise of continuous improvement in the quality of local chicken days old chick as well as improvements in distribution channels. In the downstream sector, companies can develop free range chicken contract farming and build distribution channels for fresh chicken meat. The strategy is expected to provide a new market space where there is no competition for the company where the company can provide chicken according to various market needs. The strategy is also expected to provide a sustainable competitive advantage.*

**Keyword:** *Blue Ocean Strategy, Competitive Advantage, Value Innovation*