

## INTISARI

Kepala Badan Logistik dan Rantai Pasok Kadin Indonesia, Akbar Djohan (2022), menyampaikan bahwa sektor logistik diproyeksikan tumbuh 6% di tahun 2023. Bahkan, Scale Public Riset (2021) menemukan, sejumlah 104 *startup* di Indonesia mendapatkan dukungan dana, salah satunya *startup* sektor logistik. Hal ini menunjukkan bahwa sektor logistik begitu atraktif di pasar bisnis sehingga berdampak pada persaingan yang semakin kompetitif. Tantangan ini turut dirasakan oleh salah satu perusahaan lokal di Kalimantan Barat, yaitu PT SMK. Keterbatasan sumber daya manusia, sistem manajemen, dan persaingan yang begitu tinggi menjadikan pertumbuhan perusahaan belum dapat berjalan maksimal. Sementara lingkungan eksternal perusahaan, yaitu Provinsi Kalimantan Barat berpotensi dan berpeluang tinggi terhadap sektor logistik. Sebagai contoh, keberadaan Terminal Kijing sebagai Hub Internasional di Indonesia memungkinkan sektor tersebut sangat dibutuhkan. Oleh karena itu, dengan melihat peluang dan tantangan pasar logistik, perusahaan membutuhkan formulasi strategi dalam menghadapi persaingan bisnis logistik yang semakin kompetitif agar dapat tumbuh berkembang dan berkelanjutan. Penelitian ini bertujuan mengidentifikasi lingkungan eksternal dan internal perusahaan guna merumuskan formulasi strategi bisnis untuk menghadapi persaingan pasar logistik di Kalimantan Barat. Adapun metoda penelitian yang digunakan, yaitu analisis deskriptif kualitatif dengan sumber data primer diperoleh melalui wawancara bersama pihak manajemen dan *stakeholder* terkait serta data sekunder yang didapatkan melalui internal perusahaan, buku teks, jurnal akademik, undang-undang pemerintah, serta media yang bersifat kredibel. Analisis data penelitian meliputi analisis lingkungan eksternal dan internal perusahaan menggunakan perangkat analisis PESTEL, rantai nilai, *key success factors*, matriks EFE dan IFE, serta matriks IE dan SWOT. Hasil penelitian ini memberikan alternatif strategi yang dapat diterapkan oleh perusahaan agar dapat berkembang dan tumbuh berkelanjutan, yaitu strategi intensif yang terdiri dari penetrasi pasar, pengembangan pasar, dan pengembangan produk, serta strategi generik kepemimpinan biaya.

Kata kunci: Industri logistik, *freight forwarding*, PESTEL, rantai nilai, faktor sukses kunci, matriks EFE dan IFE, matriks IE dan SWOT, strategi intensif, kepemimpinan biaya

## ***ABSTRACT***

Head of the Logistics and Supply Chain Agency of Kadin, Akbar Djohan (2022), said the logistics sector is projected to grow 6% in 2023. Scale Public Research (2021) found that a total of 104 startups in Indonesia received financial support, one of which was a startup in the logistics sector. This shows that the logistics sector is attractive in the business market and it has an impact on increasingly competitive competition. This challenge was also felt by a local company in West Kalimantan, namely PT SMK. Limited human resources, management systems, and intense competition mean that the company's growth has not been able to run optimally. Meanwhile, the company's external environment, namely West Kalimantan Province, has high potential and opportunities for the logistics sector. For example, the existence of the Kijing Terminal as an international hub in Indonesia makes this sector necessary. Therefore, by looking at the opportunities and challenges of the logistics market, companies need to formulate a strategy to face the increasingly competitive logistics business environment to grow and develop sustainably. This study aims to identify the company's external and internal environment to formulate a business strategy to face the logistics market competition in West Kalimantan. The research method used is descriptive qualitative analysis with primary data sources obtained through interviews with management and relevant stakeholders and secondary data obtained through company internals, textbooks, academic journals, government laws, and credible media. Research data analysis includes analysis of the company's external and internal environment using PESTEL, value chains, key success factors, EFE and IFE matrices, as well as IE and SWOT matrices. The results of this study provide an alternative strategy that can be implemented by companies to develop and grow sustainably, namely an intensive strategy consisting of market penetration, market development, and product development, as well as a generic cost leadership strategy.

**Keywords:** logistics industry, freight forwarding, PESTEL, value chain, key success factors, EFE and IFE matrix, IE and SWOT matrix, intensive strategy, cost leadership