

ABSTRAK

Kondisi perekonomian Indonesia saat ini dapat diukur berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp19.588,45 triliun dan PDB per kapita mencapai Rp71 juta Rupiah. Tahun 2015 hingga 2022, perkembangan Produk Domestik Bruto (PDB) dan Produk Domestik per kapita Indonesia mengalami peningkatan dari tahun ke tahun.

PT. XYZ sebagai salah satu perusahaan yang bergerak di bidang logistik turut berperan dalam perekonomian Indonesia. PT. XYZ sempat mengalami penurunan dari tahun 2019-2020 namun meningkat pada tahun 2021. Walaupun secara total, Tingkat Kinerja Perusahaan masuk kategori Sehat, namun dalam Tingkat Kinerja Pertumbuhan Perusahaan selalu masuk dalam kategori Kurang Tumbuh. Hal tersebut merupakan tantangan tersendiri bagi perusahaan untuk tetap memiliki kemampuan bersaing dengan perusahaan lain. Penelitian ini bertujuan untuk menganalisis lingkungan eksternal dan internal yang dihadapi serta menganalisa strategi PT. XYZ yang paling tepat dalam menghadapi persaingan bisnis kegiatan logistik saat ini. Kondisi internal perusahaan diperoleh melalui hasil analisis VRIO dan analisis sumber daya dan kapabilitas organisasi, sedangkan kondisi eksternal perusahaan diperoleh melalui hasil analisis *Porter's Five Forces* dan *Key Success Factor*.

Berdasarkan hasil penelitian menunjukkan bahwa strategi yang diterapkan oleh PT. XYZ sejauh ini sudah tepat, perusahaan memiliki keunggulan bersaing yang meliputi *rivalry among existing firms*, *threat of new entrance*, *threat of substitute products or services*, *bargaining power of suppliers*, *bargaining power of buyers*, layanan, kondisi perusahaan yang *sustained advantage*, memiliki peralatan dan sarana yang lengkap dan memiliki kemampuan dalam memberikan layanan, pengembangan layanan, melakukan proses inovasi, dan pembuatan layanan. Namun terdapat beberapa hal yang perlu diubah atau ditingkatkan yaitu kelemahan perusahaan dan kondisi perusahaan yang bersifat *Temporary Advantage* dan *Parity*.

Kata Kunci: *analisis sumber daya dan kapabilitas organisasi, kemampuan bersaing, ketepatan strategi, key success factor, porter's five forces, VRIO,*

ABSTRACT

The current condition of the Indonesian economy can be measured based on the Gross Domestic Product (GDP) at current prices reaching IDR 19,588.45 trillion and GDP per capita reaching IDR 71 million. From 2015 to 2022, the development of Indonesia's Gross Domestic Product (GDP) and Domestic Product per capita has increased from year to year.

PT. XYZ as one of the companies engaged in the logistics sector plays a role in the Indonesian economy. PT. XYZ experienced a decline from 2019-2020 but increased in 2021. Even though in total, the Company's Performance Level is in the Healthy category, the Company's Growth Performance Level is always in the Underdeveloped category. This is a challenge for the company to remain competitive with other companies. This study aims to analyze the external and internal environment faced and analyze PT. XYZ is the most appropriate in facing the competition in today's logistics business activities. The internal condition of the company is obtained through the results of VRIO analysis and analysis of organizational resources and capabilities, while the external condition of the company is obtained through the results of Porter's Five Forces analysis and Key Success Factors.

Based on the research results show that the strategy implemented by PT. XYZ has been right so far, the company has competitive advantages which include rivalry among existing firms, threat of new entrance, threat of substitute products or services, bargaining power of suppliers, bargaining power of buyers, services, conditions of companies that have sustained advantage, have equipment and complete facilities and has the ability to provide services, service development, carry out innovation processes, and service creation. However, there are a number of things that need to be changed or improved, namely company weaknesses and company conditions that are Temporary Advantage and Parity.

Keywords: *analysis of organizational resources and capabilities, competitive ability, key success factors, porter's five forces, , strategic accuracy, VRIO.*