



ABSTRAK

Pertumbuhan signifikan industri kecantikan, perawatan pribadi, dan kosmetik di Indonesia dalam lima tahun terakhir mendorong peningkatan persaingan yang ketat, khususnya di sektor maklon kosmetik dan skincare. Penelitian ini bertujuan untuk menemukan keunggulan kompetitif perusahaan sebagai bahan untuk merumuskan strategi bersaing bagi PT Khanza Inovation Cosmetic (Khinco) anak perusahaan dari Naturafit Group. Agar dapat meningkatkan keunggulan kompetitif melalui penguatan persepsi kompetensi merek (*Perceived Brand Competence/PBC*) dan persepsi kehangatan merek (*Perceived Brand Warmth/PBW*) yang berdasar dari *Stereotype Content Model (SCM)*. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus tunggal dengan unit multianalisis terjaln dengan pendekatan abduksi. Analisis eksternal dilakukan menggunakan kerangka Porter's Five Forces untuk memahami dinamika industri dan intensitas persaingan, sedangkan analisis internal menggunakan *framework Resource-Based View (RBV)* dan VRIO dalam evaluasi rantai nilai perusahaan. Hasil penelitian menunjukkan bahwa peningkatan keunggulan kompetitif Naturafit Group dapat dicapai melalui optimalisasi sumber daya internal yang bernilai, langka, sulit ditiru, dan terorganisir secara efektif. Strategi peningkatan difokuskan pada inovasi produk, penguatan kapabilitas sumber daya manusia, pengembangan teknologi, serta penciptaan sistem produksi dan layanan yang berbasis nilai syariah. Rekomendasi strategis yang dihasilkan diharapkan dapat meningkatkan persepsi PBC dan PBW, sehingga mampu mendorong loyalitas klien dan memperbesar peluang bisnis di pasar domestik maupun global.

Kata kunci: Industri Maklon Kosmetik dan Skincare, Stereotype Content Model, *Perceived Brand Competence*, *Perceived Brand Warmth*, *Porter's Five Forces*, Rantai Nilai, *Resource-Based View*, VRIO, Strategi Bersaing, Keunggulan Kompetitif.



ABSTRACT

The significant growth of the beauty, personal care, and cosmetics industries in Indonesia over the past five years has intensified market competition, particularly in the cosmetic and skincare contract manufacturing sector. This study aims to identify the company's competitive advantage as a basis for formulating a competitive strategy for PT Khanza Inovation Cosmetic (Khinco), a subsidiary of Naturafit Group. The objective is to enhance competitive advantage by strengthening Perceived Brand Competence (PBC) and Perceived Brand Warmth (PBW), based on the Stereotype Content Model (SCM). This research employs a qualitative approach using a Single-Case Embedded Design with an abductive approach. External analysis is conducted using Porter's Five Forces framework to understand industry dynamics and the intensity of competition, while internal analysis adopts the Resource-Based View (RBV) and VRIO frameworks to evaluate the company's value chain. The findings indicate that Naturafit Group's competitive advantage can be improved through the optimization of internal resources that are valuable, rare, inimitable, and effectively organized. Strategic improvements are focused on product innovation, strengthening human resource capabilities, technological development, and the creation of production and service systems based on Sharia values. The resulting strategic recommendations are expected to enhance PBC and PBW perceptions, thereby fostering client loyalty and expanding business opportunities in both domestic and global markets.

Keywords: Cosmetic and Skincare Contract Manufacturing Industry, Stereotype Content Model, Perceived Brand Competence, Perceived Brand Warmth, Porter's Five Forces, Value Chain, Resource-Based View, VRIO, Competitive Strategy, Competitive Advantage.