

## ABSTRAK

# ANALISIS DINAMIKA KOMPETISI DI INDUSTRI KONSULTAN MANAJEMEN TI: STUDI KUALITATIF TENTANG KEBERLANJUTAN BISNIS DI INDONESIA

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Industri konsultan manajemen teknologi informasi (TI) di Indonesia mengalami pertumbuhan signifikan dalam beberapa tahun terakhir seiring meningkatnya kebutuhan perusahaan terhadap transformasi digital. Namun, di tengah pertumbuhan tersebut, konsultan lokal menghadapi tantangan daya saing yang serius dibandingkan konsultan asing yang lebih mapan secara teknologi, jaringan global, dan reputasi pasar. Penelitian ini bertujuan untuk memahami dinamika yang mempengaruhi rendahnya daya saing konsultan lokal dan menyusun strategi yang tepat untuk meningkatkan keberlanjutan bisnis mereka di tengah kompetisi di Indonesia.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan kerangka analisis *PESTLE* untuk mengidentifikasi faktor eksternal, *Critical Success Factors* (CSF) untuk menganalisis faktor struktural industri, serta *Porter's Diamond Model* untuk merumuskan strategi daya saing nasional. Data dikumpulkan melalui wawancara mendalam dengan konsultan lokal, konsultan asing, dan perwakilan klien, serta didukung dengan studi dokumen dan data sekunder. Hasil penelitian menunjukkan bahwa keterbatasan dalam akses pendanaan, rendahnya adopsi teknologi, dan lemahnya manajemen pengetahuan (*Knowledge Management*) menjadi penghambat utama daya saing konsultan lokal. Sementara itu, konsultan asing unggul dalam inovasi, kolaborasi lintas sektor, dan pendekatan hubungan jangka panjang dengan klien.

Berdasarkan temuan tersebut, penelitian ini merekomendasikan strategi peningkatan daya saing konsultan lokal melalui kolaborasi dengan institusi akademik dan teknologi, penguatan SDM dan sistem pembelajaran organisasi, pengembangan model bisnis adaptif berbasis keunggulan lokal, serta lebih mematuhi regulasi perlindungan data agar membangun kepercayaan klien. Penelitian ini diharapkan dapat memberikan kontribusi praktis bagi pelaku industri dan pengambil kebijakan, serta menjadi literatur tambahan bagi kajian strategis dalam konteks industri konsultansi TI di Indonesia.

**Kata kunci:** Konsultan manajemen TI, daya saing, *PESTLE*, *Critical Success Factors*, *Porter's Diamond Model*, strategi keberlanjutan, *Knowledge Management*, adopsi teknologi, regulasi perlindungan data, inovasi, kepercayaan klien, kolaborasi strategis.

## ABSTRACT

# ANALYZING COMPETITIVE DYNAMICS IN THE IT MANAGEMENT CONSULTING INDUSTRY: A QUALITATIVE STUDY OF BUSINESS SUSTAINABILITY IN INDONESIA

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The information technology (IT) management consulting industry in Indonesia has experienced significant growth in recent years, driven by the increasing demand for digital transformation across various sectors. However, despite this positive trend, local consulting firms continue to face serious competitiveness challenges compared to their foreign counterparts, which possess superior technological capabilities, global networks, and established market reputations. This study aims to explore the underlying factors contributing to the underperformance of local IT consultants and to formulate appropriate strategies to enhance their business sustainability amid competition in Indonesia.

This research adopts a qualitative descriptive approach, utilizing the PESTLE framework to assess external factors, Critical Success Factors (CSF) to examine industry structural challenges, and Porter's Diamond Model to formulate competitive national strategies. Primary data were obtained through in-depth interviews with local and foreign consultants as well as client representatives, and supported by document analysis and secondary sources. The findings indicate that limited access to funding, slow technology adoption, and weak knowledge management serve as major barriers for local consultants. Conversely, foreign firms are more advanced in innovation, cross-sector collaboration, and long-term client engagement strategies.

Based on the analysis, this study recommends several strategies to improve the competitiveness of local consultants, including collaboration with academic and technology institutions, strengthening human capital and organizational learning systems, developing adaptive business models rooted in local strengths, and increasing compliance with data protection regulations to foster client trust. This research is expected to offer practical insights for industry practitioners and policymakers while contributing to the academic literature on strategic management in Indonesia's IT consulting sector.

**Keywords:** IT management consulting, competitiveness, PESTLE, Critical Success Factors, Porter's Diamond Model, business Sustainability, Knowledge Management, technology adoption, data protection regulation, innovation, client trust, strategic collaboration.