

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis daya saing PT Rasa Inti Indonesia, sebuah perusahaan makanan dan minuman yang beroperasi secara digital melalui model *cloud kitchen* di Jakarta. Dalam perjalanannya, PT Rasa Inti Indonesia menghadapi intensitas persaingan yang semakin tinggi di industri makanan dan minuman, serta mengalami penurunan pendapatan tahunan dari Rp 982 juta pada tahun 2023 menjadi Rp 930 juta pada tahun 2024. Oleh karena itu, penelitian ini berfokus pada analisis faktor internal dan eksternal yang memengaruhi perusahaan, serta perumusan strategi yang relevan untuk menghadapi tantangan tersebut.

Pengumpulan data dilakukan melalui wawancara mendalam, observasi lapangan, dan studi pustaka terhadap berbagai sumber seperti laporan industri, publikasi akademik, serta literatur terkait. Pendekatan *Resource-Based View (RBV)* dan *Value, Rarity, Imitability, and Organization (VRIO) analysis* digunakan untuk menganalisis faktor internal, sementara analisis faktor eksternal dilakukan melalui *Political, Economic, Social, Technological, Environmental, and Legal (PESTLE) analysis* dan *Porter's Five Forces*. Gabungan analisis internal dan eksternal dilakukan menggunakan *Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis* yang selanjutnya dikembangkan untuk memberikan strategi yang lebih terarah menggunakan *Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix*.

Berdasarkan hasil penelitian, peneliti merekomendasikan agar PT Rasa Inti Indonesia tetap menerapkan strategi *broad differentiation* untuk memberikan nilai tinggi dengan harga kompetitif, disertai sejumlah strategi tambahan yang dirancang berdasarkan analisis internal dan eksternal yang telah disusun.

**Kata kunci:** daya saing, *cloud kitchen*, strategi bisnis, VRIO, SWOT, RBV, *Porter's five forces*

## ABSTRACT

This study aims to analyze the competitive position of PT Rasa Inti Indonesia, a food and beverage company operating digitally through a cloud kitchen model in Jakarta. Over time, the company has faced increasing competition in the food and beverage industry and has experienced a decline in annual revenue from IDR 982 million in 2023 to IDR 930 million in 2024. Therefore, this research focuses on examining the internal and external factors influencing the company and formulating relevant strategies to address these challenges.

Data were collected through in-depth interviews, field observations, and literature review from various sources such as industry reports, academic publications, and relevant literature. Internal factors were analyzed using the Resource-Based View (RBV) and Value, Rarity, Imitability, and Organization (VRIO) analysis. External factors were examined through Political, Economic, Social, Technological, Environmental, and Legal (PESTLE) analysis and Porter's Five Forces. These internal and external analyses were synthesized using Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and further developed into targeted strategies using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix.

Based on the findings, the study recommends that PT Rasa Inti Indonesia continue to adopt a broad differentiation strategy to offer high value at competitive prices, supported by several additional strategies designed in alignment with the internal and external analysis results.

**Keywords:** competitive advantage, cloud kitchen, business strategy, VRIO, SWOT, RBV, Porter's Five Forces