



ABSTRAK

Getah pinus sebagai hasil hutan bukan kayu (HHBK) memiliki nilai strategis bagi industri gondorukem dan terpertin di Indonesia. Namun, sejak awal tahun 2024 PT XYZ mengalami penurunan penjualan hingga 24%, yang berdampak pada ketidakstabilan keuangan dan ketidakmampuan perusahaan memenuhi permintaan pasar. Kondisi ini dipengaruhi oleh beberapa faktor, antara lain lemahnya pengawasan distribusi getah, fokus yang kurang pada optimalisasi produksi, Perusahaan cenderung lebih banyak memproduksi produk turunan dibandingkan produk massal, sehingga fokus produksi belum optimal, serta rendahnya efisiensi operasional.

Penelitian ini bertujuan untuk mengidentifikasi kekuatan dan kelemahan internal, serta peluang dan ancaman eksternal. Hasil identifikasi tersebut digunakan untuk menyusun alternatif strategi dengan pendekatan matriks TOWS, sehingga dapat dirumuskan strategi yang paling tepat bagi perusahaan dalam menghadapi persaingan. Penelitian ini dilakukan pada PT XYZ, perusahaan yang beroperasi melalui konsesi hutan dan pabrik, dengan subjek mencakup manajemen internal, mitra petani, serta pihak eksternal dalam rantai nilai perusahaan. Data dikumpulkan melalui wawancara mendalam dan studi dokumen perusahaan. Penelitian ini dilaksanakan pada tahun Januari 2025 hingga Agustus 2025 dengan menggunakan pendekatan kualitatif. Penelitian ini menerapkan teknik triangulasi sumber, triangulasi data, serta member check untuk meningkatkan validitas hasil penelitian.

Data dianalisis menggunakan pendekatan tematik dan dikelompokkan berdasarkan kerangka RBV dan VRIO (kekuatan dan kelemahan internal) serta PESTEL dan Lima Kekuatan Porter (ancaman dan peluang eksternal). Analisis TOWS menghubungkan faktor internal dan eksternal untuk merumuskan strategi.

Melalui analisis TOWS, penelitian menemukan bahwa berbagai alternatif strategi yang dihasilkan cenderung berfokus pada penerapan strategi kepemimpinan biaya sebagaimana dikemukakan Porter. Kepemimpinan biaya dinilai paling optimal dalam menghadapi persaingan, mengingat sifat industri yang bercirikan produk homogen, sensitivitas harga, serta tekanan dari pesaing dan pembeli besar.

Kata kunci: Manajemen Strategi, Getah Pinus



ABSTRACT

Pine resin, as a non-timber forest product (NTFP), holds strategic value for the gum rosin and turpentine industries in Indonesia. However, since early 2024, PT XYZ has experienced 24% decline in sales, which has led to financial instability and the company's inability to fully meet market demand. This condition is influenced by several factors, including weak oversight of resin distribution, insufficient focus on production optimization, the company's tendency to prioritize derivative products over mass products thus reducing production focus and low operational efficiency.

This study aims to identify the internal strengths and weaknesses, as well as external opportunities and threats. The results of this identification are then used to formulate alternative strategies through the TOWS matrix approach, enabling the company to design the most appropriate strategy in facing competition. The research was conducted at PT XYZ, a company operating through forest concessions and processing facilities, with research subjects including internal management, partner farmers, and external stakeholders in the company's value chain. Data were collected through in-depth interviews and company document studies. The research was carried out from January 2025 to August 2025 using a qualitative approach. Source triangulation, data triangulation, and member checking techniques were applied to enhance the validity of the research findings.

The data was analyzed using a thematic approach and grouped based on the RBV and VRIO (internal strengths and weaknesses) frameworks, as well as PESTEL and Porter's Five Forces (external threats and opportunities). TOWS analysis linked internal and external factors to formulate the strategy.

Through TOWS analysis, the study found that the various strategic alternatives generated tended to focus on the application of cost leadership strategies as proposed by Porter. Cost leadership was considered the most optimal strategy for dealing with competition, given the nature of the industry, which is characterized by homogeneous products, price sensitivity, and pressure from competitors and large buyers.

Keywords: *Strategic Management, Pine Resin*