

ABSTRAK

STRATEGI PENINGKATAN PANGSA PASAR PRODUK SENSOR OTOMASI DI INDUSTRI MANUFAKTUR MAKANAN DAN MINUMAN PADA KASUS PT KEYENCE INDONESIA

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PT Keyence Indonesia menghadapi stagnasi pertumbuhan penjualan yang disebabkan oleh ketergantungan berlebihan pada industri otomotif yang sedang mengalami penurunan. Penelitian ini bertujuan untuk merumuskan strategi guna meningkatkan pangsa pasar produk sensor otomasi di industri manufaktur makanan dan minuman yang potensial namun belum tergarap optimal. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data primer dikumpulkan melalui wawancara mendalam dengan manajemen internal Keyence dan manajer teknik dari tiga perusahaan manufaktur makanan terkemuka (PT TFJ, PT ICB, dan PT SSI), serta dianalisis dengan kerangka Porter's Five Forces, Teori Kapabilitas Dinamis, dan Diamond Strategy.

Temuan penelitian mengungkapkan bahwa pangsa pasar Keyence di industri makanan dan minuman masih rendah (<10%), namun potensi pertumbuhannya signifikan didorong oleh ekspansi pabrik dan regulasi yang memacu kebutuhan otomasi. Analisis lingkungan industri menunjukkan persaingan ketat dari pemain murah dan menengah, namun ancaman pendaatang baru di segmen premium lemah. Kapabilitas Dinamis Keyence, khususnya dalam sensing dan seizing, menjadi kekuatan internal utama. Berdasarkan integrasi seluruh analisis, strategi yang dirumuskan adalah strategi penetrasi pasar berbasis nilai yang diformulasikan melalui *Hambrick's* Diamond Strategy.

Penelitian ini menyimpulkan bahwa dengan menjalankan strategi yang terintegrasi dan berorientasi nilai ini, PT Keyence Indonesia dapat mengurangi ketergantungan pada industri otomotif dan mencapai pertumbuhan pangsa pasar yang berkelanjutan di industri makanan dan minuman.

Kata Kunci: Sensor Otomasi, Faktor Sukses Kunci, Pangsa Pasar, Porter's Five Forces, Kapabilitas Dinamis, Diamond Strategy, Industri Makanan dan Minuman.

ABSTRACT

STRATEGIES TO INCREASE MARKET SHARE OF AUTOMATION
SENSOR PRODUCTS IN THE FOOD AND BEVERAGE MANUFACTURING
INDUSTRY IN THE CASE OF PT KEYENCE INDONESIA

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PT Keyence Indonesia is experiencing stagnant sales growth due to its heavy reliance on the declining automotive industry. This study aims to formulate a strategy to increase market share for its automation sensor products in the potential yet underpenetrated food and beverage manufacturing sector. Using a qualitative case study approach, primary data were collected through in-depth interviews with Keyence's internal management and engineering managers from three leading food manufacturing companies (PT TFJ, PT ICB, and PT SSI). The data were analyzed using Porter's Five Forces, Dynamic Capabilities Theory, and Diamond Strategy frameworks.

The analysis reveals that while Keyence's market share in the food and beverage industry remains low (<10%), significant growth potential exists, driven by plant expansion and regulations spurring automation needs. The industrial environment shows intense competition from low-cost and mid-range players, but weak threat of new entrants in the premium segment. Keyence's Dynamic Capabilities, particularly in sensing and seizing, emerged as key strengths. Based on this integrated analysis, the study proposes a value-based penetration strategy developed through Hambrick's Diamond Strategy framework.

The study concludes that implementing this integrated, value-oriented strategy would enable PT Keyence Indonesia to reduce its automotive industry dependency while achieving sustainable market share growth in the food and beverage sector. Keywords: Automation Sensors, Keyence, Market Share, Key Success Factors, Porter's Five Forces, Dynamic Capabilities, Food and Beverage Industry.

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