



ABSTRAK

Industri perunggasan Indonesia menghadapi dinamika signifikan seiring pertumbuhan populasi 281,6 juta jiwa pada 2024 dan meningkatnya konsumsi daging ayam broiler sebagai sumber protein utama masyarakat. Program makan siang gratis pemerintah serta tren urbanisasi mendorong peningkatan permintaan, namun struktur industri masih didominasi oleh dua pemain besar, yakni Charoen Pokphand dan Japfa Comfeed, dengan pangsa lebih dari 68%. PT. XYZ sebagai pelaku domestik mengalami tantangan serius ketika penjualannya naik 9,11% pada 2023, laba bersih turun 29,7% akibat beban operasional dan kenaikan harga bahan baku. Kondisi ini menuntut strategi adaptif untuk meningkatkan daya saing di pasar yang kompetitif.

Penelitian ini menggunakan metode kualitatif deskriptif dengan teknik observasi, wawancara mendalam, dan studi dokumentasi. Analisis dilakukan melalui pendekatan *Porter's Five Forces*, Resource-Based View (RBV), VRIO, dan SWOT untuk mengidentifikasi faktor internal dan eksternal yang memengaruhi daya saing PT. XYZ. Informan penelitian terdiri dari pimpinan puncak, analis data, serta mitra bisnis strategis yang terlibat langsung dalam operasional dan distribusi ayam broiler. Data dianalisis secara deskriptif kualitatif dengan menghubungkan hasil temuan lapangan dengan teori manajemen strategi, keunggulan kompetitif, serta kerangka strategi generik Porter.

Hasil penelitian menunjukkan bahwa PT. XYZ memiliki kekuatan strategis pada fasilitas *cold-chain* bersertifikat, unit peternakan *closed-house*, kapabilitas *big data analytics*, dan budaya adaptif, yang mendukung penerapan strategi *Differentiation Leadership*. Strategi ini terbukti paling relevan karena didukung oleh kekuatan internal, peluang eksternal, serta kemampuan mengatasi kelemahan dan ancaman melalui inovasi digital, integrasi big data, program loyalitas, dan kolaborasi dengan Horeka serta ritel modern. Rekomendasi strategis difokuskan pada penguatan relasi, percepatan sertifikasi, pengembangan produk *ready-to-cook*, serta edukasi konsumen berbasis kampanye "*Fresh is Quality*" untuk membangun keunggulan kompetitif berkelanjutan.

Kata Kunci: Industri Perunggasan, Daging Ayam Broiler, *Differentiation Leadership*, VRIO, SWOT, Strategi Kompetitif



ABSTRACT

The Indonesian poultry industry faces significant dynamics alongside a population growth of 281.6 million people in 2024 and increasing consumption of broiler chicken meat as the primary source of protein. Government initiatives such as the free lunch program, as well as urbanization trends, are driving higher demand. However, the industry remains dominated by two major players, Charoen Pokphand and Japfa Comfeed, which together hold more than 68% of the market share. PT. XYZ, as a domestic player, encountered serious challenges when, despite recording a 9.11% increase in sales in 2023, its net profit declined by 29.7% due to operational burdens and rising raw material costs. This situation necessitates adaptive strategies to enhance competitiveness in an increasingly competitive market.

This study employs a descriptive qualitative method using observation, in-depth interviews, and documentation analysis. The analysis was conducted through Porter's Five Forces, the Resource-Based View (RBV), VRIO, and SWOT frameworks to identify internal and external factors influencing PT. XYZ's competitiveness. Research informants included top executives, data analysts, and strategic business partners directly involved in broiler chicken operations and distribution. Data were analyzed qualitatively by linking field findings with strategic management theory, competitive advantage, and Porter's generic strategies framework.

The findings reveal that PT. XYZ holds strategic strengths in certified cold-chain facilities, closed-house farming units, big data analytics capabilities, and an adaptive culture, which support the application of a Differentiation Leadership strategy. This strategy proves most relevant as it leverages internal strengths, external opportunities, and the ability to mitigate weaknesses and threats through digital innovation, big data integration, loyalty programs, and collaboration with Horeka and modern retail. Strategic recommendations are focused on strengthening relationships, accelerating certification, developing ready-to-cook products, and implementing consumer education campaigns under the theme "Fresh is Quality" to build sustainable competitive advantage.

Keywords: Poultry Industry, Broiler Chicken, Differentiation Leadership, VRIO, SWOT, Competitive Strategy