

ABSTRAK

Pertumbuhan *e-commerce* dan digitalisasi logistik telah mempercepat perubahan struktur persaingan industri transportasi darat di Indonesia. Penelitian ini bertujuan menganalisis faktor eksternal dan internal yang memengaruhi daya saing PT. Sepakat Maju Abadi serta mengidentifikasi *Key Success Factors* (KSF) yang menentukan keberhasilan perusahaan. Pendekatan kualitatif deskriptif digunakan melalui wawancara mendalam dan analisis dokumen dengan kerangka PESTEL, *Porter's Five Forces*, RBV, dan VRIO. Hasil penelitian menunjukkan bahwa perusahaan menghadapi tekanan regulasi, persaingan tinggi, dan volatilitas biaya, namun memiliki peluang dari pertumbuhan *e-commerce* dan kemajuan infrastruktur. Analisis internal menegaskan bahwa keunggulan utama perusahaan bersumber dari aset tak berwujud seperti reputasi, kepercayaan pelanggan, dan kapabilitas operasional yang bernilai dan sulit ditiru. Integrasi analisis menghasilkan sepuluh KSF utama, meliputi kepatuhan regulasi, efisiensi biaya, digitalisasi operasional, diferensiasi berbasis SLA, manajemen hubungan pelanggan, fleksibilitas armada, akses distribusi, reputasi merek, kualitas SDM, dan pengelolaan keuangan. Penelitian ini merekomendasikan strategi kombinatif berbasis diferensiasi layanan dan efisiensi biaya yang didukung oleh transformasi digital.

Kata kunci: strategi bersaing, industri logistik darat, analisis eksternal, RBV, VRIO, *Key Success Factors*, diferensiasi layanan, keunggulan kompetitif.

ABSTRACT

The rapid growth of e-commerce and logistics digitalization has reshaped competition within Indonesia's land logistics sector. This study analyzes the external and internal factors influencing the competitiveness of PT. Sepakat Maju Abadi and identifies the Key Success Factors (KSFs) shaping its strategic position. A descriptive qualitative approach was applied using PESTEL, Porter's Five Forces, RBV, and VRIO frameworks. The findings indicate regulatory pressures, high rivalry, and cost volatility as key external challenges, alongside opportunities from e-commerce expansion and infrastructure development. Internal analysis highlights intangible resources—such as reputation, customer trust, and operational expertise—as core strengths that are valuable and difficult to imitate. The study identifies ten KSFs, including regulatory compliance, cost efficiency, digitalization, SLA-based differentiation, customer relationship management, fleet flexibility, market access, brand reputation, human resource quality, and financial capability. The recommended competitive strategy integrates service differentiation and cost efficiency supported by digital transformation.

Keywords: competitive strategy, land logistics industry, external analysis, RBV, VRIO, Key Success Factors, service differentiation