

ABSTRAK

Penelitian ini bertujuan untuk mengkaji (1) posisi strategi PTC dalam menghadapi dinamika industri, pelatihan dan konsultasi di era digital, serta peluang dan tantangan kompetitif yang dihadapinya, (2) sumber daya dan kapabilitas yang dimiliki PTC dalam mengembangkan kemampuan dinamis untuk merespons percepatan transformasi digital dan kekurangan talenta digital di Indonesia (3) strategi PTC dalam mengembangkan layanan pelatihan dan konsultasi digital dengan sumber daya serta kapabilitas internal yang dimilikinya.

Data primer diperoleh melalui wawancara mendalam semi-terstruktur dengan empat informan manajemen utama, dilengkapi dengan data sekunder dari dokumen perusahaan dan sumber publik yang relevan. Analisis menggunakan metodologi analisis konten dengan triangulasi data, memanfaatkan *framework Porter's Five Forces*, VRIO, dan *Dynamic Capabilities* untuk menjawab pertanyaan penelitian.

Hasil penelitian menunjukkan bahwa posisi PTC dipengaruhi oleh daya tawar pembeli yang tinggi karena permintaan terkonsentrasi di ekosistem Pertamina. Pada saat yang sama, persaingan semakin meningkat di pasar *non-captive*. Data tersebut juga menunjukkan bahwa ancaman pendatang baru rendah di pasar pelatihan internal, tetapi tinggi di segmen pelatihan generik digital. Ancaman substitusi tinggi, tetapi dapat dikurangi dengan menawarkan layanan *end-to-end* yang terintegrasi. Secara internal, teknologi generik biasanya mengarah pada persaingan yang *parity* atau *temporary competitive advantage*, sedangkan integrasi layanan, rutinitas organisasi, dan orkestrasi kemitraan mengarah pada *sustained competitive advantage*. Implikasi manajerial menekankan pentingnya diversifikasi pasar, peningkatan keterampilan digital karyawan, dan percepatan implementasi proyek digital untuk memungkinkan diferensiasi berbasis hasil dalam skala besar.

Kata kunci: Pertamina Training & Consulting; transformasi digital; *digital talent gap*; *Porter's Five Forces*; VRIO; *dynamic capabilities*.

ABSTRACT

This study seeks to examine (1) the strategic positioning of PT Pertamina Training & Consulting (PTC) in navigating the evolving landscape of the training and consulting industry in the digital age, (2) PTC's internal resources and competencies in cultivating dynamic capabilities to address the rapid pace of digital transformation and the digital talent deficit in Indonesia, and (3) PTC's strategy for developing internal capability-driven digital training and consulting services.

Primary data were obtained via comprehensive semi-structured interviews with four principal management informants, supplemented with secondary data from firm papers and pertinent public sources. The analysis employed a content analysis methodology with data triangulation, leveraging Porter's Five Forces, VRIO, and Dynamic Capabilities frameworks to address the research inquiries.

The findings show that PTC's position is affected by high buyer negotiating power because demand is concentrated in the Pertamina ecosystem. At the same time, competition is growing in the non-captive market. The data also show that the risk of new entrants is low in the captive market but high in the digital generic training segment. The threat of substitution is high, but it can be reduced by offering integrated end-to-end services. Internally, generic technologies usually lead to parity or temporary competitive advantage, while service integration, organizational routines, and partnership orchestration lead to sustained competitive advantage. Managerial implications stress the importance of diversifying the market, improving the digital skills of employees, and speeding up the implementation of digital projects to make outcome-based differentiation possible on a large scale.

Keywords: Pertamina Training & Consulting; digital transformation; digital talent gap; Porter's Five Forces; VRIO; dynamic capabilities.