

ABSTRAK

IDENTIFIKASI KAPABILITAS DINAMIS DALAM MERESPONS PERUBAHAN LINGKUNGAN BISNIS: STUDI KASUS PT. XYZ

Steven Caprileo

23/530800/PEK/30266

Industri makanan dan minuman merupakan salah satu kontributor pertumbuhan ekonomi Indonesia, menyumbang 6,5% dari total PDB Nasional pada tahun 2023. Pertumbuhan ini mendorong peningkatan permintaan bahan baku tambahan pangan. Namun dinamika pasar menciptakan fenomena disintermediasi yang mengancam keberlanjutan model bisnis distributor. PT XYZ mengalami dampak penurunan pendapatan signifikan sebesar 45,5% akibat disintermediasi oleh salah satu prinsipal utama. Kondisi ini menuntut perusahaan untuk mengembangkan kapabilitas dinamis guna mengintegrasikan dan mengkonfigurasi ulang sumber daya internal dalam menghadapi lingkungan yang berubah cepat.

Penelitian ini bertujuan untuk mengidentifikasi kapabilitas dinamis yang dimiliki PT XYZ serta strategi peningkatannya. Desain penelitian ini adalah kualitatif deskriptif dengan sumber data melalui wawancara semi-terstruktur dengan manajemen PT XYZ, serta dukungan data industri dan internal perusahaan. Analisis kapabilitas dinamis menggunakan kerangka *sensing*, *seizing*, dan *reconfiguring* untuk menggali aktivitas serta tantangan yang dihadapi perusahaan.

Hasil penelitian menunjukkan kapabilitas dinamis membantu PT XYZ mengenali peluang baru di bisnis *foodservice* untuk mengurangi ketergantungan pada bisnis distribusi. *Sensing capabilities* dilakukan dengan pemantauan tren dan aktivitas kompetitor, serta mengenali perubahan kebutuhan pelanggan. *Seizing capabilities* dilakukan untuk menanggapi peluang melalui investasi teknologi & SDM, pengembangan sistem CRM, penciptaan *value added*, dan pengembangan model bisnis. *Reconfiguring capabilities* dilakukan dengan realokasi sumber daya serta mendesain ulang rutinitas bisnis. Tantangan yang dihadapi adalah pelembagaan pengetahuan. Peningkatan *sensing capabilities* dilakukan dengan penciptaan sistem analitis. Peningkatan *seizing capabilities* dilakukan dengan kodifikasi pengetahuan serta menciptakan forum lintas fungsi. Peningkatan *reconfiguring capabilities* dilakukan dengan membangun sistem manajemen pengetahuan.

Kata kunci: kapabilitas dinamis, disintermediasi, industri makanan dan minuman

ABSTRACT

IDENTIFICATION OF DYNAMIC CAPABILITIES IN RESPONDING TO BUSINESS ENVIRONMENT CHANGES: A CASE STUDY OF PT. XYZ

Steven Caprileo

23/530800/PEK/30266

Food and beverages industry is a key contributor to Indonesia's economic growth, contributing for 6,5% of the total National GDP in 2023. The growth of this industry drives an increase in demand for food ingredient raw materials. However, market dynamics have created a phenomenon of disintermediation that threatening the sustainability of the distributor business model. PT XYZ experienced a significant decline for 45,5% in revenue due to disintermediation practices carried out by its main principal. This phenomenon requires the company to possess dynamic capabilities to utilize its resources to integrate, build, and reconfigure competencies to face a rapidly changing environment.

This study aims to identify the dynamic capabilities possessed by PT XYZ and strategies for their improvement. This research is descriptive qualitative research with data sources collected through semi-structured interviews with PT XYZ board of management, supported by industry and internal company data. The analysis of dynamic capabilities utilizes the framework of sensing, seizing, and reconfiguring to explore the activities and challenges the company faces.

The findings show that dynamic capabilities enable PT XYZ to recognize new opportunities in the foodservice business to reduce dependence on distribution business. Sensing capabilities is demonstrated through monitoring trends and competitor activities and identifies changes in customer needs. Seizing capabilities is reflected in responding to opportunities through investments in technology and human resources, the development of CRM systems, the creation of value-added services, and business model development. Reconfiguring capabilities are executed through the reallocation of human and financial resources, as well as the redesigning of business routines. However, there are challenges in institutionalizing knowledge. Strategies to enhance sensing capabilities involve creating an analytical system. Enhancing seizing capabilities involves building a learning culture through knowledge codification and formation of cross-functional strategic discussion forums. Enhancing reconfiguring capabilities involves the development of knowledge management

Keywords: *dynamic capabilities, disintermediation, food and beverage industry*