

INTISARI

Industri riset pasar di Indonesia menghadapi tekanan akibat digitalisasi, keterbatasan anggaran riset, dan meningkatnya persaingan. Sementara kebutuhan klien terhadap data dan insight strategis terus meningkat, perusahaan riset dituntut untuk tetap memberikan nilai tambah dengan sumber daya yang semakin terbatas. Penelitian ini bertujuan untuk menganalisis kondisi eksternal dan internal PT XYZ, mengidentifikasi kapabilitas internal utama, serta merumuskan strategi bersaing yang relevan. Pendekatan penelitian yang digunakan adalah kualitatif dengan dukungan kuantifikasi melalui analisis strategis. Data diperoleh melalui wawancara mendalam dengan pihak internal PT XYZ dan klien, serta data sekunder dari dokumen perusahaan, publikasi industri, dan literatur akademik. Analisis dilakukan menggunakan PESTEL, *The Five Forces Framework*, VRIO, Matriks EFE dan IFE, CPM, IE, SWOT, dan QSPM.

Hasil penelitian menunjukkan bahwa PT XYZ memiliki kemampuan yang baik dalam merespons lingkungan eksternal dan internal perusahaan yang cukup kuat, terutama didukung oleh kepercayaan klien, pengalaman proyek, dan pemahaman pasar lokal, namun masih menghadapi kelemahan pada sistem operasional dan pemanfaatan teknologi. Berdasarkan analisis QSPM, strategi yang paling menarik adalah pengembangan layanan riset bernilai tambah berbasis *analytics* dan AI (STAS = 6,012), penguatan peran sebagai strategic insight partner (STAS = 5,954), serta diferensiasi berbasis pemahaman pasar lokal (STAS = 5,947). Oleh karena itu, strategi pertumbuhan direkomendasikan untuk memperkuat daya saing PT XYZ.

Kata Kunci: Strategi bersaing, Industri riset pasar, Digitalisasi, IFE, EFE, QSPM

ABSTRACT

The market research industry in Indonesia is facing increasing pressure due to digitalization, constrained research budgets, and intensifying competition. While clients' demand for data and strategic insights continues to grow, market research firms are required to deliver value-added services with increasingly limited resources. This study aims to analyze the external and internal conditions of PT XYZ, identify its key internal capabilities, and formulate relevant competitive strategies. The research adopts a qualitative approach supported by strategic quantification. Data were collected through in-depth interviews with internal stakeholders of PT XYZ and its clients, as well as secondary data from company documents, publications, and academic literature. The analysis employs PESTEL, Five Forces Framework, VRIO, EFE matrix, IFE matrix, CPM, IE matrix, SWOT, and QSPM. The findings indicate that PT XYZ demonstrates a strong ability to respond to external conditions and possesses a moderately strong internal position, primarily supported by client trust, project experience, and deep understanding of the local market. However, weaknesses remain in operational systems and technology utilization. Based on the QSPM analysis, the most attractive strategies include the development of value-added research services based on analytics and artificial intelligence (STAS = 6.012), strengthening the company's role as a strategic insight partner (STAS = 5.954), and differentiation based on local market understanding (STAS = 5.947). Therefore, a growth strategy is recommended to strengthen PT XYZ's competitive position.

Keywords: *Competitive strategy, market research industry, digitalization, IFE, EFE, QSPM*