

## INTISARI

Perkembangan teknologi informasi dan transformasi digital menciptakan peluang besar sekaligus persaingan ketat bagi sektor jasa TI, khususnya penyedia layanan pelatihan dan konsultasi. PT Inixindo Widya Iswara Nusantara telah berhasil mencatatkan pertumbuhan penjualan yang signifikan melalui strategi diferensiasi, namun dihadapkan pada tantangan inovasi dari pesaing dan platform pembelajaran digital (*Massive Open Online Courses / MOOC*). Oleh karena itu, penelitian ini bertujuan untuk menganalisis strategi diferensiasi bisnis pelatihan dan konsultasi TI yang paling tepat agar memperkuat daya saing, meningkatkan daya tarik pasar, dan mempertahankan posisi unggul di industri. Penelitian ini menggunakan pendekatan kualitatif naratif interpretatif yang didukung oleh deskriptif kuantitatif. Data dikumpulkan melalui wawancara mendalam dengan pemangku kepentingan utama dalam perusahaan, termasuk Direktur, *Group Head*, dan *Department Head* PT Inixindo Widya Iswara Nusantara, serta melalui penyebaran kuesioner kepada pelanggan. Penelitian ini dilakukan dengan menggunakan analisis faktor internal dan eksternal, model *Strategic Position and Action Evaluation (SPACE) Matrix*, pendekatan *Porter's Generic Competitive Strategies*, pendekatan *Porter's Value Chain Analysis* dan *SOAR Analysis*. Hasil penelitian menunjukkan bahwa daya saing bisnis PT Inixindo Widya Iswara Nusantara didukung oleh faktor internal berupa kualitas instruktur bersertifikasi global, pembaruan kurikulum yang relevan dengan industri, serta reputasi lembaga yang terpercaya. Faktor eksternal seperti regulasi transformasi digital pemerintah, tren teknologi baru (*cloud computing*, AI, *cybersecurity*), fluktuasi ekonomi, dan ketatnya persaingan memengaruhi strategi bisnis perusahaan. Berdasarkan *SPACE Matrix*, perusahaan berada pada posisi yang kuat secara finansial dan kompetitif, yang mengarahkan pada strategi untuk terus memperkuat inovasi layanan. Melalui analisis *Porter's Generic Competitive Strategies*, strategi diferensiasi diterapkan dengan menargetkan pasar korporat dan pemerintah (B2B dan B2G) yang mengutamakan kualitas layanan dan sertifikasi internasional dibandingkan strategi biaya rendah. Analisis *Porter's Value Chain* menyoroti penyediaan kurikulum berbasis teknologi terkini dan fleksibilitas model pelatihan sebagai rantai nilai utama, serta memberdayakan instruktur unggul, layanan purna pelatihan (*after-training support*), dan digitalisasi melalui platform EduparX sebagai rantai nilai pendukung. Analisis SOAR menunjukkan bahwa perusahaan memiliki peluang ekspansi yang besar yang dapat dimaksimalkan melalui kekuatan kredibilitas internalnya. Kombinasi strategi ini memperkuat pangsa pasar, loyalitas pelanggan, dan kinerja komersial secara berkelanjutan. Penelitian ini menegaskan bahwa strategi diferensiasi yang tepat dan inovatif, dengan bergeser dari sekadar mengandalkan kredibilitas menuju personalisasi layanan berbasis solusi, menjadi faktor penentu keberhasilan dalam industri pelatihan dan konsultasi TI.

**Kata Kunci:** strategi diferensiasi, daya saing, faktor internal, faktor eksternal, *SPACE Matrix*, strategi generik, rantai nilai, analisis SOAR

## ABSTRACT

*The development of information technology and digital transformation creates significant opportunities as well as fierce competition for the IT services sector, specifically for training and consulting service providers. PT Inixindo Widya Iswara Nusantara has successfully recorded significant sales growth through a differentiation strategy, yet it faces innovation challenges from competitors and digital learning platforms (Massive Open Online Courses / MOOCs). Therefore, this research aims to analyze the most appropriate differentiation strategy for the IT training and consulting business to strengthen competitiveness, increase market attractiveness, and maintain a leading position in the industry. This research employs an interpretative narrative qualitative approach supported by descriptive quantitative methods. Data were collected through in-depth interviews with key stakeholders within the company, including the Director, Group Head, and Department Heads of PT Inixindo Widya Iswara Nusantara, as well as through the distribution of questionnaires to customers. This research was conducted using internal and external factor analysis, the Strategic Position and Action Evaluation (SPACE) Matrix model, Porter's Generic Competitive Strategies approach, Porter's Value Chain Analysis approach, and SOAR Analysis. The research results indicate that the business competitiveness of PT Inixindo Widya Iswara Nusantara is supported by internal factors such as the quality of globally certified instructors, curriculum updates relevant to the industry, and the institution's trusted reputation. External factors such as government digital transformation regulations, new technology trends (cloud computing, AI, cybersecurity), economic fluctuations, and intense competition influence the company's business strategy. Based on the SPACE Matrix, the company is in a financially and competitively strong position, which directs the strategy to continuously strengthen service innovation. Through the analysis of Porter's Generic Competitive Strategies, a differentiation strategy is implemented by targeting the corporate and government markets (B2B and B2G) that prioritize service quality and international certification over a low-cost strategy. Porter's Value Chain analysis highlights the provision of the latest technology-based curricula and flexible training models as the primary value chain, along with empowering superior instructors, after-training support, and digitalization through the EduparX platform as the supporting value chain. The SOAR analysis shows that the company has massive expansion opportunities that can be maximized through its internal credibility strengths. The combination of these strategies sustainably strengthens market share, customer loyalty, and commercial performance. This research affirms that an appropriate and innovative differentiation strategy, shifting from merely relying on credibility to solution-based service personalization, is a determining factor for success in the IT training and consulting industry.*

**Keywords:** *differentiation strategy, competitiveness, internal factors, external factors, SPACE Matrix, generic strategy, value chain, SOAR analysis*