# INTISARI

Peningkatan kebutuhan protein hewani di Indonesia, khususnya telur ayam, menciptakan peluang bagi perusahaan peternakan unggas untuk melakukan ekspansi melalui strategi diversifikasi. Berdasarkan data Badan Pangan Nasional, kebutuhan telur nasional pada tahun 2024 mencapai 6,22 juta ton dan diproyeksikan terus meningkat, terutama seiring implementasi program Makan Bergizi Gratis (MBG) yang membutuhkan tambahan pasokan sekitar 700.000 ton telur per tahun. Berdasarkan hal tersebut, PT XYZ, yang selama ini berfokus pada bisnis unggas broiler terintegrasi, merencanakan diversifikasi ke industri ayam petelur sebagai sumber pendapatan baru sekaligus upaya memperkuat posisi kompetitif jangka panjang. Penelitian ini bertujuan untuk menilai kelayakan strategi diversifikasi PT XYZ ke industri ayam petelur di Indonesia menggunakan kerangka *Porter's Three Essential Tests*, yang meliputi *industry attractiveness test*, *cost of entry test*, dan *better-off test*. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan pengumpulan data primer dan sekunder. Hasil *industry attractiveness test* menunjukkan rata-rata skor 4,24, yang mengindikasikan bahwa industri ayam petelur memiliki daya tarik tinggi untuk dimasuki. Hasil *cost of entry test* menunjukkan bahwa investasi awal sebesar Rp12,1 miliar menghasilkan *Net Present Value* (NPV) positif sebesar Rp8.737.652.000 dan *Internal Rate of Return* (IRR) sebesar 23%. Selain itu pada skenario pesimis dan optimis juga menghasilkan NPV positif serta IRR diatas tingkat diskonto, sehingga investasi dinilai layak secara finansial. Sementara itu, hasil *better-off test* menunjukkan rata-rata skor sinergi sebesar 4,9, yang mencerminkan kesesuaian yang sangat kuat dan berpotensi menciptakan sinergi pada hampir seluruh rantai nilai. Secara keseluruhan, ketiga pengujian menunjukkan bahwa strategi diversifikasi PT XYZ ke industri ayam petelur layak dan strategis untuk dijalankan.

***Kata kunci***: *diversifikasi, Porter's Three Essential Test, industri unggas*

# ABSTRACT

*The increasing demand for animal protein in Indonesia, particularly chicken eggs, creates opportunities for poultry farming companies to expand through diversification strategies. According to data from the Indonesian National Food Agency, national egg demand reached 6.22 million tons in 2024 and is projected to continue increasing, particularly following the implementation of the Free Nutritious Meal Program (Makan Bergizi Gratis or MBG), which requires an additional supply of approximately 700,000 tons of eggs per year. Based on this condition, PT XYZ, which has long focused on the integrated broiler poultry business, plans to diversify into the layer poultry industry as a new source of revenue while strengthening its long-term competitive position. This study aims to assess the feasibility of PT XYZ's diversification strategy into the layer poultry industry in Indonesia using Porter's Three Essential Tests framework, consisting of the industry attractiveness test, cost of entry test, and better-off test. This research employs a descriptive qualitative approach using both primary and secondary data collection methods.The results of the industry attractiveness test show an average score of 4.24, indicating that the layer poultry industry has a high level of attractiveness for market entry. The results of the cost of entry test show that an initial investment of IDR 12.1 billion generates a positive Net Present Value (NPV) of IDR 8,737,652,000 and an Internal Rate of Return (IRR) of 23%. In addition, both the pessimistic and optimistic scenarios produce positive NPVs and IRRs above the discount rate, indicating that the investment is financially feasible. Meanwhile, the results of the better-off test show an average synergy score of 4.9, reflecting a very strong strategic fit and the potential to create synergies across nearly the entire value chain. Overall, the results of the three tests indicate that PT XYZ's diversification strategy into the layer poultry industry is both feasible and strategically beneficial to implement.*

***Keywords**: diversification, Porter's Three Essential Tests, layer chicken industry*