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ANALISIS STRATEGI PENGADAAN PT PUPUK INDONESIA (PERSERO) UNTUK MENJAMIN KETAHANAN BAHAN BAKU PUPUK NPK BERBASIS DYNAMIC CAPABILITIES DAN SUPPLY CHAIN RESILIENCE DI TENGAH VOLATILITAS GLOBAL
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ABSTRAK

Ketahanan pasokan bahan baku merupakan faktor strategis dalam menjaga kontinuitas produksi pupuk NPK nasional di tengah volatilitas global. PT Pupuk Indonesia (Persero) sebagai *holding* industri pupuk nasional menghadapi tantangan besar karena ketergantungan 100% impor bahan baku utama pupuk NPK: *Kalium Chloride* (KCl), *Diammonium Phosphate* (DAP), dan *Rock Phosphate* (RP), sehingga sangat rentan terhadap gangguan geopolitik, pembatasan ekspor, fluktuasi harga, serta hambatan logistik internasional. Penelitian ini membahas strategi pengadaan yang adaptif untuk menjamin ketahanan pasokan dan keberlangsungan produksi di lingkungan Pupuk Indonesia Grup. Penelitian ini bertujuan untuk: (1) mengidentifikasi faktor-faktor penyebab kerentanan pengadaan bahan baku pupuk NPK, (2) menganalisis implementasi strategi pengadaan yang saat ini dijalankan, serta (3) merumuskan strategi pengadaan adaptif berbasis *Dynamic Capabilities* dan *Supply Chain Resilience*.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan metode studi kasus, melalui wawancara mendalam terhadap narasumber kunci dari pihak internal Pupuk Indonesia Grup dan *supplier*.

Analisis dilakukan dengan mengintegrasikan konsep *Dynamic Capabilities* (Teece, 2007; Leonidou et al., 2025), *Resource-Based View*/RBV (Barney, 1991), dan *Supply Chain Resilience* (Christopher dan Peck, 2004). Hasil penelitian menunjukkan bahwa kerentanan pengadaan dipengaruhi oleh tingginya ketergantungan impor, keterbatasan sumber pasok, volatilitas harga global, risiko geopolitik, keterbatasan fleksibilitas *sourcing*, serta belum optimalnya *market intelligence* dan kecepatan pengambilan keputusan. Analisis VRIO menunjukkan bahwa reputasi sebagai *strategic buyer* nasional, dukungan pemerintah, dan integrasi *supply chain* menjadi sumber keunggulan kompetitif berkelanjutan utama. Berdasar analisis integratif, penelitian ini merekomendasikan penguatan *market sensing capability*, diversifikasi sumber, kolaborasi, peningkatan *agility* dan *visibility*, serta pembangunan *integrated risk management system* untuk meningkatkan ketahanan pasokan dan daya saing industri pupuk nasional.

Kata Kunci: *Dynamic Capabilities, Supply Chain Resilience, VRIO,* Strategi Pengadaan, Pupuk NPK, Volatilitas Global

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ABSTRACT

Raw material supply resilience is a strategic factor in maintaining the continuity of national NPK fertilizer production amid global volatility. PT Pupuk Indonesia (Persero), as the holding company of the national fertilizer industry, faces major challenges due to its 100% dependence on imported key raw materials for NPK fertilizer production, namely Potassium Chloride (KCl), Diammonium Phosphate (DAP), and Rock Phosphate (RP). This condition makes the company highly vulnerable to geopolitical disruptions, export restrictions, price fluctuations, and international logistics constraints. This research discusses adaptive procurement strategies to ensure supply resilience and production continuity within Pupuk Indonesia Group. The objectives of this research are to: (1) identify the factors causing vulnerabilities in NPK fertilizer raw material procurement, (2) analyze the implementation of current procurement strategies, and (3) formulate adaptive procurement strategies based on Dynamic Capabilities and Supply Chain Resilience.

This research uses a descriptive qualitative approach with a case study method through in-depth interviews with key informants from internal parties of Pupuk Indonesia Group and suppliers.The analysis integrates the concepts of Dynamic Capabilities (Teece, 2007; Leonidou et al., 2025), Resource-Based View/RBV (Barney, 1991), and Supply Chain Resilience (Christopher and Peck, 2004). The results show that procurement vulnerabilities are influenced by high import dependency, limited supply sources, global price volatility, geopolitical risks, limited sourcing flexibility, and suboptimal market intelligence and decision-making speed. The VRIO analysis shows that the company's reputation as a national strategic buyer, government support, and supply chain integration are the main sources of sustainable competitive advantage. Based on the integrative analysis, this research recommends strengthening market sensing capability, supplier diversification, collaboration, improving agility and visibility, and developing an integrated risk management system to improve supply resilience and the competitiveness of the national fertilizer industry.

Keywords: *Dynamic Capabilities, Supply Chain Resilience, VRIO, Procurement Strategy, NPK Fertilizer, Global Volatility*