

## ABSTRAK

### ANALISIS STRATEGI BERSAING PT SMART TBK DI INDUSTRI HULU KELAPA SAWIT

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Industri kelapa sawit selama lebih dari sepuluh tahun terakhir menunjukkan perkembangan yang pesat. PT. Smart Tbk. adalah salah satu perusahaan terkemuka yang bergerak dalam industri kelapa sawit. Penelitian ini bertujuan untuk menganalisis seberapa ketat persaingan dalam industri hulu kelapa sawit dan mengetahui apakah strategi bersaing yang dijalankan oleh PT. Smart Tbk. saat ini masih efektif untuk menghadapi persaingan di industri hulu kelapa sawit.

Penelitian ini bersifat kualitatif dengan menggunakan data primer yang bersumber dari wawancara dan dokumentasi, juga data sekunder yang diambil dari laporan tahunan perusahaan amatan serta perusahaan pesaing. Analisis dibagi menjadi analisis faktor lingkungan eksternal dan analisis faktor lingkungan internal. Pada analisis faktor lingkungan eksternal, alat analisis yang digunakan yaitu analisis *Porter's Five Forces Model of Competition*, analisis *Driving Forces*, Analisis *Key Succes Factors*, dan Analisis *Strategic Group Mapping*. Sedangkan pada analisis faktor lingkungan internal, alat analisis yang digunakan yaitu analisis kinerja perusahaan, analisis *resource and capabilities*, dan dilanjutkan dengan analisis VRIO untuk mengetahui keunggulan bersaing berkelanjutan yang dimiliki oleh perusahaan amatan.

Hasil penelitian menunjukkan adanya persaingan yang ketat pada industri hulu kelapa sawit, namun bisnis ini masih menarik, dilihat dari analisis *Porter's Five Forces*. Analisis kinerja perusahaan menunjukkan bahwa strategi yang sedang dijalankan oleh perusahaan belum berhasil secara konsisten membawa perusahaan mencapai kinerja yang diharapkan. Dengan menganalisis faktor-faktor lingkungan eksternal, maka ditemukan *key success factors* pada industri hulu kelapa sawit yaitu reputasi perusahaan, kemampuan budidaya kelapa sawit berkelanjutan, kemampuan mencapai efisiensi biaya, kemampuan mencapai tingkat produktivitas tinggi, sumber daya manusia yang handal, serta riset dan pengembangan yang berkelanjutan. Dengan menganalisis sumber daya dan kemampuan yang dimiliki oleh PT. SMART, dan dilanjutkan dengan analisis VRIO, ditemukan bahwa perusahaan memiliki sumber daya dan kabilitas yang menjadi keunggulan bersaing berkelanjutan.

Kata Kunci: Strategi Bersaing, *Porter's Five Forces*, *Driving Forces*, *Key Succes Factors*, *Strategic Group Mapping*, *Resource and Capabilities*, *Sustainable Competitive Advantage*, VRIO

## ABSTRACT

### ANALYSIS ON COMPETITIVE STRATEGIES OF PT. SMART TBK. IN THE UPSTREAM PALM OIL INDUSTRY

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*The palm oil industry for more than ten years has shown rapid development. PT. SMART Tbk. is one of the leading companies engaged in the palm oil industry. This study aims to analyze how tight is the competition in the upstream palm oil industry and to find out whether the competitive strategy run by PT. SMART Tbk. currently is still effective in facing competition in the upstream palm oil industry.*

*This research is qualitative by using primary data sourced from interviews and documentation, as well as secondary data taken from the annual reports of the observation companies and competing companies. The analysis is divided into an analysis of external environmental factors and an analysis of internal environmental factors. In the analysis of external environmental factors, the analysis tools used were Porter's Five Forces Model of Competition analysis, Driving Forces analysis, Key Success Factors Analysis, and Strategic Group Mapping Analysis. Whereas in the analysis of internal environmental factors, the analytical tool used is company performance analysis, resource and capabilities analysis, and continued with VRIO analysis to find out the sustainable competitive advantage that is owned by the observation company.*

*The results of the study indicate that there is intense competition in the upstream oil palm industry, but this business is still interesting, seen from the analysis of Porter's Five Forces. Analysis of company performance shows that the strategy being run by the company has not succeeded in consistently bringing the company to achieve the expected performance. By analyzing external environmental factors, key success factors were found in the upstream palm oil industry, namely company reputation, sustainable palm oil cultivation capabilities, capability to achieve cost efficiency, capability to achieve high productivity levels, reliable human resources, and research and development that sustainable. By analyzing the resources and capabilities possessed by PT. SMART, and continued with VRIO analysis, it was found that companies have the resources and capabilities that become sustainable competitive advantages.*

**Key words:** *Competitive Strategy, Porter's Five Forces, Driving Forces, Key Success Factors, Strategic Group Mapping, Resource and Capabilities, Sustainable Competitive Advantage, VRIO*