

ABSTRAK

EVALUASI STRATEGI BERSAING PADA PT PRIMAINDO JAYA LOGISTIK

Rizqi Rahmadiyah

19/452798/PEK/25750

Sektor ekspor dan impor barang dan jasa Indonesia mengalami kontraksi yang signifikan pada tahun 2020. Hal ini disebabkan oleh adanya pandemi COVID-19 yang menyebabkan adanya penutupan sejumlah wilayah. Hal ini berimbas pada industri logistik Indonesia dimana mayoritas pemain mengalami kesulitan. Sebaliknya, PT Primaindo Jaya Logistik (PJJ) yang merupakan salah satu pemain *forwarding* mengalami peningkatan pendapatan yang signifikan pada tahun 2020. Untuk mempertahankan hal tersebut, strategi bersaing perusahaan perlu dikaji lebih jauh.

Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor yang menjadi kunci keberhasilan strategi bersaing yang dimiliki oleh bisnis *forwarding* dan memastikan kelayakan strategi bersaing yang digunakan secara jangka panjang oleh PT PJJ. Metode penelitian yang digunakan adalah kualitatif deskriptif dan metode analisis data yang digunakan adalah analisis lingkungan bisnis yang meliputi analisis lingkungan eksternal dengan analisis lingkungan makro (PESTLE) dan *Porter's Five Forces*, serta lingkungan internal dengan analisis *value-chain* dan *value, rareness, inimitability, organization* (VRIO). Hasil dari analisis menunjukkan bahwa PT PJJ menggunakan strategi *broad differentiation* dan berdasarkan pada hasil analisis matriks IE, perusahaan berada pada tahap *growth and build*, dimana dalam menghadapi persaingan, perusahaan perlu fokus pada penetrasi pasar, pengembangan target dan segmen pasar, serta pengembangan produk dan layanan. Hasil analisis juga menunjukkan bahwa strategi generik perusahaan, yaitu *broad differentiation* masih layak untuk digunakan. Rekomendasi strategi bisnis menggunakan analisis matriks SWOT dengan fokus pada perluasan pasar.

Kata Kunci: industri logistik, *freight-forwarding*, strategi bersaing, PESTLE, *Porter's Five Forces*, matriks IE, matriks SWOT, analisis *value-chain*, VRIO, *broad differentiation*, *growth and build*

ABSTRACT

EVALUATION OF PT PRIMAINDO JAYA LOGISTIC COMPETITIVE STRATEGY

Rizqi Rahmaditya

19/452798/PEK/25750

The export and import value of Indonesian goods and services experienced a significant contraction in 2020. The contraction was due to the COVID-19 pandemic which caused closures in several regions. The impact can be felt by the Indonesian logistics industry where most players are experiencing difficulties. On the other hand, PT Primaindo Jaya Logistics (PJJ) as a one of the forwarding players experienced a considerable growth in revenue in 2020. To maintain this trend, the company's competitive strategy needs to be studied further.

This study aims to identify the factors that are the key to the success of the forwarding business's competitive strategy and ensure the feasibility of the long-term competitive strategy used by PT PJJ. This study aims to identify the factors that are the key to the success of the forwarding business's competitive strategy and ensure the feasibility of long-term competitive strategies used by PT PJJ. The research method used is descriptive qualitative and the data analysis method used is a business environment analysis which includes an analysis of the external environment with macro-environment analysis (PESTLE) and Porter's Five Forces, as well as the internal environment with value-chain analysis and value, rareness, inimitability, organization (VRIO) analysis. The results show that PT PJJ uses a broad differentiation strategy and based on the results of the IE matrix analysis, the company is in the growth and build stage. In facing the competition, the company needs to focus on market penetration, target, and market segment development, as well as product and service development. The results of the analysis also show that the company's generic strategy of broad differentiation is still feasible to use. Business strategy recommendations using SWOT matrix analysis with a focus on market expansion.

Keywords: logistics industry, freight-forwarding, competitive strategy, PESTLE, Porter's Five Forces, IE matrix, SWOT matrix, value-chain analysis, VRIO, broad differentiation, growth, and build