

ABSTRAK

STRATEGI KLIKMR0 DALAM MENGATASI PERSAINGAN INDUSTRIAL E-COMMERCE UNTUK MENCIPTAKAN COMPETITIVE ADVANTAGE

Adi Widjaja

19/452598/PEK/25550

Penelitian ini bertujuan untuk mengidentifikasi faktor yang menyebabkan penurunan performa bisnis Klikmro dan mengidentifikasi strategi, sumber daya, dan kapabilitas yang dimiliki oleh Klikmro untuk menciptakan keunggulan kompetitif agar dapat bersaing di pasar *industrial e-commerce* Indonesia.

Metode analisis pada penelitian ini menggunakan pendekatan analisis VRIO (*Valuable, Rarity, Imitability, Organization*) Framework untuk mengidentifikasi sumber daya dan kapabilitas yang menjadi *sustainable competitive advantage* bagi perusahaan Klikmro. Pengumpulan data dilakukan dengan melakukan wawancara terhadap narasumber agar dapat menggali permasalahan dan strategi yang dilakukan oleh Klikmro untuk dapat mengetahui apakah sumber daya dan kapabilitas yang dimiliki oleh Klikmro dalam mencapai *sustainable competitive advantage*.

Berdasarkan hasil penelitian menunjukkan bahwa sumber daya seperti maskot Klikmro, Klikmro blog, mempunyai brand sendiri “emaro”, hub di kota-kota besar, *one stop solution*, Kawan Lama database, dan VMI (TapzNow dan *vending machine*) dinilai oleh direktur dan manajer Klikmro sebagai sumber daya yang *sustainable competitive advantage* karena sumber daya tersebut bernilai, langka, sulit diduplikasi, dan diorganisir oleh perusahaan.

Kata kunci: *Industrial E-Commerce, VRIO Framework, Sustainable Competitive Advantage*

ABSTRACT

KLIKMR0'S STRATEGY IN OVERCOMING INDUSTRIAL E-COMMERCE COMPETITION TO CREATE COMPETITIVE ADVANTAGE

Adi Widjaja

19/452598/PEK/25550

This research aims to identify: (1) the factors that led to the decline in Klikmro's business performance, and consequently (2) Klikmro's strategies, resources, and capabilities to create a competitive advantage in order to compete in the Indonesian e-commerce industrial market.

This study utilizes the VRIO (Valuable, Rarity, Imitability, Organization) Framework analysis approach to identify Klikmro's key resources and capabilities. To validate whether these are sufficient in achieving sustainable competitive advantage, the author gathered additional data through conducting interviews with sources at the firm.

The results of this research show that several existing resources, such as (1) Klikmro mascot, (2) Klikmro blog, (3) Klikmro's own brand "emaro", (4) hubs in major cities, (5) one stop solutions, (6) Kawan Lama database, and (7) VMI (TapzNow and vending machine), are considered to be sustainable competitive advantage resources by Klikmro directors and managers. These resources are valuable, rare, inimitable, and well organized by the company.

Keywords: *Industrial E-Commerce, VRIO Framework, Sustainable Competitive Advantage*