

Abstrak

Industri tembakau menghadapi tingkat persaingan yang ketat serta tekanan regulasi yang tinggi, sehingga menuntut perusahaan untuk menerapkan strategi yang inovatif guna mempertahankan dan meningkatkan daya saing khususnya di pasar internasional. Penelitian ini bertujuan untuk: mengidentifikasi faktor-faktor yang perlu dihapuskan, dikurangi, ditingkatkan, dan diciptakan dalam rangka meningkatkan daya saing PT Dwipa Nusantara Tobacco menganalisis penerapan *Blue Ocean Strategy* dalam menciptakan dan memperluas pasar internasional, serta mengevaluasi seauh mana *Blue Ocean Strategy* telah diterapkan oleh PT Dwipa Nusantara Tobacco. Metode penelitian yang digunakan adalah pendekatan kualitatif deskriptif dengan analisis kerangka empat langkah (*eliminate, reduce, raise, create*) dan strategy canvas. Hasil penelitian menunjukkan bahwa PT Dwipa Nusantara Tobacco perlu menghapuskan persaingan berbasis harga yang berlebihan, mengurangi ketergantungan pada pasar konvensional, meningkatkan kualitas produk dan konsistensi pasokan bahan baku, serta menciptakan diferensiasi produk berbasis kualitas tembakau lokal dan kebutuhan pasar internasional. Penerapan *Blue Ocean Strategy* terlihat melalui upaya inovasi nilai dan penciptaan ceruk pasar ekspor tertentu, meskipun implementasinya belum sepenuhnya optimal. Dengan penerapan *Blue Ocean Strategy* yang lebih terstruktur PT Dwipa Nusantara Tobacco berpotensi menciptakan ruang pasar baru yang berkelanjutan dan meningkatkan daya saing di pasar global.

Kata Kunci : *Blue Ocean Strategy*, Daya Saing, Pasar Internasional, Industri Tembakau, PT Dwipa Nusantara Tobacco.

Abstract

The tobacco industry is characterized by intense competition and increasing regulatory pressure, requiring companies to adopt innovative strategies to enhance competitiveness, particularly in international markets. This study aims to: identify the factors that should be eliminated, reduced, raised, and created to improve the competitiveness of PT Dwipa Nusantara Tobacco analyze the implementation of Blue Ocean Strategy in creating and expanding international markets; and evaluate whether Blue Ocean Strategy has been applied by PT Dwipa Nusantara Tobacco. This research employs a qualitative descriptive approach using the Four Actions Framework (eliminate, reduce, raise, create) and the strategy canvas analysis. The findings indicate that PT Dwipa Nusantara Tobacco should eliminate excessive price-based competition, reduce dependence on conventional markets, raise product quality and consistency of raw material supply, and create product differentiation based on local tobacco quality and the specific needs of international niche markets. The study also finds that Blue Ocean Strategy has been partially implemented through value innovation and niche export market development, although its application has not yet been fully optimized. A more structured implementation of Blue Ocean Strategy is expected to enable PT Dwipa Nusantara Tobacco to create new market space and achieve sustainable competitive advantage in the global market.

Keywords: *Blue Ocean Strategy, Competitiveness, International Market, Tobacco Industry, PT Dwipa Nusantara Tobacco*