

## ABSTRAK

### STRATEGI TOYOTA DALAM MEMPERSIAPKAN KOMPETENSI INTI UNTUK MENGHADAPI ERA MOBIL ELEKTRIFIKASI

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Dalam rangka mengurangi dampak kerusakan lingkungan akibat gas karbon maka dunia industri otomotif mulai beralih dari mobil bertenaga bensin menjadi mobil berbasis elektrifikasi. Toyota sebagai salah satu pemain industri otomotif turut memasarkan mobil elektrifikasi di Indonesia sejak tahun 2009. Persaingan mobil elektrifikasi membutuhkan kompetensi inti perusahaan yang mendukung untuk menjadi unggul diantara para pesaing.

Penelitian ini bertujuan untuk memberikan gambaran mengenai kondisi kompetensi inti Toyota terhadap mobil elektrifikasi dan *roadmap* kompetensi inti yang akan dijalankan untuk memberikan keunggulan bersaing di era mobil elektrifikasi dalam jangka panjang. Penelitian ini bersifat deskriptif kualitatif. Analisis eksternal dilakukan menggunakan metode PESTE, *five forces* dari Porter, dan *Key Success Factors*. Analisis lingkungan internal dilakukan dengan melakukan analisis sumber daya kapabilitas bidang fungsional. Berdasarkan analisis tersebut didapatkan sumber daya dan kapabilitas perusahaan. Sumber daya dan kapabilitas perusahaan dianalisis menggunakan VRIO & uji kompetensi inti sehingga menghasilkan kompetensi inti perusahaan. Kompetensi inti perusahaan dinilai kekuatannya dengan kompetensi inti industri menggunakan skala ordinal. Dari hasil kondisi tersebut dirancang *roadmap* kompetensi inti selama 5 tahun untuk bersaing di pasar mobil elektrifikasi.

Hasil penelitian menunjukkan bahwa Toyota memiliki kompetensi inti yang sesuai dengan kebutuhan persaingan mobil elektrifikasi. Untuk meningkatkan keunggulan bersaing maka Toyota membuat *road map*. Pada aspek penjualan fokus terhadap model *Hybrid Electric Vehicle*, *Plug-in Hybrid Electric Vehicle*, dan *Battery Electric Vehicle*. Pada aspek pemasaran fokus terhadap kegiatan digital dengan *tagline multipathway strategy* dan sarana edukasi. Pada aspek infrastruktur fokus terhadap penyediaan Stasiun Pengisian Kendaraan Listrik Umum, perakitan *Semi Knocked Down* pada *Battery Electric Vehicle*, dan daur ulang baterai. Pada aspek pelayanan fokus terhadap layanan 24 jam dan *mobile charging*. Pada aspek sumber daya manusia fokus terhadap sertifikasi, sekolah binaan teknisi, dan sistem jenjang karir.

**Kata Kunci:** Kapabilitas, Kompetensi Inti, Sumber Daya, VRIO

## **ABSTRACT**

### **TOYOTA'S STRATEGY IN PREPARING CORE COMPETENCIES TO FACE THE ELECTRIC CAR ERA**

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*In order to reduce the impact of environmental damage caused by carbon dioxide, the automotive industry has begun to switch from gasoline cars to electrified cars. Toyota, as one of the automotive companies, has also marketed electrified cars in Indonesia since 2009. Electrification car competition requires the company's core competencies that support it to be superior among competitors.*

*This study aims to provide an overview of the condition of Toyota's core competencies for electrified cars and a road map of core competencies that will be implemented to provide a competitive advantage in the era of electrification in the long term. This research is descriptive qualitative. External environments are analyzed by PESTE, Porter's five forces, and Key Success Factors. Internal environments are analyzed by functional analysis for resources and capabilities. Based on this analysis, the company's resources and capabilities are identified. The company's resources and capabilities are analyzed using VRIO and competency inti tests to identify the company's core competencies. The strength of the company's core competencies is compared to the industry's core competencies using an ordinal scale. From the results of these conditions, a road map of core competencies was designed for five years to compete in the electrification car market.*

*The results of the study show that Toyota has core competencies that are in accordance with the needs of electrification car competition. To increase its competitive advantage, Toyota made a road map. On the sales aspect, focus is on the hybrid electric vehicle, plug-in hybrid electric vehicle, and battery electric vehicle models. In the marketing aspect, the focus is on digital activities with the tagline multi pathway strategy and educational facilities. On the infrastructure aspect, we focus on providing wall charging, semi knocked down assembly on battery electric vehicle, and battery recycling. In the service aspect, we focus on 24-hour service and mobile charging. On the human resources aspect, there is a focus on certification, technician schools, and a career path system.*

**Keywords:** Capabilities, Core Competencies, Resources, VRIO