

## ABSTRAK

Penelitian ini mengkaji strategi pengembangan bisnis *elemented detonator* oleh PT Dahana melalui aliansi strategis dan integrasi vertikal, yang bertujuan untuk memperoleh keunggulan bersaing dan kemandirian industri bahan peledak. Penelitian ini dilatarbelakangi oleh ketergantungan Indonesia pada impor detonator dan *ketidaktersediaan produsen di dalam negeri*. Oleh karena itu, penelitian ini berfokus pada implementasi aliansi strategis dengan Hanwa Corporation untuk mengurangi ketergantungan impor dan integrasi vertikal dalam pembangunan fasilitas produksi detonator.

Penelitian pada PT Dahana dilakukan dengan kerangka analisis VRIO. Pendekatan ini bertujuan untuk mengidentifikasi sumber daya yang berharga, langka, dan sulit ditiru yang mendukung integrasi vertikal dalam produksi bahan peledak pada PT Dahana sehingga dapat membantu perusahaan memperoleh keunggulan bersaing berkelanjutan atau *sustainable competitive advantage*. Penelitian ini bersifat deskriptif kualitatif. Data primer diperoleh melalui *in-depth interview*, observasi, dan dokumentasi perusahaan. Data sekunder diperoleh melalui data internal perusahaan, seperti *company profile*, Rencana Jangka Panjang Perusahaan (RJPP), *annual report*, dokumen studi kelayakan proyek, serta dokumen yang relevan dan literatur pendukung lainnya.

Hasil penelitian menunjukkan bahwa PT Dahana telah berhasil memenuhi *critical success factors* (CSFs) dengan mengembangkan bisnis *detonator elemented* dan membangun pabrik di Subang, Jawa Barat. Selain itu, PT Dahana memiliki sumber daya yang berharga, langka, dan sulit ditiru yang mendukung integrasi vertikal dalam produksi bahan peledak sehingga mendukung *sustainable competitive advantage*. Aliansi strategis non-ekuitas dengan Hanwa Corporation memberikan fleksibilitas dan meminimalisasi risiko investasi bersama, memperkuat posisi kompetitif PT Dahana, dan mendukung strategi jangka panjang perusahaan sesuai dengan visi pembangunan Kementerian BUMN. Analisis menggunakan kerangka VRIO menunjukkan bahwa pengembangan bisnis *elemented detonator* memberikan keunggulan bersaing berkelanjutan dan kemandirian industri bahan peledak.

**Kata kunci:** *aliansi strategis, integrasi vertikal, detonator elemented, VRIO, kemandirian industri, dan sustainable competitive advantage.*

## ABSTRACT

*This research examines the business development strategy of elemented detonators by PT Dahana through strategic alliances and vertical integration, aiming to achieve competitive advantage and self-reliance in the explosives industry. The study is motivated by Indonesia's dependence on detonator imports and the unavailability of domestic producers.. Therefore, this research focuses on the implementation of a strategic alliance with Hanwa Corporation to reduce import dependence and vertical integration in the construction of a detonator production facility.*

*The research at PT Dahana was conducted using the VRIO analysis framework. This approach aims to identify valuable, rare, and inimitable resources that support vertical integration in the production of explosives at PT Dahana, thus helping the company obtain a sustainable competitive advantage. This research is descriptive qualitative. Primary data were obtained through in-depth interviews, observations, and company documentation. Secondary data were obtained through internal company data, such as company profile, Rencana Jangka Panjang Perusahaan (RJPP), annual reports, project feasibility study documents, and other relevant documents and supporting literature.*

*The research results indicate that PT Dahana has successfully met critical success factors (CSFs) by developing the elemented detonator business and building a factory in Subang, West Java. In addition, PT Dahana possesses valuable, rare, and inimitable resources that support vertical integration in the production of explosives, thus supporting a sustainable competitive advantage. The non-equity strategic alliance with Hanwa Corporation provides flexibility and minimizes joint investment risks, strengthens PT Dahana's competitive position, and supports the company's long-term strategy in accordance with the development vision of the Ministry of State-Owned Enterprises (Kementerian BUMN). Analysis using the VRIO framework shows that PT Dahana has valuable and rare resources but requires effective strategic management to utilize them optimally. The analysis using the VRIO framework indicates that the development of the elemented detonator business provides a sustainable competitive advantage and independence for the explosive materials industry.*

**Keywords:** *elemented detonator, industrial independence, strategic alliance, sustainable competitive advantage, vertical integration, and VRIO.*