

## ABSTRAK

### PEMBELAJARAN STRATEGIS DARI KEBERHASILAN *JOINT OPERATION*: STUDI KASUS KOLABORASI DUA ENTITAS DALAM INDUSTRI *TESTING, INSPECTION, AND CERTIFICATION (TIC)*

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Kerja sama strategis antar perusahaan (*joint operation*) sering kali rentan mengalami kegagalan akibat dilema manajerial. Namun, JO XYZ kolaborasi antara PT ABC dan PT DEF di industri *Testing, Inspection and Certification (TIC)*, berhasil beroperasi selama lebih dari dua dekade dengan kinerja yang sukses. Penelitian ini mengeksplorasi bagaimana JO XYZ dilaksanakan, mengidentifikasi faktor-faktor kunci di balik keberhasilannya serta pembelajaran strategis yang diperoleh. Dengan pendekatan kualitatif studi kasus tunggal terpancang (*embedded*), data dikumpulkan melalui wawancara mendalam, observasi partisipatif, dan analisis dokumen internal. Temuan penelitian mengungkap bahwa keberhasilan JO XYZ didukung oleh penyelarasan visi dan komunikasi sejak awal, sinergi melalui penggabungan keunggulan kedua entitas, tata kelola kolaboratif yang mengombinasikan mekanisme formal (struktur, kontrak) dan informal (kepercayaan, norma relasional), serta pemanfaatan teknologi digital dalam operasional. Faktor-faktor ini memungkinkan JO XYZ mengatasi tantangan perbedaan budaya organisasi, dualisme pelaporan, dan potensi konflik kepentingan, sehingga mencapai target bisnis sekaligus membangun kapabilitas manajemen aliansi di kedua perusahaan induk.

Pembelajaran strategis utama meliputi pentingnya keselarasan tujuan dan transparansi, kekuatan sinergi untuk mendorong inovasi, serta adaptabilitas organisasi terhadap perubahan. Kedua perusahaan menginternalisasi pembelajaran dari JO XYZ dengan mengadopsi *best practice* ke dalam prosedur internal, memasukkan topik manajemen aliansi dalam program pelatihan, serta memperkuat budaya kolaboratif. Secara teoritis, studi ini memperkaya literatur strategi kolaborasi dengan bukti empiris mengenai peran kapabilitas dinamis (*sensing, seizing, transforming*) dan perlunya keseimbangan tata kelola formal-informal dalam keberhasilan aliansi. Secara praktis, temuan ini memberikan panduan bagi perusahaan TIC dan BUMN dalam merancang dan mengelola *joint operation* yang lebih efektif dan berkelanjutan.

**Kata kunci:** industri TIC, *joint operation*, kapabilitas dinamis, kapabilitas manajemen aliansi, pembelajaran strategis.

## **ABSTRACT**

### ***STRATEGIC LEARNING FROM A SUCCESSFUL JOINT OPERATION IN THE TESTING, INSPECTION, AND CERTIFICATION (TIC) INDUSTRY: A TWO-ENTITY CASE STUDY***

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*Strategic inter-firm collaborations (joint operations) often face high failure rates due to managerial dilemmas. However, JO XYZ, a collaboration between PT ABC and PT DEF in the Testing, Inspection, and Certification (TIC) industry, has successfully operated for over two decades. This research examines how JO XYZ was implemented, identifying key factors behind its success and the strategic lessons learned. Using a qualitative single-case embedded design, data were collected via in-depth interviews, participant observation, and internal document analysis. The findings reveal that JO XYZ's success was underpinned by early alignment of vision and communication, synergy from combining the strengths of both entities, collaborative governance that balances formal mechanisms (structure, contracts) with informal mechanisms (trust, relational norms), and the utilization of digital technology in operations. These factors enabled JO XYZ to overcome challenges such as organizational cultural differences, dual reporting structures, and potential conflicts of interest, thereby achieving its objectives while building alliance management capabilities in both parent firms.*

*Key lessons include the importance of goal alignment and transparency, the power of synergy to drive innovation, and organizational adaptability to change. Both companies internalized JO XYZ's lessons by adopting best practices into internal procedures, incorporating alliance management topics into training, and fostering a collaborative culture. Theoretically, this study enriches alliance strategy literature with empirical evidence of dynamic capabilities in action and highlights the need for balanced formal–informal governance in alliance success. Practically, it offers guidance for TIC firms and state-owned enterprises in designing and managing effective, sustainable joint operations.*

**Keywords:** *alliance management capability, dynamic capabilities, joint operation, strategic learning, TIC industry.*