

ABSTRAK

Penelitian ini mengkaji respons strategi perusahaan pengguna fasilitas Kawasan Berikat di Indonesia terhadap kebijakan tarif Trump 2.0 yang bersifat proteksionis, unilateral, dan meningkatkan ketidakpastian perdagangan global. Perspektif utama penelitian ini memandang kebijakan tarif tidak hanya sebagai tekanan eksternal makro, tetapi sebagai faktor penentu yang membentuk perilaku strategis perusahaan pada tingkat fungsional. Argumentasi utama yang diajukan adalah bahwa meskipun fasilitas Kawasan Berikat memberikan insentif fiskal dan kemudahan kepabeanan, kebijakan tarif Trump 2.0 tetap menimbulkan tekanan signifikan terhadap daya saing ekspor, sehingga memaksa perusahaan melakukan penyesuaian strategi lintas fungsi untuk menjaga keberlanjutan usaha.

Penelitian ini menggunakan pendekatan kualitatif. Data dikumpulkan melalui kuesioner terstruktur yang dilengkapi wawancara mendalam kepada perusahaan pengguna fasilitas Kawasan Berikat di wilayah Purwakarta, Subang, dan Karawang, dengan fokus utama pada sektor Elektronik dan Komponen. Analisis data dilakukan secara tematik untuk mengidentifikasi pola respons strategi perusahaan pada fase pra-implementasi dan periode implementasi kebijakan tarif. Kerangka analisis mengacu pada manajemen strategi fungsional yang mencakup strategi pemasaran, keuangan, penelitian dan pengembangan (R&D), operasional, pengadaan, logistik, manajemen sumber daya manusia, dan teknologi informasi.

Hasil penelitian menunjukkan bahwa pada fase pra-implementasi, respons perusahaan cenderung bersifat pasif-antisipatif, ditandai dengan pengumpulan informasi dan penilaian awal risiko. Pada periode implementasi, perusahaan mulai melakukan penyesuaian strategi secara selektif. Area pemasaran menunjukkan dampak paling signifikan dengan respons yang terfragmentasi. Di sisi lain, keuangan, R&D, operasional dan manajemen SDM terdorong melakukan penyesuaian secara moderat. Adapun aspek pengadaan, logistik, dan TI relatif tidak mengalami perubahan berarti (*status quo*).

Kata Kunci: Kebijakan Tarif Trump 2.0, Kawasan Berikat, Respons Strategi Perusahaan, Kinerja Ekspor, Manajemen Strategi Fungsional

ABSTRACT

This study examines corporate strategic responses to the Trump 2.0 tariff policy from a functional strategic management perspective, positioning the tariff escalation as an external shock that reshapes export performance and organizational decision-making. Drawing upon the framework of functional strategy, the research argues that tariff policy does not merely affect trade flows at the macro level, but also triggers cross-functional adjustments within firms, particularly those operating under the Indonesian Bonded Zone (Kawasan Berikat) facility. As export-oriented manufacturers integrated into global supply chains, these firms are especially vulnerable to changes in effective prices, market access, and regulatory uncertainty. The study advances the central argument that tariff pressure compels firms to recalibrate their marketing, financial, operational, and innovation strategies, although the intensity and direction of adjustment vary across functions.

Methodologically, the research adopts an Explanatory Sequential Mixed Methods design. The quantitative phase employs structured questionnaires distributed to managerial representatives of Bonded Zone firms in the electronics and components sector within the jurisdiction of KPPBC Purwakarta (covering Purwakarta, Subang, and Karawang). This phase identifies general patterns of perceived tariff impact on export performance and functional strategies. The subsequent qualitative phase consists of semi-structured interviews with purposively selected informants involved in strategic decision-making, aiming to deepen understanding of the rationale, trade-offs, and internal dynamics underlying observed adjustments. Quantitative data are analyzed descriptively to identify dominant response patterns, while qualitative data are examined through thematic coding and categorization. Integration occurs at the interpretation stage to produce a comprehensive explanation of corporate adaptation.

The findings indicate that marketing strategy constitutes the most significantly affected functional area. Firms respond through pricing adjustments, renegotiation strategies, and market and product diversification to mitigate dependency on the United States market. Financial, R&D, operational, and human resource strategies experience moderate adjustments, primarily focused on cost efficiency, liquidity management, incremental process innovation, and workforce flexibility to sustain operational stability. In contrast, procurement, logistics, and information technology strategies largely maintain the status quo, reflecting a predominantly short-term stabilization approach rather than structural transformation. Indirect effects are observed in the form of heightened administrative requirements, supply chain reconfiguration risks, and increased compliance costs, although impacts on non-U.S. export markets remain limited.

The study concludes that tariff-induced uncertainty primarily reshapes firms' competitive positioning through marketing reorientation, while other functional strategies serve as stabilizing mechanisms. It recommends a transition from defensive to proactive marketing strategies, strengthened long-term innovation capacity, enhanced cross-functional integration, and supportive policy measures—including selective relaxation of local sales quotas and digitalized, risk-based trade governance—to reinforce corporate resilience in an increasingly protectionist global trade environment.

Key words: Trump 2.0 Tariff Policy, Bonded Zone, Corporate Strategic Response, Export Performance, Functional Strategic Management.