

Abstrak

ANALISIS KAPABILITAS DINAMIS PT CED ANJOKA RAYA

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PT CED Anjoka Raya sebuah perusahaan otomotif tier 2 yang bergerak di bidang pengecatan *Electrodeposition of Paint* (EDP) mengalami penurunan permintaan sukucadang kendaraan baru terutama roda empat akibat penurunan penjualan kendaraan konvensional baik roda dua dan roda empat. Selain itu PT CED Anjoka Raya juga menghadapi masalah akibat fluktuasi harga bahan baku utama yang terpengaruh nilai dollar Amerika dan permintaan untuk menurunkan biaya pengecatan oleh *Original Equipment Manufacturer* (OEM). Di satu sisi juga terdapat peluang naiknya penjualan sukucadang kendaraan seiring naiknya penjualan mobil *Battery Electric Vehicle* (BEV) mulai tahun 2026. Situasi ini mendesak perusahaan untuk memperbarui kompetensi sesuai dengan tujuan yang selaras dengan perubahan lingkungan bisnis atau dikenal sebagai kapabilitas dinamis.

Penelitian ini bertujuan untuk mengidentifikasi kapabilitas dinamis PT CED Anjoka Raya serta implikasinya dalam mendukung pertumbuhan perusahaan dan menganalisis pendekatan kapabilitas dinamis PT CED Anjoka Raya serta faktor yang menghambat. Penelitian ini merupakan penelitian kualitatif deskriptif dengan sumber data diambil melalui wawancara semi-terstruktur terhadap perwakilan manajemen yang relevan disertai literatur relevan industri dan perusahaan. PESTEL dan Porter's Five Forces digunakan untuk menganalisis lingkungan eksternal dan kapabilitas dinamis dianalisis melalui unsur, indikator, kelompok kegiatan, tingkat pelaksanaan, dan faktor.

Penelitian menunjukkan PT CED Anjoka sudah mampu menerapkan kapabilitas dinamis secara holistik dengan fundamental yang baik. Perusahaan telah mengupayakan segenap kemampuan yang dimiliki ketika mengaplikasikan kapabilitas dinamis. PT CED Anjoka Raya dapat bertahan menghadapi perubahan situasi eksternal, baik yang bersifat menguntungkan perusahaan maupun merugikan perusahaan. Namun tak dapat disangkal adanya faktor pernah menjadi penghambat rencana kapabilitas dinamis perusahaan berupa proses, juga kondisi dan kedudukan aset.

Kata kunci: Pengecatan EDP, PESTEL, Porter's Five Force, Kapabilitas Dinamis

ABSTRACT

DYNAMIC CAPABILITY ANALYSIS OF PT CED ANJOKA RAYA

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PT CED Anjoka Raya is a tier two automotive company. The company has experienced a decline in demand for new automotive spare parts, particularly for four-wheeled vehicles, due to decreasing sales of conventional vehicles. PT CED Anjoka Raya has also facing raw material price fluctuations caused by US Dollar exchange rate fluctuation. The Original Equipment Manufacturers (OEMs) asked to reduce painting cost. On the other hand, there are incoming opportunities from increasing usage of Battery Electric Vehicle (BEV) that leads to their increasing spare parts sales in 2026. This situation urges the company to renew its competencies in alignment with changes in the business environment, known as dynamic capability.

This study aims to identify the dynamic capabilities of PT CED Anjoka Raya and their implications in supporting company growth, as well as to analyze the company's dynamic capability approach and the factors that hinder it. This research is a descriptive qualitative study, with data collected through semi-structured relevant management representative interviews, supported by relevant industry and company literature. PESTEL and Porter's Five Forces were used to analyze the external environment, while dynamic capabilities were analyzed through their elements, indicators, activity groups, levels of implementation, and factors.

The results show that PT CED Anjoka Raya has been able to implement dynamic capabilities holistically with a strong foundation. The company has maximized all its ability in applying dynamic capabilities. PT CED Anjoka Raya is able to survive and respond to changes in the external environment, whether those changes are beneficial or detrimental to the company. However, it cannot be denied that there have been several factors that hindered the company's dynamic capability plans. The factors are processes as well as asset position.

Key words: EDP painting, PESTEL, Porter's Five Force, Dynamic Capability