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Strategi Benefit Leadership Menghadapi Perang Harga Oligopoli: Studi Kasus PT Sunardi Mekar Jaya Ready-Mix
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INTISARI

STRATEGI *BENEFIT LEADERSHIP* MENGHADAPI PERANG HARGA OLIGOPOLI: STUDI KASUS PT SUNARDI MEKAR JAYA READY-MIX

Industri beton *ready-mix* di wilayah DIY dan Jawa Tengah dicirikan oleh pasar oligopoli ketat yang memicu perang harga destruktif akibat saturasi pasar konstruksi. Kondisi ini membuat strategi biaya rendah (*cost leadership*) tidak lagi relevan bagi pemain swasta lokal karena berisiko menggerus margin keuntungan secara ekstrem. Penelitian ini bertujuan menganalisis dinamika pasar oligopoli, menjelaskan mekanisme transformasi sumber daya internal menjadi fondasi strategi *benefit leadership*, serta menganalisis eksekusi strategi tersebut berbasis kapabilitas operasional dan rantai pasok sebagai respons strategis non-harga pada PT Sunardi Mekar Jaya Ready-Mix.

Metode yang digunakan adalah pendekatan kualitatif dengan desain studi kasus tunggal deskriptif-eksploratif. Informan dipilih melalui teknik *purposive sampling* yang melibatkan pendiri, suksesor, karyawan kunci, pemasok, dan pelanggan. Data dikumpulkan melalui triangulasi (wawancara mendalam, observasi, studi dokumen) dan dianalisis menggunakan Analisis Tematik.

Hasil penelitian menunjukkan bahwa perusahaan berhasil mengonfigurasi sumber daya internal yang memenuhi kriteria VRIO menjadi strategi *benefit leadership* yang tangguh. Perusahaan mensinergikan aset fisik (49 unit truk *mixer* dan 5 unit *stone crusher*) dengan aset tak berwujud (reputasi keluarga, kepercayaan personal, dan aliansi global dengan Jayamix). Manajemen rantai pasok mandiri ini mampu menekan biaya transaksi, memberikan fleksibilitas, dan memastikan akurasi volume melalui timbangan online. Nilai tambah ini diperkuat oleh standar K3 dan komitmen industri hijau (*sustainability*) yang efektif menjustifikasi harga premium dengan memberikan surplus konsumen lebih tinggi serta meminimalkan risiko biaya pelanggan. Kesimpulannya, transisi menuju keunggulan manfaat melalui modal sosial dan agilitas operasional adalah kunci keberlangsungan bisnis lokal menghadapi korporasi besar.

Kata Kunci: *Benefit Leadership*, Perang Harga, Oligopoli, *Resource-Based View* (RBV), Bisnis Keluarga, Beton Ready-Mix.

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ABSTRACT

BENEFIT LEADERSHIP STRATEGY IN FACING OLIGOPOLISTIC PRICE WARS: A CASE STUDY OF PT SUNARDI MEKAR JAYA READY-MIX

The ready-mix concrete industry in the Special Region of Yogyakarta and Central Java is characterized by a tight oligopolistic market structure that triggers destructive price wars due to the saturation of the construction market. This condition renders low cost strategies like cost leadership no longer relevant for local private players as they risk extreme margin erosion. This research aims to analyze the dynamics of the oligopolistic market, explain the mechanism of transforming internal resources into the foundation of a benefit leadership strategy, and analyze the execution of this strategy based on operational and supply chain capabilities as non-price strategic responses at PT Sunardi Mekar Jaya Ready-Mix.

The research method used is a qualitative approach with a descriptive exploratory single case study design. Informant selection was conducted through a purposive sampling technique involving the founder, successor, key employees, suppliers, and customers. Data were collected through a triangulation technique encompassing in-depth interviews, observations, and document studies, which were subsequently analyzed using the Thematic Analysis method.

The research findings indicate that the company successfully configured a combination of its internal resources meeting the VRIO criteria into a robust benefit leadership strategy. The company synergizes tangible physical assets, such as independent ownership of 49 mixer trucks and 5 stone crusher units, with intangible assets consisting of family reputation, personal trust values, and the legitimacy of a global standard operational alliance with Jayamix. The implementation of this independent supply chain management has proven capable of reducing transaction costs, providing service flexibility, and ensuring volume accuracy through an online weighing system. This value added is further reinforced by the adoption of Occupational Health and Safety standards and a commitment to green industry principles or sustainability, which effectively justify the premium pricing by delivering higher consumer surplus and minimizing unexpected cost risks for strategic project customers. In conclusion, the strategic transition toward benefit advantage through the reinforcement of social capital and operational agility serves as the key to local business sustainability when facing the dominance of large corporations.

Keywords: *Benefit Leadership, Price War, Oligopoly, Resource-Based View (RBV), Family Business, Ready-Mix Concrete.*