Analisis Rantai Nilai dalam Peningkatan Penjualan dan Persaingan antar Dealer Sepeda Motor Honda :
Studi Kasus pada Wahana Honda Gunung Sahari
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INTISARI

ANALISIS RANTAI NILAI DALAM PENINGKATAN PENJUALAN DAN PERSAINGAN ANTAR DEALER SEPEDA MOTOR HONDA: STUDI KASUS PADA WAHANA HONDA GUNUNG SAHARI

Penelitian ini dilatarbelakangi oleh anomali kinerja di Wahana Honda Gunung Sahari (WHGS). Meskipun volume kunjungan bengkel sangat tinggi (±36.828 unit/tahun), penjualan unit baru sangat rendah (2.128–2.384 unit/tahun) dengan tingkat konversi hanya 5,7–6,5%, jauh di bawah kompetitor utama yang mencapai 18%. Ketimpangan ini mengindikasikan adanya kebocoran nilai ekonomi (value leakage) dan hambatan internal. Oleh karena itu, penelitian kualitatif studi kasus tunggal (periode 2023–2025) ini bertujuan mengevaluasi rantai nilai perusahaan menggunakan kerangka Michael Porter dan Model Miles-Huberman melalui wawancara, observasi, serta studi dokumentasi.

Hasil penelitian mengungkap adanya fenomena split loyalty, di mana loyalitas konsumen pada bengkel tidak sejalan dengan pembelian unit baru. Fenomena ini dipicu oleh tujuh celah operasional: sistem informasi bengkel-penjualan tidak terintegrasi, tidak ada prosedur rujukan (referral) formal, nihilnya insentif cross-selling bagi Service Advisor, pengurusan BPKB/STNK terlalu lama (7–14 hari), skema diskon kurang agresif, uang muka (DP) minimal 20% kurang fleksibel, serta penurunan kualitas Pre-Delivery Inspection (PDI) saat periode sibuk.

Untuk mengatasinya, dirumuskan strategi tiga horizon waktu: jangka pendek (0–3 bulan) berupa penerapan mekanisme rujukan, program konsumen bengkel, pelatihan cross-selling, dan koordinasi antardivisi; jangka menengah (3–12 bulan) fokus pada integrasi sistem, fleksibilitas pembayaran, dan optimalisasi logistik; serta jangka panjang (>12 bulan) berupa transformasi menjadi service-led sales model. Rangkaian strategi ini diharapkan mampu mendongkrak konversi penjualan hingga 15% dan meningkatkan pendapatan perusahaan secara signifikan.

Keywords: Value Chain, Competitive Advantage, Sales Conversion, Honda Motorcycle Dealership, Visitor Volume, Operational Gaps

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ABSTRACT

VALUE CHAIN ANALYSIS IN INCREASING SALES AND COMPETITION AMONG HONDA MOTORCYCLE DEALERS: A CASE STUDY AT WAHANA HONDA GUNUNG SAHARI

This research is motivated by a performance anomaly at Wahana Honda Gunung Sahari (WHGS). Despite a very high volume of workshop visits ($\pm$36,828 units/year), new unit sales remain remarkably low (2,128–2,384 units/year) with a conversion rate of only 5.7–6.5%, falling far behind its main competitor which reaches 18%. This disparity indicates economic value leakage and internal bottlenecks. Therefore, this single-case qualitative study (2023–2025 period) aims to evaluate the company's value chain using Michael Porter's framework and the Miles-Huberman model through interviews, observations, and documentary studies.

The results reveal a "split loyalty" phenomenon, where consumer loyalty to the workshop does not align with new unit purchases. This phenomenon is triggered by seven operational gaps: unintegrated workshop-sales information systems, a lack of formal referral procedures, the absence of cross-selling incentives for Service Advisors, excessively long BPKB/STNK (vehicle registration) processing times (7–14 days), less aggressive discount schemes, an inflexible minimum down payment (DP) of 20%, and a decline in Pre-Delivery Inspection (PDI) quality during peak periods.

To address these issues, a three-horizon time strategy was formulated: short-term (0–3 months) involving the implementation of referral mechanisms, workshop consumer programs, cross-selling training, and inter-divisional coordination; medium-term (3–12 months) focusing on system integration, payment flexibility, and logistics optimization; and long-term (>12 months) transformation into a service-led sales model. This series of strategies is expected to boost the sales conversion rate up to 15% and significantly increase company revenue.

Keywords: Value Chain, Competitive Advantage, Sales Conversion, Honda Motorcycle Dealership, Visitor Volume, Operational Gaps