

ABSTRACT

Not only passenger car and city car who have bright prospect in the automobile industry, commercial vehicle such as light duty truck which has 5-10 ton GVW also has increasing numbers of sales by year and year alongside with better condition of economic environment and business sector in Indonesia.

PT. Hino Motors Manufacturing Indonesia (HMMI) is a manufacturing company for "HINO" brand vehicle located in Purwakarta, Jawa Barat-Indonesia. As a member of Toyota group base on Hino Motors Ltd. (HML) – Japan becomes subsidiary of Toyota Motor Corporation (TMC) – Japan (50.1% ownership), this condition makes HMMI become Toyota Indonesia affiliated company of PT. Toyota Motor Manufacturing Indonesia (TMMIN) and must contribute for Toyota global production of the Toyota group.

In the search of favorable competitive position in the light duty truck market industry HMMI should have appropriate competitive strategy by managing activities within the company according to vision, mission and goals of the company.

The purpose of the thesis is to investigate competitive strategy applied by HMMI in establishing a profitable and sustainable position against the forces that determine industry competition of new light duty truck (Hino Dutro 479W model) which will be start produce on beginning of December 2009 in HMMI factory. This thesis try to analyze the external environment factors by analyzing the competition within the industry to identify key success factors and conducting company's internal analysis to find resources and capabilities integrated to become competitive advantage of the company. The truck, developed through the successful collaboration and sold by both sales networks, under the brand of "Hino Dutro" and "Toyota Dyna". In this process, Hino become leader of the product development and Toyota acted as the technical advisor for Hino and supplied Toyota's technical know-how and technologies to the week point of it.

As result of the thesis shown that HMMI using the best cost provider strategy to compete in this automobile industry. This strategy combine a strategic emphasis on low cost with a strategic emphasis on differentiation.

Keywords : Key success factors, Competitive Advantage, Competitive Strategy