

ABSTRAK

ANALISIS STRATEGI BERSAING PT ASTRA DAIHATSU MOTOR DALAM INDUSTRI OTOMOTIF RODA EMPAT DI INDONESIA : PENDEKATAN *STRATEGIC GROUP MAPS & COST VALUE DRIVER*

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Perkembangan dan persaingan bisnis industri otomotif di Indonesia semakin ketat. PT Astra Daihatsu Motor (PT ADM) sebagai salah satu pemain di industri otomotif memiliki berbagai kompetensi untuk menciptakan produk yang berkualitas bagi konsumen Indonesia. Namun kinerja PT ADM menunjukkan instabilitas pada menurunnya peringkat penjualan dan peringkat kepuasan konsumen. Penelitian ini memiliki tujuan untuk melakukan analisis kondisi struktur pasar & persaingan industri serta faktor internal dan eksternal yang mempengaruhi bisnis PT ADM. Penelitian ini menggunakan metode pengumpulan data dengan teknik wawancara serta studi literatur data primer dan data sekunder. Penelitian ini menggunakan analisis struktur pasar dengan *Ratio Concentration* (CR) serta Indeks *Herfindahl Hirschman* (IHH), lingkungan makro atau *PESTEL*, analisis *Five Forces*, analisis *Strategic Group Map* serta analisis lingkungan internal dengan *SWOT & Cost Value Driver*. Berdasarkan hasil penelitian melalui struktur pasar diketahui bahwa struktur pasar industri otomotif di Indonesia adalah oligopoli ketat. Sedangkan pada analisis lingkungan eksternal diketahui bahwa terdapat kecenderungan merek pesaing melakukan strategi penetrasi multi segmen yaitu Mitsubishi, Honda & Nissan-Datsun sehingga tingkat persaingan industri otomotif semakin ketat bagi merek Daihatsu yang memiliki pesaing terdekat merek Suzuki.

Pada analisis lingkungan internal diketahui bahwa faktor-faktor utama *Cost Driver* dari PT Astra Daihatsu Motor yaitu sistem insentif & budaya, *economic of scale & capacity utilization, learning & experience, production technology &*

bargaining power serta faktor – faktor *Value Driver* yang terdapat pada PT Astra Daihatsu Motor yaitu *production & R&D, kualitas input, employee skill, training experience, Sales & Marketing*.

PT Astra Daihatsu Motor disarankan untuk mempertahankan keunggulan kompetitif yang menjadi daya saing perusahaan terkait *cost leadership* serta memperkuat keunggulan yang belum dimiliki pesaing yaitu pada *value chain* serta memanfaatkan *R&D Center* yang telah dimiliki Daihatsu sebagai *Value Driver* utama perusahaan yang menjadi bagian yang dapat memberikan keunggulan bersaing alternatif perusahaan dalam hal *product life cycle* dan penetrasi pasar segmen *middle SUV*.

Kata Kunci: Strategi Bersaing, *Ratio Concentration*, Indeks *Herfindahl Hirschman*, *PESTEL*, *Five Forces*, *SWOT*, *Cost Value Driver*, *Strategic Group Map*

ABSTRACT

ANALYSIS OF COMPETITIVE STRATEGIES OF PT ASTRA DAIHATSU MOTOR IN THE FOUR WHEEL AUTOMOTIVE INDUSTRY IN INDONESIA: THE STRATEGIC GROUP MAPS & COST VALUE DRIVER APPROACH

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The development and business competition of the automotive industry in Indonesia is getting tighter. PT Astra Daihatsu Motor (PT ADM) as one of the players in the automotive industry has various competencies to create quality products for Indonesian consumers. However, PT ADM's performance shows instability in declining sales ratings and consumer satisfaction ratings. This study aims to analyze the condition of market structure & industrial competition as well as internal and external factors that affect the business of PT ADM. This study uses data collection methods with interview techniques and literature studies on primary data and secondary data. This research uses market structure analysis with Concentration Ratio (CR) and Herfindahl Hirschman Index (HHI), macro environment or PESTEL, Five Forces analysis, Strategic Group Maps analysis and internal environment analysis with SWOT & Cost Value Driver. Based on the results of the research through the market structure it is known that the structure of the automotive industry market in Indonesia is a strict oligopoly. Whereas in the external environment analysis it is known that there is a tendency for competing brands to carry out multi-segment penetration strategies, namely Mitsubishi, Honda & Nissan-Datsun so that the level of competition in the

automotive industry is increasingly stringent for the Daihatsu brand that has the closest competitor Suzuki brand. In the internal environment analysis, it is known that the main factors of the Cost Driver of PT Astra Daihatsu Motor are incentive & cultural systems, economic scale & capacity utilization, learning & experience, production technology & bargaining power and Value Driver factors found in PT Astra Daihatsu Motor is production & R & D, input quality, employee skills, training experience, Sales & Marketing. PT Astra Daihatsu Motor is advised to maintain a competitive advantage that is the competitiveness of companies related to cost leadership and strengthen the advantages that competitors does not have yet in the value chain and utilize the R & D Center that Daihatsu has owned as the company's main Value Driver in terms of enhance product life cycle and market penetration of middle SUV segment.

Keywords: Competing Strategy, Concentration Ratio, Herfindahl Hirschman Index, PESTEL, Five Forces, SWOT, Cost Value Driver, Strategic Group Maps