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BUSINESS MODEL DEVELOPMENT FOR AUTOMOTIVE DEALERSHIP A STUDY IN AUTO2000
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ABSTRACT

BUSINESS MODEL DEVELOPMENT FOR AUTOMOTIVE DEALERSHIP
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Dealership concepts in the automotive industry are undergoing a shift from conventional dealers with physical outlets to multichannel and then omnichannel concepts. Customer's behavior began to change from offline to online. The arrival of customers to the showroom has decreased from 5 times to 1 time before making a vehicle purchase. Customers spent more than 10 hours to find the information and decide when and where to buy the car, and 52 percent of customers also visit the Principal or Authorized Dealers when they search online. YouGov conducted online shopping behavior in 2018 in Indonesia and showed that online purchases for automotive and related products had reached 14 percent of the total market.

This study aims to analyze the existing Auto2000 business model as Toyota's largest authorized dealer in Indonesia and the development of a new business model. The development of this business model is necessary to respond to the changes in customer behavior and capture future market opportunities.

The designing and development of a business model use a business model canvas approach through nine building block components. Interviews and online surveys are conducted to determine changes in customer behavior when dealing with dealers. Analysis of customer desires and paint points is the primary basis of developing new business models.

Based on the study results, 18% of customers said they were ready to buy new vehicles online. In the area of after sales, the readiness of customers to order service and purchase accessories online is quite high at more than 50%. Customers also need new services such as E-commerce that will make it easier for them to book online, purchase new cars and accessories, payment gateways, and other services that can be accessed wherever they are.Transparency in every process, both in purchasing and after sales, becomes an important value to the customers.

Changes in the block value proposition, channel, and customer relationship trigger changes in other blocks such as key resources, key activities, key partnerships, and cost structure. New sources of revenue obtained from the addition of sales and booking services through commerce, used car revenue, online accessories, and partnerships with other parties. Financial analysis shows that the development of this business model is feasible. The project's Net Present Value (NPV) is IDR 23,819,095,000 with an Internal Rate of Return (IRR) of 28.11% and a payback period of 2.51 years.

Keywords : business model development, automotive dealership, car online, after sales, customer behavior

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ABSTRAK

PENGEMBANGAN BISNIS MODEL DEALER OTOMOTIF
STUDI KASUS DI AUTO2000

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Konsep dealer di industri otomotif sedang mengalami pergeseran dari dealer konvensional dengan outlet fisik ke konsep multichannel dan kemudian omnichannel. Perilaku pelanggan mulai berubah dari offline ke online. Kedatangan pelanggan ke showroom telah berkurang dari lima kali menjadi satu kali sebelum melakukan pembelian kendaraan. Pelanggan menghabiskan lebih dari 10 jam untuk menemukan informasi dan memutuskan kapan dan di mana untuk membeli mobil, dan 52 persen pelanggan juga mengunjungi website dealer resmi ketika mereka mencari online. YouGov melakukan perilaku belanja online pada tahun 2018 di Indonesia dan menunjukkan bahwa pembelian online untuk produk otomotif dan terkait telah mencapai 14 persen dari total pasar.

Penelitian ini bertujuan untuk menganalisis model bisnis Auto2000 yang ada saat ini sebagai dealer resmi terbesar Toyota di Indonesia dan pengembangan model bisnis baru. Pengembangan model bisnis ini diperlukan untuk menanggapi perubahan perilaku pelanggan dan menangkap peluang pasar di masa depan.

Perancangan dan pengembangan model bisnis menggunakan pendekatan kanvas model bisnis melalui sembilan komponen blok bangunan. Wawancara dan survei online dilakukan untuk menentukan perubahan perilaku pelanggan ketika berhadapan dengan dealer. Analisis keinginan pelanggan dan ketidaknyamanan yang dirasakan saat ini adalah dasar utama pengembangan model bisnis baru.

Berdasarkan hasil penelitian, 18% pelanggan mengatakan mereka siap membeli kendaraan baru secara online. Di bidang purna jual, kesiapan pelanggan untuk memesan layanan dan membeli aksesori secara online cukup tinggi yaitu lebih dari 50%. Pelanggan juga membutuhkan layanan baru seperti E-commerce yang akan memudahkan mereka untuk memesan secara online, membeli mobil dan aksesori baru, gateway pembayaran, dan layanan lain yang dapat diakses di mana pun mereka berada. Transparansi dalam setiap proses, baik dalam pembelian mobil baru dan servis kendaraan, menjadi nilai baru yang penting bagi pelanggan.

Perubahan dalam proposisi nilai blok, saluran, dan hubungan pelanggan memicu perubahan di blok lain seperti sumber daya utama, kegiatan utama, kemitraan kunci, dan struktur biaya. Sumber pendapatan baru diperoleh dari penambahan penjualan dan layanan pemesanan melalui perdagangan, pendapatan mobil bekas, aksesori online, dan kemitraan dengan pihak lain. Analisis keuangan menunjukkan bahwa pengembangan model bisnis ini layak dilakukan. *Net Present Value* (NPV) proyek adalah IDR 23,819,095,000 dengan *Internal Rate of Return* (IRR) 28,11% dan *Payback Period* 2,51 tahun.

Kata Kunci : bisnis model, dealer otomotif, penjualan online, purna jual, perilaku pelanggan