

ABSTRAK

STRATEGI PT BLUE BIRD TBK DALAM MENYONGSONG ERA BARU KENDARAAN LISTRIK DI INDONESIA

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PT Blue Bird Tbk (Blue Bird) menyongsong era baru kendaraan listrik di Indonesia dengan menjadi pionir pengadopsi mobil listrik di industri penyedia jasa transportasi mobil. Pengadopsian mobil listrik membuka peluang Blue Bird untuk mengembangkan strategi mereka menjadi strategi berkelanjutan. Meskipun demikian Blue Bird harus menghadapi permasalahan kerugian sebagai pionir yang dapat mengancam keberlanjutan pengadopsian mobil listrik. Diperlukan strategi yang dapat mendukung Blue Bird untuk menghadapi permasalahan kerugian sebagai pionir sehingga pengadopsian mobil listrik tetap dapat dijalankan.

Tujuan tesis ini adalah mengetahui strategi Blue Bird saat ini dalam menyongsong era baru kendaraan listrik di Indonesia, strategi yang dapat mendukung Blue Bird untuk menghadapi masalah kerugian sebagai pionir, serta strategi yang dapat mendukung Blue Bird menghasilkan keberlanjutan bagi perusahaan, sosial, serta lingkungan. Metode pengumpulan data dengan mengikuti seminar serta wawancara dengan manajemen Blue Bird dan berbagai narasumber eksternal. Teori yang digunakan adalah strategi berkelanjutan, *resource-based view*, *first-mover advantage*, dan *entry deterrence strategy*. Pengolahan data dilakukan dengan *tools* Matriks TOWS, *key resource required*, serta VRIO. Hasil strategi dituangkan dalam proses manajemen strategis dan *sustainability business model canvas*.

Berdasarkan hasil penelitian diperoleh bahwa Blue Bird menyongsong era baru kendaraan listrik di Indonesia dengan melakukan strategi *first-mover* melalui *pilot project* mobil listrik serta, jika didukung pemerintah, akan menjadikan mobil listrik sebagai armada masa depan mereka. Diperoleh juga bahwa saat ini Blue Bird telah menerapkan strategi berkelanjutan. Penelitian ini merekomendasikan Blue Bird untuk menyiapkan *key resource* yang dibutuhkan dalam menghadapi situasi tingginya kecepatan perkembangan teknologi mobil listrik disaat penetrasi pasar masih rendah serta memperkuat posisi mereka sebagai *incumbent* dengan membuat *barrier* tetapi tidak dalam segi harga. Dari hasil penelitian diperoleh saran strategi dan *resource/capability* yang dibutuhkan dalam menghadapi masalah kerugian pionir. Penulis merangkum tesis ini dengan menyajikan strategi dalam bentuk proses manajemen strategi serta *sustainability business model canvas*.

Kata Kunci: proses manajemen strategis, *sustainability business model*, *first-mover advantage*, *resource based view*, *entry deterrence strategy*

ABSTRACT

PT BLUE BIRD TBK STRATEGY TO FACING THE NEW ERA OF ELECTRIC VEHICLES IN INDONESIA

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PT Blue Bird Tbk (Blue Bird) facing the new era of electric vehicles in Indonesia by becoming a pioneer of adopting electric cars in the car transportation service provider industry. The adoption of electric cars opened the opportunity for Blue Bird to develop their strategy into a sustainable strategy. Nevertheless, Blue Bird has to face the problem of first-mover disadvantage that can threaten the continuity of adoption in electric cars. A strategy is needed to support Blue Bird to face the problem of first-mover disadvantage so that the development of sustainable strategies can still be carried out.

The purpose of this thesis is to know Blue Bird's current strategy in facing the new era of electric vehicles in Indonesia, strategy that can support Blue Bird to face the problem of first-mover disadvantage, and strategy that can support them to achieve sustainability for the company, social, and the environment. The method of data collection is by attending seminars and interviews with the management of Blue Bird and various external speakers. The theory used is a sustainable strategy, resource-based view, first-mover advantage, and entry deterrence strategy. Data processing using the TOWS Matrix tool, key resource required, and VRIO. The results of the strategy are outlined in the process of strategic management and sustainability business model canvas.

The results of this research obtained that Blue Bird facing the new era of electric vehicles in Indonesia with first-mover strategy by become the electric car pilot project and, if supported by the government, will make an electric car as the the future of they car. The research also found that Blue Bird has implementing the sustainability strategy. This research recommends Blue Bird to prepare the key resources needed to face the situation of high speed development of electric car technology when market penetration is still low and strengthen their position as incumbents by making the non-price barrier. The results of the research obtained strategies and resource or capability needed to facing the problem of first-mover disadvantage. The author summarizes this thesis by presenting a strategy in the form of a strategy management process and sustainability business model canvas.

Keywords: *strategic management process, sustainability business model, first mover advantage, resource based view, entry deterrence strategy*