



**STRATEGIC ADAPTATION AND INNOVATION IN
TIMES OF CRISIS: AN INDUCTIVE CASE STUDY OF
PT DHARMA POLIMETAL TBK.**

THESIS

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Magister Manajemen**

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ABSTRACT

This study using an inductive approach to examines how an automotive component company effectively navigated the challenges of the global pandemic. Based on interviews with three high level management members, this study shows that early detection from declining vehicle sales prompted the company to respond swiftly to disruptions across financial, operational, human resource, and marketing sectors. Short-term measures focused on cost reduction and operational efficiency, while long-term strategies emphasized innovation, particularly in electric vehicles and medical equipment. The company also shifted from a purely business-to-Business (B2B) model to a Business-to-Consumer (B2C) approach, launching products like EV charging stations and 12V batteries. These efforts, supported by cultural and structural changes, enabled the company to stabilize financially and position itself for sustainable growth, demonstrating resilience and adaptability in the face of crisis.

Keywords: Cost Reduction; Innovation; Recovery; Strategy.

ABSTRAK

Penelitian ini menggunakan pendekatan induktif untuk mengkaji bagaimana sebuah perusahaan komponen otomotif secara efektif menghadapi tantangan selama pandemi global. Berdasarkan wawancara dengan tiga anggota manajemen tingkat atas, studi ini menunjukkan bahwa deteksi dini terhadap penurunan penjualan kendaraan mendorong perusahaan untuk segera merespons gangguan yang terjadi di sektor keuangan, operasional, sumber daya manusia, dan pemasaran. Langkah jangka pendek difokuskan pada pengurangan biaya dan efisiensi operasional, sementara strategi jangka panjang menekankan pada inovasi, khususnya dalam bidang kendaraan listrik dan peralatan medis. Perusahaan juga beralih dari model murni Business-to-Business (B2B) ke pendekatan Business-to-Consumer (B2C), dengan meluncurkan produk seperti stasiun pengisian daya kendaraan listrik dan baterai 12V. Upaya-upaya ini, yang didukung oleh perubahan budaya dan struktur organisasi, memungkinkan perusahaan untuk menstabilkan kondisi keuangan dan memposisikan diri menuju pertumbuhan yang berkelanjutan, menunjukkan ketangguhan dan kemampuan adaptasi di tengah krisis.

Kata Kunci: Pengurangan Biaya, Inovasi, Pemulihan, Strategi.

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DEFINITION OF TERMS

ADM	: Astra Daihatsu Motor
AHM	: Astra Honda Motor
BLDC Motor	: Brushless Direct Car Motor
EV	: Electric Vehicles
GAIKINDO	: Gabungan Industri Kendaraan Bermotor Indonesia (The Association of Indonesia Automotive Industries)
HMI	: Hyundai Motor Indonesia
OEM	: Original Equipment Manufacturing
SOP	: Standard Operation Procedure
YIMM	: Yamaha Indonesia Motor Manufacturing
TAM	: Toyota Astra Motor
TKDN	: Tingkat Komponen Dalam Negeri
TMMIN	: Toyota Motor Manufacturing Indonesia