

BAB V

KESIMPULAN

Industri manufaktur dalam bidang otomotif merupakan industri yang sedang berkembang dan memiliki rantai produksi yang bernilai tinggi. Beragam pasar otomotif dunia diduduki oleh berbagai brand dari perusahaan otomotif yang saling bersaing satu sama lain. Dikarenakan persaingan yang sangat kuat, dibutuhkan penyesuaian dan berbagai perubahan guna mempertahankan produk perusahaan dalam sebuah persaingan ekonomi global. Pada era sekarang, EV (*Electric Vehicle*) sedang menjadi tren dari jenis transportasi baru, dan diprediksi sebagai bentuk transportasi di masa yang akan mendatang. Hal tersebut yang menyebabkan adanya kemunculan konsep EASCY (*Electrified, Autonomous, Shared, Connected, dan Yearly Updated*), dimana terdapat peralihan komponen otomotif yang akan digunakan, terutama dalam bahan bakar. EV sendiri menggunakan baterai sebagai bahan bakar utama dan mengandung energi bersih, dibandingkan dengan mobil konvensional berbasis fosil lainnya. Maka dari itu, Keberadaan EV dapat mengurangi gas emisi dan mengendalikan perubahan iklim di masa yang akan mendatang. Maka dari itu, jenis transportasi tersebut semakin dikembangkan karena memiliki potensi besar dalam transisi energi hijau.

Tesla Motors Company merupakan perusahaan otomotif berbasis listrik yang dibentuk pada tahun 2003, yang sekarang dipimpin oleh Elon Musk. Perusahaan tersebut merupakan inovator utama dalam produksi mobil listrik di pasar otomotif. Hal tersebut dikarenakan kondisi lingkungan yang semakin

memburuk, dikarenakan polusi, emisi karbon, aktivitas manusia. Kehadiran produk Tesla diharapkan dapat memberikan kenyamanan kepada pengguna, kualitas performa yang tinggi, dan menjadi inovasi manufaktur terbaru di era sekarang. Maka dari itu, perusahaan tersebut didirikan dengan tujuan pengembangan EV di abad ke 21. Di sisi lain, Panasonic merupakan perusahaan manufaktur elektronik terbesar di Jepang. Perusahaan tersebut telah berdiri sejak tahun 1918 dengan nama “*Matsushita Denkikigu Seisakusho*”. Seiringan dengan berbagai kontribusi Panasonic di level internasional, perusahaan tersebut memformulasikan sebuah filosofi lingkungan sebagai pedoman aktivitas mereka untuk konsumen. Perusahaan tersebut berusaha untuk mengarahkan aktivitas perusahaan untuk menjaga lingkungan. Maka dari itu, dibentuklah *Environment Vision 2050* sebagai bentuk kontribusi Panasonic untuk mengurangi gas emisi, isu pemanasan global, dan menggunakan energi bersih sebagai proses produksi manufaktur. Dapat dilihat bahwa Panasonic dan Tesla memiliki visi yang sama mengenai lingkungan yang sustainabilitas dan mempromosikan energi hijau.

Kerjasama Tesla dan Panasonic terbentuk dibawah sebuah kesepakatan Supply Agreement di tahun 2009. Kerjasama tersebut berlangsung selama 4 tahun, dengan kondisi Panasonic akan menjadi supplier utama dalam komponen baterai lithium produk Tesla. Kesepakatan tersebut turut diperpanjang kembali pada tahun 2013, dan semakin erat ketika adanya pembangunan Gigafactory. Pada dasarnya, Gigafactory yang dibangun pada tahun 2014 merupakan perkembangan kerjasama Tesla dan Panasonic dibawah pembaharuan Supply Agreement di tahun 2013. Pabrik tersebut bertujuan untuk manufakturisasi baterai Panasonic untuk produk

Tesla, dan diekspetasi akan mencapai potensi penuh pada tahun 2020. Mulai dari Tesla Model X hingga Tesla Model 3 dimanufaktur dalam pabrik tersebut dengan kolaborasi antar kedua perusahaan.

Berdasarkan hasil penelitian, kerjasama antara Tesla dan Panasonic dapat dikatakan sebagai perwujudan dari *strategic alliances*, dikarenakan berbagai faktor, mulai dari (1) similiaritas visi dan misi, (2) tujuan ekspansi pasar manufaktur, (3) meningkatkan pengembangan kualitas baterai untuk sektor manufaktur. Perusahaan tersebut turut sama-sama ingin berkontribusi dalam memperkenalkan public mengenai penggunaan energi bersih, sesuai SDG No.7 Clean Energy. Selain itu, kerjasama turut didorong oleh kebutuhan masing-masing perusahaan dalam produktivitasnya. Tesla membutuhkan berbagai komponen yang dapat menyongsong kualitas manufaktur mobil listriknya agar dapat bersaing di pasar global. Bekerjasama dengan Panasonic dapat memaksimalkan tingkat produktivitas di Tesla secara maksimum dan dapat bersaing di pasar internasional sebagai produk *unrivaled range*. Hal tersebut dikarenakan, perusahaan-perusahaan yang bergerak di bidang manufaktur dan teknologi cenderung dapat meningkatkan inovasinya dengan melakukan kerjasama atau kolaborasi dengan mitra eksternal. Sedangkan Panasonic menggunakan kerjasama ini karena membutuhkan Tesla sebagai bentuk ekspansi pasarnya setelah mengalami permasalahan *decentralizing operation* selama hampir 20 tahun.

Dalam pengembangan kualitas baterai antara Tesla dan Panasonic, kedua perusahaan turut melakukan investasi untuk pengembangan baterai tersebut. Panasonic menyumbang 30-40% dana dari total keseluruhan pembangunan

Gigafactory dan Tesla menyumbangkan \$2 miliar dollar untuk pembangunan pabrik tersebut. Selain itu, pada awal kerjasama Panasonic turut telah melakukan investasi sebesar \$30 juta dolar. Hal tersebut menunjukkan bahwa konsep FDI dalam kondisi kerjasama ini telah memenuhi. Investasi yang dilakukan kedua negara termasuk dalam tipe *Efficiency-seeking FDI*, dimana Tesla berupaya untuk meminimalisir biaya produksi dan Panasonic berupaya untuk memperluas pasar. Hubungan kerjasama tersebut turut terjalin secara horizontal, dimana Panasonic memindahkan kegiatan manufaktur baterai untuk EV dari Jepang ke Gigafactory untuk memudahkan kerjasama Tesla dan Panasonic dalam produktivitas

Selain itu, analisa mengatakan bahwa kerjasama Tesla dan Panasonic telah memenuhi syarat sebuah *strategic alliance*, dimana bersifat kontraktual dan mutualisme. Dalam rentang waktu 2013-2020, tipe kerjasama kedua perusahaan tersebut termasuk dalam *Equity Alliances* yang berfokus kepada bentuk *Joint Ventures*. Panasonic dan Tesla dalam pembangunan Gigafactory di tahun 2014 merupakan buah hasil dari kerjasama strategis dalam sektor manufakturisasi. Pabrik tersebut digadang akan menjadi pabrik utama pengembangan baterai utama Tesla dengan pembagian tugas, Panasonic sebagai kendali manufaktur dan Tesla sebagai penyedia fasilitas.

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