

## TABLE OF CONTENTS

### **TITLE PAGE**

<b>ORIGINALITY STATEMENT OF THE THESIS .....</b>	<b>ii</b>
<b>THESIS SUPERVISOR'S APPROVAL.....</b>	<b>iii</b>
<b>THESIS EXAMINATION COMMITTEE.....</b>	<b>iv</b>
<b>ABSTRACT .....</b>	<b>v</b>
<b>FOREWORD .....</b>	<b>vi</b>
<b>TABLE OF CONTENTS.....</b>	<b>vii</b>
<b>LIST OF TABLES .....</b>	<b>xii</b>
<b>LIST OF FIGURES .....</b>	<b>xiii</b>
<b>LIST OF ATTACHMENTS.....</b>	<b>xv</b>

<b>CHAPTER I INTRODUCTION .....</b>	<b>1</b>
-------------------------------------	----------

1.1.    Background.....	1
1.2.    Research Gap.....	3
1.3.    Research Problem.....	3
1.4.    Research Question .....	7

<b>CHAPTER II LITERATURE REVIEW.....</b>	<b>8</b>
--	----------

2.1.    OEM and ODM .....	8
2.2.    Competitive Advantage .....	8
2.2.1    Porter's Five Forces .....	10
2.2.2    Porter's Generic Strategy .....	12
2.2.3    VRIO .....	14

<b>CHAPTER III RESEARCH METHODOLOGY .....</b>	<b>15</b>
3.1.    Research Paradigm .....	15
3.2.    Research Strategy .....	16
3.2.1    Narrative Research .....	16
3.2.2    Phenomenology Research .....	16
3.2.3    Grounded Theory Research.....	16
3.2.4    Ethnography Research.....	17
3.2.5    Case Study Research .....	17
3.3.    Research Design .....	17
3.3.1    Getting Started.....	18
3.3.2    Selecting Cases.....	18
3.3.3    Crafting Instrument and Protocols .....	19
3.3.4    Entering the Field.....	20
3.3.5    Analyzing Data.....	20
3.3.6    Construct Propositions .....	20
3.3.7    Enfolding Literature .....	21
3.3.8    Conclusion, Implication & Further Research Recommendations .....	21

<b>CHAPTER IV – FINDINGS AND DISCUSSION.....</b>	<b>22</b>
4.1.    Introduction .....	22
4.2.    Definitions of Latent Variable .....	22
4.2.1.    Lean Supply Chain Management (Variable 1 (V1)).....	22
4.2.2.    Cost Control (Variable 2 (V2)) .....	22
4.2.3.    Continuous R&D (Variable 3 (V3)).....	23
4.2.4.    Specialized Engineers Team (Variable 4 (V4)) .....	23
4.2.5.    Accommodating Production Capacity (Variable 5 (V5)) .....	24
4.2.6.    Quality Control (Variable 6 (V6)).....	24
4.2.7.    Aggressive Exploring Market Segmentations (Variable 7 (V7)).....	24
4.2.8.    Integrated Management Systems (Variable 8 (V8)) .....	25
4.2.9.    Focused Human Welfare (Variable 9 (V9)).....	25
4.3.    Propositions .....	26
4.3.1.    Proposition 1 (P1): Lean Supply Chain Management (V1) contributes to the Competitive Advantage (V10).....	26
4.3.2.    Proposition 2 (P2): Cost Control (V2) contributes to the Competitive Advantage (V10).....	28
4.3.3.    Proposition 3 (P3): Continuous R&D (V3) contributes to the Competitive Advantage (V10).....	30
4.3.4.    4.3.4. Proposition 4 (P4): Engineers Team (V4) contributes to the	

Competitive Advantage (V10).....	32
4.3.5. 4.3.5. Proposition 5 (P5): Accommodating Production Capacity (V5) contributes to the Competitive Advantage (V10) .....	33
4.3.6. Proposition 6 (P6): Quality Control (V6) contributes to the Competitive Advantage (V10).....	35
4.3.7. Proposition 7 (P7): Aggressive Exploring Market Segmentations (V7) contributes to the Competitive Advantage (V10) .....	36
4.3.8. Proposition 8 (P8): Integrated Management Systems (V8) contributes to the Competitive Advantage (V10).....	38
4.3.9. Proposition 9 (P9): Focused Human Welfare (V9) contributes to the Competitive Advantage (V10).....	40
<b>CHAPTER V – CONCLUSION, RECOMMENDATIONS, AND IMPLICATIONS .....</b>	<b>42</b>
5.1. Conclusion .....	42
5.2. Implications .....	44
5.2.1. Academicians .....	44
5.2.2. Practitioners.....	44
5.3. Limitations & Recommendations .....	44
<b>REFERENCES.....</b>	<b>46</b>
<b>ATTACHMENTS .....</b>	<b>50</b>

Attachment 1 - Table Analysis 1 .....	50
Attachment 2 - Table Analysis 2 .....	58
Attachment 3 - Table Analysis 3 .....	67
Attachment 4 – Transcript Interview Tony [PMC Department Manager] .....	74
Attachment 5 – Transcript Interview Simon [R&D Department Manager] .....	76
Attachment 6 – Transcript Interview Dahai [MC Manager] .....	78
Attachment 7 – Transcript Interview Leo [Employee] .....	80
Attachment 8 – Transcript Interview Vinni [Employee] .....	82
Attachment 9 – Transcript Interview Steven [Employee] .....	85
Attachment 10 – Transcript Interview Alex [Customer] .....	87
Attachment 11 – Transcript Interview Jemmy [Customer] .....	89
Attachment 12 – Transcript Interview Andy [Customer] .....	90
Attachment 13 – Field Note.....	93

## **LIST OF TABLES**

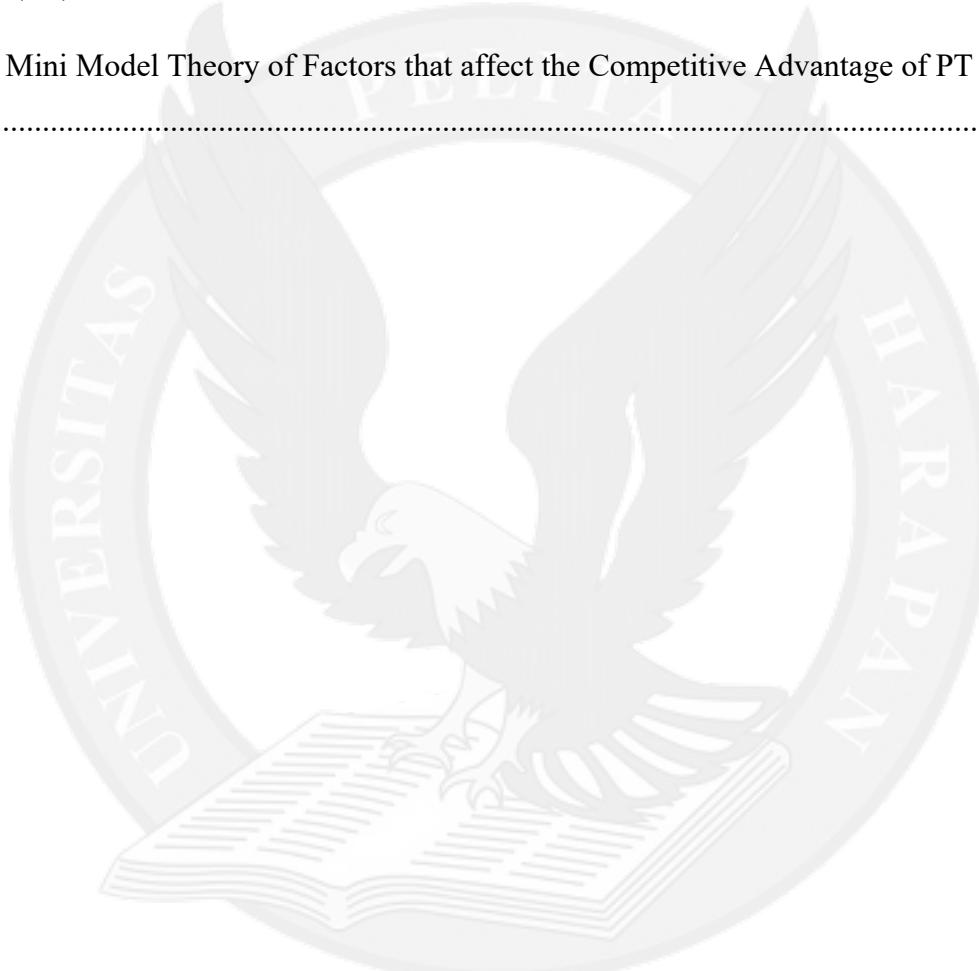
Table 3.1 List of Interviewees.....	19
-------------------------------------	----



## LIST OF FIGURES

Figure 1.1 World Manufacturing Output 2017-2021. Source: Macrotrends, 2022. ....	1
Figure 1.2 Manufacturing Contribution to GDP in Indonesia 2017-2021. Source: statista,2022. ....	2
Figure 1.3 PT UNIHAN Consolidated Revenue Trend. Source: PT UNIHAN 2022 financial statements.....	5
Figure 1.4 PT UNIHAN Revenue Breakdowns by Products YoY. Source: PT UNIHAN 2022 financial statements.....	5
Figure 1.5 PT UNIHAN Revenue Breakdowns by Products QoQ. Source: PT UNIHAN 2022 financial statements.....	6
Figure 2.1 The Five Forces Shape Industry Competition .....	10
Figure 2.2 Porter's Generic Strategy .....	12
Figure 3.1 Framework for Research Design (adapted from Eisenhardt (1989)) .....	18
Figure 4.1 Proposition 1 (P1): Lean Supply Chain Management (V1) contributes to the Competitive Advantage (V10).....	28
Figure 4.2 Proposition 2 (P2): Cost Control (V2) contributes to the Competitive Advantage (V12).....	30
Figure 4.3 Proposition 3 (P3): Continuous R&D (V3) contributes to the Competitive Advantage (V10).....	32
Figure 4.4 Proposition 4 (P4): Specialized Engineers Team (V4) contributes to the Competitive Advantage (V10).....	33
Figure 4.5 Proposition 5 (P5): Accommodating Production Capacity (V5) contributes to the Competitive Advantage (V10).....	35
Figure 4.6 Proposition 6 (P6): Quality Control (V6) contributes to the Competitive Advantage (V10).....	36

Figure 4.7 Proposition 7 (P7): Aggressive Exploring Market Segmentations (V7) contributes to the Competitive Advantage (V10).....	38
Figure 4.8 Proposition 8 (P8): Integrated management system (V8) contributes to the Competitive Advantage (V10).....	39
Figure 4.9 Proposition 9 (P9): Focused Human Welfare (V9) contributes to the Competitive Advantage (V9).....	41
Figure 5.1 Mini Model Theory of Factors that affect the Competitive Advantage of PT UNIHAN .....	43



## **LIST OF ATTACHMENTS**

Attachment 1 - Table Analysis 1 .....	51
Attachment 2 - Table Analysis 2 .....	58
Attachment 3 - Table Analysis 3 .....	66
Attachment 4 – Transcript Interview Tony [PMC Department Manager] .....	73
Attachment 5 – Transcript Interview Simon [R&D Department Manager] .....	76
Attachment 6 – Transcript Interview Dahai [MC Manager] .....	78
Attachment 7 – Transcript Interview Leo [Employee] .....	80
Attachment 8 – Transcript Interview Vinni [Employee] .....	82
Attachment 9 – Transcript Interview Steven [Employee] .....	85
Attachment 10 – Transcript Interview Alex [Customer] .....	87
Attachment 11 – Transcript Interview Jemmy [Customer] .....	89
Attachment 12 – Transcript Interview Andy [Customer] .....	91
Attachment 13 – Field Note.....	94