

CHAPTER 6

strategy formulation:
situation analysis and
Business Strategy

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STRATEGIC MANAGEMENT & BUSINESS POLICY
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6.1 Situational Analysis: SWOT Analysis

Strategy formulation- Formulasi strategi-

menyangkut pengembangan misi, tujuan, strategi, dan kebijakan perusahaan

Situation Analysis- Analisis Situasi- proses menemukan kesesuaian strategis antara peluang eksternal dan kekuatan internal sambil mengatasi kelemahan eksternal dan internal

6.1 Situational Analysis: SWOT Analysis

SWOT- **S**trengths-**W**eaknesses-**O**pportunities-**T**hreats

Strategy= opportunity/capacity

Peluang tidak memiliki nilai nyata kecuali perusahaan memiliki kapasitas untuk memanfaatkan peluang itu

6.1 Situational Analysis: SWOT Analysis

Criticisms of SWOT analysis (Kritik analisis SWOT)

- Menghasilkan daftar yang panjang
- Tidak menggunakan bobot untuk mencerminkan prioritas
- Menggunakan kata dan frasa yang ambigu
- Faktor yang sama bisa dalam 2 kategori
- Tidak ada kewajiban untuk memverifikasi opini dengan data atau analisis
- Hanya membutuhkan satu tingkat analisis
- Tidak ada hubungan logis dengan implementasi strategi

6.1 Situational Analysis: SWOT Analysis

Generating a Strategic Factors Analysis Summary (SFAS) Matrix

(Menghasilkan Matriks Ringkasan Analisis Faktor Strategis)

SFAS merangkum faktor strategis organisasi dengan menggabungkan faktor eksternal dari Tabel EFAS dengan faktor internal dari Tabel IFAS

FIGURE 6-1 Strategic Factor Analysis Summary (SFAS) Matrix

Internal Strategic Factors	Weight		Rating		Weighted Score	Comments
	1	2	3	4		
Strengths						
S1 Quality Maytag culture	.15	5.0	.75		Quality key to success	
S2 Experienced top management	.05	4.2	.21		Know appliances	
S3 Vertical integration	.10	3.9	.39		Dedicated factories	
S4 Employee relations	.05	3.0	.15		Good, but deteriorating	
S5 Hoover's international orientation	.15	2.8	.42		Hoover name in cleaners	
Weaknesses						
W1 Process-oriented R&D	.05	2.2	.11		Slow on new products	
W2 Distribution channels	.05	2.0	.10		Superstores replacing small dealers	
W3 Financial position	.15	2.0	.30		High debt load	
W4 Global positioning	.20	2.1	.42		Hoover weak outside the United Kingdom and Australia	
W5 Manufacturing facilities	.05	4.0	.20		Investing now	
Total Scores	<u>1.00</u>		<u>3.05</u>			
Opportunities						
O1 Economic integration of European Community	.20	4.1	.82		Acquisition of Hoover	
O2 Demographics favor quality appliances	.10	5.0	.50		Maytag quality	
O3 Economic development of Asia	.05	1.0	.05		Low Maytag presence	
O4 Opening of Eastern Europe	.05	2.0	.10		Will take time	
O5 Trend to "Super Stores"	.10	1.8	.18		Maytag weak in this channel	
Threats						
T1 Increasing government regulations	.10	4.3	.43		Well positioned	
T2 Strong U.S. competition	.10	4.0	.40		Well positioned	
T3 Whirlpool and Electrolux strong globally	.15	3.0	.45		Hoover weak globally	
T4 New product advances	.05	1.2	.06		Questionable	
T5 Japanese appliance companies	.10	1.6	.16		Only Asian presence is Australia	
Total Scores	<u>1.00</u>		<u>3.15</u>			

Strategic Factors (Select the most important opportunities/threats from EFAS, Table 4-5 and the most important strengths and weaknesses from IFAS, Table 5-2)	Weight		Rating		Weighted Score	Duration		Comments
	1	2	3	4		5		
S1 Quality Maytag culture (S)	.10	5.0	.50					Quality key to success
S5 Hoover's international orientation (S)	.10	2.8	.28	X	X			Name recognition
W3 Financial position (W)	.10	2.0	.20	X	X			High debt
W4 Global positioning (W)	.15	2.2	.33	X	X			Only in N.A., U.K., and Australia
O1 Economic integration of European Community (O)	.10	4.1	.41			X		Acquisition of Hoover
O2 Demographics favor quality (O)	.10	5.0	.50			X		Maytag quality
O5 Trend to super stores (O + T)	.10	1.8	.18	X	X			Weak in this channel
T3 Whirlpool and Electrolux (T)	.15	3.0	.45	X	X			Dominate industry
T5 Japanese appliance companies (T)	.10	1.6	.16			X		Asian presence
Total Scores	<u>1.00</u>		<u>3.01</u>					

Notes:

- List each of the most important factors developed in your IFAS and EFAS Tables in Column 1.
- Weight each factor from 1.0 (Most Important) to 0.0 (Not Important) in Column 2 based on that factor's probable impact on the company's strategic position. The total weights must sum to 1.00.
- Rate each factor from 5.0 (Outstanding) to 1.0 (Poor) in Column 3 based on the company's response to that factor.
- Multiply each factor's weight times its rating to obtain each factor's weighted score in Column 4.
- For duration in Column 5, check appropriate column (short term—less than 1 year; intermediate—1 to 3 years; long term—over 3 years).
- Use Column 6 (comments) for rationale used for each factor.

*The most important external and internal factors are identified in the EFAS and IFAS tables as shown here by shading these factors.

6.1 Situational Analysis: SWOT Analysis

Menemukan Ceruk yang Menguntungkan/Menjanjikan

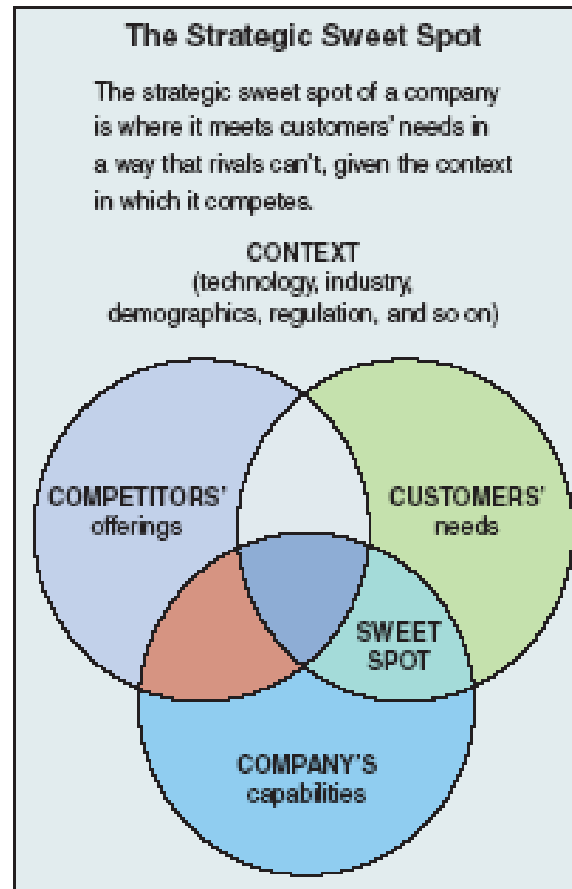
Propitious niche- Ceruk yang menguntungkan- di mana sebuah organisasi dapat menggunakan kompetensi intinya untuk memanfaatkan peluang pasar tertentu dan ceruk tersebut cukup besar bagi satu perusahaan untuk memenuhi permintaannya

Strategic sweet spot- Titik manis strategis- perusahaan mampu memenuhi kebutuhan pelanggan dengan cara yang tidak dapat dilakukan oleh pesaing

Strategic window- Jendela strategis- peluang pasar unik yang tersedia untuk waktu tertentu

6.1 Situational Analysis: SWOT Analysis

FIGURE 6-2
The Strategic
Sweet Spot



SOURCE: D. J. Collis and M. G. Rukstad, "Can You Say What Your Strategy Is?" Reprinted by permission of Harvard Business Review. "The Strategic Sweet Spot" from "Can You Say What Strategy is?" by D. J. Collis & M. G. Rukstad April 2008. Copyright © 2008 by the Harvard Business School Publishing Corporation. All rights reserved.

6.2 Review of Mission and Objectives

Review Misi dan Tujuan

Pemeriksaan ulang misi dan tujuan organisasi saat ini harus dilakukan sebelum strategi alternatif dapat dibuat dan dievaluasi

Masalah kinerja dapat berasal dari pernyataan dan tujuan misi yang tidak tepat (sempit atau terlalu luas)

6.3 Generating Alternative Strategies by Using a TOWS Matrix

TOWS Matrix- menggambarkan bagaimana peluang dan ancaman eksternal dapat disesuaikan dengan kekuatan dan kelemahan internal untuk menghasilkan 4 kemungkinan alternatif strategis

- Menyediakan sarana untuk bertukar pikiran tentang strategi alternatif
- Memaksa manajer untuk menciptakan berbagai macam strategi pertumbuhan dan penghematan
- Digunakan untuk menghasilkan strategi perusahaan dan juga bisnis

6.3 Generating Alternative Strategies by Using a TOWS Matrix

FIGURE 6-3
TOWS Matrix

INTERNAL FACTORS (IFAS) \ EXTERNAL FACTORS (EFAS)	Strengths (S) List 5 – 10 <i>internal</i> strengths here	Weaknesses (W) List 5 – 10 <i>internal</i> weaknesses here
Opportunities (O) List 5 – 10 <i>external</i> opportunities here	SO Strategies Generate strategies here that use strengths to take advantage of opportunities	WO Strategies Generate strategies here that take advantage of opportunities by overcoming weaknesses
Threats (T) List 5 – 10 <i>external</i> threats here	ST Strategies Generate strategies here that use strengths to avoid threats	WT Strategies Generate strategies here that minimize weaknesses and avoid threats

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 SOURCE: Reprinted from Long-Range Planning, Vol. 15, No. 2, 1982, Wehrich "The TOWS Matrix—A Tool For Situational Analysis," p. 60. Copyright © 1982 with permission of Elsevier and H. Wehrich.

6.4 Business Strategies

Business strategy

Strategi bisnis berfokus pada peningkatan posisi kompetitif produk atau layanan perusahaan atau unit bisnis dalam industri atau segmen pasar tertentu yang dilayaninya



6.4 Business Strategies

Strategi bisnis terdiri dari:

- Competitive strategy (Strategi bersaing)
- Cooperative strategy (Strategi kooperatif)

6.4 Business Strategies

Porter's competitive strategies

Lower cost strategy- Strategi biaya rendah- kemampuan perusahaan atau unit bisnis untuk merancang, memproduksi, dan memasarkan produk yang sebanding dengan lebih efisien daripada pesaingnya

Differentiation strategy- Strategi diferensiasi- kemampuan perusahaan atau unit bisnis untuk memberikan nilai unik atau superior kepada pembeli dalam hal kualitas produk, fitur khusus, atau layanan purna jual

6.4 Business Strategies

Porter's competitive strategies

Cost leadership- Kepemimpinan biaya- strategi bersaing berbiaya rendah yang bertujuan untuk pasar massal yang luas dan membutuhkan fasilitas skala yang efisien, pengurangan biaya, pengendalian biaya dan overhead; menghindari pelanggan marginal, minimalisasi biaya dalam R&D, layanan, tenaga penjualan dan periklanan

- Memberikan pertahanan terhadap pesaing
- Memberikan penghalang untuk masuk
- Menghasilkan pangsa pasar yang meningkat

6.4 Business Strategies

Porter's competitive strategies

Differentiation- Diferensiasi- melibatkan pembuatan produk atau layanan yang dianggap unik di seluruh industri. Dapat dikaitkan dengan desain, citra merek, teknologi, fitur, jaringan dealer, atau layanan pelanggan

- Menurunkan kepekaan pelanggan terhadap harga
- Meningkatkan loyalitas pembeli
- Penghalang untuk masuk
- Dapat menghasilkan keuntungan yang lebih tinggi

6.4 Business Strategies

Porter's competitive strategies

Cost Focus- Fokus Biaya- strategi bersaing berbiaya rendah yang berfokus pada kelompok pembeli atau pasar geografis tertentu dan berupaya untuk hanya melayani ceruk ini dengan mengesampingkan orang lain

Differentiation Focus- Fokus Diferensiasi- berkonsentrasi pada kelompok pembeli tertentu, segmen lini produk, atau pasar geografis untuk melayani kebutuhan pasar strategis yang sempit secara lebih efektif daripada para pesaingnya

6.4 Business Strategies

FIGURE 6-5
Porter's Generic
Competitive
Strategies

		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Differentiation Focus

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Michael Porters Generic strategies

COMPETITIVE SCOPE

COMPETITIVE ADVANTAGE

	Lower Cost	Differentiation
Broad Target	Cost Leadership	Differentiation
Narrow Target	Cost Focus	Focus Differentiation



<i>Target Scope</i>	<i>Advantage</i>	
	Low Cost	Product Uniqueness
Broad (Industry Wide)	Cost Leadership Strategy	Differentiation Strategy
Narrow (Market Segment)	Focus Strategy (low cost)	Focus Strategy (differentiation)

6.4 Business Strategies

Risks in Competitive Strategies

TABLE 6-1 Risks of Generic Competitive Strategies

Risks of Cost Leadership	Risks of Differentiation	Risks of Focus
<p>Cost leadership is not sustained:</p> <ul style="list-style-type: none"> ■ Competitors imitate. ■ Technology changes. ■ Other bases for cost leadership erode. <p>Proximity in differentiation is lost.</p> <p>Cost focusers achieve even lower cost in segments.</p>	<p>Differentiation is not sustained:</p> <ul style="list-style-type: none"> ■ Competitors imitate. ■ Bases for differentiation become less important to buyers. <p>Cost proximity is lost.</p> <p>Differentiation focusers achieve even greater differentiation in segments.</p>	<p>The focus strategy is imitated.</p> <p>The target segment becomes structurally unattractive:</p> <ul style="list-style-type: none"> ■ Structure erodes. ■ Demand disappears. <p>Broadly targeted competitors overwhelm the segment:</p> <ul style="list-style-type: none"> ■ The segment's differences from other segments narrow. ■ The advantages of a broad line increase. <p>New focusers subsegment the industry.</p>

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Resiko Strategi Generik

Resiko Kepemimpinan Biaya	Risk of Differentiation	Risk of Focus
Cost Leadership tidak bertahan:	Differentiation tidak bertahan	Strategi Fokus diimitasi
<ul style="list-style-type: none">- Pesaing meniru- Teknologi Berubah- Basis lain untuk kepemimpinan biaya melapuk	<ul style="list-style-type: none">- Pesaing meniru- Basis diferensiasi menjadi tidak penting oleh pelanggan	<ul style="list-style-type: none">- Segmen sasaran menjadi tidak menarik secara struktur- Struktur tergerus- Permintaan menghilang
Kedekatan dalam diferensiasi menghilang	Kedekatan biaya menghilang	

6.4 Business Strategies

Issues in Competitive Strategies

Stuck in the middle- Terjebak di tengah - ketika sebuah perusahaan tidak memiliki keunggulan kompetitif dan ditakdirkan dengan kinerja di bawah rata-rata

6.4 Business Strategies

Issues in Competitive Strategies

Perusahaan wirausaha mengikuti strategi fokus di mana mereka memfokuskan produk atau layanan mereka pada kebutuhan pelanggan di segmen pasar dan membedakannya berdasarkan kualitas dan layanan

6.4 Business Strategies

TABLE 6-2

The Eight Dimensions of Quality

1. Performance	Primary operating characteristics, such as a washing machine's cleaning ability.
2. Features	"Bells and whistles," such as cruise control in a car, that supplement the basic functions.
3. Reliability	Probability that the product will continue functioning without any significant maintenance.
4. Conformance	Degree to which a product meets standards. When a customer buys a product out of the warehouse, it should perform identically to that viewed on the showroom floor.
5. Durability	Number of years of service a consumer can expect from a product before it significantly deteriorates. Differs from reliability in that a product can be durable but still need a lot of maintenance.
6. Serviceability	Product's ease of repair.
7. Aesthetics	How a product looks, feels, sounds, tastes, or smells.
8. Perceived Quality	Product's overall reputation. Especially important if there are no objective, easily used measures of quality.

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Performance

Features

Reliability

Conformance

Quality Dimension

Durability

Serviceability

Aesthetics

Perceived
Quality

Eight Dimensions of Quality

#	Quality Dimension	Definition
1	Performance	Primary operating characteristics of a product.
2	Features	Characteristics that supplement basic product performance features.
3	Reliability	Probability of a products success within a specific period of time.
4	Conformance	Degree to which a product's design & operating characteristics meet pre-established standards.
5	Durability	Measure of product life: Amount of time of use one obtains from a product before it physically deteriorates.
6	Serviceability	Speed, courtesy ease of use, maintenance and service.
7	Aesthetics	The look, feel, sound, taste or smell of a product.
8	Perceived quality	Relates to the customer's subjective opinion of the product's or company's reputation.

BEBERAPA MODEL KEBUTUHAN KONSUMEN

Faster, Better, Cheaper

8 Dimensi Kualitas:

1. Kinerja (Performance) karakteristik operasi pokok dari produk inti: misal konsumsi bahan bakar, jumlah penumpang yang dapat diangkut
2. Keistimewaan tambahan (Features) Tambahan pada fungsi pokok: misal Sunroof pada mobil
3. Keandalan (Reliability) Tingkat keberhasilan produk melakukan fungsinya secara optimal
4. Kesesuaian dengan spesifikasi (Conformance) Tingkat kemampuan produk memenuhi standard
5. Daya Tahan (Durability)
6. Serviceability kemudahan pemeliharaan & perbaikan
7. Estetika (Aesthetics) daya tarik produk terhadap panca indera
8. Kualitas yang di persepsikan (Perceived Quality) citra dan reputasi produk serta tanggung jawab perusahaan terhadapnya

6.4 Business Strategies

Struktur Industri dan Strategi Persaingan

Fragmented industry- **Industri yang terfragmentasi**

- banyak perusahaan kecil dan menengah bersaing untuk mendapatkan bagian yang relatif kecil dari total pasar

- Produk biasanya berada dalam tahap awal siklus hidup produk
 - Strategi fokus digunakan
-

6.4 Business Strategies

Struktur Industri dan Strategi Persaingan

Consolidated industry- Industri terkonsolidasi-
dominasi oleh beberapa perusahaan besar

- Penekanan pada biaya dan layanan
- Skala ekonomi
- Merek regional dan nasional
- Pertumbuhan lebih lambat dari kapasitas
- Pembeli yang berpengetahuan luas

6.4 Business Strategies

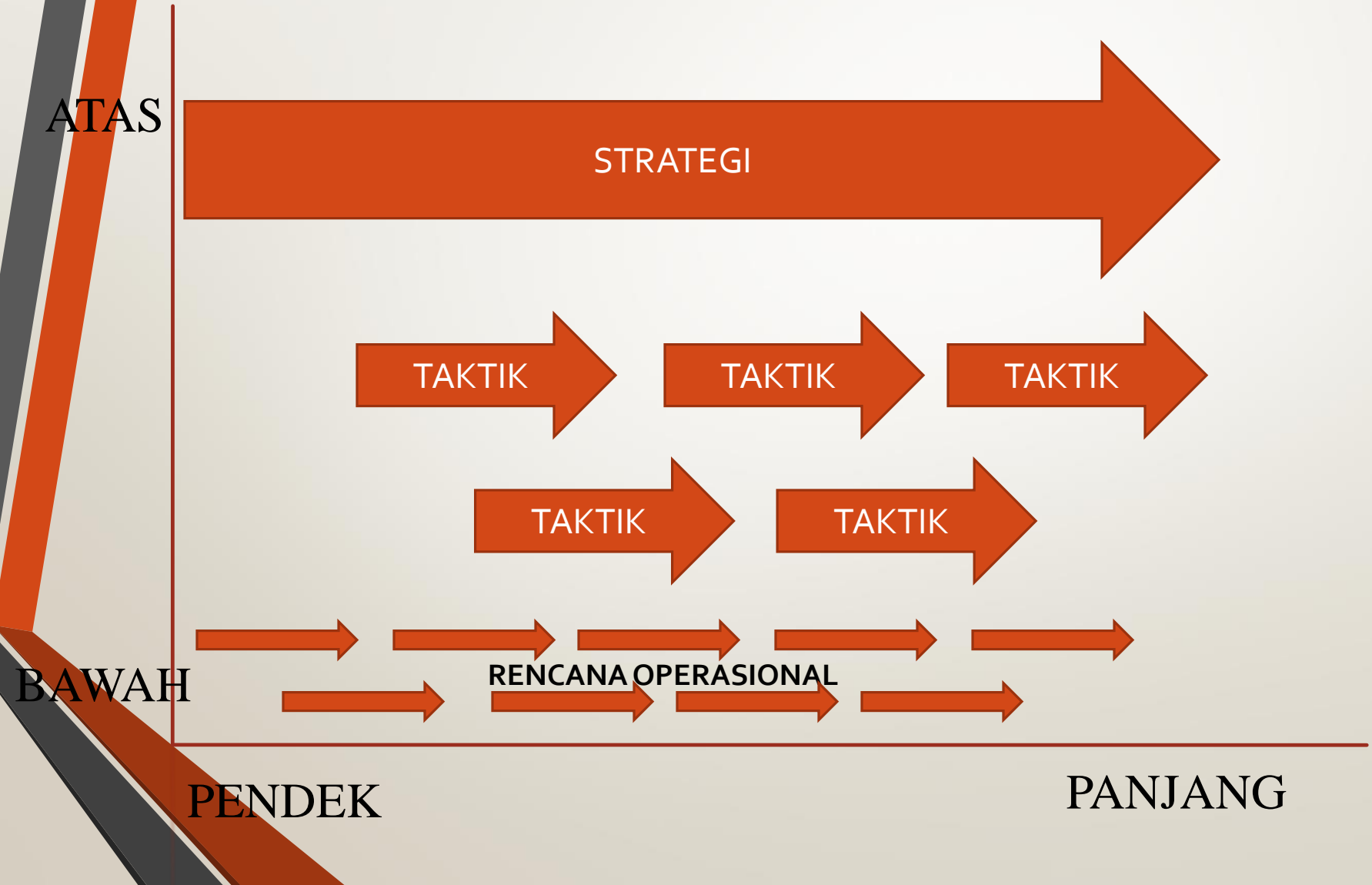
Hyper-competition and Competitive Advantage Sustainability

Persaingan tinggi dan Keberlanjutan Keunggulan Kompetitif

Keunggulan kompetitif dalam pasar yang sangat kompetitif dicirikan oleh serangkaian inisiatif jangka pendek yang terus menerus yang menggantikan produk saat ini dengan produk baru sebelum pesaing dapat melakukannya.

- Menyebabkan penekanan berlebihan pada taktik jangka pendek

Perbedaan Strategi Vs Taktik



6.4 Business Strategies

Competitive Tactics (Taktik Kompetitif/Taktik Bersaing)

Tactic- Taktik- rencana operasi khusus yang merinci bagaimana strategi akan diterapkan dalam hal kapan dan di mana strategi itu akan dilaksanakan

- Taktik lebih sempit dalam lingkup dan lebih pendek dalam jangka waktu daripada Strategi
-

TAKTIK BERSAING

- Taktik yang berkaitan dengan waktu (KAPAN)

- Taktik yang berkaitan dengan lokasi pasar (DIMANA)

6.4 Business Strategies

Timing Tactics: When to Compete (Kapan Bersaing)

Timing Tactics- kapan sebuah perusahaan menerapkan strategi

- First movers (Penggerak pertama)
- Late movers (Penggerak terakhir)

6.4 Business Strategies

Market Location: Where to Compete Lokasi Pasar: Tempat Bersaing

Market location tactics- where a company implements a strategy
Taktik lokasi pasar- di mana perusahaan menerapkan strategi

Offensive tactics

- Frontal assault
- Flanking maneuver
- Bypass attack
- Encirclement
- Guerrilla warfare

Defensive tactics

- Raise structural barriers
- Increase expected retaliation
- Lower the inducement for attack

Market location tactics-

- Perusahaan atau unit bisnis dapat mengimplementasikan strategi bersaing, baik secara ofensif maupun secara defensive.
- Taktik OFENSIF biasanya mengambil tempat jauh dari posisi perusahaan saat ini di pasar
- Taktik DEFENSIF biasanya mengambil tempat di dalam posisi pasar perusahaan saat ini



MEMILIH STRATEGI BISNIS

6.4 Business Strategies

TABLE 6-3

Requirements for Generic Competitive Strategies

Generic Strategy	Commonly Required Skills and Resources	Common Organizational Requirements
Overall Cost Leadership	<ul style="list-style-type: none"> ■ Sustained capital investment and access to capital ■ Process engineering skills ■ Intense supervision of labor ■ Products designed for ease of manufacture ■ Low-cost distribution system 	<ul style="list-style-type: none"> ■ Tight cost control ■ Frequent, detailed control reports ■ Structured organization and responsibilities ■ Incentives based on meeting strict quantitative targets
Differentiation	<ul style="list-style-type: none"> ■ Strong marketing abilities ■ Product engineering ■ Creative flair ■ Strong capability in basic research ■ Corporate reputation for quality or technological leadership ■ Long tradition in the industry or unique combination of skills drawn from other businesses ■ Strong cooperation from channels 	<ul style="list-style-type: none"> ■ Strong coordination among functions in R&D, product development, and marketing ■ Subjective measurement and incentives instead of quantitative measures ■ Amenities to attract highly skilled labor, scientists, or creative people
Focus	<ul style="list-style-type: none"> ■ Combination of the above policies directed at the particular strategic target 	<ul style="list-style-type: none"> ■ Combination of the above policies directed at the particular strategic target

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PERSYARATAN UNTUK STRATEGI GENERIK:

STRATEGI GENERIK	KEAHLIAN DAN SUMBER DAYA YANG UMUMNYA DIBUTUHKAN	PERSYARATAN ORGANISASI YG LAZIM
Keunggulan biaya menyeluruh	<ul style="list-style-type: none">-Investasi modal yang berkesinambungan dan akses ke Modal.-Keahlian Rekayasa proses-Produk dirancang agar mudah dibuat.	<ul style="list-style-type: none">-Pengendalian biaya yang ketat.-Lap. Pengendalian yang Rinci dan sering.-Organisasai dan tanggung jawab yang terstruktur.
Differensia si	<ul style="list-style-type: none">-Kemampuan pemasaran yang tangguh.-Reputasi perusahaan dalam Kualitas dan Teknologi.	<ul style="list-style-type: none">-Berketrampilan tinggi, Saintis dan Kreatif.-Pengembangan Produk & Pemasaran
Fokus	Kombinasi dari Hal-2 diatas	

6.4 Business Strategies

Cooperative Strategies- Strategi Kerjasama- digunakan untuk mendapatkan keunggulan kompetitif dalam suatu industri dengan cara bekerja sama dengan perusahaan lain



6.4 Business Strategies

Collusion- Kolusi- kerjasama aktif perusahaan dalam suatu industri untuk mengurangi output dan menaikkan harga untuk menghindari hukum ekonomi penawaran dan permintaan

6.4 Business Strategies

Strategic Alliances- Aliansi Strategis- pengaturan kerjasama jangka panjang antara dua atau lebih perusahaan independen atau unit bisnis yang terlibat dalam kegiatan bisnis untuk keuntungan ekonomi bersama

Biasanya:

- Dapatkan atau pelajari kemampuan baru
- Dapatkan akses ke pasar tertentu
- Kurangi risiko finansial
- Kurangi risiko politik



6.4 Business Strategies

Types of Cooperative Agreements

- Mutual Service Consortia
- Joint Venture
- Licensing Arrangements (Pengaturan Lisensi)
- Value-Chain Partnerships (Kemitraan Rantai Nilai)





Terimakasih