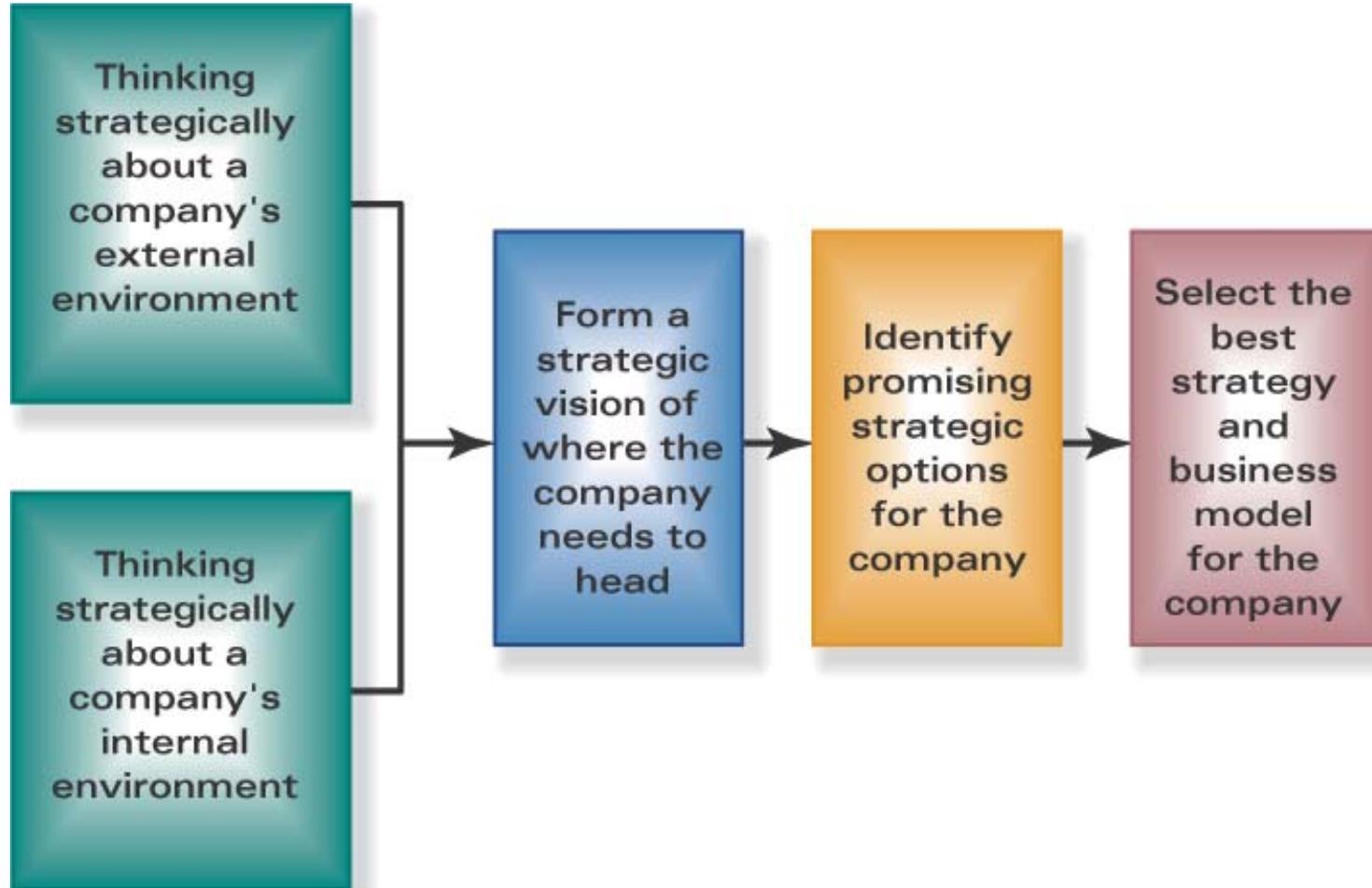


**BAB XI**  
**ANALISIS INDUSTRI DAN**  
**PERSAINGAN**

**SYAFRIZAL HELMI**

# Analisis Situasi Pembuatan Strategi



# Tiga peran utama dalam analisis lingkungan

- Policy-Oriented Role
- Peran analisis yang berorientasi pada kebijakan manajemen tingkatan atas dan bertujuan untuk memperbaiki kinerja organisasi dengan memberikan informasi bagi manajemen tingkat atas tentang kecenderungan utama yang muncul dalam lingkungan.

- **Integrated Strategic Planning Role**

Peran ini bertujuan untuk memperbaiki kinerja organisasi dengan membuat manajemen tingkat atas dan manajer divisi menyadari segala isu yang terjadi di lingkungan perusahaan yang memiliki implikasi langsung pada proses perencanaan.

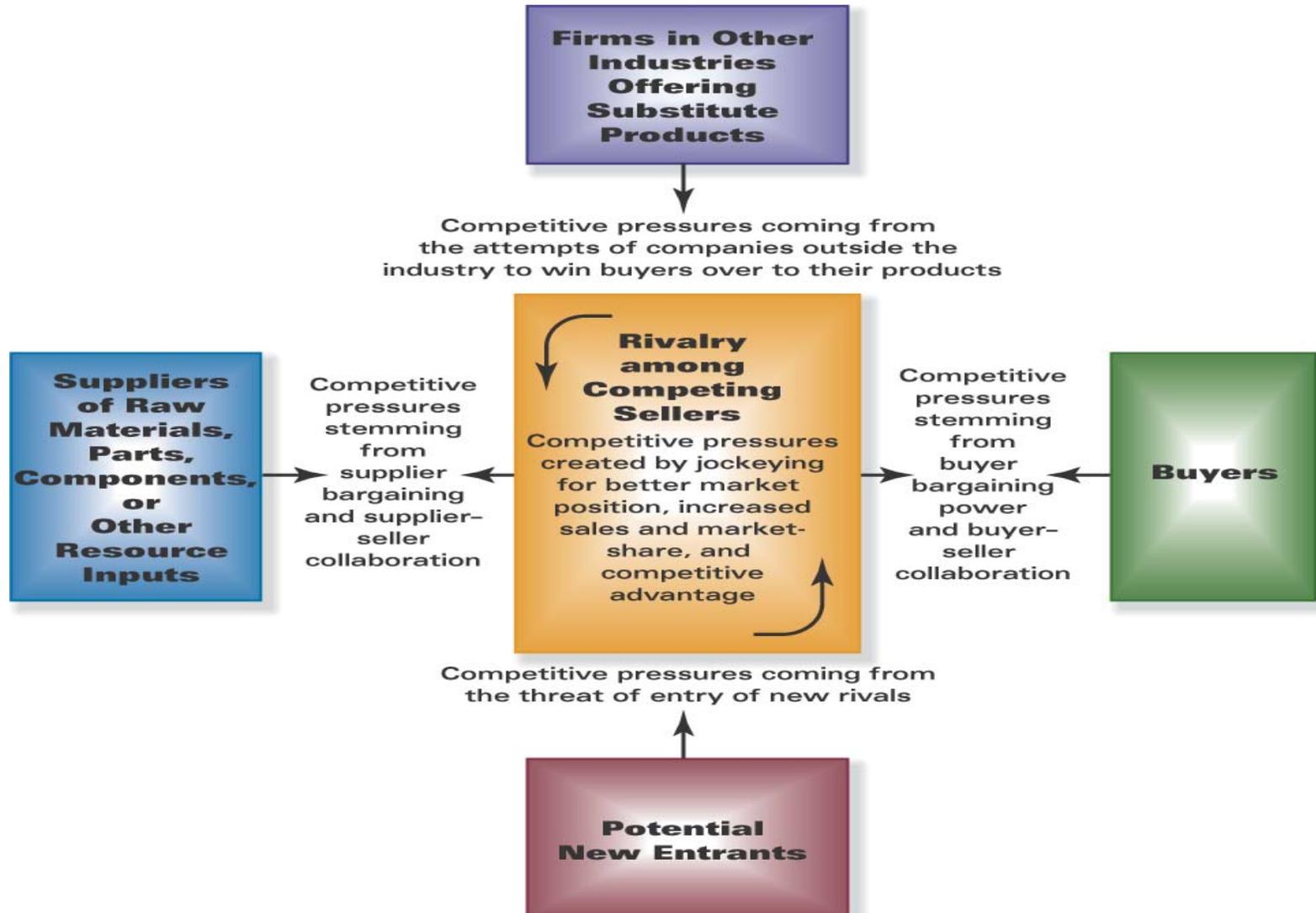
- Function-Oriented Role
- Peran ini bertujuan untuk memperbaiki kinerja organisasi dengan menyediakan informasi lingkungan yang memberi perhatian pada efektivitas kinerja fungsi organisasi tertentu.

# **Struktur Lingkungan**

## **1. Lingkungan Eksternal**

- lingkungan Umum : Faktor Ekonomi, Faktor Sosial, Faktor Politik dan Hukum, Faktor Teknologi, Faktor Demografi**
- Lingkungan Industri : 5 kekuatan Persaingan**

# five forces, model of competition



# Ancaman Masuknya Pendatang baru

## Typical "Weapons" for Battling Rivals and Attracting Buyers

- Lower prices
- More or different features
- Better product performance
- Higher quality
- Stronger brand image and appeal
- Wider selection of models and styles
- Bigger/better dealer network
- Low interest rate financing
- Higher levels of advertising
- Stronger product innovation capabilities
- Better customer service capabilities
- Stronger capabilities to provide buyers with custom-made products

## Rivalry among Competing Sellers

How strong are the competitive pressures stemming from the efforts of rivals to gain better market positions, higher sales and market shares, and competitive advantages?

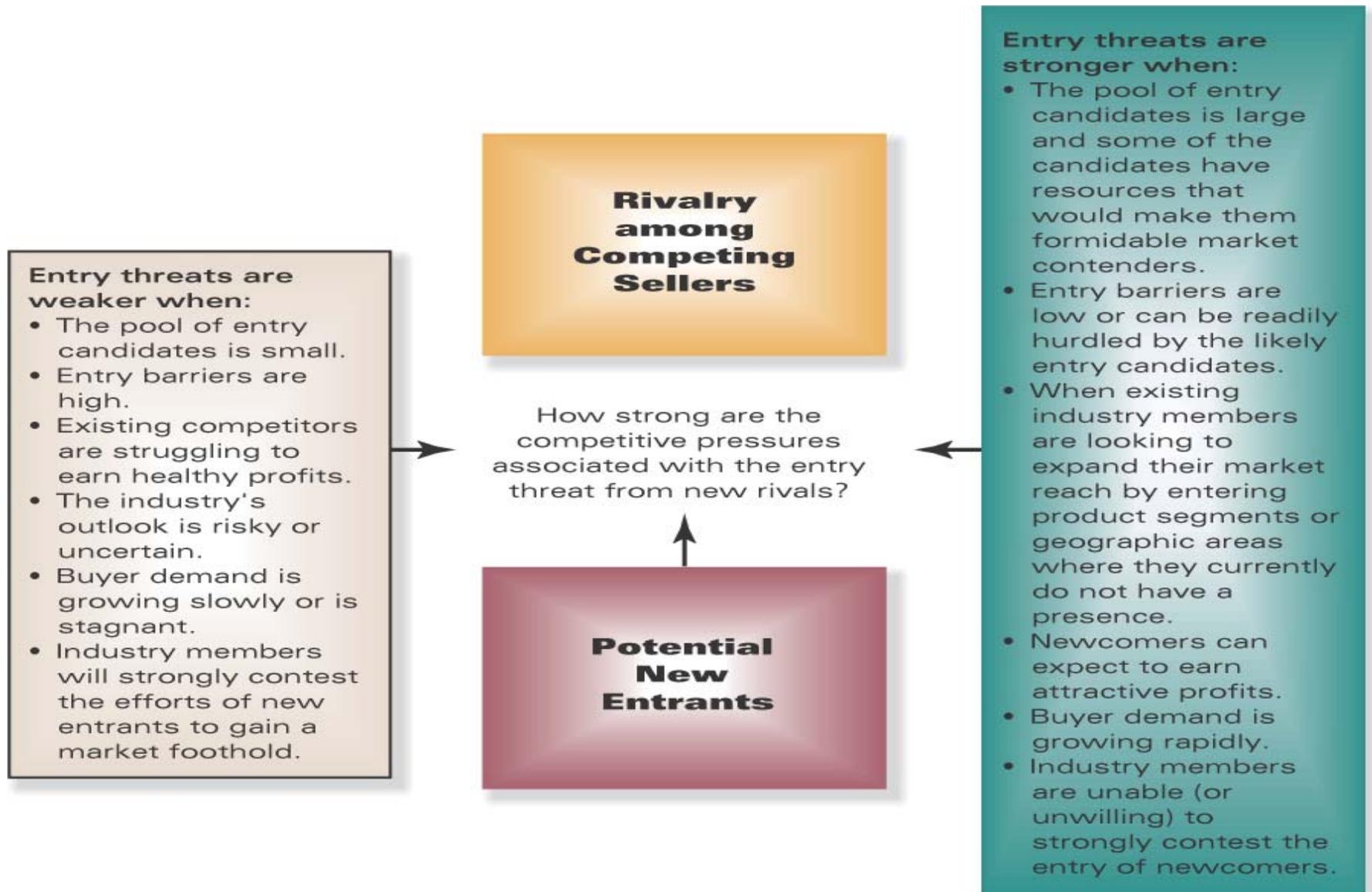
## Rivalry is generally stronger when:

- Competing sellers are active in making fresh moves to improve their market standing and business performance.
- Buyer demand is growing slowly.
- Buyer demand falls off and sellers find themselves with excess capacity and/or inventory.
- The number of rivals increases and rivals are of roughly equal size and competitive capability.
- The products of rival sellers are commodities or else weakly differentiated.
- Buyer costs to switch brands are low.
- One or more rivals are dissatisfied with their current position and market share and make aggressive moves to attract more customers.
- Rivals have diverse strategies and objectives and are located in different countries.
- Outsiders have recently acquired weak competitors and are trying to turn them into major contenders.
- One or two rivals have powerful strategies and other rivals are scrambling to stay in the game.

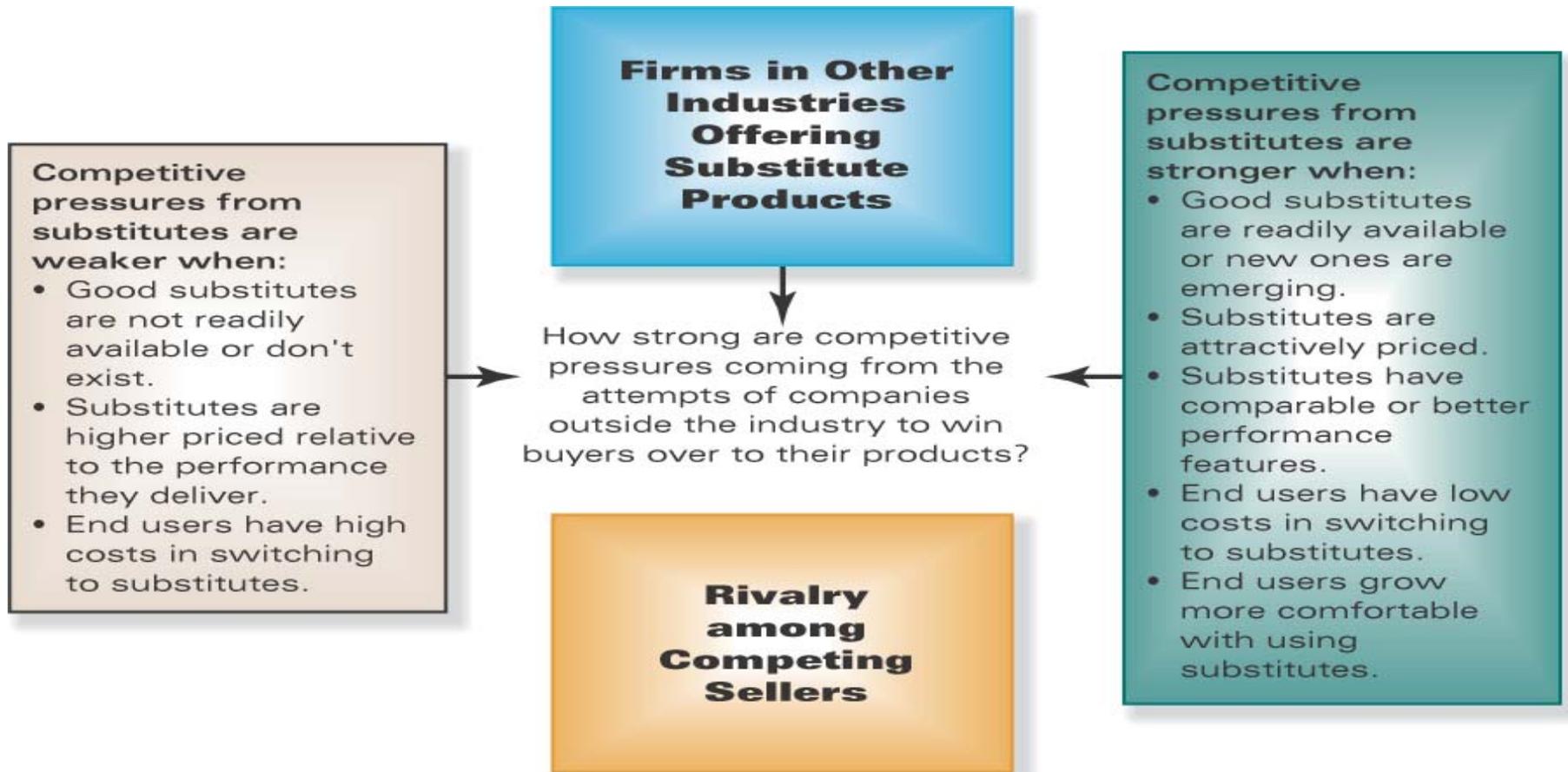
## Rivalry is generally weaker when:

- Industry members move only infrequently or in a non-aggressive manner to draw sales and market share away from rivals.
- Buyer demand is growing rapidly
- The products of rival sellers are strongly differentiated and customer loyalty is high.
- Buyer costs to switch brands are high.
- There are fewer than 5 sellers or else so many rivals that any one company's actions have little direct impact on rivals' business.

# rivalitas diantara pesaing



# Tekanan dari produk pengganti



## **Signs That Competition from Substitutes Is Strong**

- Sales of substitutes are growing faster than sales of the industry being analyzed (an indication that the sellers of substitutes are drawing customers away from the industry in question).
- Producers of substitutes are moving to add new capacity.
- Profits of the producers of substitutes are on the rise.

# Bargaining Power Dari Pembeli

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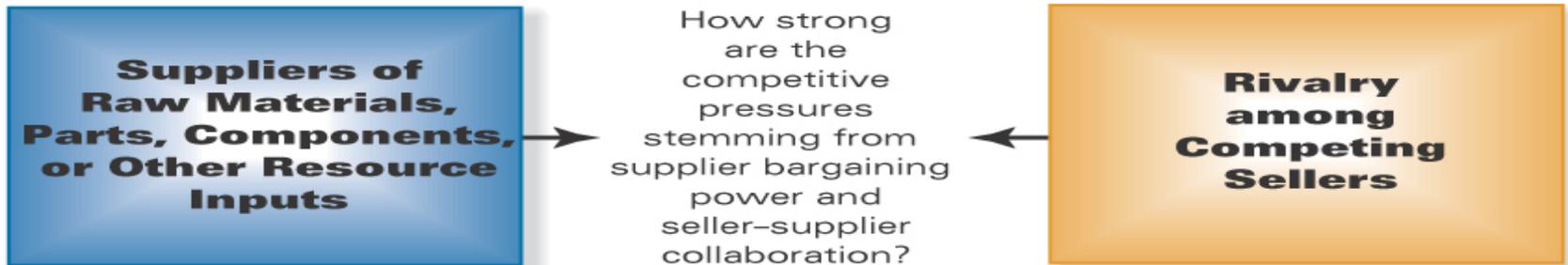
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# Bargaining Power dari Pemasok



## Supplier bargaining power is stronger when:

- Industry members incur high costs in switching their purchases to alternative suppliers.
- Needed inputs are in short supply (which gives suppliers more leverage in setting prices).
- A supplier has a differentiated input that enhances the quality or performance of sellers' products or is a valuable or critical part of sellers' production process.
- There are only a few suppliers of a particular input.
- Some suppliers threaten to integrate forward into the business of industry members and perhaps become a powerful rival.

## Supplier bargaining power is weaker when:

- The item being supplied is a commodity that is readily available from many suppliers at the going market price.
- Seller switching costs to alternative suppliers are low.
- Good substitute inputs exist or new ones emerge.
- There is a surge in the availability of supplies (thus greatly weakening supplier pricing power).
- Industry members account for a big fraction of suppliers' total sales and continued high volume purchases are important to the well-being of suppliers.
- Industry members are a threat to integrate backward into the business of suppliers and to self-manufacture their own requirements.
- Seller collaboration or partnering with selected suppliers provides attractive win-win opportunities.

- **Lingkungan Internal**
- Lingkungan internal adalah lingkungan organisasi yang berada di dalam organisasi tersebut dan secara normal memiliki implikasi yang langsung dan khusus pada perusahaan.
- Analisis lingkungan internal akan mencakup analisis mengenai sumberdaya, kapabilitas dan kompetensi yang dimiliki oleh perusahaan.

# Prosedur Pelaksanaan Analisis Lingkungan

- 1. Menentukan Relevansi Dari Tingkatan Lingkungan**
- 2. Menentukan Tingkat Relevansi Dari Strategic Issues**
- 3. Menerapkan Teknik-Teknik Analisis Lingkungan**
  - a. Environmental Scanning : Irregular Scanning Systems, Regular scanning Systems, Continuous Scanning Systems*
  - b. Environmental Forecasting*

# Evaluasi Proses Analisis Lingkungan

## Mengetahui Key Success Factors

- Kemampuan inovasi produk (*product innovation capability*)
- Produsen biaya rendah (*low cost*)
- Jaringan yang kuat (*strong network*)
- Karyawan penjualan yang efektif (*effective sales force*)
- Citra dan reputasi yang baik (*image and reputation*)
- Pelayanan yang menyenangkan (*pleasant service*)