



MANAGING THE COMPETITIVE EDGE

Creating and Sustaining Advantage in Dynamic Competitive Environments

George S. Day (1997)

Chapter 2

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PEMBAHASAN

- **Pergeseran Keunggulan**
- **Siklus Keunggulan Bersaing**
- **Sumber dan Konsekuensi Keunggulan**
- **Penilaian atas Keunggulan**
- **Terkikisnya Keunggulan**
- **Memperlambat Terkikisnya Keunggulan**



Source: Day (1997)

PERGESERAN KEUNGGULAN

- Perubahan lingkungan : “pisau bermata dua”
- **TheLaw of Nemesis**
- Perubahan lingkungan membuka kesempatan utk **ADVANTAGES** baru
- **ADVANTAGES** baru membuka kesempatan utk diserang



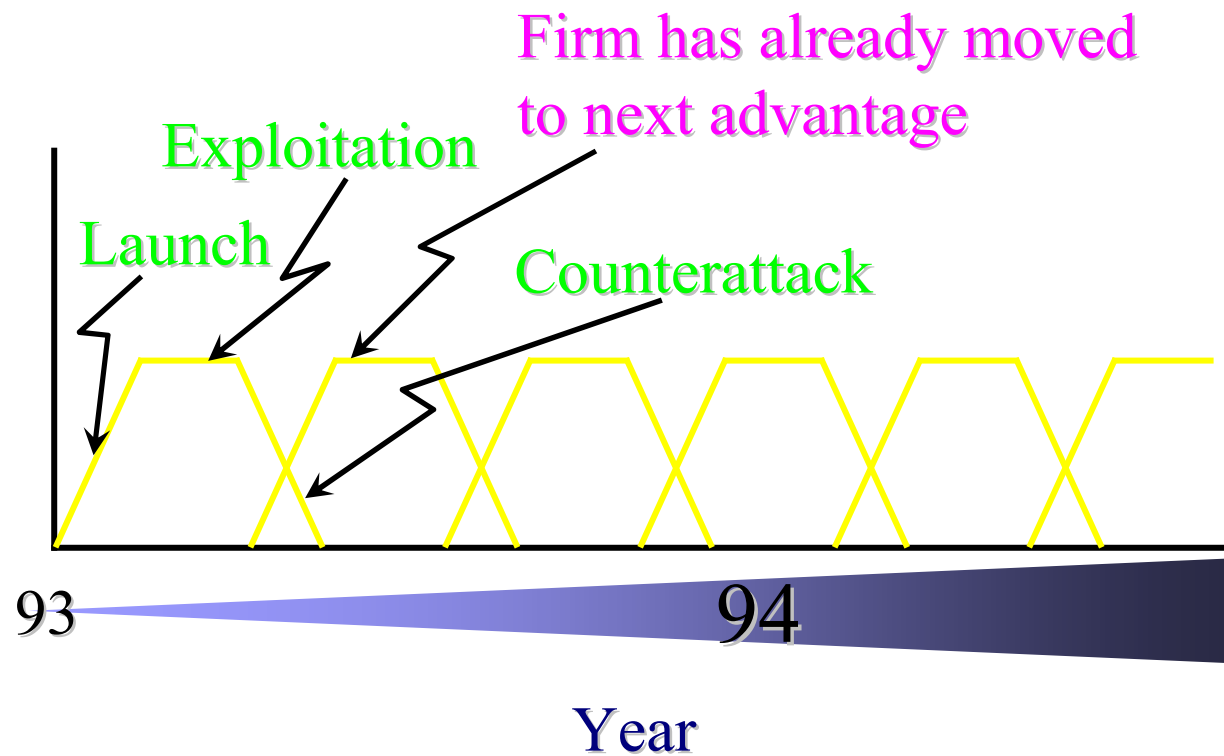
KASUS : DELL COMPUTER (93 – 94)

- ❑ **ADV 1 : MAIL ORDER, HARGA MURAH**
 - ❑ MELALUI PROMOSI GENCAR DI MAJALAH TRADE
 - ❑ PERSAINGAN KETAT MAIL ORDER & HARGA MURAH
- ❑ **ADV 2 : PENINGKATAN SERVICE (Garansi, techn. Support dll)**
 - ❑ MANUFACTURING TO ORDER → INVENTORY & FINANCIAL COST RENDAH)
 - ❑ DIRECT RELATIONSHIP MARKETING
 - ❑ ANALISA 7000an CALL/HR + INVESTASI DLM R&D → LEADERSHIP DLM TEKNOLOGI
 - ❑ vs IBM, COMPAQ
- ❑ **ADV 3 : EXPAND RETAIL DGN PRODUK BARU**
 - ❑ Tdk dpt mengendalikan kualitas dan biaya service krn outsourcing
 - ❑ Operasi tdk terkontrol akibat growth yg cepat dan tdk adanya sistem informasi
 - ❑ vs Compaq, IBM (mail order, murah, delivery lbh cepat, garansi lbh lama dsb)
- ❑ **ADV 4 : FOKUS KE KONSUMEN**
 - ❑ INVESTASI DLM SISTEM INFORMASI & LOGISTIK
 - ❑ TUNDA/TARIK PRODUK GAGAL
 - ❑ 1994 : PROFIT t \$ 150 m, SALES \$ 5 b PER TAHUN (1996)



Obtaining Temporary Advantages to Create Sustained Advantage

Returns from a Series
of Replicable Actions



LESSON LEARNED

- **Perubahan keunggulan dapat terkikis dengan cepat**
- **Dapat cepat diciptakan kembali**
- **The Law of Nemesis**
- **KEUNGGULAN BERSAING:**
 - **Tergantung action perusahaan**
 - **Tergantung action pesaing**
- **Keunggulan yg sustainable butuh interaksi efektif antara perusahaan dan pesaing**



SIKLUS KEUNGGULAN BERSAING

■ Mempertahankan Keunggulan:

□ **Structural Forces Approach (Positioning):**

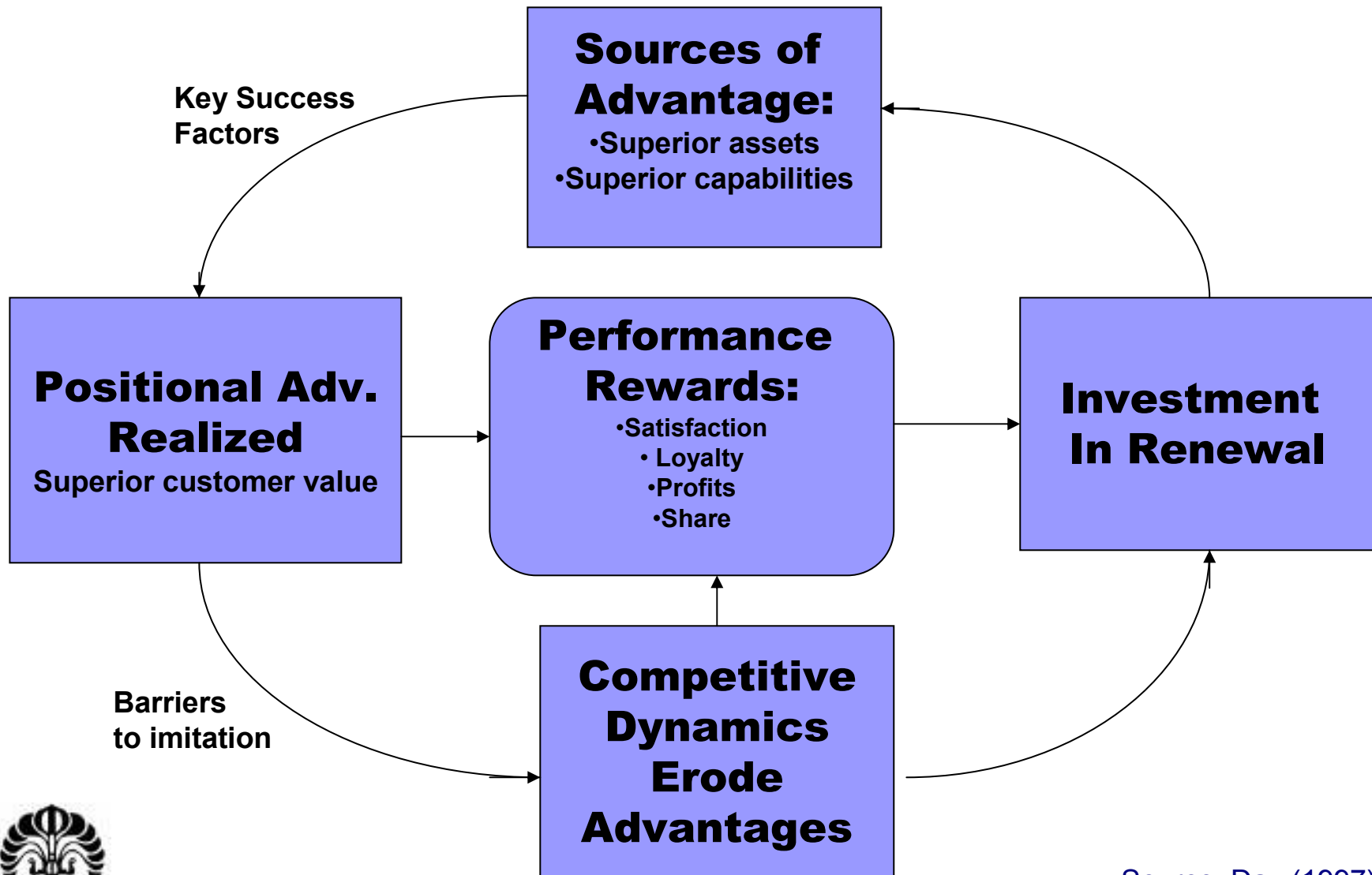
- Mempertahankan posisi dgn **Low Cost** atau **Differentiation**

□ **Resource-Based (Performance) :**

- Superior resources : kombinasi assets & capabilities
- Dibentuk perlahan-lahan, tidak dpt langsung diperjual belikan
- Membatasi kemampuan adaptasi



SIKLUS KEUNGGULAN BERSAING



Source: Day (1997)



Sumber & Konsekuensi Keunggulan

➤ **Positions of Advantage (WHAT)**

- ❑ **LOW COST VS DIFFERENTIATION**
- ❑ **VALUE DISCIPLINES**
 - **Operational excellence**
 - **Customer responsiveness**
 - **Performance superiority**

➤ **Assets & Capabilities (HOW)**

- ❑ **Superior assets**
- ❑ **Distinctive capabilities**



Sumber & Konsekuensi Keunggulan (2)

- **Performance Outcomes**
 - ❑ **Market share**
 - ❑ **Profitability**
 - ❑ **Market share & profitability**
 - ❑ **Customer satisfaction & loyalty**





Penilaian atas Keunggulan

- Competitor-Centered Assessments**
- Customer-Oriented Assessment**
- Self-Centered Assessment**





Terkikisnya Keunggulan

■ Penyebab

■ Siklus Persaingan:

- Class 1 : Slow cycle**
- Class 2 : Standard cycle**
- Class 3 : Fast cycle**





Slowing the Erosion of Advantages

- **Barrier of Causal Ambiguity**

- **Barriers to Duplication**

- **The immobility or scarcity of the resources**
- **The accuracy of the information about the value of the resource**
- **Risk of not realizing the value because of short term/continued degradation of productivity**

- **Credible Threats of Retaliation**

