MANAJEMEN STRATEGI (sessi 2)

TI-021

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SESSION 2

TINGKAT STRATEGI DALAM ORGANISASI

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“All things are created twice, the first creation is mental creation, the second creation is physical creation”

Steven R. Covey
(Seven Habits of Highly Effective People)

“Perumusan strategi, penetapan sasaran & way to achieve adalah kreasi pertama (mental creation)”
Tiga Tingkatan Strategi

1. Tingkat Korporat
2. Tingkat Bisnis
3. Tingkat Fungsional
Fig. 2-1(a): Levels of Strategy-Making: A Diversified Company

Executive-Level Managers

Functional Managers

Operating Managers

Business Strategy

Functional Strategies

Operating Strategies

Two-Way Influence

Two-Way Influence

Two-Way Influence
Corporate Strategy for a Diversified Company

Kind of Diversification

How Much Diversification

Responses to Changing Conditions

Approach to Capital Allocation

Efforts to Build Competitive Advantage Via Diversification

Moves to Add New Businesses

Moves to Strengthen Positions and Profits in Present Businesses

Moves to Divest Weak Units
Tasks of Corporate Strategy

- Moves to achieve *diversification*
- Actions to *boost performance* of individual businesses
- Capturing *synergy* among business units
  - *2 + 2 = 5* effects!
- Establishing *investment priorities* and steering corporate resources into the most attractive business units
Strategy Components of a Single-Business Company

Responses to Changing Conditions

- Strategic Alliances and Collaborative Partnerships
- Basic Competitive Approach
- Moves to Secure Competitive Advantage
- Geographic coverage; approach to vertical integration
- Business Strategy
  - Manufacturing Strategy
  - Marketing Strategy
  - R & D Strategy
  - Human Resources Strategy
  - Finance Strategy
What Business Strategy Involves

- Forming *responses* to changes in industry and competitive conditions, buyer needs and preferences, economy, regulations, etc.
- Crafting *competitive moves* leading to sustainable competitive advantage
- Building competitively valuable *capabilities*
- **Uniting** strategic initiatives of functional areas
- Addressing *strategic issues* facing the company
Functional Strategies

- **Game plan** for a strategically-relevant function, activity, or business process
- Details *how* key activities managed
- Provide *support* for business strategy
- Specify *how* functional objectives are to be achieved
Operating Strategies

- Concern narrower strategies for managing grassroots activities and strategically-relevant operating units.

- Add detail to business and functional strategies but of lesser scope.
Example: Operating Strategy

Boosting Worker Productivity

To boost productivity by 10%, managers of firm with low-price, high-volume strategy take following actions:

- Recruitment manager develops selection process designed to weed out all but best-qualified candidates
- Information systems manager devises way to use technology to boost productivity of office workers
- Compensation manager devises improved incentive compensation plan
- Purchasing manager obtains new efficiency-increasing tools and equipment