

Strategi Bisnis Korporat dalam Menyongsong Perubahan

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Agenda

1. Menyamakan Persepsi (Landasan Teori)
 - Definisi dan Pengertian Strategi
 - Prinsip Mengelola dan Teknik Analisis Strategi
 - Tipe-Tipe Strategi
2. Pengalaman Impelementasi Strategi di DANAMON
3. Pengalaman Implementasi Strategi di TELKOM
4. *Lessons-Learned*

Menyamakan Persepsi (1)

Menurut Michael Porter¹⁾, definisi Strategi cukup sederhana, yaitu:

“The essence of strategy is choosing to perform activities **differently** than rivals do. Competitive strategy is about **being different**. It means deliberately **choosing a different set of activities** to deliver a unique mix of value”

Menurut Johnson and Scholes²⁾, dalam buku “*Exploring Corporate Strategy*”, definisi Strategy sebagai berikut.

“Strategy is the **direction** and **scope** of an organization over the **long-term**, which achieves **advantage** for the organization through its configuration of **resources** within a challenging **environment**, to meet the needs of **markets** and to fulfil **stakeholders** expectations”

Menyamakan Persepsi (2)

Sesuai definisi tersebut, dengan kata lain, Strategi selalu berkaitan dengan issue atau persoalan – **Six Questions** -sebagai berikut.

1. *Where is the business trying to get to in the long term? (**direction**)*
2. *Which markets should a business compete in and what kind of activities are involved in such markets? (**markets; scope**)*
3. *How can the business perform better than the competition in those markets? (**advantage**)*
4. *What resources (skills, assets, finance, relationship, technical competence, facilities) are required in order to be able to compete? (**resources**)*
5. *What external, environmental factors affect the businesses' ability to compete? (**environment**),*
6. *What are the value and expectations of those who have power in and around the business? (**stakeholders**).*

Menyamakan Persepsi (3)

Strategi selalu ada dan diterapkan di berbagai level organisasi:

CORPORATE STRATEGY

*“...is concerned with the **overall purpose and scope of the business to meet stakeholder expectations**. This is a crucial level since it is heavily influenced by investors in the business and acts to guide strategic decision making throughout the business. Corporate strategy is often stated explicitly in a **“mission statement”**.*

BUSINESS UNIT STRATEGY

*“...is concerned more with **how a business compete successfully in a particular market**. It concerns strategic decisions about choice of products, meeting needs of customers, gaining advantage over competitors, exploiting or creating new opportunities etc.*

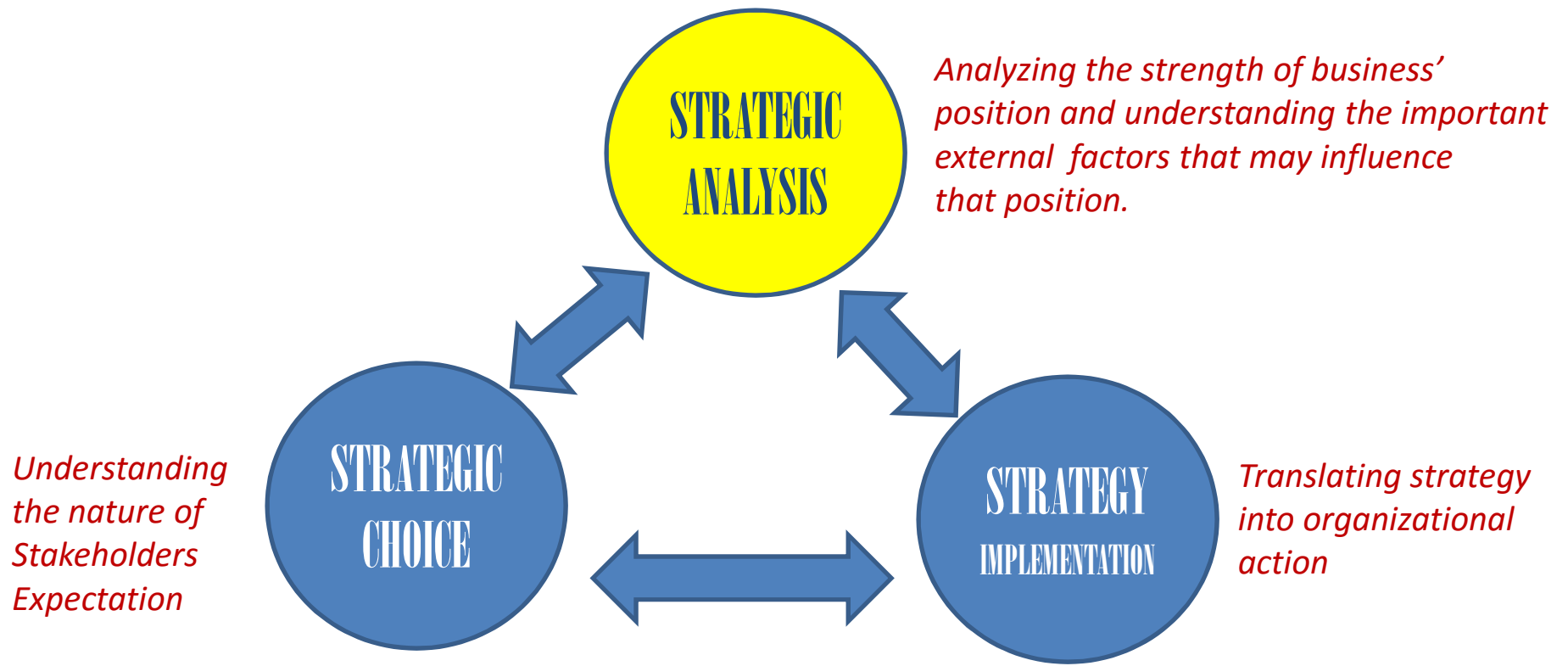
OPERATIONAL STRATEGY

*“...is concerned with **how each part of the business is organized to deliver the corporate and business-unit level strategic direction**. Operational strategy therefore focuses on issues of resources, processes, people, etc.*

Prinsip Mengelola Strategi

Bagaimana Strategi dikelola – adalah topik bahasan Strategic Management. Hal ini terkait dengan pengambilan “Keputusan Strategis” – yakni Keputusan-Keputusan untuk menjawab “*Six Questions*” tersebut.

Dalam praktek, proses “*strategic management*” terdiri dari 3 (tiga) komponen berikut.



Sumber: Prof. Gerry Johnson and Prof. Kevan Scholes, “Exploring Corporate Strategy”, 2006

Teknik-teknik Analisis Strategi

Untuk merumuskan strategi yang tepat, diperlukan analisis yang kuat atau akurat. Berikut ini adalah **8 Tools** yang biasa digunakan untuk melakukan **Strategic Analysis**.

P.E.S.T Analyses	a technique for understanding the “environment” in which a business operates. PEST stands for Political, Economy, Social and Technology...
Scenario Planning	a technique that builds various plausible views of possible future for a business...
Five Forces Analyses	a technique for identifying the forces which affect the level of competition in an industry – see Michael Porter on Competitiveness Strategy..
Market Segmentation	a technique which seeks to identify similarities and differences between groups of customers or users...
Directional Policy Matrix	a technique which summarizes the competitive strength of a business operations in specific markets...
Competitor Analyses	a wide range of techniques and analyses that seeks to summarize a businesses' overall competitive position...
Critical Success Factor Analyses	a technique to identify those areas in which a business must outperform the competition in order to succeed.
S.W.O.T Analyses	a useful technique for identifying the key issues arising from an assessment of a businesses “internal “ position and “external environmental influences.

Sumber: Prof. Gerry Johnson and Prof. Kevan Scholes, “Exploring Corporate Strategy”, 2006

Tipe-tipe Strategi Bisnis

Competitive Advantage	something which gives the organization some advantage over its rivals
Cost Advantage	a strategy to seek out and secure a cost advantage of some kind - lower average costs, lower labor costs, etc.
Market Dominance	achieved through: – Internal growth, acquisitions: mergers and takeovers
New product development	to keep ahead of rivals and set the pace
Contraction and Expansion	focus on what you are good at (core competencies) or seek to expand into a range of markets
Price Leadership	through dominating the industry – others follow your price lead
Global	seeking to expand global operations
Reengineering	thinking outside the box – looking at new ways of doing things to leverage the organisation's performance
Downsizing	selling off unwanted parts of the business – similar to contraction
De-layering	flattening the management structure, removing bureaucracy, speed up decision making
Restructuring	complete re-think of the way the business is organized

Sumber: Prof. Gerry Johnson and Prof. Kevan Scholes, "Exploring Corporate Strategy", 2006

Pengalaman Implementasi Strategi di DANAMON (1)

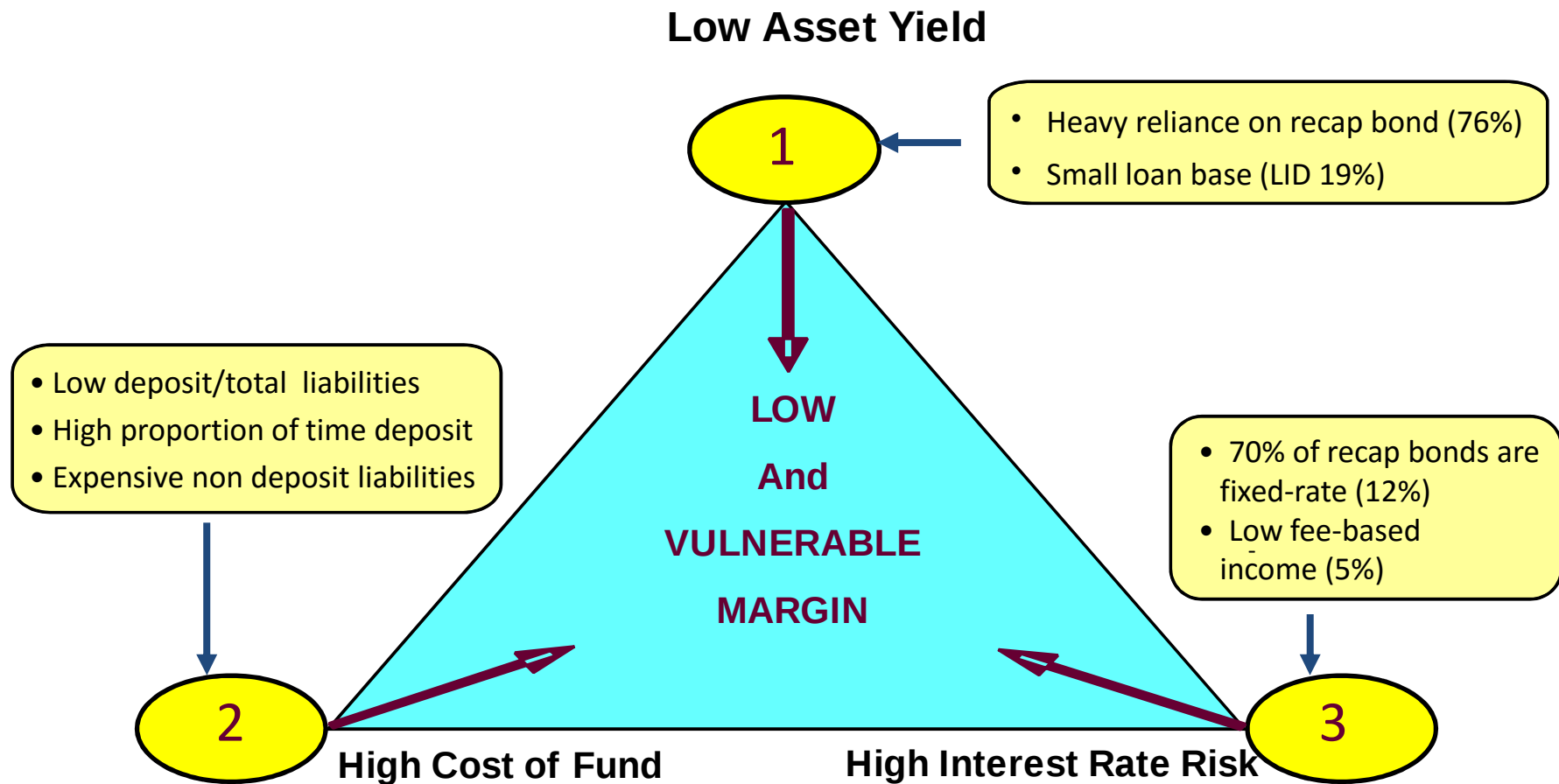
Hal penting yang dilakukan waktu itu (tahun 2000-2003) di Danamon adalah merubah Visi, Misi dan Tagline/Moto Perusahaan.

	DANAMON LAMA	DANAMON BARU
VISI	Menjadi bank nasional terbaik	Menjadi bank nasional pilihan nasabah di sektor Konsumen dan UKM
MISI	Mewujudkan visi Dengan menjalankan tiga nilai utama; integrasi yang tinggi, transparansi dan professional	Menjadi bank yang Memberikan kepuasan kepada pelanggan.
MOTTO	Kami Maju karena Kepercayaan Anda	Percaya Pada Keyakinan Anda

Sumber: Arwin Rasyid, "180 Derajat, Inside Story Transformasi Danamon", 2006

Pengalaman Implementasi Strategi di DANAMON (2)

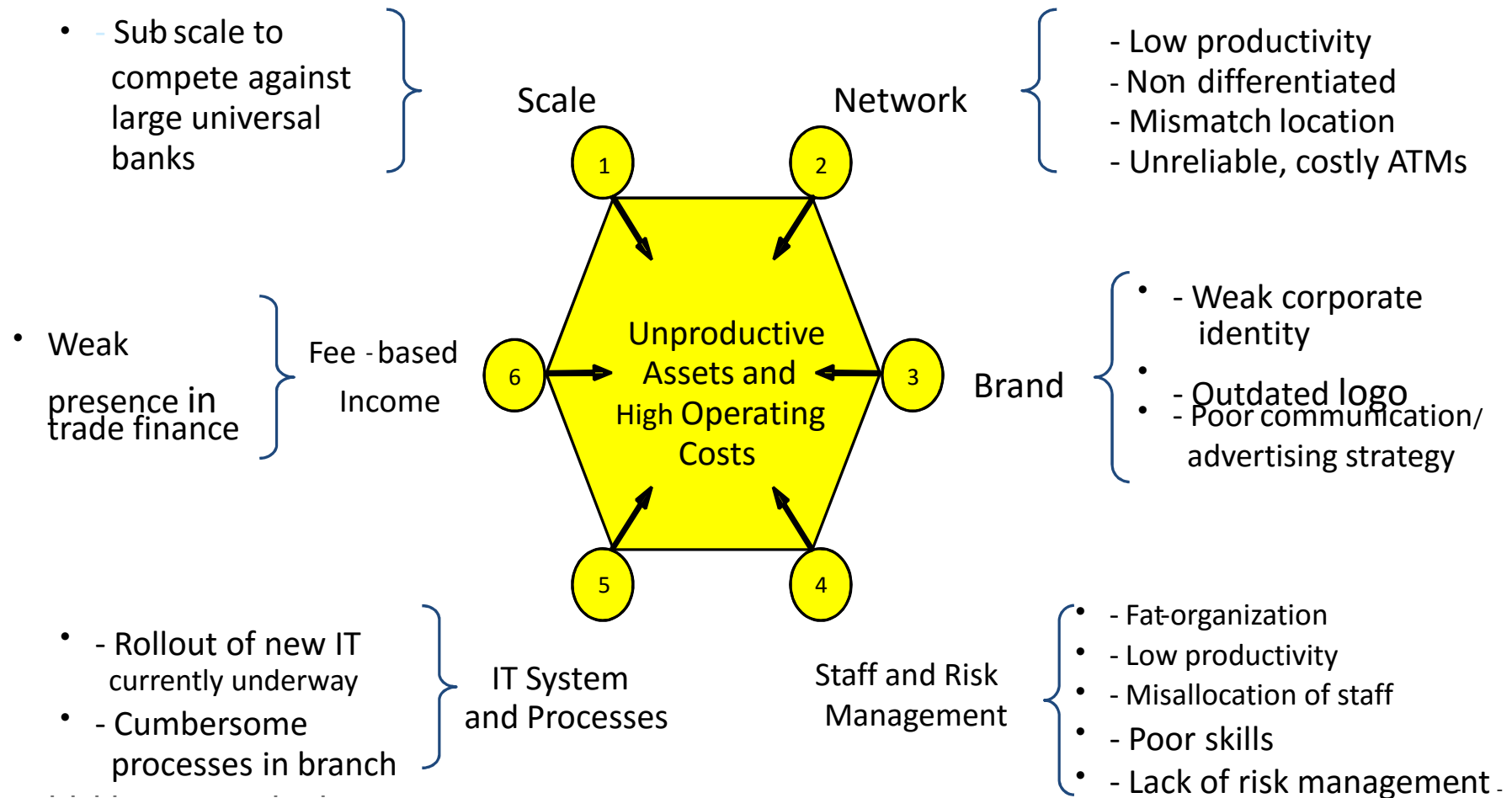
Berdasarkan ANALISIS STRATEGI, terutama menggunakan SWOT Analyses, diketahui Bahwa situasi DANAMON sebelum turnaround berada dalam “life or dead”



Situasi ini harus diatasi dalam waktu tidak lebih dari 3 bulan

Pengalaman Implementasi Strategi di DANAMON (3)

Selain harus menghadapi persoalan mendesak tersebut, Management Danamon diminta segera mengatasi “The Problem Box” berikut ini.



Situasi ini harus diselesaikan dalam waktu 6 bulan hingga 1 (satu) tahun ...

Pengalaman Implementasi Strategi di DANAMON (4)

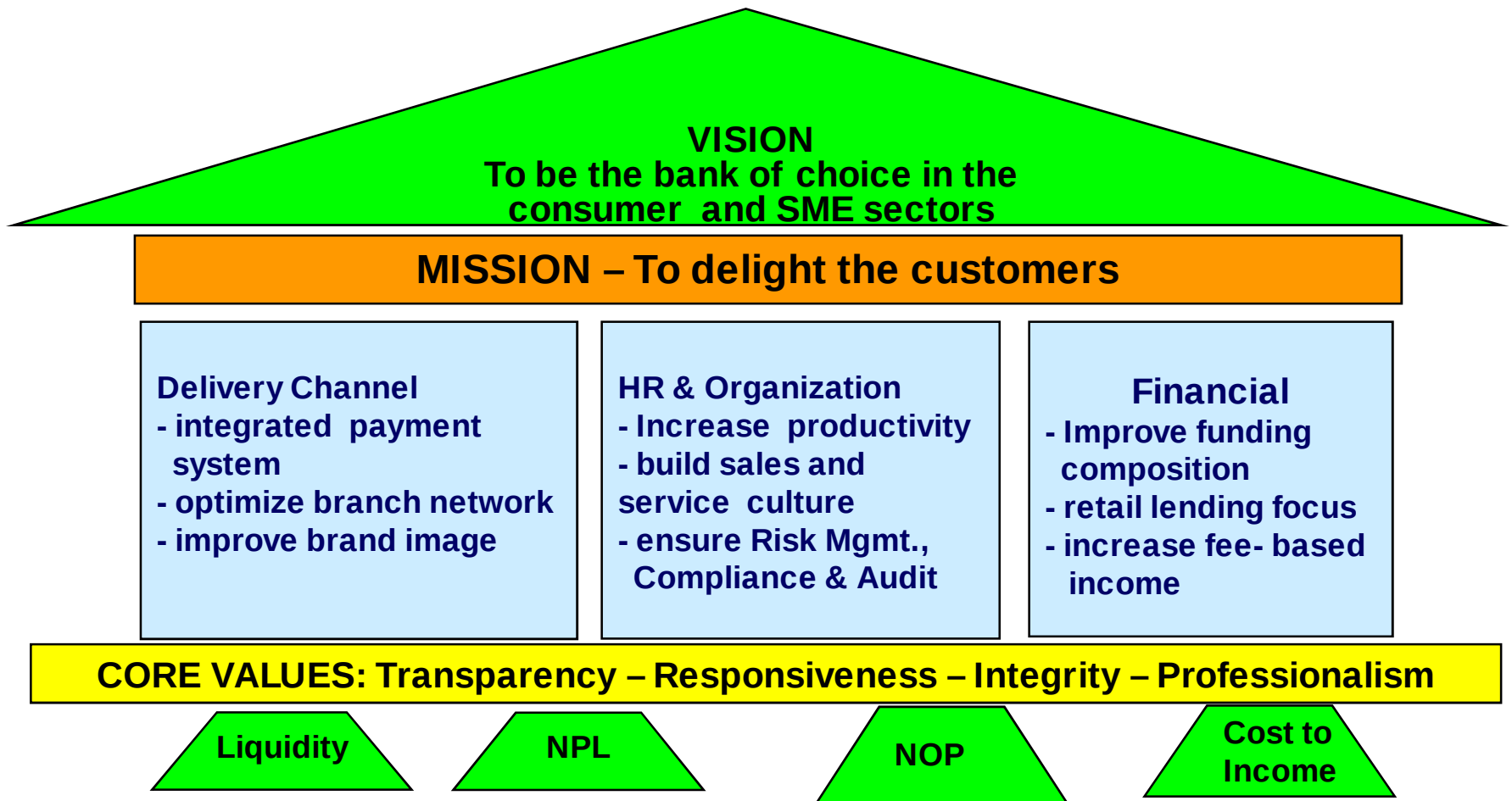
Eksekusi Strategi akan berjalan efektif, bila didukung oleh “*the winning team*” di semua level organisasi...

	KOMPETEN	KURANG KOMPETEN
SE-VISI	Dipersiapkan jadi <i>Future's Leader</i> (<i>The Winning Team</i>)	Diberikan Pelatihan dan Proses Pembelajaran
TIDAK SE-VISI	Diberikan Motivasi, Arahan dan Diskusi, atau tidak- masuk “ <i>the winning team</i> ”	Tidak masuk ke dalam “ <i>the winning team</i> ”

Sumber: Arwin Rasyid, “180 Derajat, Inside Story Transformasi Danamon”, 2006

Pengalaman Implementasi Strategi di DANAMON (5)

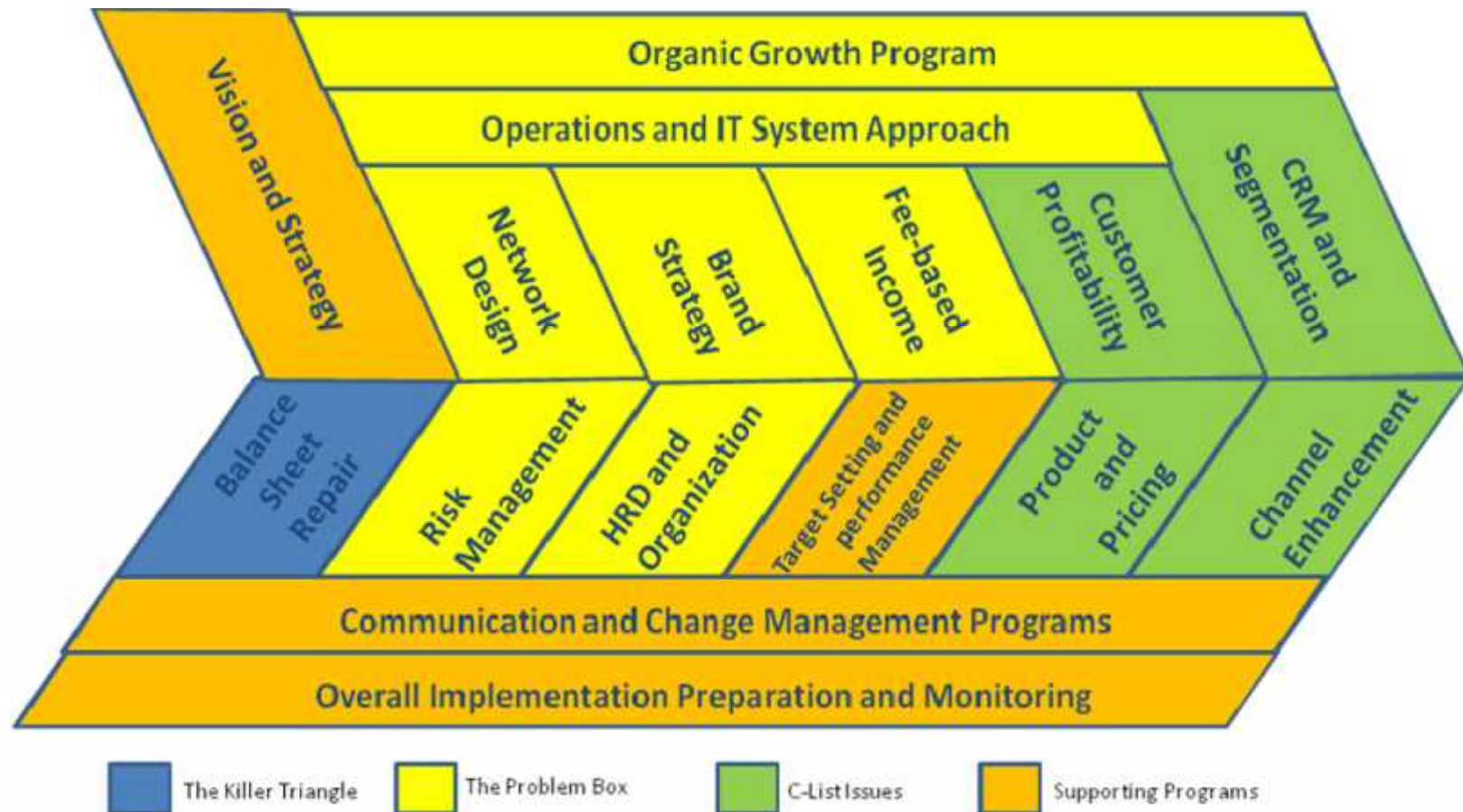
Visi ke depan Bank Danamon kemudian diterjemahkan ke dalam Misi dan Pilar-Pilar Strategi yang akan menopang masa depan Danamon yang baru...



Sumber: Arwin Rasyid, "180 Derajat, Inside Story Transformasi Danamon", 2006

Pengalaman Implementasi Strategi di DANAMON (6)

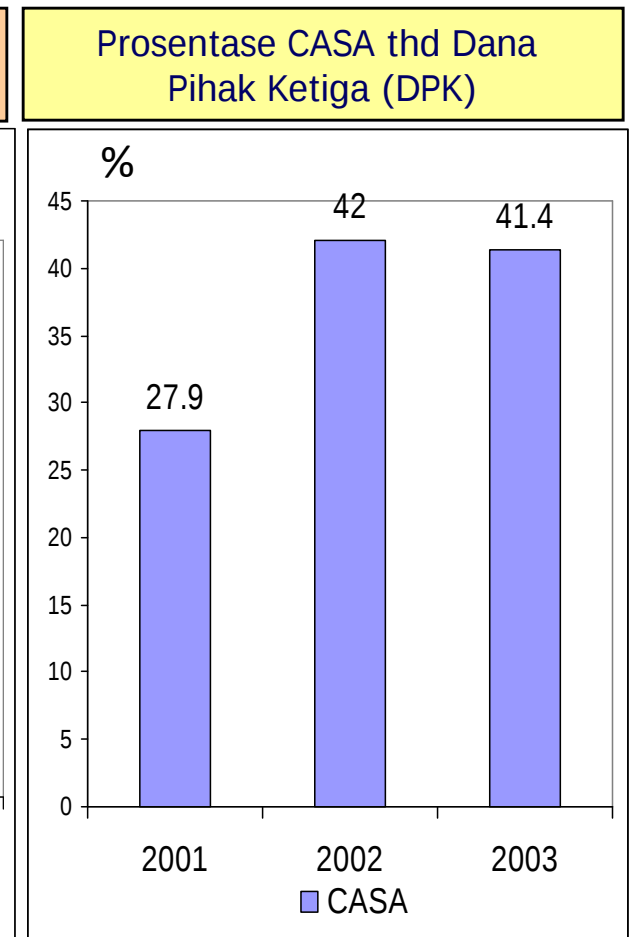
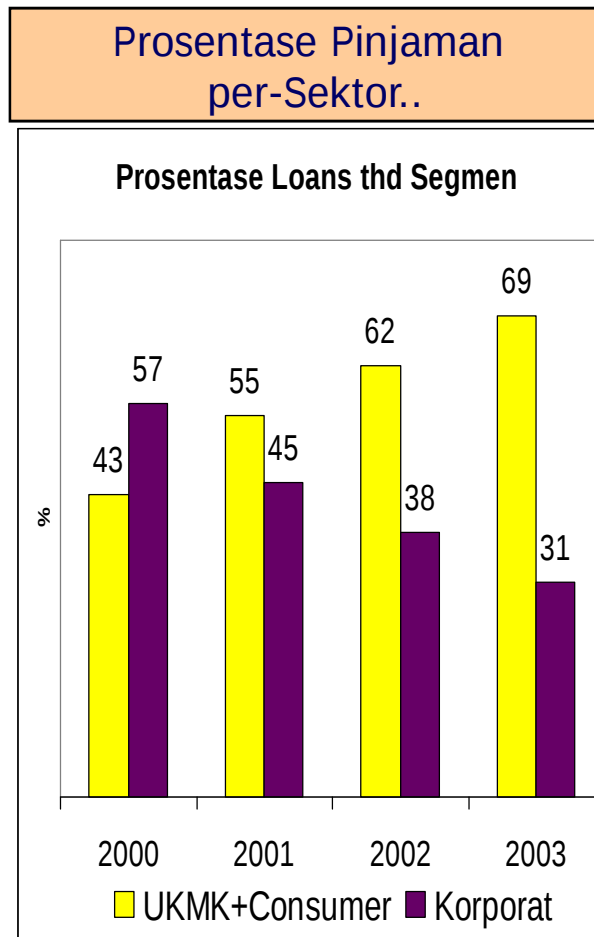
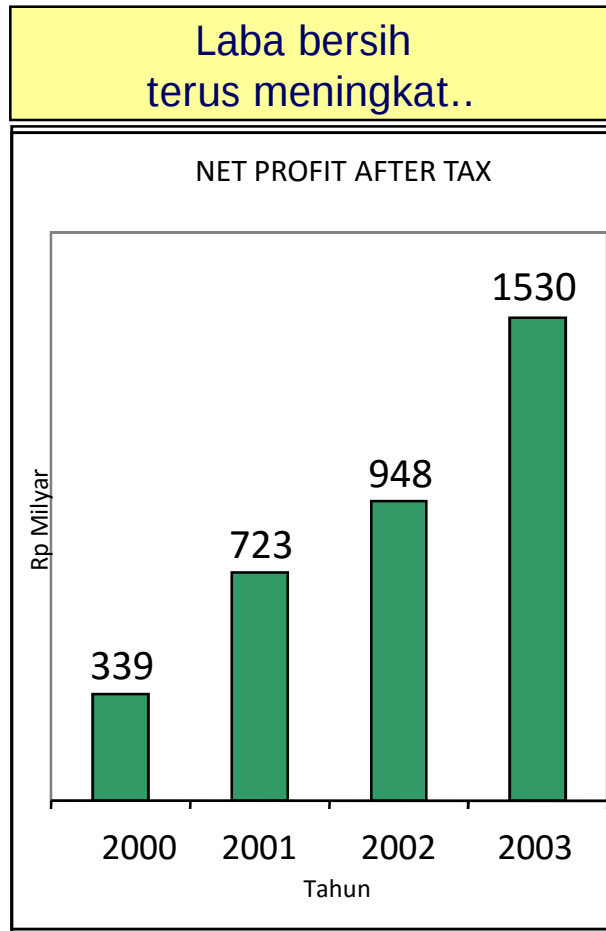
Berikut adalah 16 Inisiatif yang dikembangkan ke dalam 39 Modul Implementasi dalam rangka melakukan TURNAROUND di Bank Danamon.



Sumber: Arwin Rasyid, "180 Derajat, Inside Story Transformasi Danamon", 2006

Pengalaman Implementasi Strategi di DANAMON (7)

Implementasi Strategi Bisnis Korporasi di Danamon selama 3 tahun (2000-2005), telah memberikan hasil yang positif.



Sumber: Arwin Rasyid, "180 Derajat, Inside Story Transformasi Danamon", 2006

Pengalaman Implementasi Strategi di DANAMON (8)

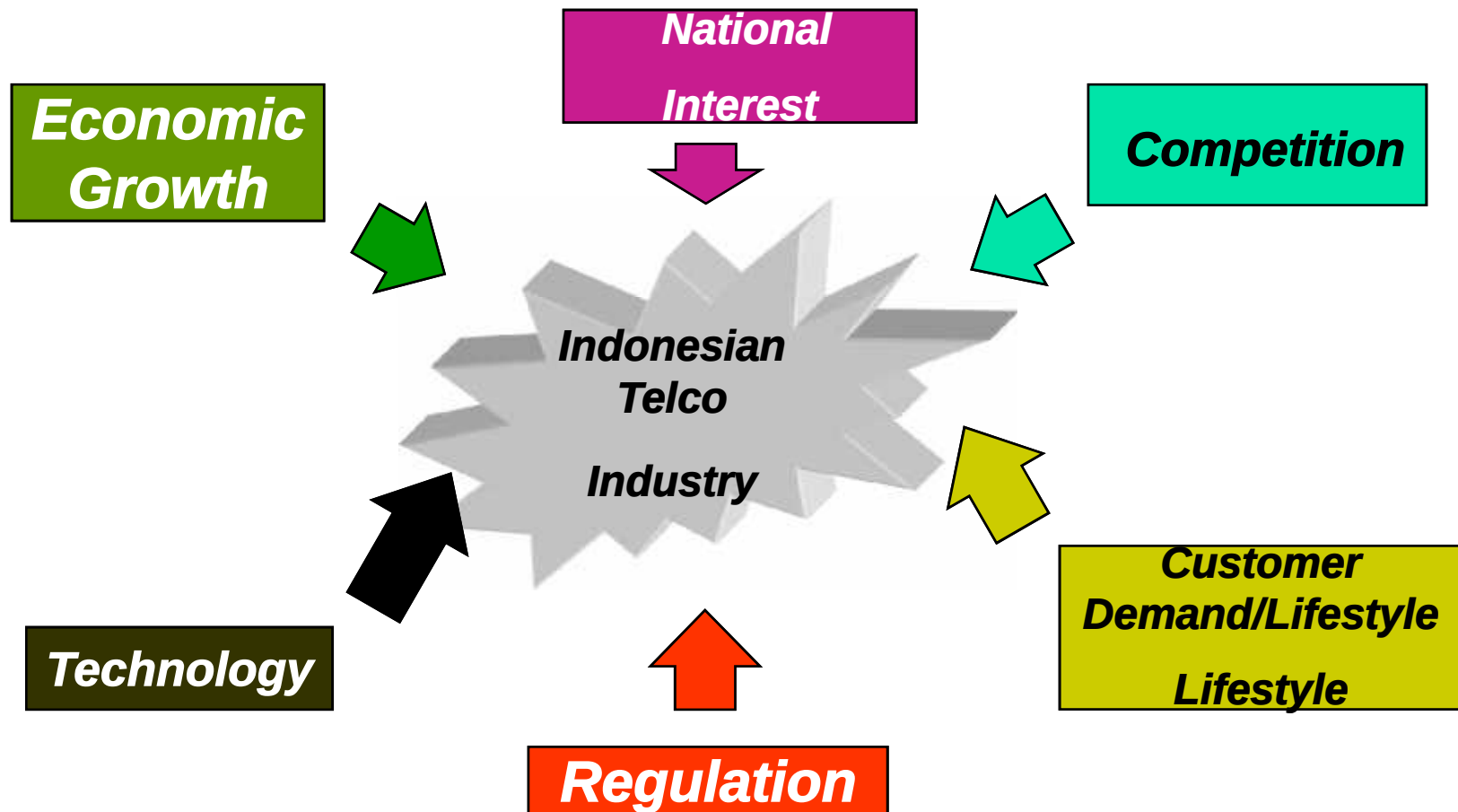
Tidak hanya kinerja finansial saja yang menggembirakan. Strategi bisnis korporat di Danamon waktu itu, terbukti meningkatkan kepercayaan publik dalam hal “*Service of Excellence*”. Peringkat “*Service of Excellence*” Danamon mengalahkan pesaingnya...

Nama Bank	PERINGKAT		
	2001	2002	2003
Bank Danamon	12	2	1
Bank Niaga	1	1	2
Bank Mega	3	4	3
HSBC	2	3	4
Citibank	4	5	5
Bank NISP	11	7	6
Bank Permata	6	11	7
BCA	10	10	8
ABN-AMRO	5	8	9
Bank Bukopin	10	6	10
Sumber: M RI, diolah kembali oleh Infobank, edisi April 2004.			

Sumber: Arwin Rasyid, “180 Derajat, Inside Story Transformasi Danamon”, 2006

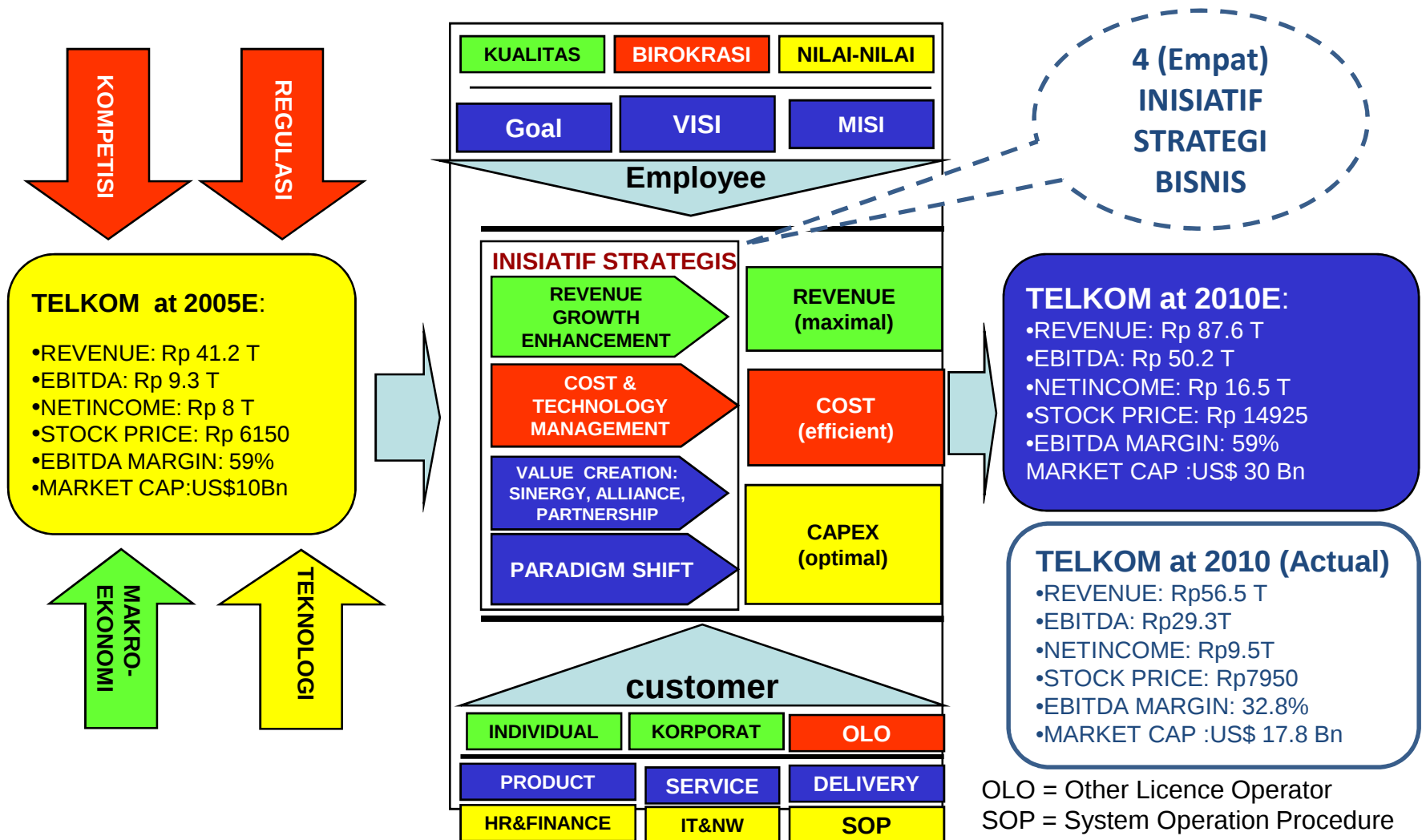
Pengalaman Implementasi Strategi di TELKOM

Saat memimpin TELKOM tahun 2005-2007, Telkom berada dalam periode transisi, di tengah persaingan industri Telco yang sangat ketat. Berdasarkan P.E.S.T Analyses ilustrasi situasi Industri Telco sebagai berikut.



Pengalaman Implementasi Strategi di TELKOM (2)

Berdasarkan analisis situasi tersebut, Manajemen Merumuskan STRATEGI Korporasi yang dicanangkan dengan Motto “TELKOM 3010”, yakni mewujudkan Kapitalisasi Pasar USD 30 Milyar di tahun 2010, sehingga disusunlah Roadmap berikut.

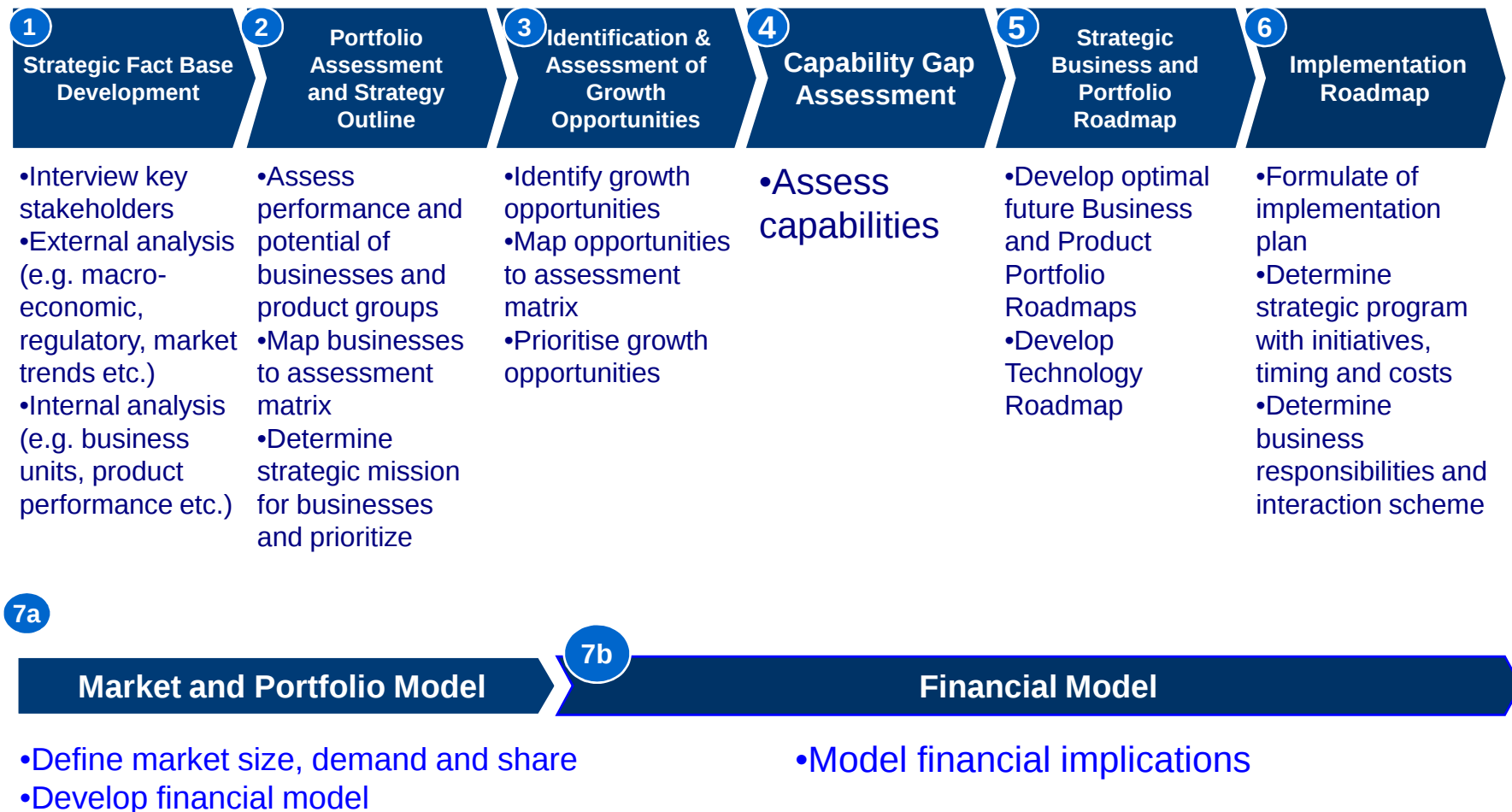


OLO = Other Licence Operator
 SOP = System Operation Procedure
 NW = Network
 IT = Information Technology

Sumber: Arwin Rasyid, “Telkom 3010”, not published yet

Pengalaman Implementasi Strategi di TELKOM (3)

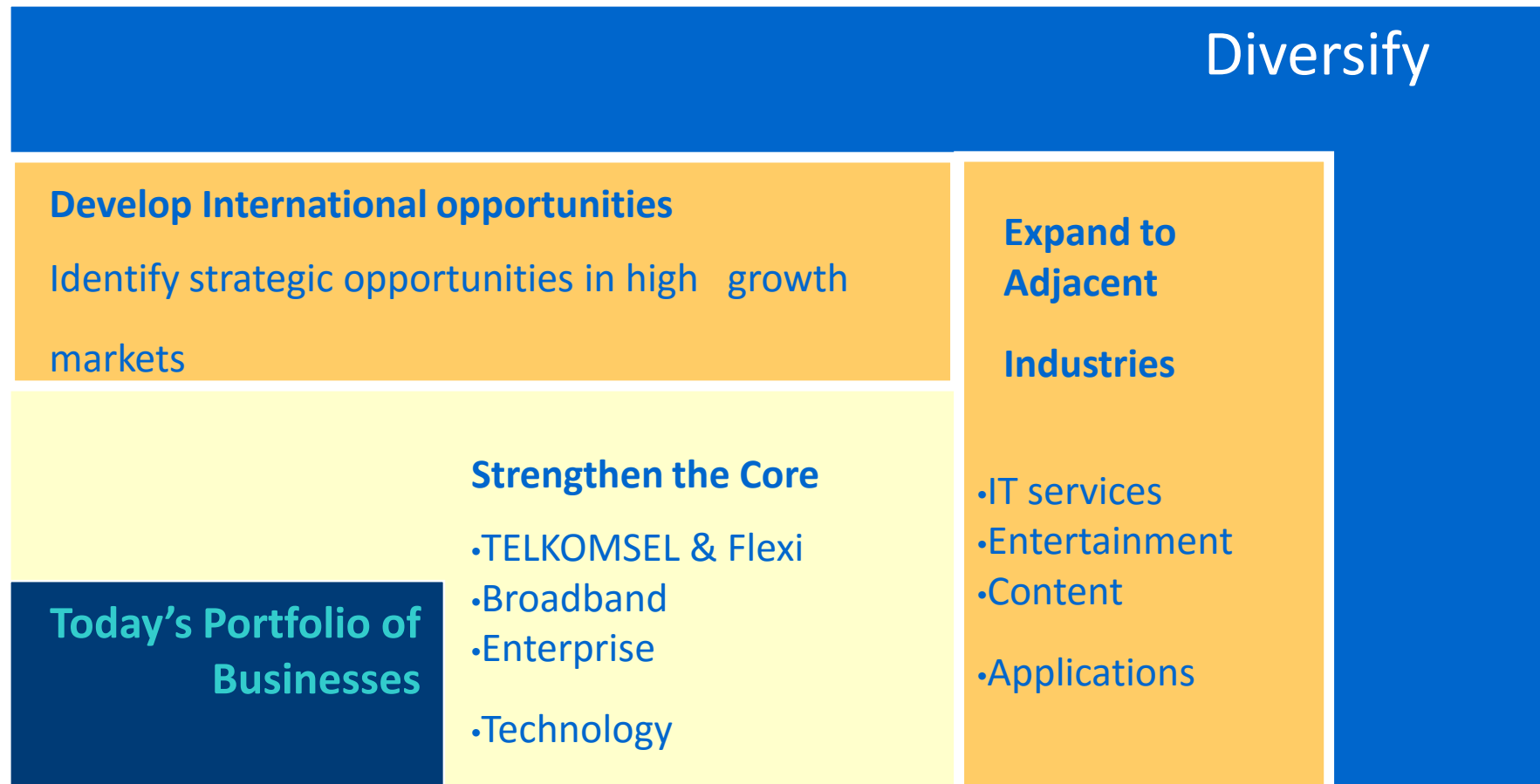
Dengan bantuan konsultasi strategi dari AT Kearney, Manajemen Telkom setuju untuk Merumuskan tahapan pengembangan Strategi Bisnis Korporasi sebagai berikut.



Sumber: Arwin Rasyid, "Telkom 3010", not published yet

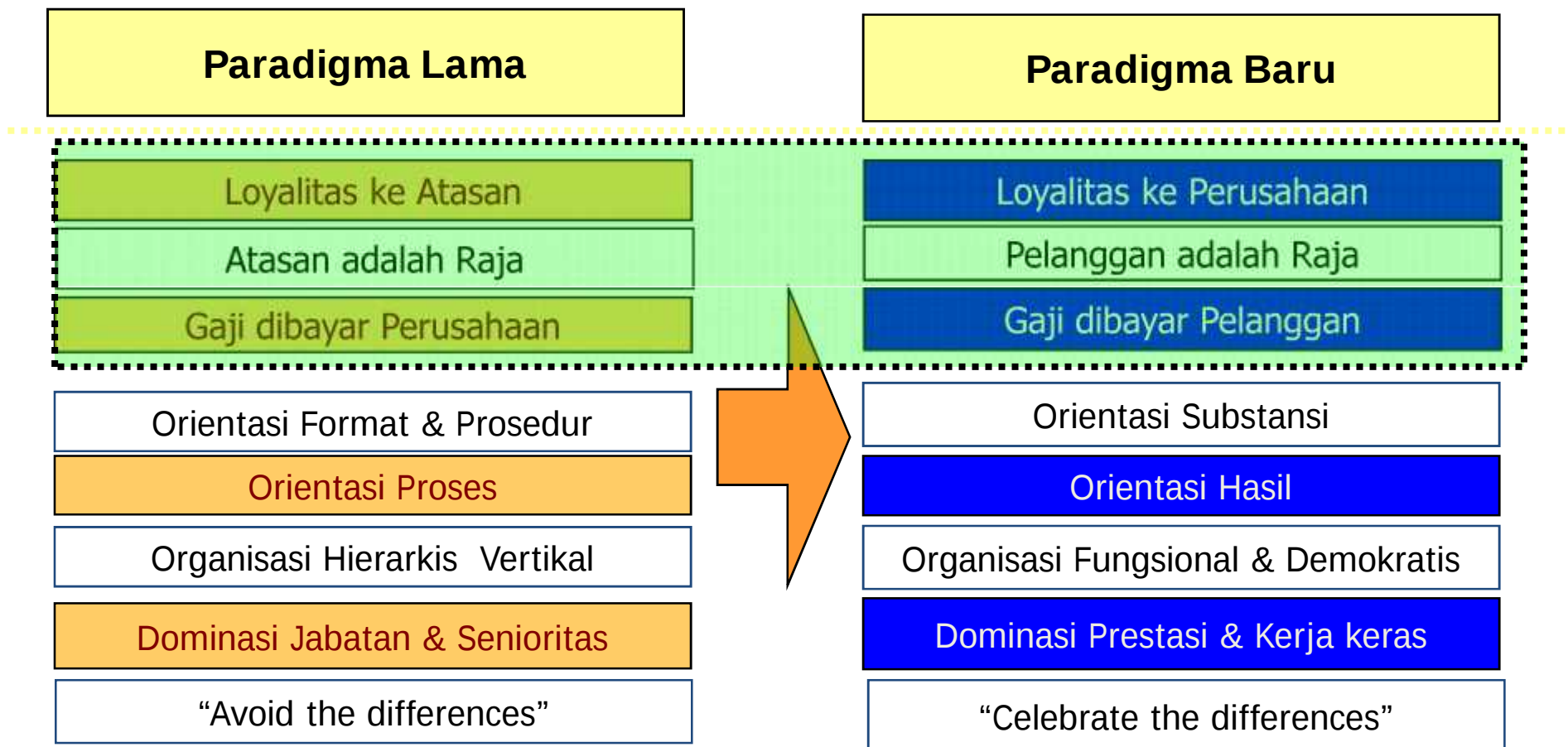
Pengalaman Implementasi Strategi di TELKOM (4)

Salah satu hasil rumusan utama STRATEGI bisnis dari AT Kearney tersebut adalah mendorong TELKOM melakukan Diversifikasi produk dan market sebagai berikut.



Pengalaman Implementasi Strategi di TELKOM (5)

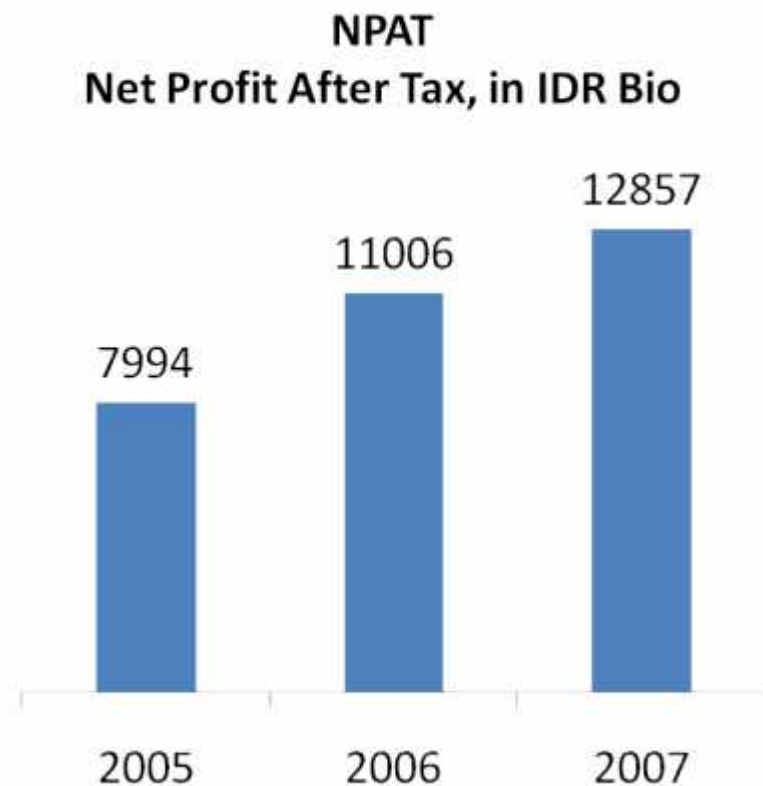
Sejalan dengan program implementasi Strategi Bisnis Korporasi tersebut, Manajemen terus mendorong perubahan Budaya di Telkom, dengan mengubah paradigma – cara berpikir dan cara bekerja LAMA dengan yang BARU.



Pengalaman Implementasi Strategi di TELKOM (6)

Hasil-hasil Implementasi STRATEGI bisnis korporasi di TELKOM tersebut dalam kurun tahun 2005-2007 cukup positif, meski akhirnya Implementasi Strategi tersebut dilanjutkan oleh Manajemen Telkom berikutnya (It's another Story!)

Laba Bersih yang terus meningkat..



Harga SAHAM TELKOM terus meningkat..

Harga saham naik 2.23x lipat (123%)
dalam waktu 20 bulan.

Diatas kenaikan IHSG (naik 58%,
dalam 20 bulan)



Lesson Learned

Belajar dari Pengamalan Implementasi Strategi Bisnis Korporat, baik selama memimpin Danamon dan Telkom, berikut adalah beberapa pelajaran berharga:

- ❑ The Winning Team is key to Winning
- ❑ The Execution of Strategy is just as important (if not more important) as Strategy
- ❑ Shareholders Support is Everything
- ❑ Key Success Attitudes: Determination, Persistence, and Patience.

Thank You