

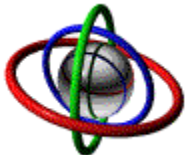
STRATEGI PENGEMBANGAN PRODUK





Strategy

- A company's strategy is management's game plan for growing the business, staking out a market position, attracting and pleasing customers, competing successfully, conducting operations, and achieve targeted objectives (Thompson, Strickland, and Gamble)



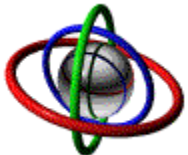
Strategy (cont.)

- A company's strategy thus indicates the choices its managers have made about *how* to attract and please customers, *how* to respond to changing market conditions, *how* to compete successfully, *how* to grow the business, *how* to manage each functional piece of the business and develop needed capabilities, and *how* to achieve performance targets.



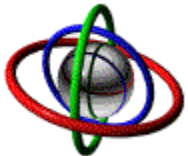
Competitive Strategy

- An organization's *Competitive Strategy* defines a basic approach to market and products with respect to competitors
- The choice of which opportunities to pursue can be guided by this strategy
- Technology leadership, Cost leadership, Customer focus, and Imitative (Ulrich & Eppinger)



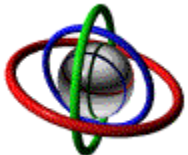
Technology Leadership

- To implement this strategy, the firm places great emphasis on basic research and development of new technologies and on the deployment of these technologies through product development



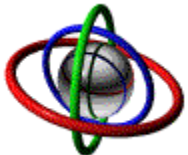
Cost Leadership

- This strategy requires the firm to compete on production efficiency, either through economies of scale, use of superior manufacturing methods, low cost labor, or better management of the production system
- Design for manufacturing methods are therefore emphasized in the product (and process) development activities under this strategy



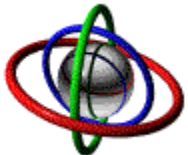
Customer Focus

- To follow this strategy, the firm works closely with new and existing customers to assess their changing needs and preferences.
- This strategy may result in a broad product line featuring high product variety in order to address the needs of heterogeneous customer segments



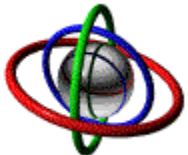
Imitative

- Involves closely following trends in the market, allowing competitors to explore which new products are successful for each segment.
- When viable opportunities have been identified, the firm quickly launches new products to imitate the successful competitors.
- A fast development process is essential to effectively implement this strategy.



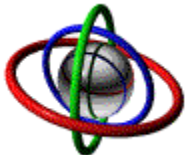
New-Product Strategies

- The potential rewards and risks from developing successful new products are high and many factors can impel organizations to consider new product development activities.
- Although some organizations may survive by trying one product after another in the market until success is achieved, there is a better way..



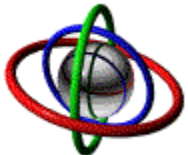
New-Product Strategies

- Most organizations find it more profitable to approach new-product development with an effective managerial strategy that is likely to achieve success, but at the same time minimize cost and risk.
- A good strategy includes a portfolio of product development strategies that are balanced to the demand of the situations the corporation faces.



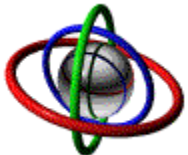
New-Product Strategies

- Relationship to corporate strategy:
 - Corporate strategy is a framework that gives an organization its overall directions and impels it to action
 - New-product strategy is one part of the overall corporate strategy. It is a means to implement an organization's corporate overall strategy



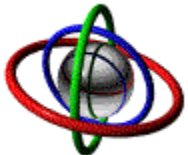
Alternative Product Development Strategies

- One of the basic strategic decisions is to be reactive or proactive
- A reactive product strategy is based on dealing with the initiating pressures as they occur
- A proactive strategy would explicitly allocate resources to preempt undesirable future events and achieve goals



Proactive Strategy

- Can be based on R & D : IBM, Hewlett-Packard, and Microsoft → devote considerable energies to the potential of technological innovation
- Proactive in identifying customer needs and developing products that provide the benefits to satisfy those needs
- Use forms of cooperation to put together a new product portfolio of skills that lead to success in the market. Acquisitions, joint ventures → General Motors and Toyota



Reactive Strategy

- Based on dealing with the initiating pressures, as they occur.
 - Ex : a reactive view of the competition is to wait until the competition introduces a product and copy it if it is successful
1. Defensive
 2. Imitative
 3. Second-but-better
 4. Responsive

Reactive Strategy

- Defensive strategy: protects the profitability of existing products by countering competitive new products
 - Datriil attack Tylenol with product positioned “the same ingredients as Tylenol, but less expensive” → The maker of Tylenol reacts



Reactive Strategy

- Imitative strategy: based on quickly copying a new product before its maker is assured of being successful
- This “me too” approach is common practice (!) in the fashion and design industries for clothes, furniture, and small appliances
 - Once Cuisinart demonstrated that a market existed for expensive food processors, many of the major appliance companies followed with products that imitated Cuisinart

Reactive Strategy

- Second-but-better strategy: the firm does not just copy the competitive product, but identifies ways to improve the product and its positioning
 - Example : Spreadsheet

ITEM	NO.	UNIT	COST
MUCK RAKE	43	12.95	556.85
BUZZ CUT	15	6.73	101.25
TOE TONER	250	4.95	1248.75
EYE SNUFF	2	4.95	9.90
SUBTOTAL			13155.50
9.75% TAX			1282.66
TOTAL			14438.16

A	B	C	D	E	F	G	H
1 Apples	72						
2 Oranges	85						
3 Bananas	54						
4							
5 Total	211						
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7							
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Due to the lack of a [patent](#), which until then had never been issued for a computer program, none of the developers of the VisiCalc clones had to pay any royalties to [VisiCorp](#)

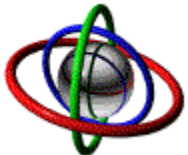
Reactive Strategy

- Responsive strategy: purposively reacting to customers' requests
 - Scientific instruments users often modify and improve the equipment they use, manufacturers can identify new opportunities (and new design)



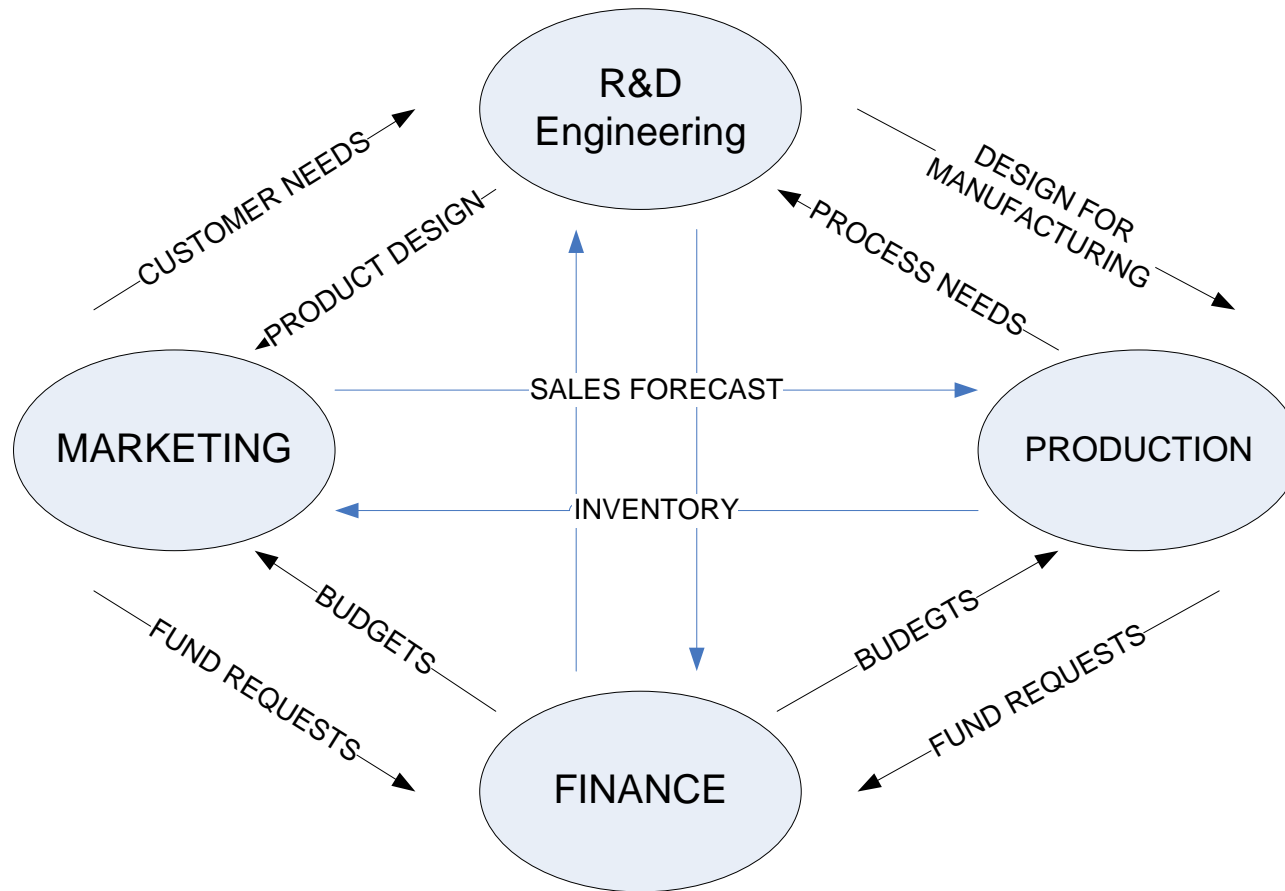
Alternative Product Development Strategies

- Reactive Strategies
 - Require concentration on existing products or markets
 - Can achieve little protection for innovation
 - Are in market too small to recover development costs
 - Are in the danger of being overwhelmed by competitive imitation
- Proactive Strategies
 - Require rapid sales growth
 - Provide high volume or margins
 - Offer a capability of achieving patent or market protection
 - Provide reasonable power in distribution channel



Cross Functional Integration In New Product Strategy

The success of a new-product strategy depends on more than integration of marketing and R&D



REFERENCE

- “Concepts and Executing Strategy”, Arthur A. Thompson Jr., et.al, McGraw-Hill International
- “Product Design and Development”, Ulrich, Karl. T., and Epingger, McGraw-Hill Education, 2012.

THANK YOU...



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