

Analisis Strategi Bersaing PT Yamaha Motor Kencana Indonesia

Analysis of Competing Strategy of PT Yamaha Motor Kencana Indonesia

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Tanggal Wisuda: 28 Juli 2009

ABSTRACT

The objective of this research is to analyze, formulate and to find appropriate competing strategy for the company, by analyzing company both internally and externally, identifying and evaluating current company strategy, and also formulating competing strategy that fit with situational condition of the company. This study is a descriptive analytic research by gathering primary data by interviewing Managers from Sales, Service and Spare Part Division and secondary data from resources that support this research. The analytic result shows that :

1. Using Five Competitive Forces Analytical tools, it is known that the intensity of rivalry among existing competitors is the strongest competitive force due to the quantity of companies within the motorcycle industry in Indonesia.



2. The threat of new entrant is the weakest competitive force, because of the great barriers to entry to new company to enter the motorcycle industry.
3. According to capability profile analytics, there are few things that can improve company's competing capability, those are strong brand name, the quickness in responding opportunity, strong distribution network, good quality product, strong customer loyalty, effective marketing and promotion activities.
4. Key Success Factor which influence the motorcycle industry nowadays are Distribution related KSF, Marketing related KSF and Skills and capability related KSF.
5. According to Value chain analysis, the company has few weaknesses, not optimal function of supporting systems, CRM system, high employee turn over, knowledge management, and the smaller quantity of distribution networks compared to the competitor.
6. By matching between Key Success Factor and competitive advantage identified, it is appropriate if PT YMKI apply Broad Differentiation Strategy

Keywords: *capability profile, five competitive forces, key success factor, broad differentiation.*