

ABSTRACT

3M Indonesia dreams can boost sales of consumer products in order the contribution of consumer business group to corporate sales increasing. 3M Indonesia has a confidence that consumer business is having a chance to grow because of population of Indonesia reached 253 million people (World Bank, 2014), in addition the numbers of middle-class population is increasing. In 2018, sales of consumer products, and health care products, are expected to increase and its contribution to be 50% of the sales of 3M Indonesia. In 2013, sales of consumer products and health care products, contributed only 25% to the sales of 3M Indonesia.

Home care business is prime business of consumer business group, because home care business contributes 80% to the sales of consumer business of 3M Indonesia. In order to meet the expectations of management that is able to increase the sales contribution of consumer business group to 3M Indonesia, company must build their competitive advantage. This study was conducted to answer two questions whether the home care business of 3M Indonesia reaches competitive advantage and whether the resources owned by the company meets the criteria of sustainable competitive advantage. The results of this research will be suggestions for the company to establish a competitive advantage, especially to the home care business.

Analysis tools used in this research are Building Blocks of Competitive Advantage and VRIO framework. Results of research home care business 3M Indonesia is not yet fully competitive advantage and most of resources of the company (or 69.05%) which was observed to be in the category of competitive parity. Implications of this study are the company has to improve its resources in order to achieve a sustainable competitive advantage.

Key words: competitive advantage, building blocks of competitive advantage, VRIO framework and competitive implication.