

MANAJEMEN STRATEGIK (MAGIK): KAJIAN PORTER'S FIVE FORCES MODEL - BUKALAPAK



RUANG MAHASISWA
www.jsm-synergy.com



UNTAR

Universitas Tarumanagara

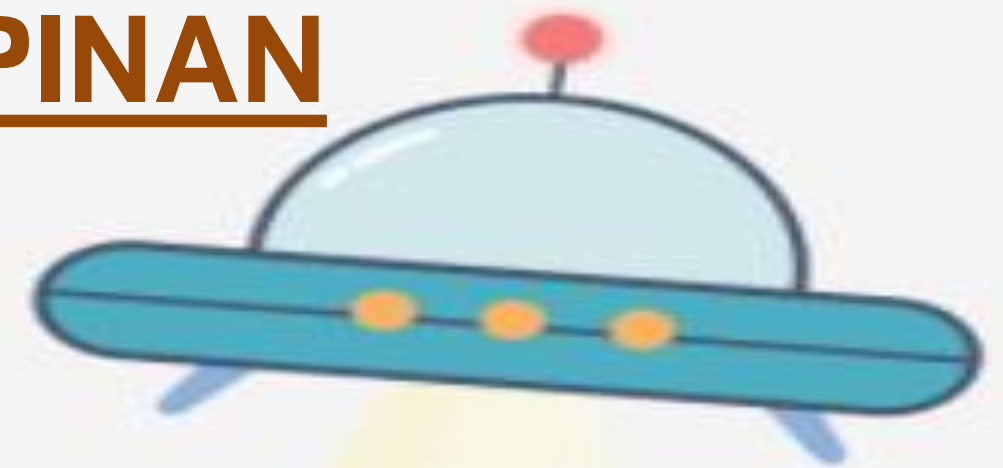
UNIVERSITAS TARUMANAGARA

PPA 2019-2020

MANAJEMEN STRATEGIK DAN KEPEMIMPINAN

Kelompok 3 :

- 126191001 – Alvin V
- 126191009 – Frans Leonard Simbol Gultom
- 126191005 – Bong Micky Subekti
- 126191016 – Kristiani Natalia



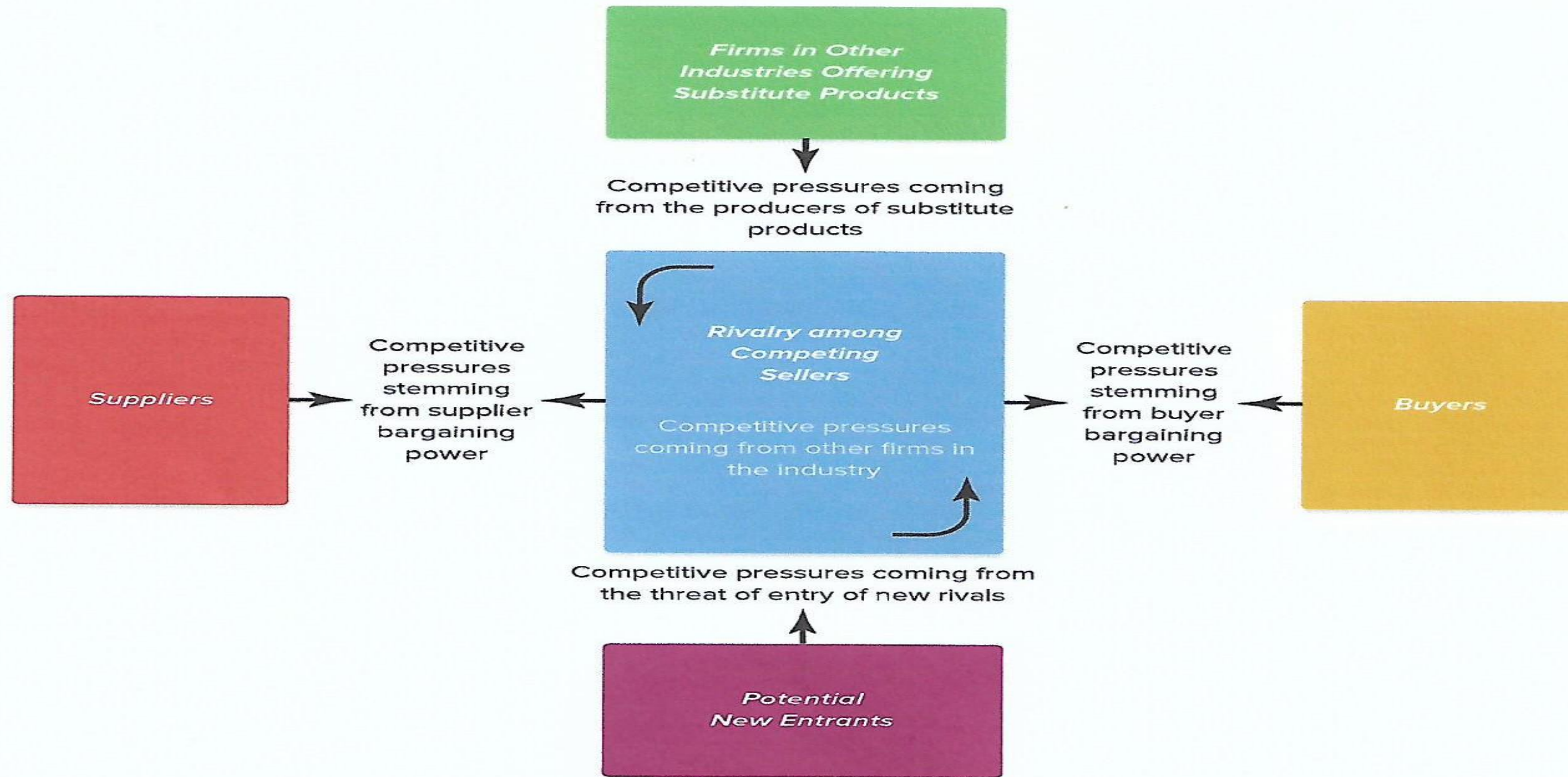
BUKALAPAK



Dosen : DR. Johny Sudharmono, SE., MM.

BUKALAPAK
Belanja gampang, aman dan terpercaya!
.com

FIGURE 3.3 The Five Forces Model of Competition: A Key Analytic Tool



Sources: Adapted from M. E. Porter, "How Competitive Forces Shape Strategy," *Harvard Business Review* 57, no. 2 (1979), pp. 137–145; M. E. Porter, "The Five Competitive Forces That Shape Strategy," *Harvard Business Review* 86, no. 1 (2008), pp. 80–86.

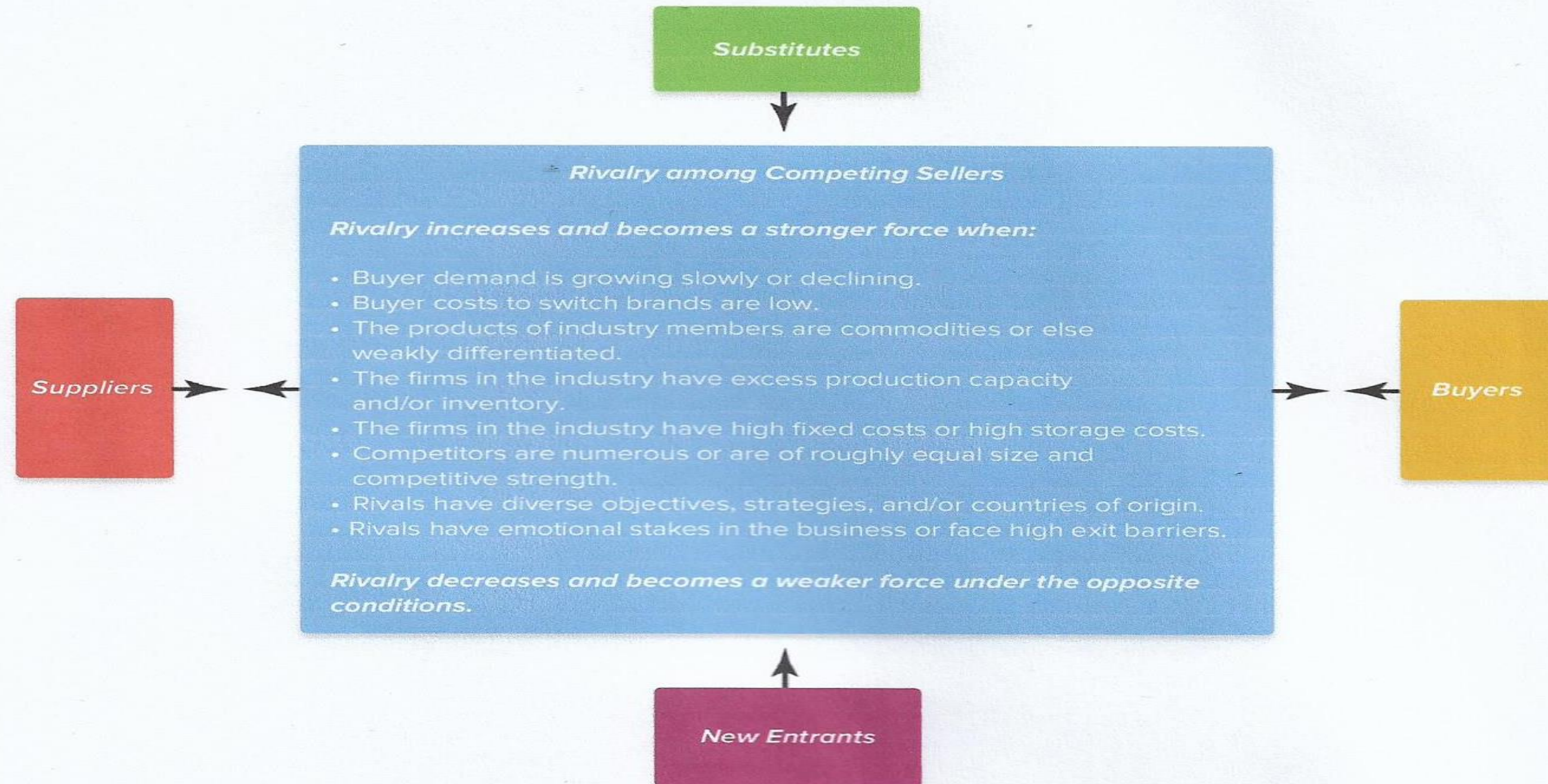
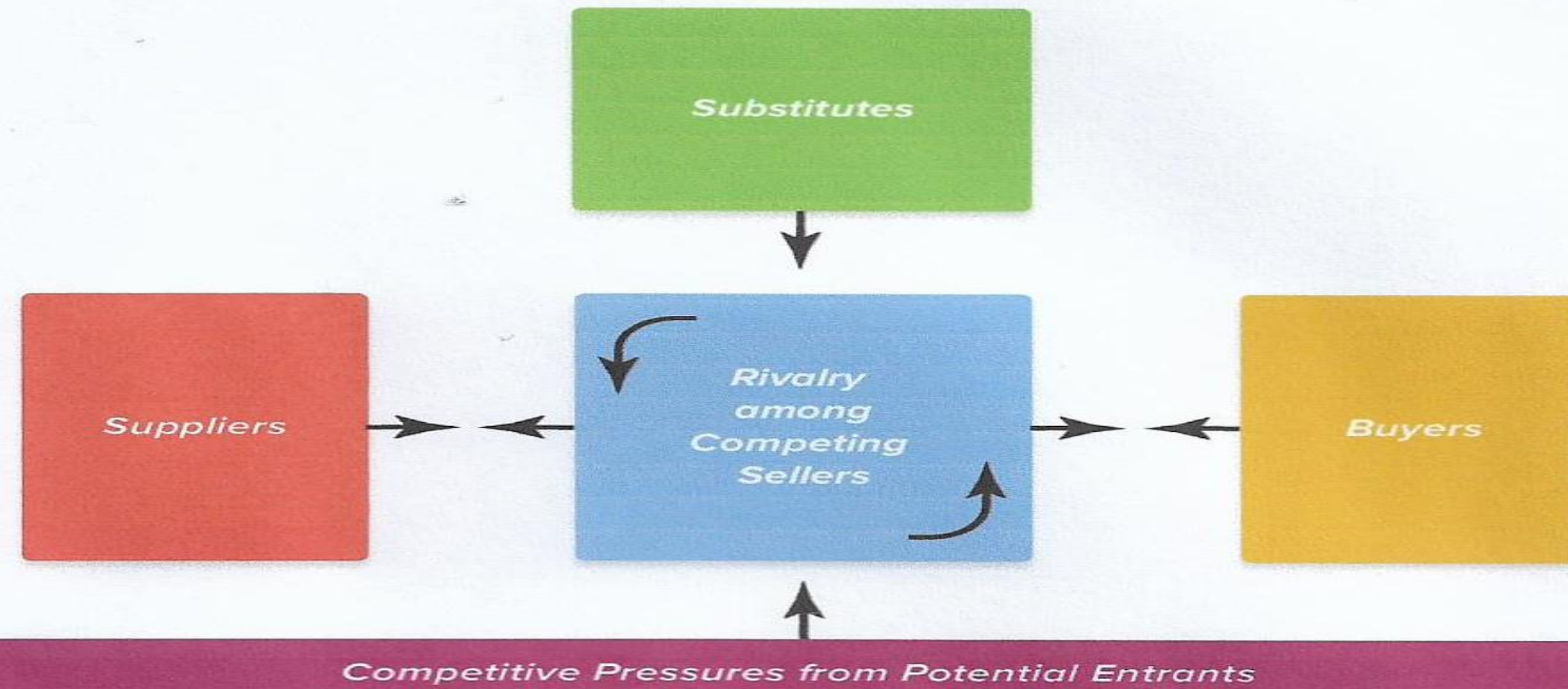
FIGURE 3.4 Factors Affecting the Strength of Rivalry

FIGURE 3.5 Factors Affecting the Threat of Entry

Threat of entry is a stronger force when (1) incumbents are unlikely to make retaliatory moves against new entrants and (2) entry barriers are low. Entry barriers are high (and threat of entry is low) when

- Incumbents have large cost advantages over potential entrants due to
 - High economies of scale
 - Significant experience-based cost advantages or learning curve effects
 - Other cost advantages (e.g., favorable access to inputs, technology, location, or low fixed costs)
- Customers with strong brand preferences and/or loyalty to incumbent sellers
- Patents and other forms of intellectual property protection
- Strong network effects
- High capital requirements
- Limited new access to distribution channels and shelf space
- Restrictive government policies
- Restrictive trade policies

FIGURE 3.6 Factors Affecting Competition from Substitute Products

Firms in Other Industries Offering Substitute Products

Competitive pressures from substitutes are stronger when

- Good substitutes are readily available and attractively priced.
- Substitutes have comparable or better performance features.
- Buyers have low costs in switching to substitutes.

Competitive pressures from substitutes are weaker under the opposite conditions.

Indicators of increasing competitive strength among substitutes

- Sales of substitutes are growing faster than sales of the industry being analyzed.
- Producers of substitutes are moving to add new capacity.
- Profits of the producers of substitutes are on the rise.

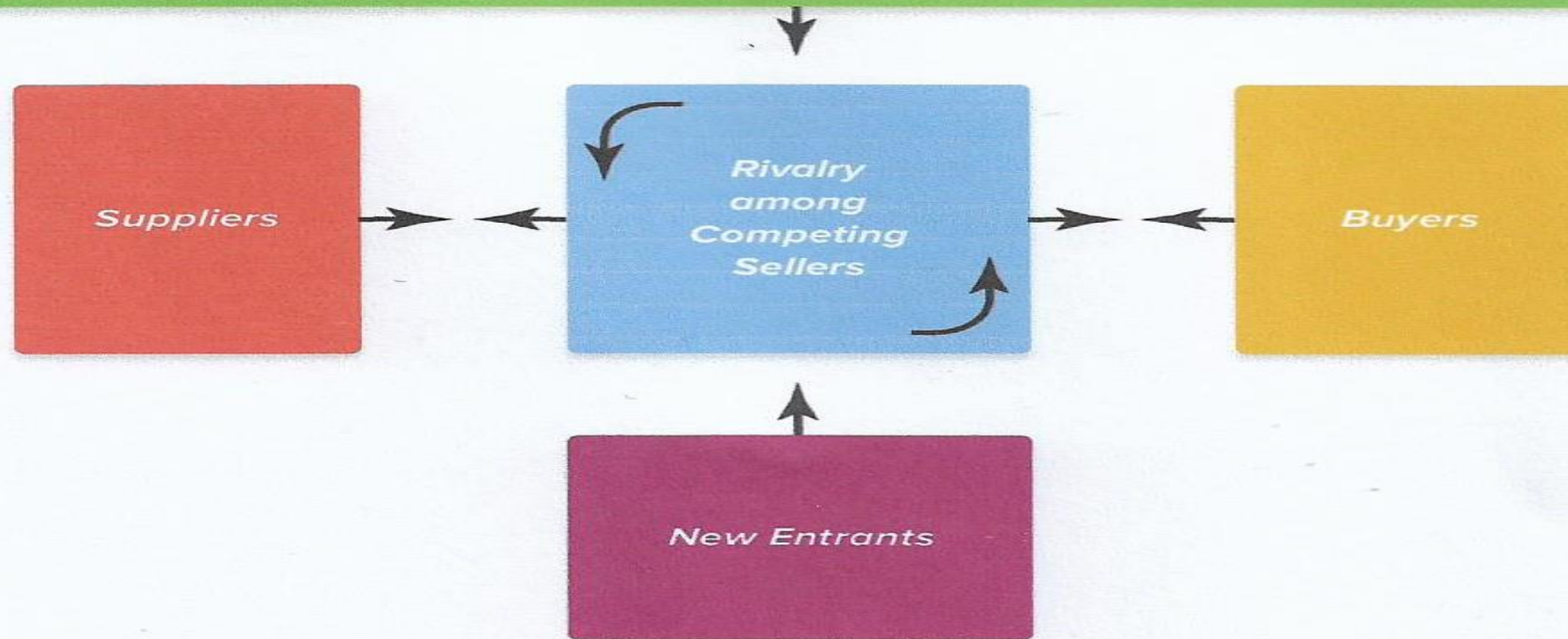


FIGURE 3.7 Factors Affecting the Bargaining Power of Suppliers

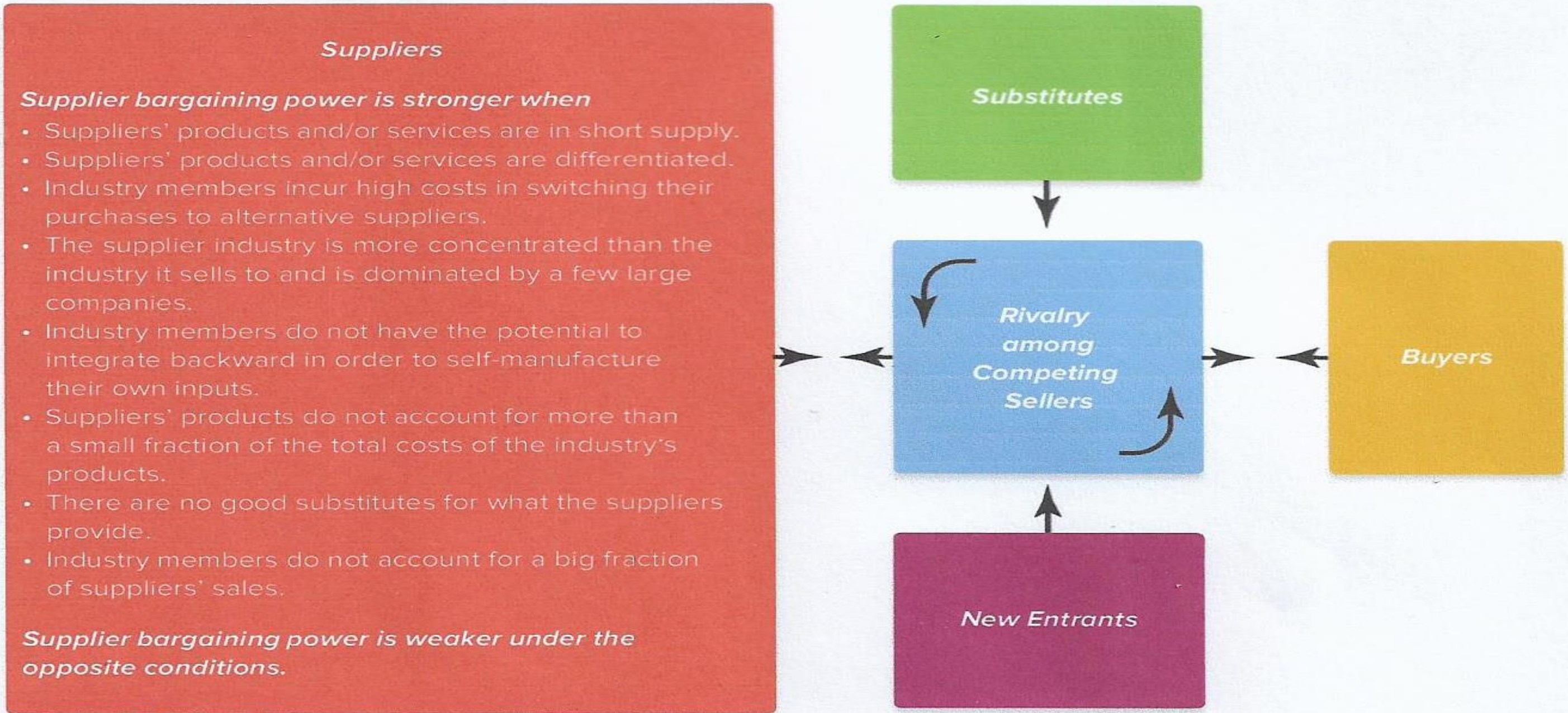
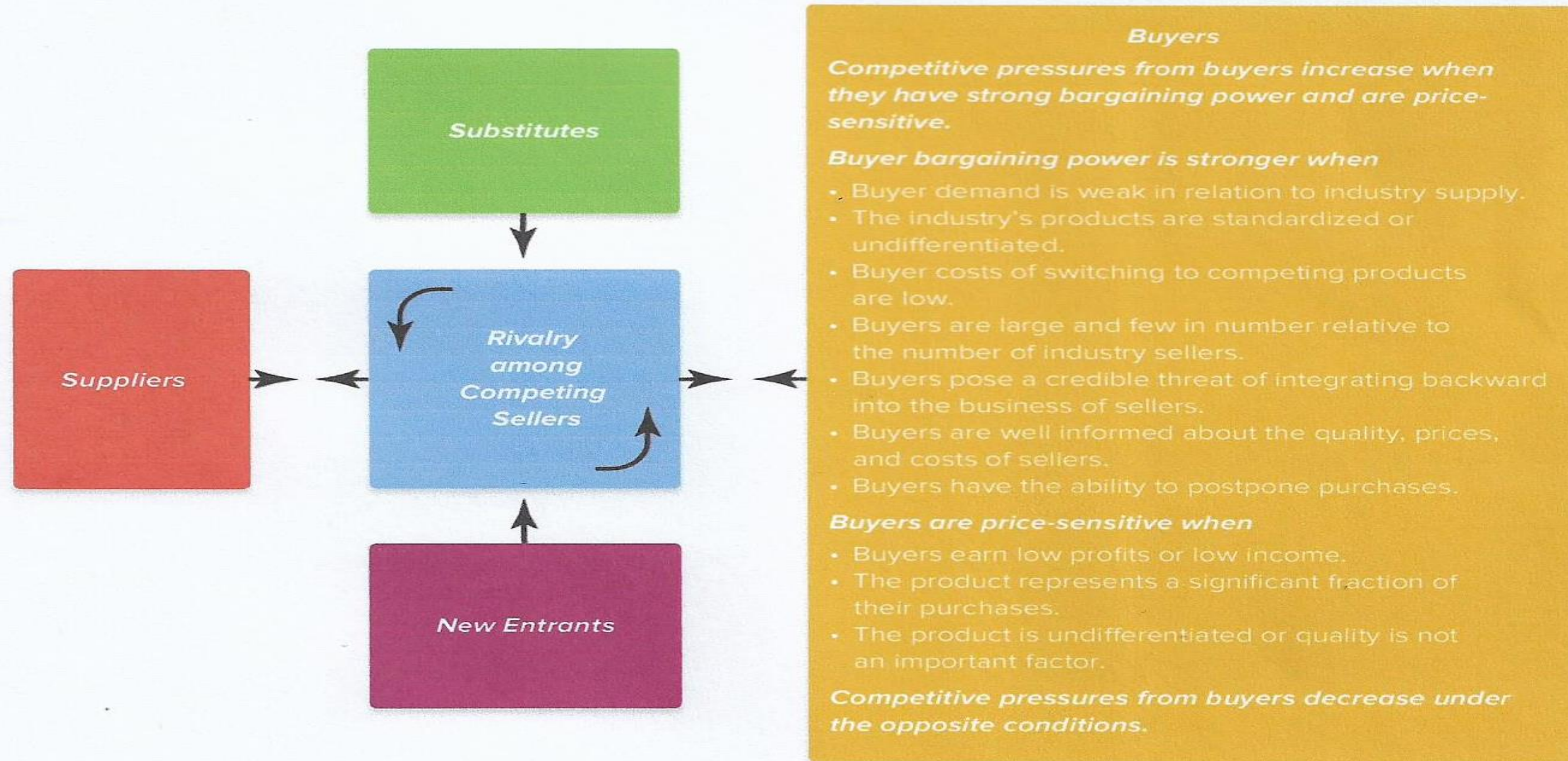


FIGURE 3.8 Factors Affecting the Power of Buyers



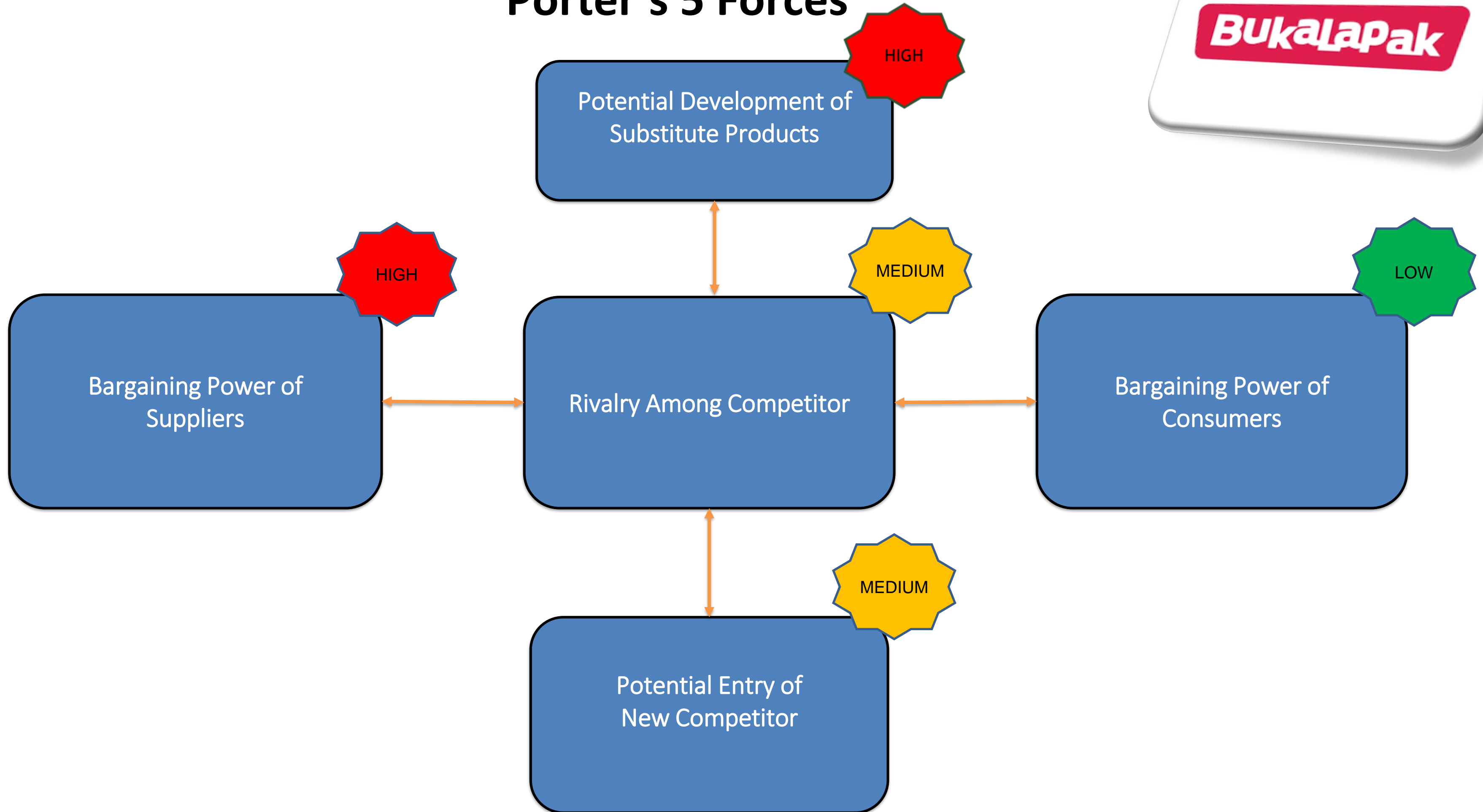
The Five Forces Model of Competition: A Key Analytic Tool

Step 1: For each of the five forces, identify the different parties involved, along with specific factors that bring about competitive pressures;

Step 2: Evaluate how strong the pressures stemming each of the five forces are (strong, moderate, or weak);

Step 3: Determine whether the five forces, overall, are supportive of high industry profitability.

Porter's 5 Forces



PORTER'S 5 FORCES ANALYSIS

Rivalry Among Competitor			Competitive Forces			
Key Variables	Subject	Deskripsi	High	Medium	Low	
Competitor Strength	Tokopedia	- Ada fasilitas dropship		✓		
		- Interface yang lebih bersahabat	✓			
		- Sistem review yang lebih transparan	✓			
	Bukalapak	- Ada fasilitas ambil barang sendiri			✓	
		- Bisa melakukan pembelian tanpa daftar di website			✓	
		- Pencairan dana lebih cepat - Suntikan dana IDR 35 Triliun. (https://tekno.kompas.com/read/2019/10/04/13510097/bukalapak-dapat-suntikan-dana-baru-valuasi-naik-jadi-rp-35-triliun)	✓			
Competitor Weakness	Tokopedia	- Perang harga		✓		
		- Suntikan dana hanya IDR 21 Triliun. (https://www.cnbcindonesia.com/tech/20200122190413-37-132022/sssttt-tokopedia-segera-rampungkan-suntikan-dana-rp-21-t)		✓		
		- Tidak melakukan efisiensi cost (Data iPrice Q4 - 3865 karyawan, Bukalapak - 2672 karyawan))		✓		
	Bukalapak	- Volume web visit (data iPrice) lebih kecil		✓		
		- Tidak bekerjasama dengan Facebook - Kurang inovasi ke layanan yang lebih luas			✓ ✓	
Competitor Objective and Strategy	Tokopedia	Peningkatan kontribusi terhadap PDB Indonesia dengan memberikan fasilitas baru untuk pelanggan. Fasilitas infrakstruktur -> gudang pintar dan toko cabang (https://industri.kontan.co.id/news/ini-strategi-tokopedia-untuk-capai-target-transaksi-2-dari-pdb-pada-2020)		✓		
	Bukalapak	Menjadi ecommerce pertama yang untung/breakeven dengan cara efisiensi dan peningkatan tata kelola perusahaan (https://www.alinea.id/bisnis/bukalapak-phk-karyawan-unicorn-yang-tak-selalu-untung-b1XmA9np1)		✓		
Competitor Capabilities	Tokopedia	Strong growth dan peningkatan customer-driven value creation	✓			
	Bukalapak	Efisiensi dan Tata Kelola Perusahaan		✓		
Total Score			4	11	2	

PORTER'S 5 FORCES ANALYSIS

Potential Entry of New Competitor			Competitive Forces		
No.	Segmen	Deskripsi	High	Medium	Low
1	Marketplace	Kompetisi di-ekspektasi akan terus bertambah di masa depan karena "barriers to entry" rendah dan banyak online app dan website yang dapat muncul dengan biaya yang lebih rendah, serta online website dari Luar Negeri	✓		
2	Payment	Kompetisi di-ekspektasi akan terus bertambah di masa depan karena "barriers to entry" rendah dan fintech sedang naik daun	✓		
Total Score			2	0	0

Potential Development of Substitute Products			Competitive Forces		
No.	Segmen	Deskripsi	High	Medium	Low
1	Marketplace	Toko tradisional/offline shop dan online retailers (penjual yang punya website sendiri seperti jamtangan.com, etc...)		✓	
		Perusahaan Luar Negeri seperti Amazon/Ebay ikut menjadi pemain tanpa adanya toko online lokal karena barang tersebut dapat dikirim antar negara via Fedex/DHL		✓	
		Grab/Gojek/perusahaan online transportasi sejenisnya mengambil marketshare		✓	
2	Payment	Offline payment seperti cash, kartu kredit, etc		✓	
		Persaingan segment marketshare masing2 online payment service (seperti OVO, GOPay, etc...)		✓	
Total Score			0	5	0

PORTER'S 5 FORCES ANALYSIS

Bargaining Power of Suppliers			Competitive Forces		
No.	Segmen	Deskripsi	High	Medium	Low
1	Marketplaces	Pembeli lebih mempercayai Supplier yang memiliki rating/review yang lebih baik.			✓
2	Payment	Pilihan fasilitas pembayaran yang lebih banyak dapat tersedia baik untuk penjual maupun pembeli.			✓
Total Score			0	0	2

Bargaining power of Consumers			Competitive Forces		
No.	Segmen	Deskripsi	High	Medium	Low
1	Marketplaces	Sumber Pertumbuhan ekonomi tertinggi adalah konsumsi rumah tangga, sedangkan realisasi konsumsi rumah tangga melambat secara Y-on-Y (data bps.go.id), penjualan eceran tahun 2019 hanya tumbuh 1,52% dibandingkan 2018 yang sebesar 4,73%, sehingga Pembeli cenderung membeli barang pada supplier yang lebih murah atau pada website yang lebih banyak memberikan potongan harga	✓		
2	Payment	Sumber Pertumbuhan ekonomi tertinggi adalah konsumsi rumah tangga, sedangkan realisasi konsumsi rumah tangga melambat secara Y-on-Y (data bps.go.id), penjualan eceran tahun 2019 hanya tumbuh 1,52% dibandingkan 2018 yang sebesar 4,73%, sehingga Pembeli cenderung menggunakan fasilitas pembayaran yang lebih mudah atau yang memberikan lebih banyak cashback/keuntungan.	✓		
Total Score			2	0	0

PORTER'S 5 FORCES ANALYSIS

Porter's Five Forces	Competitive Force		
	High	Medium	Low
Rivalry Among Competitor	4	11	2
Potential Entry of New Competitor	2	0	0
Potential Development of Substitute Products	0	5	0
Bargaining Power of Suppliers	0	0	2
Bargaining Power of Consumers	1	0	0
Total Score: Porter's Five Forces	7	16	4

Kesimpulan:

Berdasarkan hasil analisis, tekanan kompetisi di industri adalah medium karena angka 16 adalah nilai tertinggi.

Dengan risiko yang medium, maka menarik investor baru dan pemain baru untuk masuk ke industri ini. Selain itu, industri ini memiliki marketshare yang besar, cepat tumbuh dan belum banyak pemain besar-nya.



TERIMA KASIH

RUANG MAHASISWA
www.jsm-synergy.com

