

< Session 01 s.d. 12 >

Manajemen Industri & Kewirausahaan (Mata kuliah : Rekayasa Bisnis TI)

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Surakarta 2010

KEWIRAUSAHAAN (OVERVIEW)

Session 01

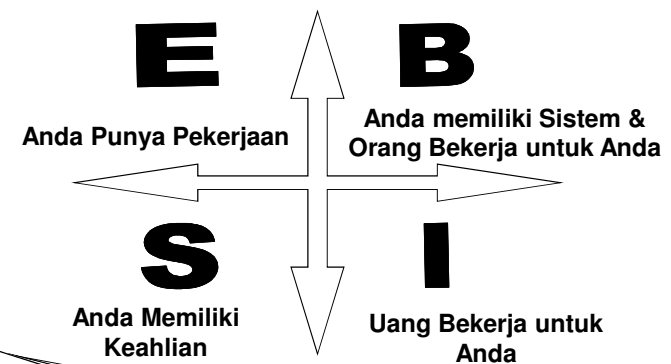
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Surakarta, 2010

Pegawai vs Pelaku Bisnis

- | | | |
|---|-----------|---|
| <ul style="list-style-type: none">▶ beli harga pasar▶ jual murah▶ cari untung=korupsi▶ bersepakat=kolusi▶ masukin saudara= nepotisme▶ lihat saldo▶ banyak antri▶ ... | vs | <ul style="list-style-type: none">▶ beli harga grosir▶ jual harga pasar-mahal▶ cari untung hak▶ bersepakat=asosiasi▶ masukin saudara= orang kepercayaan▶ lihat transfer▶ banyak pelayan VIP▶ ... |
|---|-----------|---|

Cash Flow Quadrant



Wirausaha (1) :

◆ Definisi :

" *Seorang pembuat keputusan yang membantu terbentuknya sistem ekonomi perusahaan yang bebas* "

◆ Imbalan Kewirausahaan :

- LABA
- KEBEBASAN
- KEPUASAN MENJALANI HIDUP

◆ Karakteristik :

- KEBUTUHAN AKAN KEBERHASILAN
- KEINGINAN UNTUK MENGAMBIL RESIKO
- PERCAYA DIRI
- KEINGINAN KUAT UNTUK BERBISNIS

Wirausaha (2) :

◆ Kategori Wirausaha :

- Pendiri Perusahaan / founders
- General Manager
- Franchisee

◆ Kemenangan Wirausaha :

- Tujuan Konsumen
- Integritas dan Tanggung Jawab
- Inovasi

◆ Empat Jalur Menuju Dunia Usaha :

- MEMASUKI BISNIS KELUARGA
- MEMBUKA BISNIS
- MEMULAI BISNIS BARU
- MEMBELI BISNIS YANG SUDAH ADA

Investasi Bisnis :

- ▶ Analisis Strategik
 - Tujuan investasi; the objective, goals & direction of company
 - SWOT Analysis → Internal Factor : S & W; External Factor : O & T
- Latar Belakang Investasi :
 - Pemerintah :
 - Masyarakat:
 - Investor :
- Identifikasi Alternatif *Business* :
 - What You will sell? → *Products/Services*
 - ✓ *Products* : What physical things will You offer?
 - ✓ *Services* : What service do You offer?
- Products :
 - New Market :
 - Demand > Supply :
 - Difference : design / price

Identifikasi Peluang Bisnis (01) :

- **Berorientasi pada Kebutuhan**
 1. Input~Output Analysis thd industri yang sudah ada
 2. Analisis Kecenderungan Populasi
 3. Analisis Kecenderungan Ekonomi
 4. Analisis Perubahan Sosial
 5. Studi Pengaruh Peraturan Baru
- **Berorientasi pada Produk Baru**
 1. Penelitian Material Lokal dan Sumber Lain
 2. Studi Implikasi Teknologi Baru
 3. Menggunakan Daftar-Daftar Industri
 4. Mengunjungi Pamaren dan Pertemuan Investor
 5. Publikasi sebagai Sumber Gagasan

Leverage & Resiko (Identifikasi Peluang Usaha -02)

- ▶ Memenuhi kebutuhan orang lain
- ▶ Melihat apa yang tidak dilihat orang lain
- ▶ Membeli murah menjual harga pasaran
- ▶ Mengambil (bersihkan) Resiko
- ▶ Menentang arus (hindari "panic b/s")
- ▶ Memperpanjang rantai nilai tambah
- ▶ ...
- ▶ Memecahkan teka-teki 10/90 (kreatif)
- ▶ Mencari leverage investasi yang lebih besar

Evaluasi Awal Peluang Bisnis :

- **Seleksi gagasan-gagasan yang ada dengan pertanyaan berikut ini :**
 1. Apakah terdapat kendala, monopoli, kekurangan dan hal lain yang membuat faktor-faktor produksi tidak memungkinkan dari segi biaya?
 2. Apakah modal yang dibutuhkan terlalu banyak?
 3. Apakah ada segi (pengaruh lingkungan dan lain-lain) yang bertentangan dengan peraturan pemerintah?
 4. Apakah proyek tidak sejalan dengan kebijaksanaan, tujuan dan kendala nasional?
 5. Apakah monopoli efektif dalam industri menghalangi masuknya perusahaan baru?
 6. Adakah faktor-faktor yang secara efektif menghalangi pemasaran produk?
 7. Apakah proyek bertentangan dengan industri yang sudah ada atau sudah direncanakan?

Jika ada satu jawaban "**YA**" pada 7 pertanyaan di atas →
"**SISIHKAN**" alternatif tersebut

Studi Awal kelayakan bisnis :

- **Studi Awal Berisi tentang :**
 1. Deskripsi produk : *products to be sold, what marketplace needs they fill, standards for quality, quantity and timing.*
 2. Deskripsi pasar → *demand, who the consumers are, the scope of market, state of market, the niche the product fills, competitors.*
 3. Kondisi umum teknologi → *Processing needed, equipment, location, building, employee, transportation.*
 4. Ketersediaan faktor produksi utama → *raw material, source of material.*
 5. Estimasi biaya → *cost of start up, production, marketing & sales.*
 6. Estimasi keuangan → *sources of financing, budgeting, financing needed, financing plan.*
 7. Data lain : *risks, environment, government police, etc.*
- Cara studi awal : studi literatur (data sekunder, majalah, BPS, asosiasi industri, dll), wawancara (dg calon konsumen, penjual, industri sejenis, pemerintah), survey (riset potensi pasar, pangsa pasar, karakteristik pasar)

Jika feasible → Lakukan studi lanjutan

Contoh " Ide Bisnis " :

Brainstorming Bidang Usaha Yang Akan Dilakukan :

- (1) Distributor genteng Jatiwangi ; (2) Toko suku cadang kendaraan bermotor
- (3) Kantin makanan dan minuman di setiap kampus di SOLO
- (4) Eksportir bunga ke Singapura; (5) Pembuatan T-Shirt Eksklusif khas SOLO
- (6) Jasa pembuatan taman yang dilengkapi aneka satwa jinak;
- (7) Pabrik plastic injeksi; (8) Eksport umbi cilembu ke jepang;
- (9) Importir kasur air; (10) Toko special buah-buahan import
- (11) Penerbit majalah remaja; (12) Penerbit Koran; (13) Distributor gas
- (14) Pendirian SPBU; (15) Membuka Franchise "Burger King"
- (16) Busana Muslimah khusus remaja yang gaul; (17) Café sundanese drink, Bandrek dan Bajigur; (18) Konsultan AC central dan alat-alat pendingin
- (19) Pusat jamu dan obat-obatan tradisional; (20) Pembuatan stiker
- (21) Penyewaan lapangan dan fasilitas olahraga; (22) Travel dan Agen;
- (23) Apartemen islami; (24) Jasa Bodyguard;
- (25) Penjualan dan pemasangan atap sirap

Tugas 01 :

- ▶ Individu (15 menit)
 - Setiap individu "Identifikasikan Peluang Usaha" dengan metoda yang telah dijelaskan masing – masing 10 buah.
(DIKUMPULKAN DI AKHIR KULIAH)
- ▶ Kelompok @ 5 orang (1 minggu)
 - Pilih dua " ide peluang bisnis " yang menarik dan siapkan studi awal kelayakan bisnis
(point no. 1 ~ no. 7)

INGAT :

- 1 diantara 2 ide yang anda kumpulkan akan di acc. sebagai tugas kelompok.

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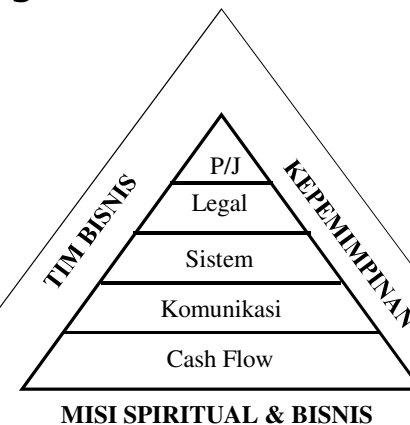
PERAN PERENCANAAN BISNIS

Session 02

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Surakarta, 2010

Segitiga Bisnis - Investasi



Perencanaan Bisnis :

◆ Definisi :

" Dokumen tertulis yang menguraikan ide dasar yang berdasarkan pada pertimbangan pendirian bisnis dan hal yang berkaitan dengan pendirian tersebut "

◆ Fungsi :

- Pihak Dalam Perusahaan : Manajemen & Karyawan
- Pihak luar perusahaan : Konsumen, Penyalur, Investor

◆ Persiapan Perencanaan Bisnis :

- Format Dasar & Kefektifan Penyajian Tertulis
- Isi dari Perencanaan Bisnis

Format Rencana Bisnis :

- ◆ Halaman Judul
- ◆ Daftar Isi
- ◆ Ringkasan Eksekutif
- ◆ Pernyataan Visi & Misi
- ◆ Pandangan Perusahaan
- ◆ Perencanaan Barang dan / atau Jasa
- ◆ Perencanaan Pemasaran
- ◆ Perencanaan Manajemen
- ◆ Perencanaan Pengoperasian
- ◆ Perencanaan Keuangan
- ◆ Lampiran Dokumen Pendukung

The Executive Summary

1. Your basic business concept makes sense;
2. Your business had been thoroughly planned;
3. That management is capable;
4. A clear-cut market exists;
5. Your business has competitive advantages;
6. Your financial projections are realistic;
7. Investors have an excellent chance to get a return.

The Executive Summary (continued)

- ▶ Your executive summary is the single most important part of your business plan.
- ▶ It must motivate the reader to consider your plan.
- ▶ Prepare your Executive Summary last, only after your entire plan has been completed.

Vision & Mission

That business mission is so rarely given adequate thought is perhaps the most important single cause of business frustration.

—Peter Drucker—

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Vision & Mission (Cont'd)

Mission statement answers the question:

"What is our business?"

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Vision & Mission (Cont'd)

Vision statement answers the question:

"What do we want to become?"

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Vision & Mission (Cont'd)

- ▶ Many companies develop both
- ▶ Shared vision can motivate employees
- ▶ Develops a commonality of interests
- ▶ Helps focus on opportunity & challenge

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Developing Vision & Mission

- ▶ Clear mission is needed before alternative strategies can be formulated and implemented
- ▶ Important to have as broad range of participation as possible among managers in developing the mission

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Examples

Vision Statement

"The Bellevue Hospital is the LEADER in providing resources necessary to realize the community's highest level of HEALTH throughout life."

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Examples (Cont'd)

Mission Statement

"The Bellevue Hospital, with *respect, compassion, integrity, and courage*, honors the individuality and confidentiality of our patients, employees, and community, and is progressive in anticipating and providing future health care services."

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Examples (Cont'd)

Vision Statement

"The Vision of USGS is to be a world leader in the natural sciences through our scientific excellence and responsiveness to society's needs."

-U.S. Geological Survey (USGS)-

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Examples (Cont'd)

Mission Statement

"The Mission of USGS is to serve the Nation by providing reliable scientific information to

- ▶ Describe and understand the Earth;
- ▶ Minimize loss of life and property from natural disasters;
- ▶ Manage water, biological, energy, and mineral resources; and enhance and protect our quality of life.

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Examples (Cont'd)

Vision Statement

"It is the vision of the California Energy Commission for Californians to have energy choices that are affordable, reliable, diverse, safe, and environmentally acceptable."

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Examples (Cont'd)

Mission Statement

"It is the California Energy Commission's mission to assess, advocate, and act through public/private partnerships to improve energy systems that promote a strong economy and a healthy environment."

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Characteristics of a Mission

According to Vern McGinnis, mission should:

- ▶ Define what the organization is
- ▶ Define what the organization aspires to be
- ▶ Limited to exclude some ventures
- ▶ Broad enough to allow for creative growth
- ▶ Distinguish the firm from all others
- ▶ Serve as framework to evaluate current activities
- ▶ Stated clearly so that it is understood by all

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Characteristics of a Mission (Cont'd)

Effective mission statements:

- Broad in scope
- Generate range of feasible strategic alternatives
- Not excessively specific
- Reconcile interests among diverse stakeholders
- Finely balanced between specificity & generality

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Characteristics of a Mission (Cont'd)

Effective mission statements:

- Arouse positive feelings and emotions
- Motivate readers to action
- Generate the impression that firm is successful, has direction, and is worthy of time, support, and investment

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Characteristics of a Mission (Cont'd)

Effective mission statements:

- Reflect judgments re: future growth
- Provide criteria for selecting strategies
- Basis for generating & screening strategic options
- Are dynamic in orientation

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Customer Orientation

A good mission statement reflects the anticipations of customers.

- ▶ Identify customer needs
- ▶ Provide product/service to satisfy needs
 - AT&T's mission focuses on communications, not telephones
 - Exxon's mission focuses on energy, not on oil and gas

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Social Policy & Mission

Managerial philosophy and thinking at the highest levels in the organization reflect social policy.

- ▶ Affects development of vision & mission
- ▶ Responsibilities to consumers, environmentalists, minorities, communities, & other groups

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Social Policy & Mission (Cont'd)

Social policy should be integrated in all strategic-management activities.

Mission statement is an effective instrument for conveying the social responsibility of the firm.

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Components of Mission

Mission statements vary in...

- ✓ Length
- ✓ Content
- ✓ Format
- ✓ Specificity

Must include the 9 elements, as the mission statement is the most public and visible part of the strategic-management process.

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Components of Mission (Cont'd)

- ▶ Customers
- ▶ Products or services
- ▶ Markets
- ▶ Technology
- ▶ Survival, growth, and profitability
- ▶ Philosophy
- ▶ Self-concept
- ▶ Concern for public image
- ▶ Concern for employees

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Components of Mission (Cont'd)

Components of mission and corresponding questions to be answered:

- ▶ Customers:
 - "Who are the firm's customers?"
- ▶ Products or services:
 - "What are the firm's major products or services?"

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Components of Mission (Cont'd)

- ▶ Markets:
 - "Geographically, where does the firm compete?"
- ▶ Technology:
 - "Is the firm technologically current?"

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Components of Mission (Cont'd)

- ▶ Concern for survival, growth, and profitability:
 - "Is the firm committed to growth and financial soundness?"
- ▶ Philosophy:
 - "What are the basic beliefs, values, aspirations, and ethical priorities of the firm?"

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Components of Mission (Cont'd)

- ▶ Self-concept:
 - "What is the firm's distinctive competence or major competitive advantage?"
- ▶ Concern for public image:
 - "Is the firm responsive to social, community, and environmental concerns?"
- ▶ Concern for employees:
 - "Are employees a valuable asset of the firm?"

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Importance of Vision & Mission

Although research results are mixed, firms with formal mission statements...

- 2X average return on shareholder's equity
- Positive relationship to organizational performance
- 30% higher return on certain financial measures

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Global Perspective

Major Challenges in 2000

	USA	Europe	Japan
Customer loyalty	44%	28%	3%
Managing M&As, alliances	30%	42%	16%
Reducing costs	29%	32%	41%
Engaging emp. in mission	28%	32%	38%
Competing for talent	26%	9%	3%
Incr. flexibility & speed	24%	39%	31%

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Key Terms & Concepts

- ▶ Concern for employees
- ▶ Concern for public image
- ▶ Concern for survival, growth, and profitability
- ▶ Creed statement
- ▶ Customers
- ▶ Markets
- ▶ Mission statement
- ▶ Mission statement components
- ▶ Philosophy
- ▶ Products or services
- ▶ Self-concept
- ▶ Social policy
- ▶ Stakeholders
- ▶ Technology
- ▶ Vision statement

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Tugas 02 :

- ▶ Kelompok @ 5 orang (1 minggu)
Melanjutkan Tugas 01 buatlah
 - **Ringkasan eksekutif bisnis**
 - dan
 - **Pernyataan Visi dan Misi**

dari " Proposal Ide Bisnis " yang Anda Pilih!.

Jawaban di e-mail dalam *attachment* file ke : didiek_sw@yahoo.com

Terimakasih

**PANDANGAN PERUSAHAAN &
PERENCANAAN BARANG/JASA**
Session 03

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Company Description

Names:

- Legal or corporate name
- Doing business as ...
- Brand or trade names
- Subsidiary companies

Company Description (continued)

Legal form:

- Legal form of business
- State incorporated
- County for business license
- Owners or major stakeholders

Company Description (continued)

Management/Leadership:

- Chairperson of the board
- President
- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer
- Advisory board members

Company Description (continued)

Location:

- Company headquarters
- Place of business
- Branches
- Geographic area served

Company Description (continued)

Developmental stage:

- When company was founded
- When product or service introduced
- Milestones reached
- Significant developmental indicators

Company Description (continued)

Financial status:

- Last year's total sales
- Last year's pretax profit
- Current number of employees
- Amount of funds sought
- Basic use for funds sought
- Major financial obligations

Company Description (continued)

Products and services:

- General description
- Number and type of lines
- Number in each line

Patents and licenses:

- Patents held and pending
- Trademarks held and pending
- Licenses held and pending

Perencanaan Produk

■ Perencanaan Produk :

Tujuan & kriteria desain : *menghasilkan produk yang memiliki kemampuan industrialisasi & komersialisasi*

- Faktor-faktor yang dipertimbangkan dalam perancangan produk :
 1. Faktor fungsional/Functional
 2. Faktor Keandalan/Reliability
 3. Faktor pemeliharaan/Maintainability
 4. Faktor mampu diproduksi/Produceability
 5. Faktor Manusia/Ergonomi
 6. Faktor Keamanan/Safety
 7. Faktor Disposeability

Metode pengembangan alternatif Desain :

1. Metoda Analitis

Bertitik tolak dari kondisi yang ada pada saat ini kemudian mencari pemecahan masalah atas dasar prinsip kombinasi, modifikasi dan simplifikasi.

Contoh : Analisis Marfologi, Checklist, matriks input-output, QFD, dll.

2. Metode Psiko-sosial

Bertitik tolak dari kenyataan bahwa ide kelompok lebih baik dari ide individu

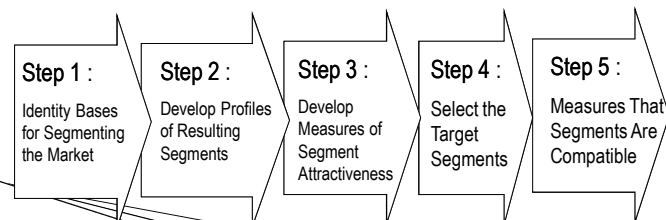
Contoh : Brainstorming, FGD (Focus Group Discussions)

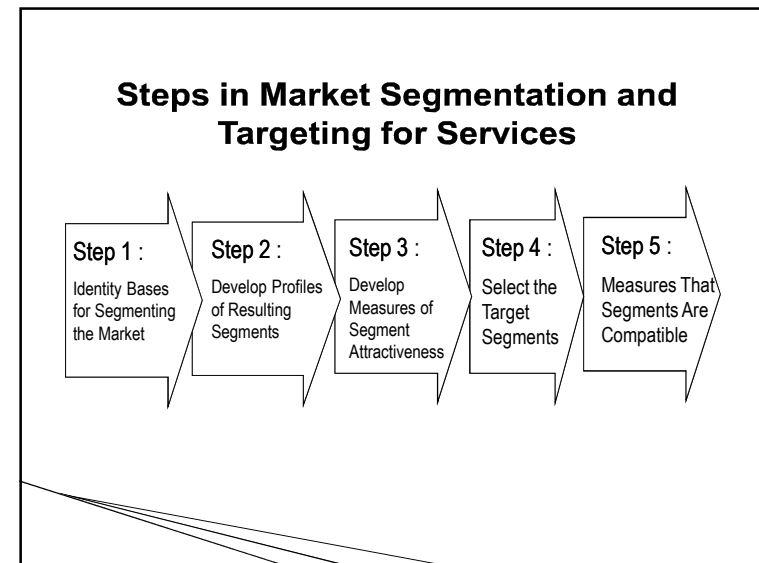
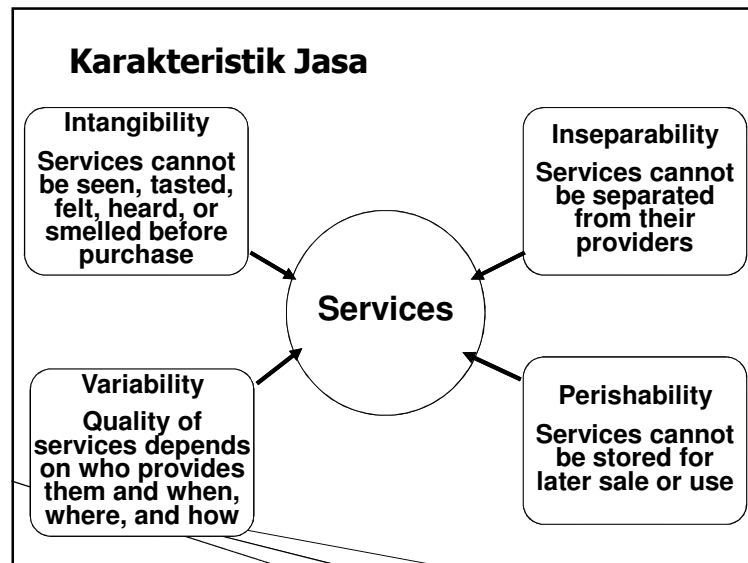
Perencanaan Jasa

■ Perencanaan Jasa :

Tujuan & kriteria desain : *menghasilkan jasa yang memiliki kemampuan industrialisasi & komersialisasi*

• Tahapan market segmentation dalam jasa





- ### Proteksi Hukum dari produk / jasa
- Hak Paten
 - Hak Cipta
 - Merek
 -

- ### Tugas 03 :
- ▶ Kelompok @ 5 orang (1 minggu)
Melanjutkan Tugas 02 buatlah
 - *Pandangan Perusahaan*
 - *Perencanaan Barang dan / jasa*
- dari " Proposal Ide Bisnis " yang Anda Pilih!
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