



# Digital business strategy & Supply chain

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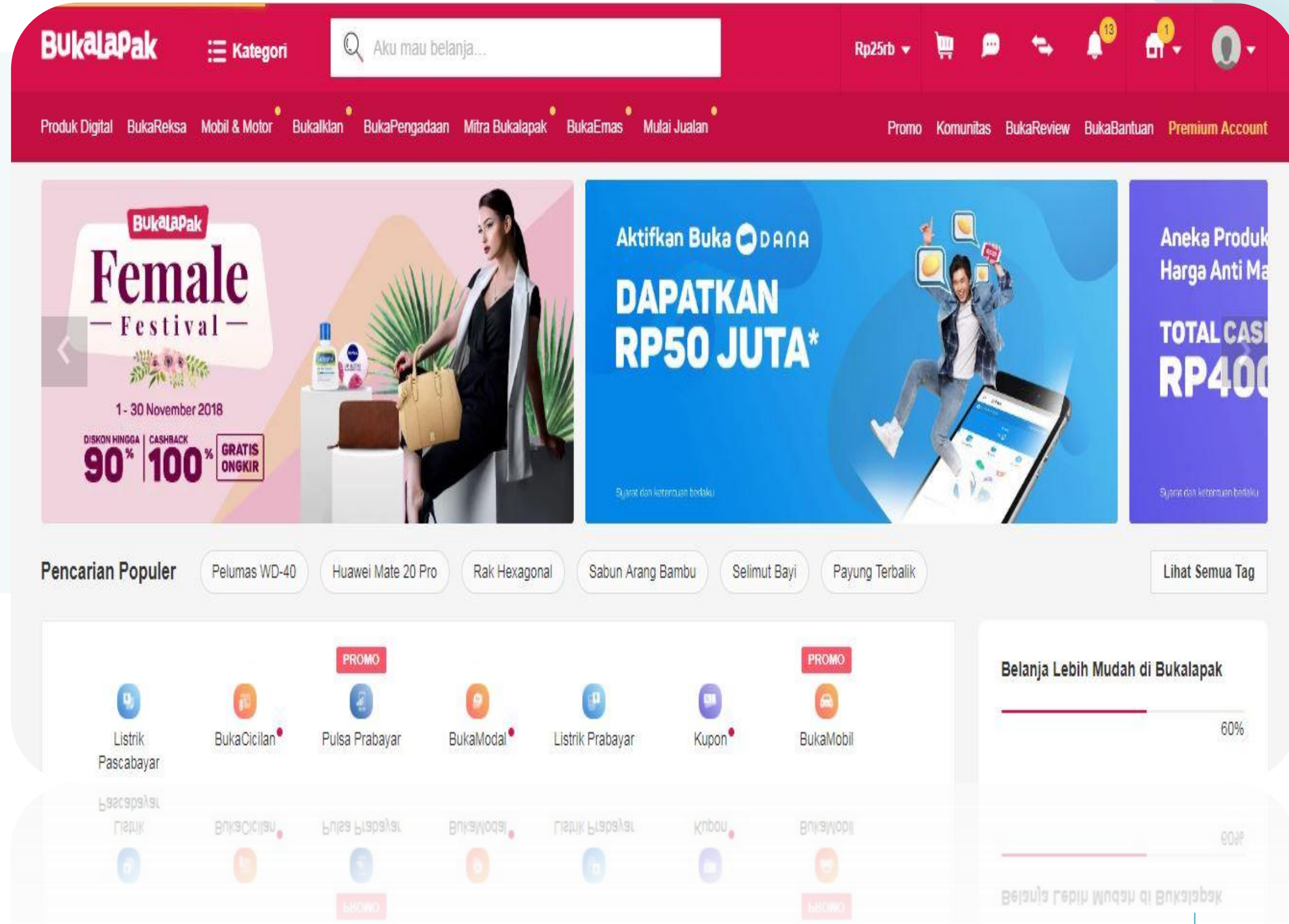
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2018

# **Marketplace Indonesia Berdasarkan Alexa.com**

# BUKALAPAK

Didirikan pada awal 2010 sebagai salah satu produk portofolio agensi digital bernama Suitmedia, Bukalapak bertumbuh sebagai salah satu produk online terbesar karya anak bangsa di Indonesia. Achmad Zaky selaku CEO mengatakan bahwa saat ini terdapat sekitar 150.000 penjual<sup>1</sup> dan 1,5 juta produk aktif di Bukalapak. Pada Januari 2014, Achmad mengatakan bahwa Bukalapak memproses transaksi senilai Rp 500 juta setiap harinya. Di website ini, para pengguna dapat melakukan aktivitas jual beli dengan harga pas maupun harga yang siap untuk dinegosiasikan. Bukalapak memiliki fitur dompet virtual bernama Bukadompet sebagai salah satu metode pembayaran.





# TOKOPEDIA

Berdiri pada awal 2009, Tokopedia dinilai sebagai pemimpin pasar dalam ranah *marketplace online* di Indonesia. Paling tidak, Tokopedia memiliki jumlah modal yang sangat besar berkat USD 100 juta (Rp 1,2 triliun) yang disuntikkan beberapa bulan lalu oleh Softbank Internet and Media Inc. dan Sequoia Capital.

William Tanuwijaya selaku CEO mengatakan bahwa saat ini mereka memiliki “ratusan ribu” penjual yang bertumbuh jumlahnya sebesar 30 persen setiap bulan. Saat ini Tokopedia memiliki 3,3 juta produk aktif, dimana sekitar 2 juta produk terjual di platform setiap bulannya.

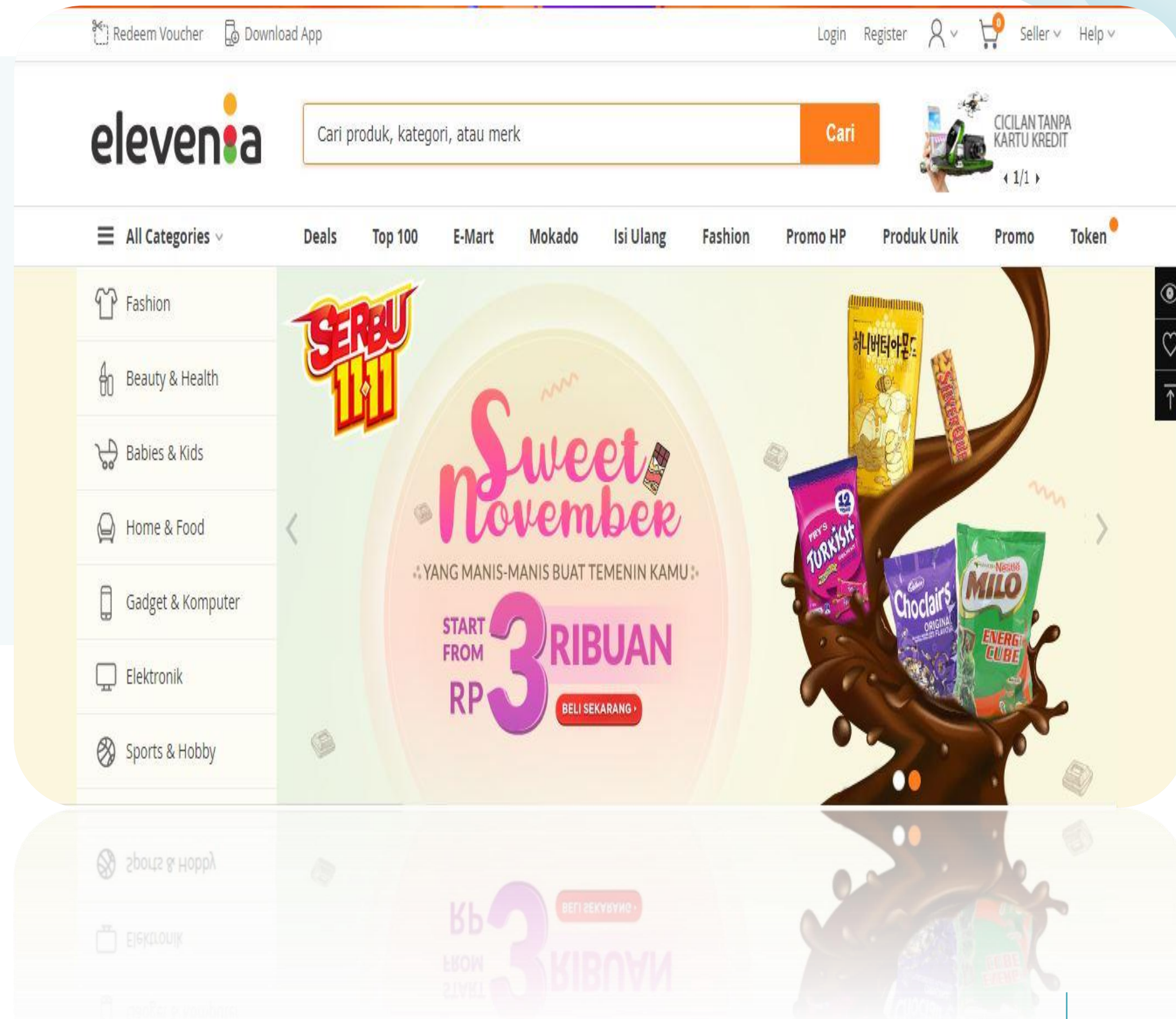
Tokopedia belum menarik biaya apapun dari para penjual. Namun, para penjual bisa berlangganan fitur premium bernama [Gold Merchant](#).

The screenshot displays the Tokopedia homepage. At the top, there's a search bar with the text 'Cari produk atau toko' and a 'Cari' button. To the right are links for 'Daftar' and 'Masuk'. Below the search bar, there's a 'Promo' section with a banner for 'Kebut Transaksinya Kecipratan Bonusnya' offering a 'Cashback hingga 300RB'. To the right of the promo is a 'Pembayaran & Top Up' section with tabs for 'Pulsa', 'Paket Data', 'Listrik PLN', 'Flight', and 'Vouchers'. Below these tabs are input fields for 'Nomor Telepon' and 'Nominal', and a 'Beli' button. Further down, there's a 'Flash Sale' section with a countdown timer showing '03 : 48 : 30'. Below the flash sale is a grid of five product listings, each with a discount tag: 'Helen Keller / Kacamata Hitam Pria / Sunglasses / H8613CD61 /' with a 63% OFF tag, 'BRAGG Apple Cider Vinegar - 60 ML' with a 36% OFF tag, 'Mybamus Legging Wudhu Alica Dark Gray M11720L R14S6 &' with a 73% OFF tag, 'Tempat Aksesori JanSport Lil Break Disney Blooming Minnie' with a 60% OFF tag, and 'TOSHIBA USB FLASDISK 16GB / FD TOSHIBA HAYABUSA PUTIH' with a 6% OFF tag. Each listing includes an image of the product and its name.



# ELEVENIA

Elevenia merupakan salah satu pemain termuda di daftar ini, namun mereka sangat agresif dan telah mencatat pertumbuhan sangat besar di tahun pertama operasinya. Diluncurkan pada bulan Maret 2014, perusahaan hasil *joint venture* antara XL Axiata dan SK Planet asal Korea Selatan ini memiliki 2 juta produk aktif dan melayani 8.000 order setiap harinya. Unikunya, perusahaan ini menyediakan *seller zone* di Jakarta, berisikan studio foto dan ruang pelatihan untuk membantu para penjual online yang masih baru. Semua hal itu dapat digunakan secara gratis.





Berasal dari Singapura, Qoo10 merupakan perusahaan *joint venture* antara eBay dengan GMarket asal Korea Selatan. Qoo10 Indonesia sendiri mulai beroperasi sejak tahun 2012, dan mengklaim memproses transaksi senilai lebih dari USD 2,5 juta (Rp 32 miliar) setiap bulannya.

Selain di Indonesia, Qoo10 juga beroperasi di Singapura, Jepang, Malaysia, China, dan Hong Kong. Qoo10 Indonesia menarik komisi dari setiap penjualan yang terjadi di dalam platform. Anda bisa melihat [halaman ini](#) untuk informasi lebih lanjut.

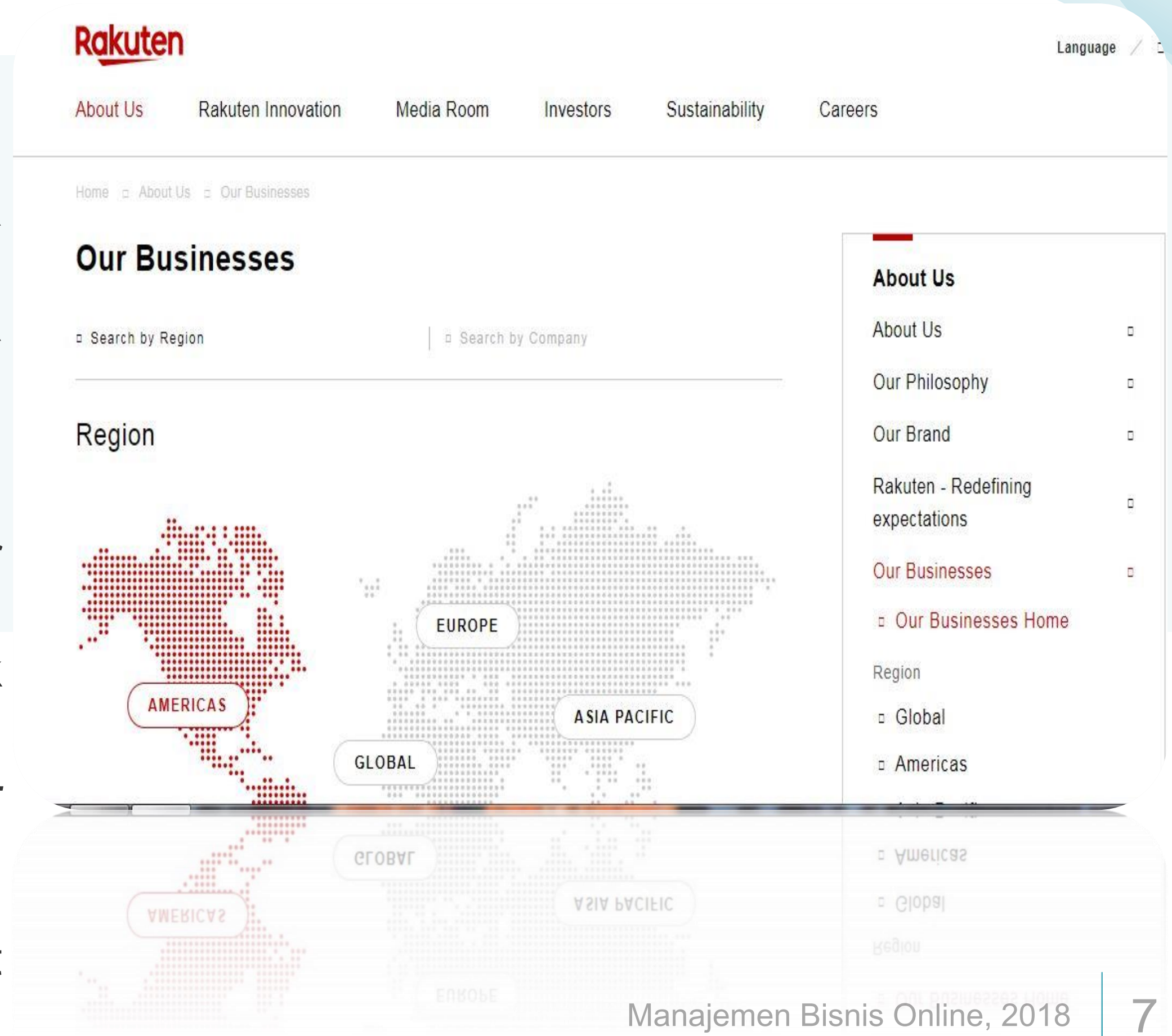
The screenshot displays the Qoo10 website interface. At the top, the Qoo10 logo is on the left, followed by a search bar with a 'Cari' button. To the right, it says 'In association with YAHOO! INDONESIA'. Below the header is a navigation menu with categories: Pakaian Wanita, Kecantikan & Diet, Pria & Olahraga, Digital & Mobile, Home & Living, Makanan & Bayi, and e-Tiket & Entertain. A large banner for 'BLACK NOVEMBER SALE' is prominent, featuring a '75 RIBU' discount on a 'PREMIUM RACK MULTIFUNCTION' and a '19 RIBU' discount on 'IMPORTED CANDY DROPS'. Below the banner are two main product sections: 'SUPERHERO T-SHIRT COLLECTION' with a price of 'RP29.000' and 'MEN'S BRANDED LONG SLEEVE T-SHIRT' with a price of 'RP55.000'. On the right side, there are smaller promotional tiles for 'Running Time Sale' featuring 'Korean Bucket Bag' (12% off, 104.000) and 'NEW JEANS COLLECTION - PREMIUM' (12% off, 132.000). The bottom of the page shows a blurred view of more product listings.



# RAKUTEN

Diluncurkan pada tahun 2011, Rakuten Belanja Online (RBO) awalnya merupakan perusahaan hasil *joint venture* antara konglomerat media MNC dan raksasa e-commerce Jepang Rakuten. Namun, pada tahun 2013 kerjasama itu secara resmi berakhir, dan sekarang RBO beroperasi sendiri di Indonesia.

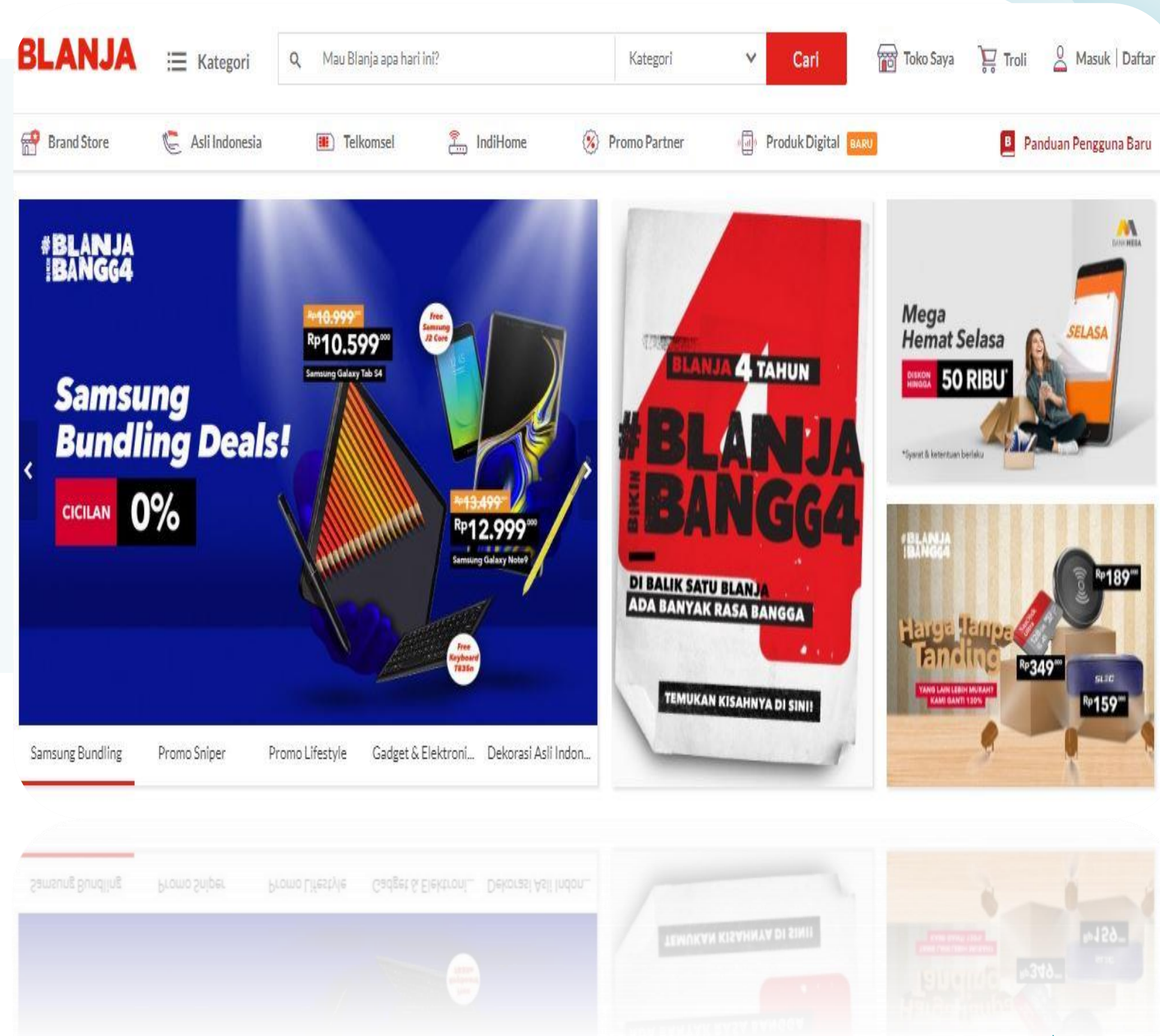
Tidak banyak informasi seputar perkembangan RBO. Pada tahun 2013, RBO memiliki target menjual 1 juta produk di dalam websitenya. Dan walaupun menganut model bisnis B2B2C (*business-to-business-to-consumer*), mulai September 2014 RBO membuka pintu bagi penjual mikro dan individual untuk ikut berjualan di dalam platformnya.





Sebagai perusahaan *joint venture* antara Telkom Indonesia dengan eBay, kehadiran Blanja memiliki potensi besar untuk membuat saingannya was-was. Walau sudah beroperasi sejak 2013, Blanja baru secara resmi diluncurkan pada Desember 2014.

Dari “hanya” 600 penjual, Blanja [klaim](#) telah memiliki lebih dari 1 juta produk di dalam website. Blanja mengambil komisi dari setiap penjualan yang terjadi di dalam platform.





# OUTLINE

- What is digital business strategy?
- What is Strategic analysis ?

**Strategy** defines the future direction and actions of an organisation or part of an organisation. Johnson and Scholes (2006) define corporate strategy as:

*“ the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a changing environment to meet the needs of markets and to fulfil stakeholder expectations”.*



# Digital business strategies share much in common with corporate, business and marketing strategies.

These quotes summarising the essence of strategy could equally apply to each strategy:

- Is based on current performance in the marketplace
- Defines how we will meet our objectives.'
- Sets allocation of resources to meet goals.'
- Selects preferred strategic options to compete within a market.'
- Provides a long-term plan for the development of the organisation.'
- Identifies competitive advantage through developing an appropriate positioning relative to competitors defining a value proposition delivered to customer segments.

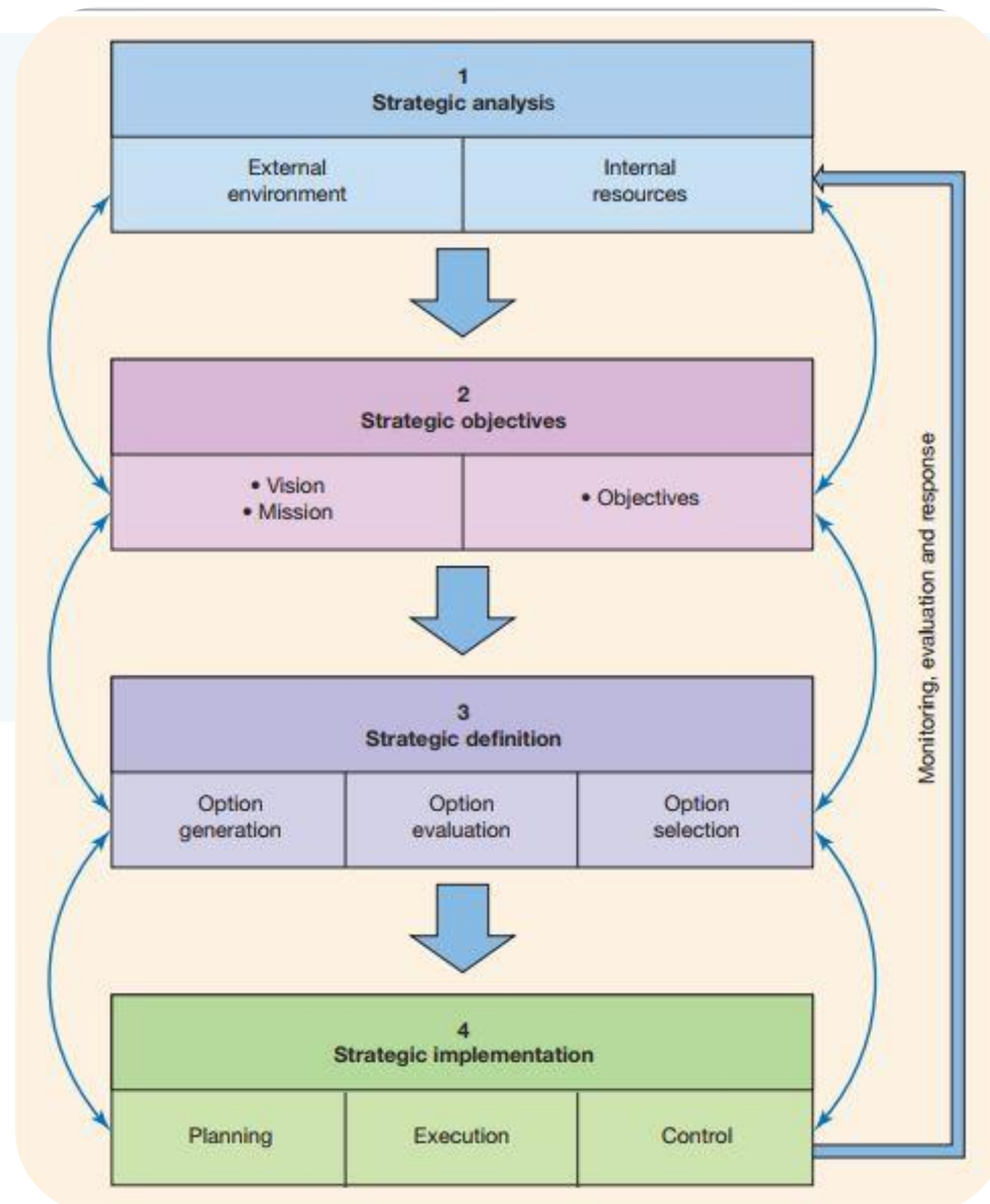
# D i g i t a l   b u s i n e s s   s t r a t e g y

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Definition of the approach by which applications of internal and external electronic communications can support and influence business strategy



# A generic strategy process model



# SWOT analysis

<b>The organisation</b>	<b>Strengths – S</b> <ol style="list-style-type: none"> <li>Existing brand</li> <li>Existing customer base</li> <li>Existing distribution</li> </ol>	<b>Weaknesses – W</b> <ol style="list-style-type: none"> <li>Brand perception</li> <li>Intermediary use</li> <li>Technology/skills</li> <li>Cross-channel support</li> </ol>
<b>Opportunities – O</b> <ol style="list-style-type: none"> <li>Cross-selling</li> <li>New markets</li> <li>New services</li> <li>Alliances/co-branding</li> </ol>	<b>SO strategies</b> Leverage strengths to maximise opportunities <b>= Attacking strategy</b>	<b>WO strategies</b> Counter weaknesses through exploiting opportunities <b>= Build strengths for attacking strategy</b>
<b>Threats – T</b> <ol style="list-style-type: none"> <li>Customer choice</li> <li>New entrants</li> <li>New competitive products</li> <li>Channel conflicts</li> </ol>	<b>ST strategies</b> Leverage strengths to minimise threats <b>= Defensive strategy</b>	<b>WT strategies</b> Counter weaknesses and threats <b>= Build strengths for defensive strategy</b>



# Supply chain management

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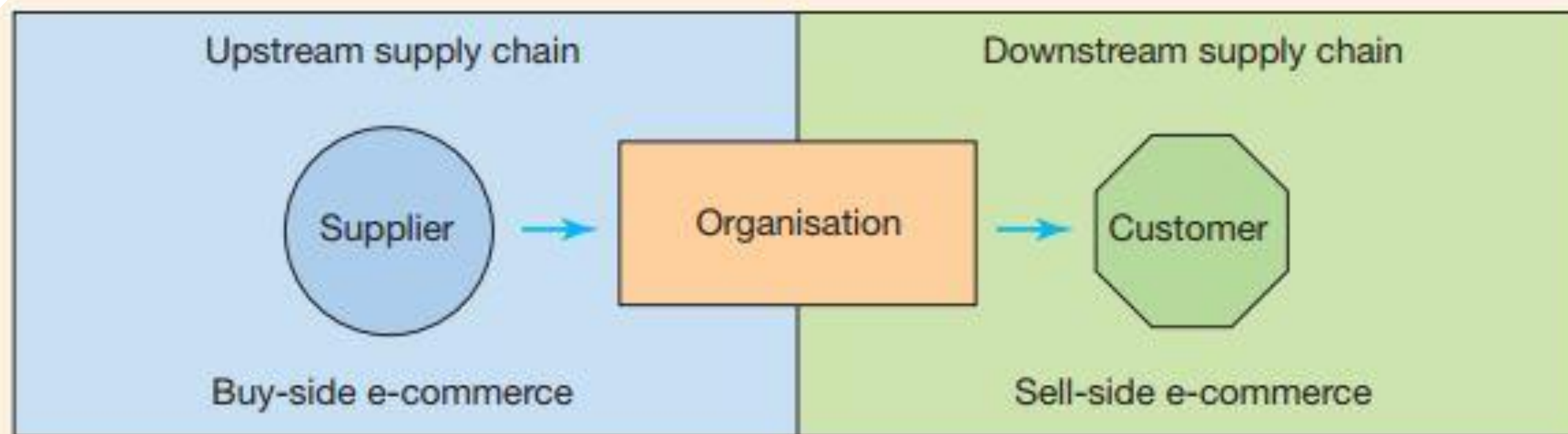
- Which technologies should we deploy for supply chain management and how should they be prioritised?
- Which elements of the supply chain should be managed within and beyond the organisation and how can technology be used to facilitate this?

# What is supply chain management?

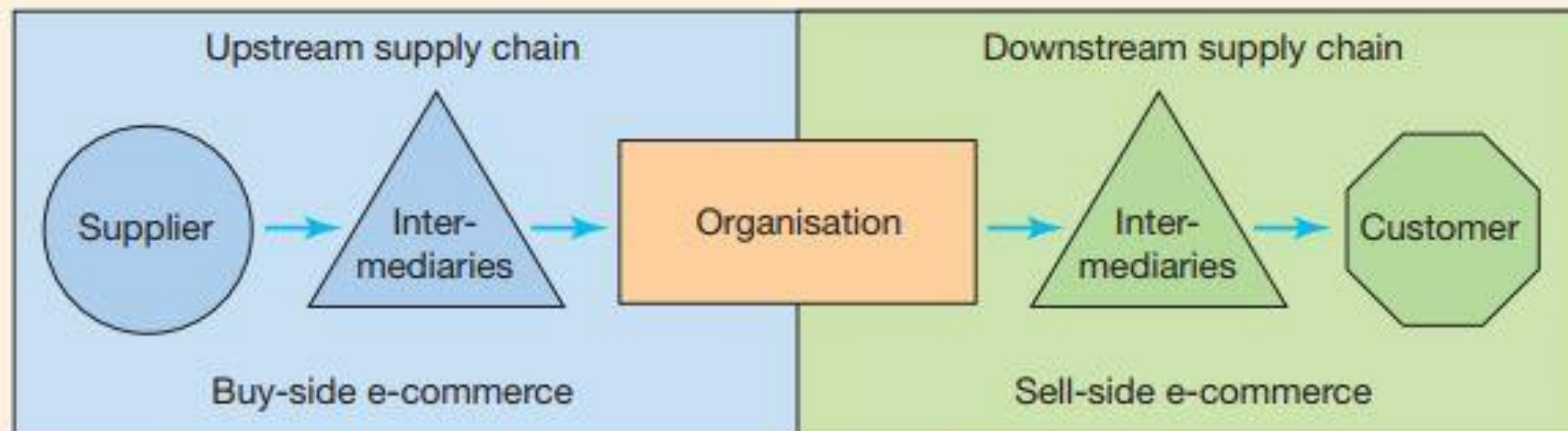
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**Supply chain management (SCM) involves the coordination of all supply activities of an organisation from its suppliers and delivery of products to its customers.**





(a)



(b)

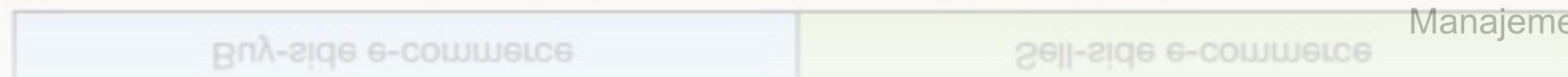
Inbound logistics

Outbound logistics

(p)

Inbound logistics

Outbound logistics



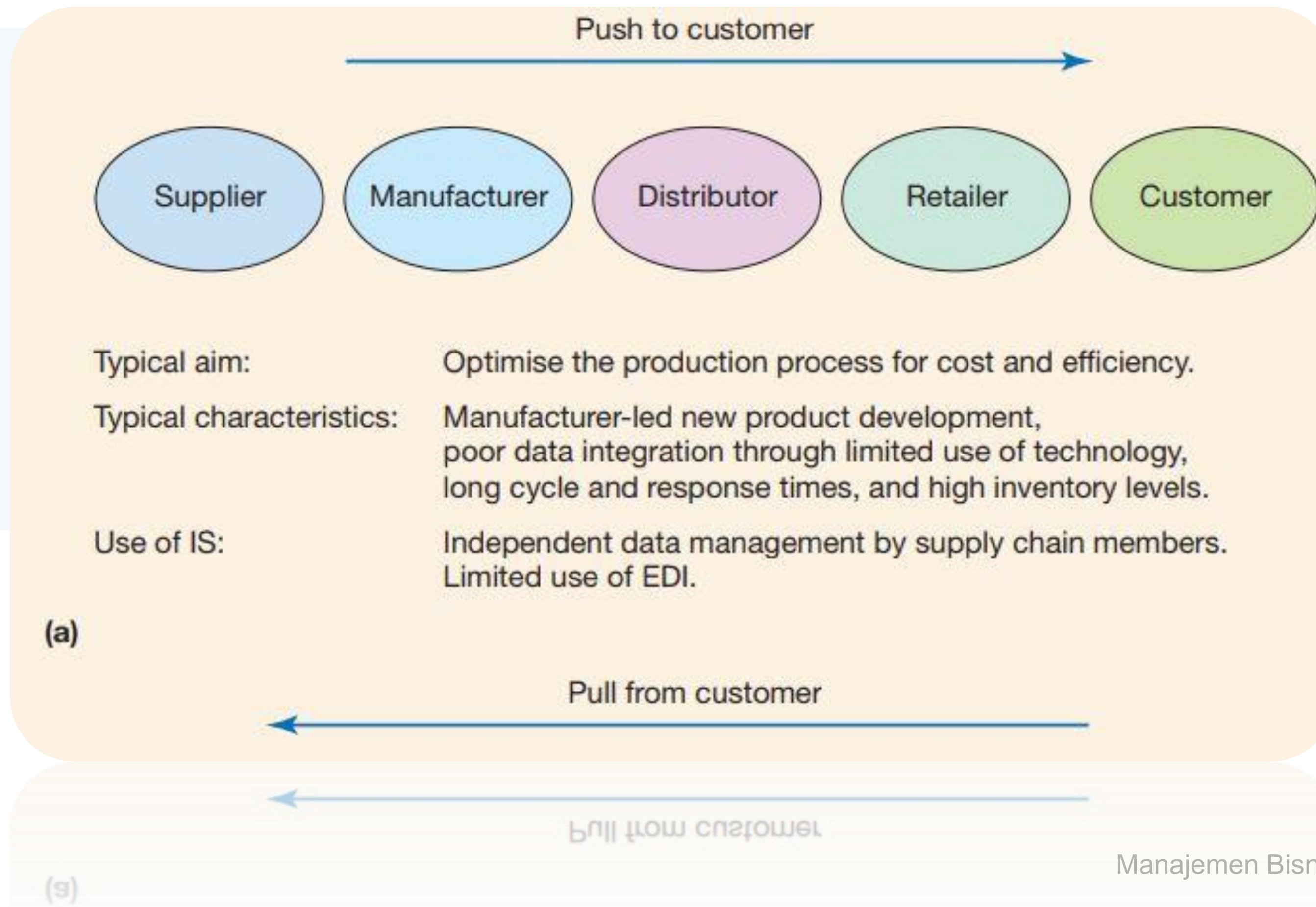
# What is logistics?

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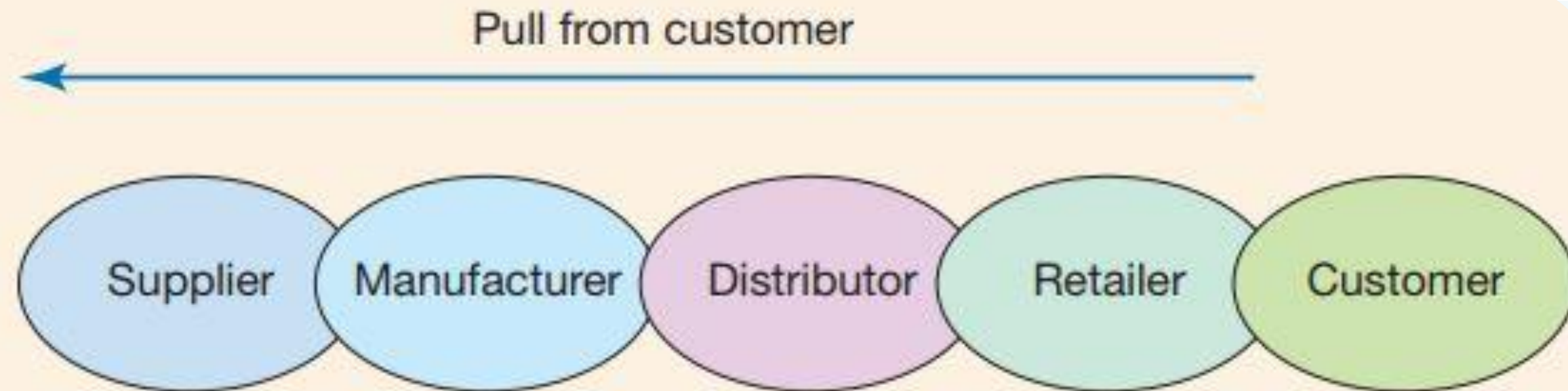
Logistics is a concept closely related to supply chain management. According to the Institute of Logistics and Transportation ([www.iolt.org](http://www.iolt.org)):

*Logistics is the time-related positioning of resource, or the strategic management of the total supply chain. The supply chain is a sequence of events intended to satisfy a customer. It can include procurement, manufacture, distribution, and waste disposal, together with associated transport, storage and information technology*

# Push and pull approaches to supply chain management







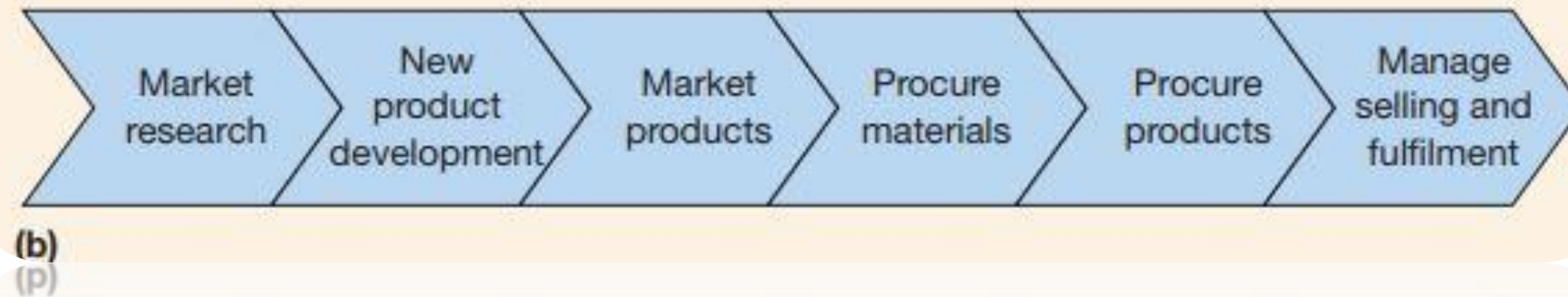
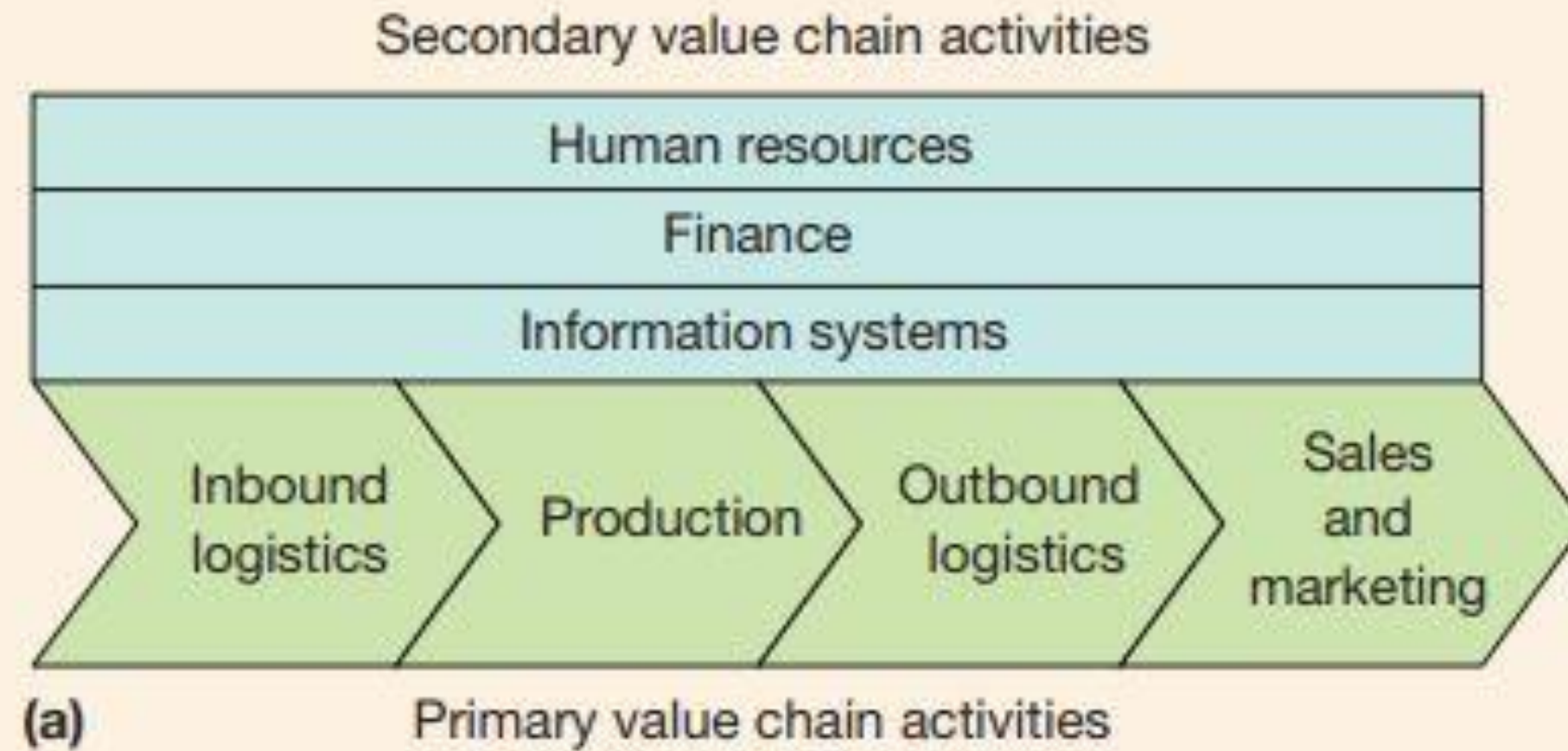
- Typical aim: Enhance product and service quality.
- Typical characteristics: Market research driven, technology used to achieve research and data integration, short cycle and response times, low inventory levels.
- Use of IS: Integrated internal systems, information sharing between supply chain members. Extensive use of EDI and e-commerce, often through B2B exchanges and intermediaries.

(b)

(p)

often through B2B exchanges and intermediaries.  
supply chain members. Extensive use of EDI and e-commerce


Two alternative models of the value chain: (a)  
Traditional value chain model, (b) Revised value chain model



(p)





The background features teal-colored geometric shapes in the corners, resembling folded paper or abstract triangles. The main text is centered in a clean, sans-serif font.

# THANK YOU!

ANY QUESTIONS?