

FONKSİYONEL STRATEJİLER

- PAZARLAMA STRATEJİLERİ
- FİNANSAL STRATEJİLER
 - AR-GE STRATEJİLERİ
- ÜRETİM / OPERASYON STRATEJİLERİ
 - TEDARİK STRATEJİLERİ
 - LOJİSTİK STRATEJİLERİ
- İNSAN KAYNAKLARI STRATEJİLERİ
- BİLGİ TEKNOLOJİLERİ STRATEJİLERİ

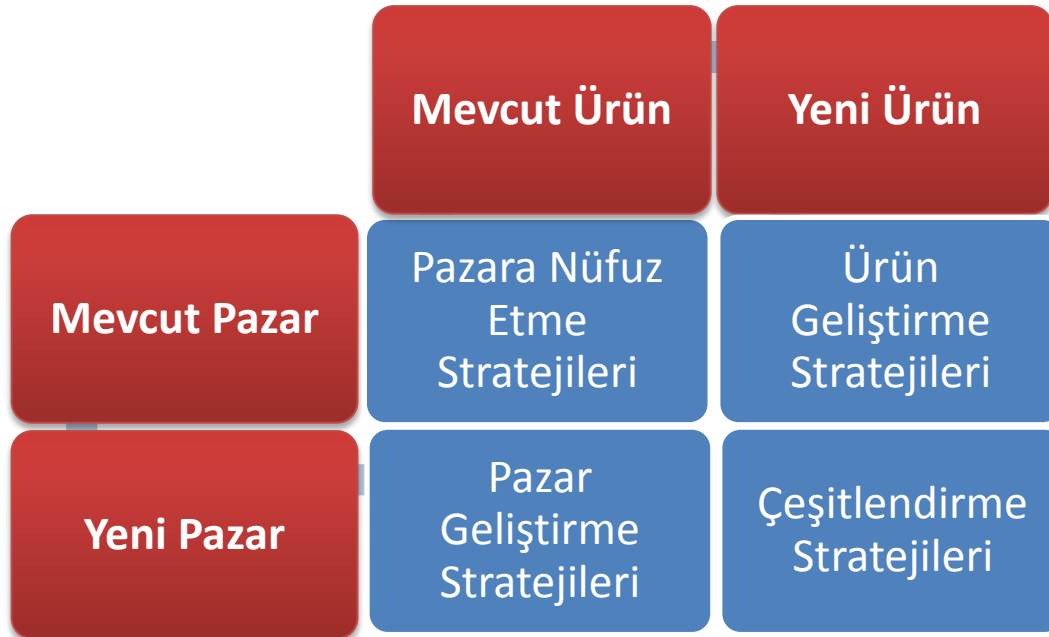
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TEMEL ÜRÜN-PAZAR STRATEJİLERİ

MÜŞTERİ-ÜRÜN KARARI

HEDEF MÜŞTERİMİZ KİMDİR?

NE TÜR BİR ÜRÜN SUNMAYI HEDEFLİYORUZ?



PAZARLAMA STRATEJİLERİ: MÜŞTERİ-ÜRÜN KARARI

PAZARA PENETRASYON STRATEJİSİ

(MEVCUT PAZARLARDA MEVCUT ÜRÜNLERLE REKABET)

INCREASE RATE OF PURCHASE/CONSUMPTION

ATTRACT RIVAL'S CUSTOMERS

BUY OUT RIVALS

CONVERT NON-USERS INTO CURRENT USERS

PAZAR GELİŞTİRME STRATEJİSİ

(MEVCUT ÜRÜNLER İÇİN YENİ PAZARLAR BUL)

ENTER NEW GEOGRAPHICAL MARKETS

FIND NEW USES FOR MEVCUT PRODUCTS

FIND NEW TARGET MARKETS

ÜRÜN GELİŞTİRME STRATEJİSİ

(MEVCUT PAZARLAR İÇİN YENİ ÜRÜN GELİŞTİR)

IMPROVE FEATURES

IMPROVE QUALITY/RELIABILITY/DURABILITY

ENHANCE AESTHETICS/STYLING

ADD MODELS

ÇEŞİTLENDİRME STRATEJİSİ

(YENİ PAZARLAR İÇİN YENİ ÜRÜN GELİŞTİR)

PAZARLAMADA 4 “P”

- **PAZARLAMA KARMASI**

- **ÜRÜN STRATEJİSİ**

- Specifying the exact product or service to be offered*

- New or Current *product*? ...for new or current customers?

- **FİYAT STRATEJİSİ**

- Establishing a price for the product or service*

- “Skim pricing” (high) when you are a pioneer
 - “Penetrasyon pricing” (low) builds market shares
 - “Dynamic pricing” (prices vary frequently) based on demand/availability

- **YER/KANAL STRATEJİSİ**

- Selecting the method for distributing the product or service*

- Distribute through dealer networks or through mass merchandisers?
 - Sell directly to consumers through own stores or through internet?

- **TUTUNDURMA STRATEJİSİ**

- How the product or service is to be communicated to customers*

- “Push” - spend \$\$\$ on promotions and discounts to push *products*
 - “Pull” - spend \$ to build brand awareness so consumers will ask for it by name

FINANSAL STRATEJİLER

SERMAYE EDİNİMİ

- Debt Leverage, Stock Sales, & Gains from Operations
 - **Equity** financing is preferred for **related** differentiation
 - **Debt** financing is preferred for **unrelated** differentiation
 - **Leveraged buyouts** (LBOs) make the acquired firm pay off the debt

KAYNAK TAHSİSİ

- Dividends, Stock Price, & Reinvestment
 - Reinvest earnings in fast-growing companies
 - Keeping the stockholders contented with consistent dividends
 - Use of stock splits (or reverses) to maintain high stock prices
 - Tracking stock keeps interest in company, but doesn't allow takeover

AR-GE STRATEJİLERİ

- **İNOVASYON DÜZEYİ**
 - **Liderlik X Takipçilik (Kopyacılık)**
 - Technological leadership fits well with differentiation
 - A “follower” strategy makes sense with cost-leader strategy
 - Are we better at finding applications and customer adaptations than actually inventing something really new?
 - **Farklı AR-GE Yöntemleri (Temel, Ürün, Proses)**
 - Where is the firm’s historic expertise / advantage?
 - How competent are the R & D Personnel?
- **TEKNOLOJİ EDİNİMİ**
 - **İçerde Geliştirme X Satın Alma**
 - Technology “Scouts”
 - Strategic Technology Alliances
 - Acquire minority stake in promising high-tech ventures

ÜRETİM / OPERASYON STRATEJİLERİ

- **ÜRETİM LOKASYONU**
 - İç Üretim X Outsourcing
 - Yurtiçi Fabrikalar X Uluslararası Lokasyonlar
- **SİSTEM SEÇİMİ**
 - ÜRÜN X PROSES
 - Parti X Kitlesele Üretim
 - Butik/küçük parti üretimi çeşitlendirme stratejisi ile uyumludur.
 - Kontinü Üretim maliyet liderliği getirir.
 - Robots & CAD/CAM X Emek Yoğun Üretim
 - Tam Zamanında Üretim (Toyota)
 - Kalite Sistemleri maliyetleri azaltır kalite seviyesini yükseltir.

TEDARİK STRATEJİLERİ

- **DIKEY BÜTÜNLEŞME**

(our firm has an ownership stake in the suppliers we use)

- Quasi-integration (minority ownership position in a supplier)
- Tapered (produce some of what we need, but not all)
- Full (produce all of our own needs)

- **OUTSOURCING**

(our firm buys everything)

- Buying on the Open Market (Spot) (prices fluctuate)
- Long-Term Contracts with Multiple Suppliers (low bid)
- Sole Sourcing (only one supplier) improves quality
- Parallel Sourcing (two suppliers) provides protection

- **TAM ZAMANINDA TEDARİK X STOKLU ÇALIŞMA**

(Use of Component Inventories v. Just-in-time supply delivery)

LOJİSTİK STRATEJİLERİ

- **NAKLEDİLECEK MALZEMENİN CİNSİ**
(Bulky or Compact?)
 - Raw Materials, Supplies, & Components
 - Finished Goods
- **EN AVANTAJLI ULAŞTIRMA ŞEKLİ**
 - AIR
 - RAIL
 - TRUCK
 - BARGE

(DEPENDABILITY? LOW COST? HIGH QUALITY SERVICE?)
- **NAKLİYE OUTSOURCE MU EDİLMELİ BÜNYEDE Mİ KALMALI?**
 - CONTRACT WITH OTHERS
 - Use Multiple Shippers v. Just One (UPS)?
 - Consider batch deliveries v. Just-in-time arrangements?
 - OWNERSHIP IN DISTRIBUTION CHAIN
 - Quasi
 - Tapered
 - Full

İNSAN KAYNAKLARI STRATEJİLERİ

- **ORGANİZASYON VE ÇALIŞMA İLİŞKİLERİ**

- Individual Jobs v. Team Positions
- Narrowly-defined jobs v. Positions with discretion and autonomy
- On-premises Work v. Telecommuting Options

- **YETENEK EDİNİMİ**

- Recruit from Outside v. Internal development
- Require experienced, highly-skilled workers v. “we will train you”
- Offer “top dollar” wages & benefits v. mentoring and a career

- **GELİŞTİRME, MOTİVASYON VE VERİMLİLİK**

- Assessment for development v. assessment for rewards
- Extrinsic v. Intrinsic Reward Systems
- Incentives for ideas & originality v. incentives for conformity?

BİLGİ TEKNOLOJİLERİ STRATEJİLERİ

ÇALIŞAN VERİMLİLİĞİ & İLETİŞİM

- Employees can be networked together across the globe
- Instant translation software for global firms
- “Follow the Sun Management” ...pass projects on to the next team

SATIŞ & STOK YÖNETİMİ

- Internet sales and GELİŞTİRME of MÜŞTERİ databases
- Instant sales reports allow immediate inventory reorders

ÜRÜN İZLENEBİLİRLİĞİ

- FEDEX PowerShip software...stores addresses, prints labels, etc.
- Tracking the progress of package shipment...FEDEX & UPS

HANGI FONKSİYONLARI OUTSOURCE ETMELİ?

- **GLOBAL OUTSOURCING – KALİTE VE VERİMLİLİĞİ ARTIRIR**
 - *Averages 9% reduction in costs and 15% increase in capacity and quality*
 - *Up to 70% of Boeing planes are outsourced. Built in just 4 months v. 1 year*
- **ŞİRKETLER EN AZ BİR FAALİYETİNİ OUTSOURCE EDİYOR**
 - *78% General & Administrative activities*
 - *77% Human Resources*
 - *66% Transportation & Distribution*
 - *63% Information Systems*
 - *56% Manufacturing*
 - *51% Marketing*
 - *18% Finance & Accounting*
(American Marketing Association)

25% outsource sonuçlarından memnun kalmıyor

51% outsource ettiği faaliyeti tekrar kendisi yapmaya başlıyor

- **OUTSOURCE İÇİN YENİ ADAYLAR**
 - *Customer Service*
 - *Bookkeeping/Financial/Clerical*
 - *Sales/Telemarketing*
 - *Software Programming*
 - *Mailroom*

OUTSOURCE HATALARI

1) Outsource edilmemesi gereken faaliyetlerin outsource edilmesi

- *Failed to keep core activities “in-house”*

2) Yanlış tedarikçiye outsource edilmesi

- *Picked a vendor that wasn’t trustworthy, or who lacks state-of-the art processes*

3) Hatalı sözleşme

- *Balance of power favors the vendor...locked in over a long period of time*

4) İnsan Kaynakları problemlerini dikkate almama

- *My area of expertise was outsourced!*

5) Outsource edilen faaliyet üzerindeki kontrolü kaybetme

- *We’re at their mercy!*

6) Gizli outsource maliyetlerini dikkate almama

- *Transaction fees?*

7) Bir çıkış stratejisine sahip olmama

- *How can we reverse out of this deal?*

- **CUSTOMER COMPLAINTS & UNEXPECTED DELAYS**
- **LOCKED INTO LONG-TERM CONTRACTS THAT AREN’T COMPETITIVE**
- **THE FIRM DOESN’T LEARN YENİ SKILLS & DEVELOP CORE COMPETENCIES**

BAŞARILI OUTSOURCE

BAŞARININ ANAHTARI:

SADECE ŞİRKETİN TEMEL YETKİNLİKLERİ İLE İLGİSİ OLMAYAN FAALİYETLER
OUTSOURCE EDİLMELİDİR.

ŞİRKETİN ÜRÜN VE HİZMETLERİ İÇİN TOPLAM KATMA DEĞER

	DÜŞÜK	YÜKSEK

	KİSMİ	DIKEY
	BÜTÜNLEŞME	BÜTÜNLEŞME
<u>FAALİYETİN</u>	<i>Produce Some</i>	<i>Produce All</i>
<u>REKABET AVANTAJI</u>	<i>Internally</i>	<i>Internally</i>
<u>YARATMA</u>	-----	
<u>POTANSİYELİ</u>	TAM	TAM
	OUTSOURCE	OUTSOURCE
	<i>Buy on Open Market</i>	<i>Use Long-Term Contracts</i>

	DÜŞÜK	

KAÇINILACAK STRATEJİLER

- **LİDERİ TAKİP ETMEK**

We can do that too...but maybe it's not worth copying

- **ZİLİ ÇALIP KAÇMAK**

A pioneer company looking to get lucky again

- **BİLEK GÜREŞİ**

Battles which increase costs and decrease revenues

- **HERŞEYİ YAPMAYA ÇALIŞMAK**

Offering something for everyone...trying to please everyone

- **BİLE BİLE LADES**

Pouring \$\$ down the knothole...investment because of prior commitments

**BU STRATEJİLERİN HİÇBİRİ ŞİRKET İÇİN
SÜRDÜRÜLEBİLİR REKABET AVANTAJI YARATMAZ.**