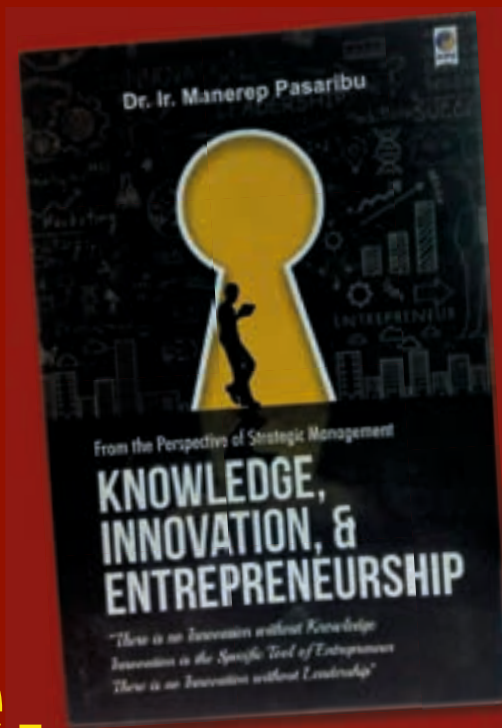




Dr. Ir. Manerep Pasaribu

From Perspective of
Strategic Management:

Knowledge, Innovation, & Entrepreneurship



Disampaikan Dalam IKATM USU
“Business Engineering Workshop”

Emerald Garden Hotel, Medan, 19 November 2016



KNOWLEDGE, INNOVATION, and ENTREPRENEURSHIP

© **Manerep Pasaribu**

KPG 59 16 011136

Cetakan Pertama, April 2016

Penyunting

Denis L. Toruan

Robertus Rony Setiawan

Rayendra L. Toruan

Perancang Sampul

Teguh Erdyan

Penata Letak

Toto Sudaryanto Baskara

PASARIBU, Manerep

Knowledge, Innovation, and Entrepreneurship

Jakarta: Kepustakaan Populer Gramedia, 2016

xxxiv + 486; 15 cm x 23 cm

ISBN: 978-602-6208-11-8



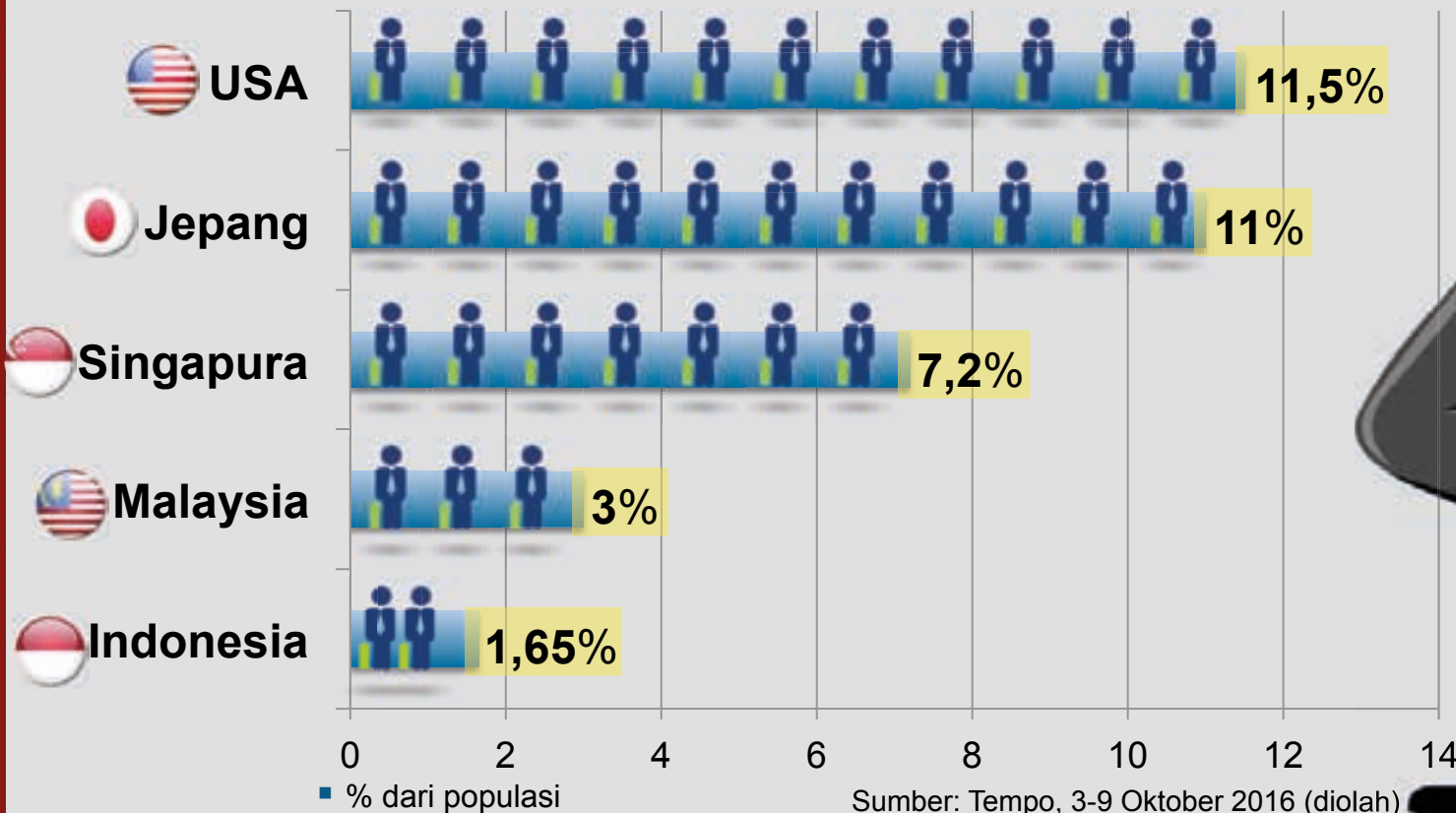
<http://www.penerbitkpg.id/book/knowledge-innovation-and-entrepreneurship/>

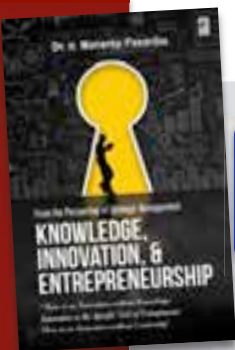


TEORI PERTUMBUHAN (Growth Theory)

Entrepreneurship Economic & Growth Development
(Schumpeter, 1951; Ronstadt, 1984)

Idealnya
sebuah
negara maju
mempunyai
Entrepreneur
> 2%





Entrepreneur

Destroys the existing economic order.

Introducing new products and services.

Introducing new methods of production.

Creating new forms of organization.

Exploiting new raw materials.

Or combining the existing to the new one.



The Impact

Increasing the standard of living.

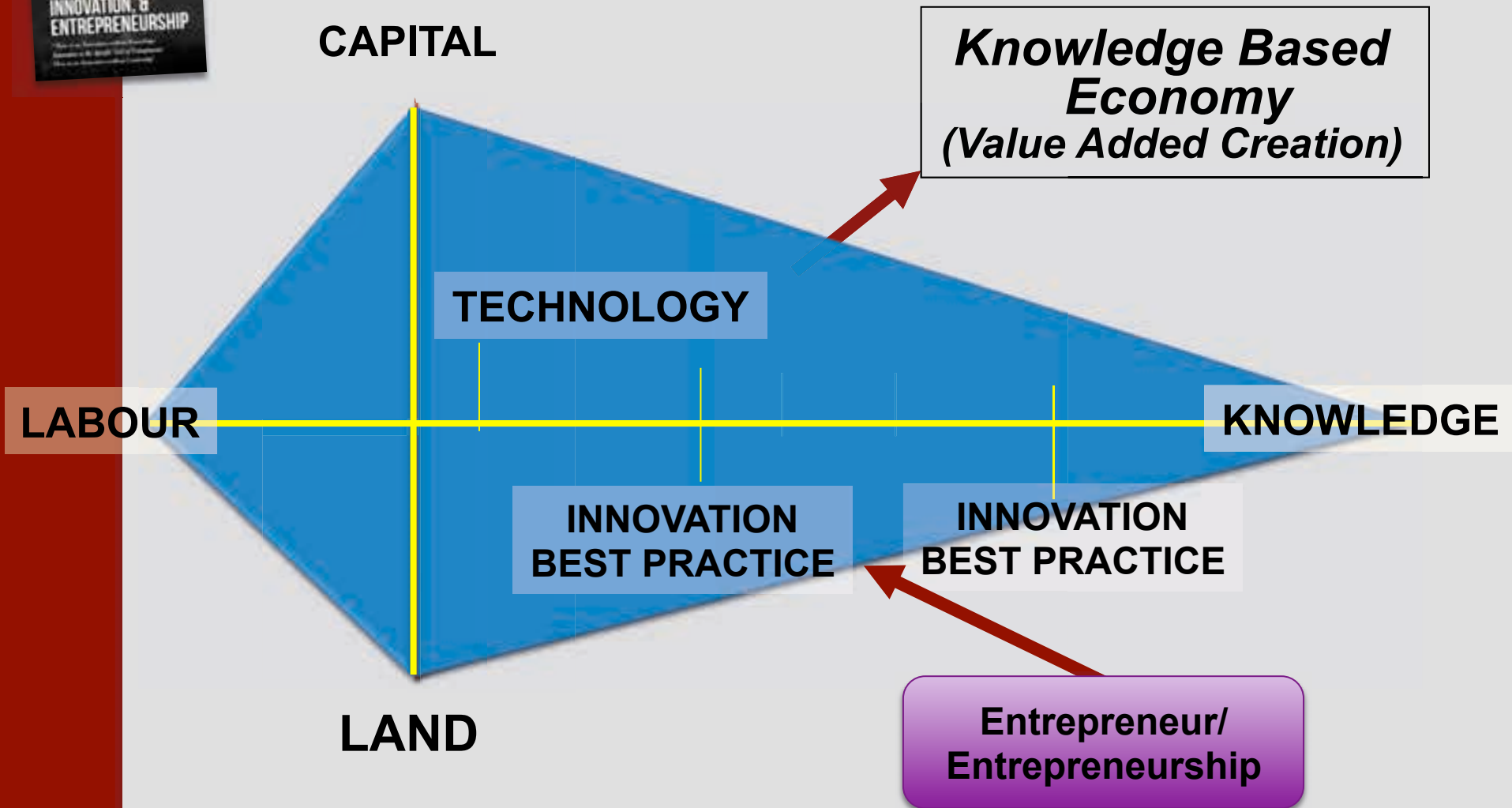
England before 1760 = Imperial Rome 2,000 years earlier.

After 1870 (Industrial revolution) to 1979, the standard living jumped sevenfold on average (16 nations).

The Power of Entrepreneurship

Joseph Schumpeter, the Moravian-born economist writing in Vienna, gave us the modern definition of an Entrepreneur:

Evolusi Basis Perekonomian



Sumber : Leibold, Probst, & Gibbert, 2005



“There is no Innovation without Knowledge”

(Nonaka & Takeuchi, 1995)

“Innovation is the Specific Tool of Entrepreneur”

(Peter F. Drucker, 1985)

“There is no Innovation without Leadership”

(De Meyer & Sam Gard, 2005)

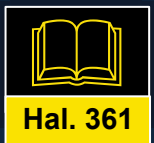
3 Mazhab:



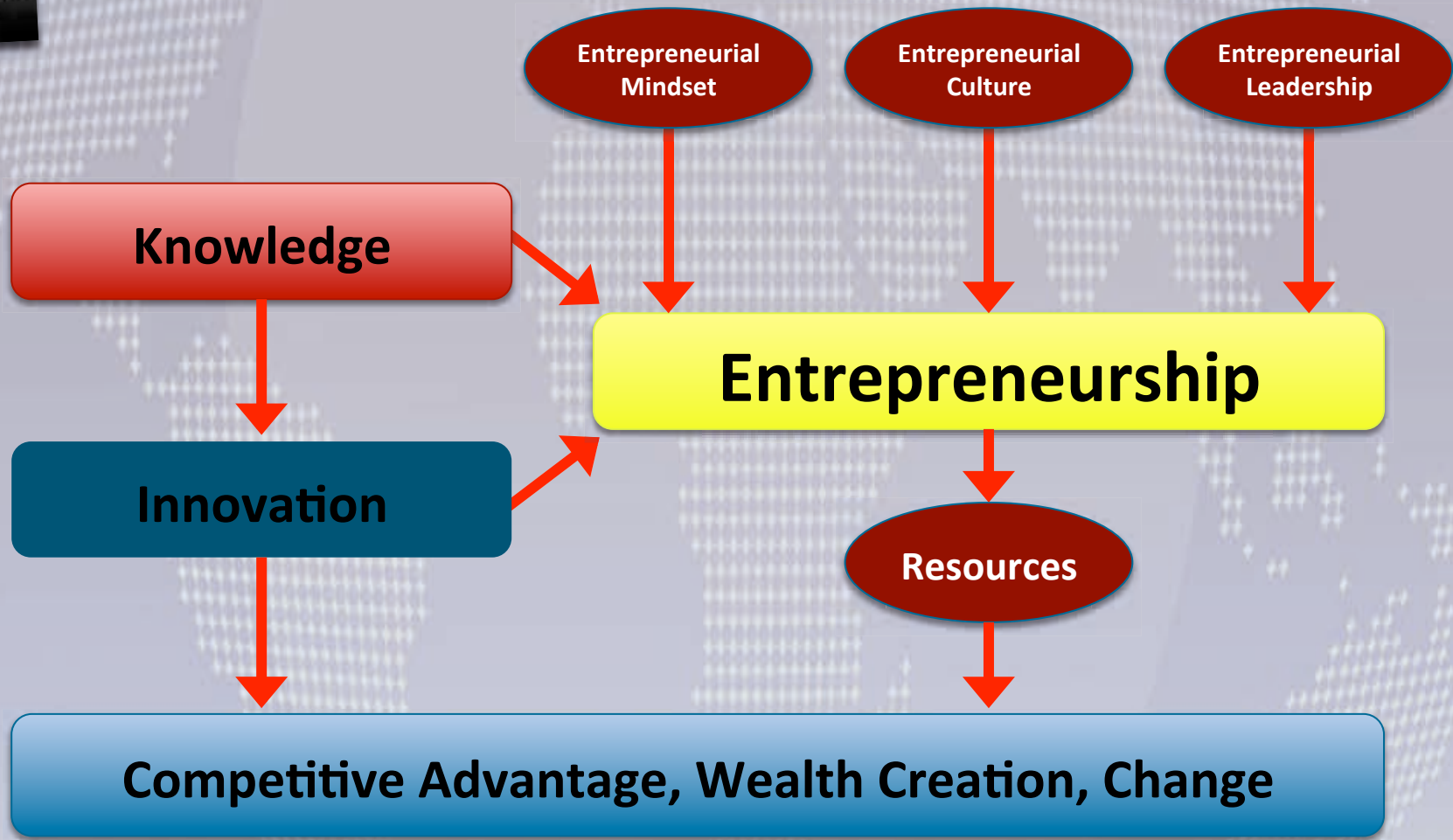
3 Mazhab + 1P:

“Paranoia is a key trait in entrepreneurial Success”

- Andrew S. Grove
- Histrich R.D et. Al, 2013



Kerangka Buku: “Knowledge-Innovation-Entrepreneurship”

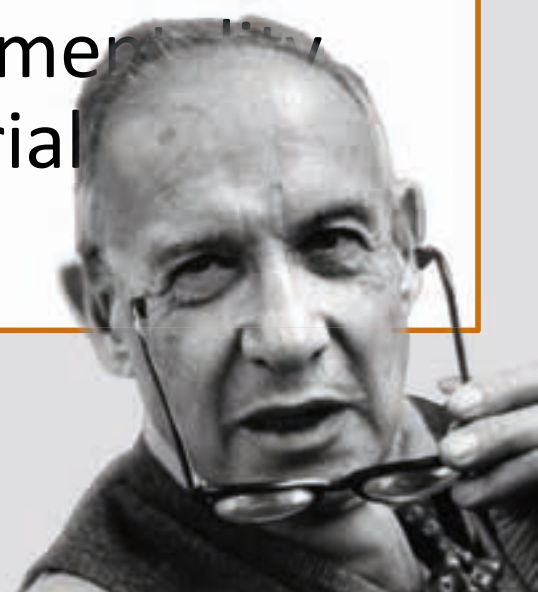


Sumber: The Knowledge-Creating Company (Nonaka & Takeuchi, 1995), dimodifikasi Manerep Pasaribu

Entrepreneur/Entrepreneurship

- Entrepreneurship is the dynamic process of creating wealth.
- Entrepreneurship is not only being entrepreneur. Its also builds a mental of entrepreneur (Entrepreneurial Mindset).

Peter F. Drucker, 1985



Strategic Entrepreneurship



Definisi Inovasi menurut De Meyer & Garg (2005)

“Innovation is the economically success for introduction of a new technology or a new combination of existing techonologies in order to create a drastic change in the value/ price relationship offered to the customer and/or user.”

(De Meyer & Garg, 2005)

Arnoud de Meyer

Sam Garg

1. Customer dan atau user

2. Mempengaruhi value / price relationships

3. Memberi perubahan drastis

4. Mempunyai hubungan dengan new technology

5. Membawa kesuksesan secara ekonomi pada perusahaan

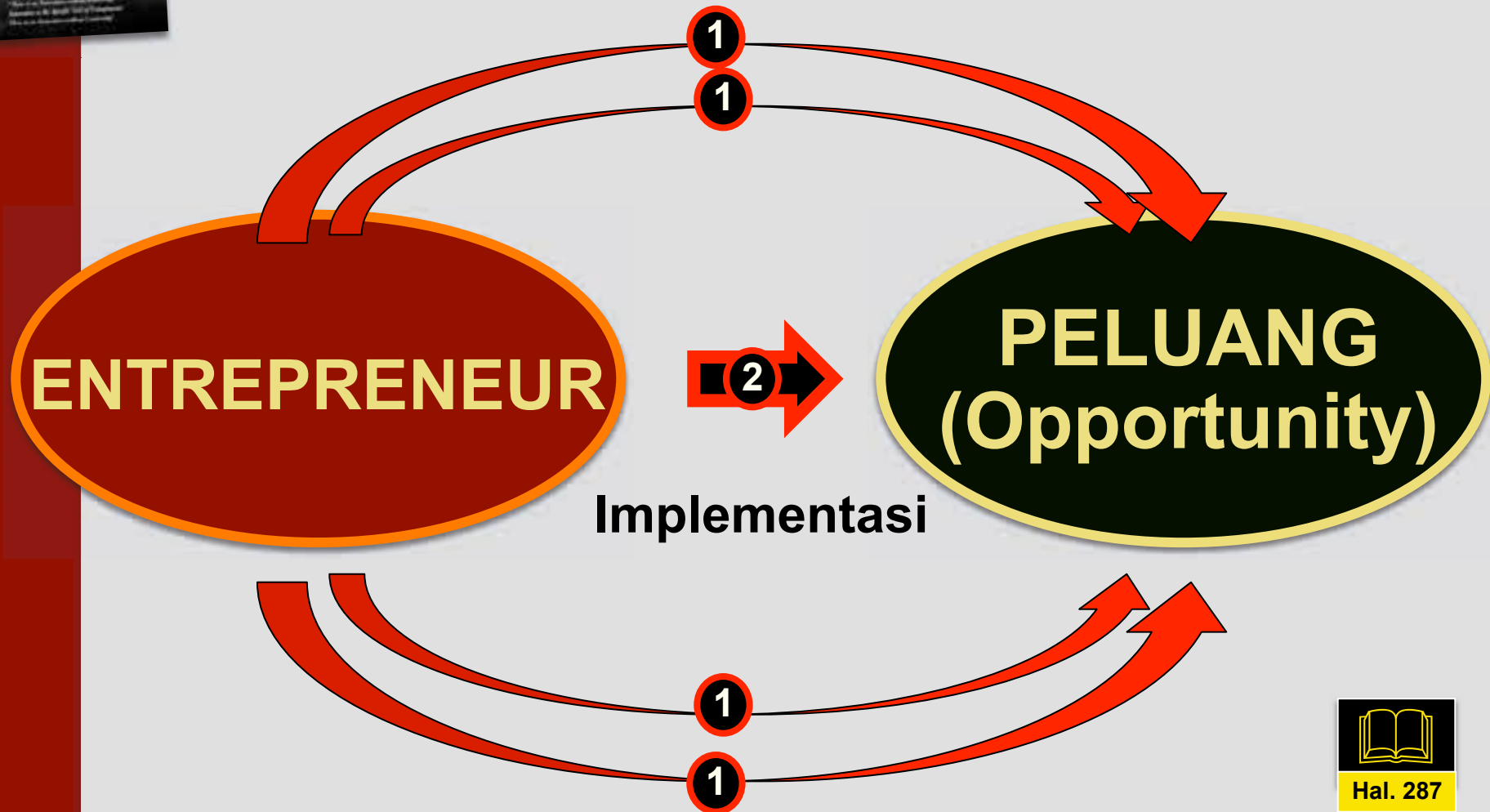
INNOVATION (INOVASI)

Inovasi sebagai keberhasilan secara sosial dan ekonomi karena diperkenalkannya cara baru atau kombinasi baru dari cara lama dalam mengubah input menjadi output sedemikian rupa sehingga dihasilkan perubahan besar dalam perbandingan antara nilai manfaat dan Harga menurut persepsi konsumen dan/ atau pengguna (Fontana 2009). Inovasi merupakan perubahan strategis yang menciptakan nilai.





ENTREPRENEUR MELIHAT DAN Mencari PELUANG UNTUK MEMPERTAHANKAN DAYA SAING





**The entrepreneur
always searches for
change, responds
to it, and exploits it
as an opportunity**
(Peter F. Drucker)

**"Inovasi merupakan
instrumen
kewirausahaan".**

(Peter F. Drucker 1985, 1993)

ENTREPRENEURSHIP (KEWIRAUSAHAAN)



Kewirausahaan merupakan serangkaian aktivitas dinamis penciptaan kesejahteraan (*wealth*) mulai dari penciptaan atau penemuan peluang kewirausahaan, pengorganisasian sumber daya, pematangan sumber daya dengan kreativitas dalam proses inovasi, penciptaan kinerja termasuk di sini pembangunan daya saing (*competitive advantage*) dan penciptaan kekayaan secara sosial dan ekonomi (*wealth creation*). Lihat Drucker 1985, Kao 1995, Ireland et. al., 2003, Fontana 2009, Fontana 2011, Fontana 2015, Fontana et. al. 2015).



Hal. 268

Tiga Tipe dari Wirausaha (Entrepreneur)

Pendiri (Founder)

- Bill Gate (Microsoft), Donald Trump (Trump Entertainment Resorts), Warren Buffet (Berkshire Hathaway), Prof. Dr. T.D. Pardede (Pardede Grup), D.L. Sitorus (PT Torganda), H.W. Hutahaeen (PT Hutahaeen), Chairul Tanjung (CTCorp), Nurdin Tampubolon (NTCorp), Jonner Napitupulu (Lyduma Group), Benny Siagian (Petronesia Benimel), Charles Simorangkir (Dietzel Indonesia), Edison Lo (Proteknik Mega Persada), Mahendra T.Sitepu (Inkubator Start-up)

Pemimpin Perusahaan (CEO)

- Jack Welch (GE), Tanri Abeng (Bir Bintang), Dahlan Iskan (PLN), Helman Sembiring (JCIT, Samudera Indonesia), Hasrul Hasan, N.A. Setiawan (Inalum), Dimpos Tampubolon (PT BUM), Eddie Widiono, Fahmi Mochtar (Eks Dirut PLN), Handry Satriago (CEO GE Indonesia), Dwi Soetjipto (Dirut Pertamina), Bambang Eka Cahyana (PT Pelindo I), Jamsaton Nababan (PT Pertamina).

Waralaba (Franchise)

- Circle K, KFC, Texas Fried Chicken, Mc Donald, A & W, Pizza Hut, Spinelli Cofee, Restoran Wendys Store Lawson, The Coffee Bean, Produk Kesehatan GNC 7-Eleven, Hanamasa (RM Jepang), Pendidikan KIDZART, Pendidikan ELC, Ajisen Ramen, Rumah Makan Sederhana, dll

Small Business Management, 11th edition Longenecker, Moore, and Petty @ 2000 South-Western College Publishing, diolah



Imbalan Kewirausahaan (Entrepreneurship)





**Keunggulan
Daya Saing
Dari
Perusahaan-
perusahaan
yang Dikelola
Secara
Kewirausahaan**



Fokus pada Pelanggan

- Sedikit birokrasi



Kualitas Kinerja

- Kualitas kinerja dapat serupa dengan perusahaan besar



Integritas dan Tanggung Jawab

- Reputasi yang solid membangun pelanggan yang loyal.



Inovasi (Innovation)

- Perusahaan-perusahaan kecil yang menjadi sumber inovasi.



Biaya Produksi Rendah (Low-Cost Production)

- Kecenderungan manajemen menghasilkan biaya produksi yang rendah.



Hal. 267

Case:

Nurdin Tampubolon (NT Corp)

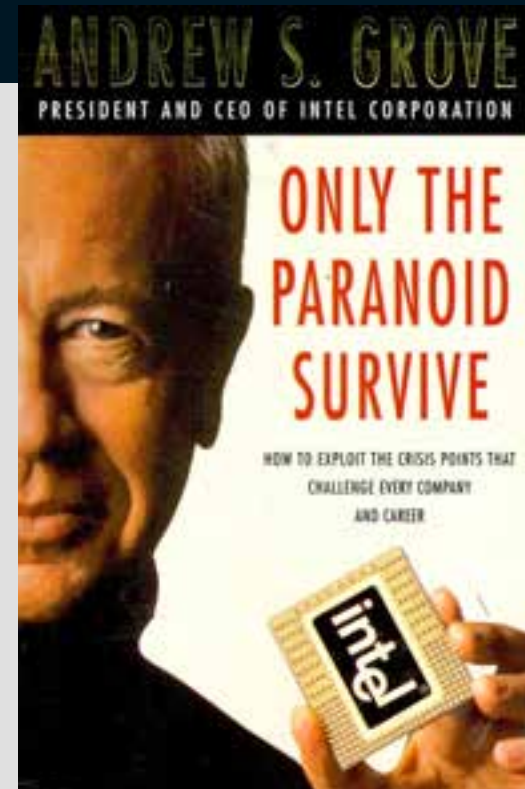
*Entrepreneur/Entrepreneurship
yang “Tak Pernah Tidur”*

*“Only the paranoid
survive...”*

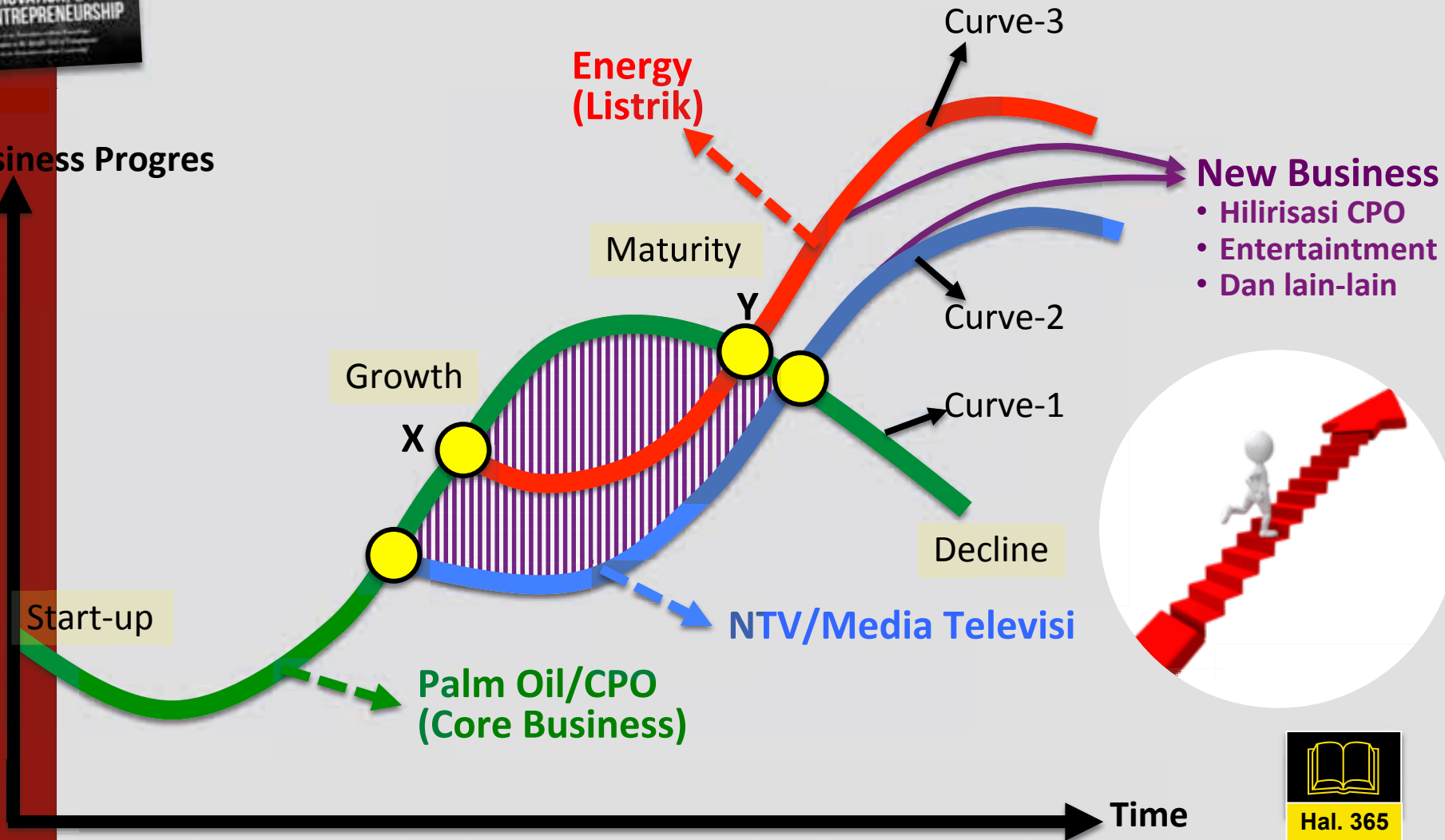
*“Paranoia is a key
trait in entrepreneurial
Success.”*

- Andrew S. Grove

(Chairman of Board of Intel Corporation)



Business Progress

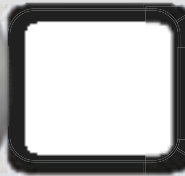


Karakteristik Entrepreneur

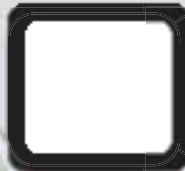
Agen perubahan/
Inovator

Fenomena
Paranoia/
"Sigmoid Curve"

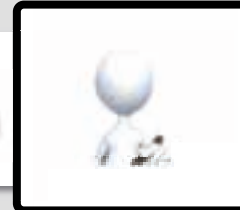
Mendorong
Pertumbuhan



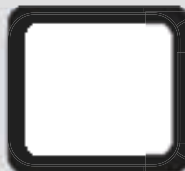
Kerja keras/Cerdas/"Tidak pernah Tidur"



Pantang menyerah/selalu ada jalan



Tajam melihat peluang/Opportunity



Detail, efisien ("1 kg paku = 1 kg emas")





☒ **Komitmen
yang tinggi
untuk
kesuksesan
bisnis**

☒ **Smart Work
dan menjadi
bagian dari
solusi.**

Karakteristik Dari Wirausaha yang Sukses

☒ **Keinginan
yang kuat dan
percaya diri.**

☒ **Risk Takers
dan memiliki
kekuatan
batin.**





Kesempatan Wirausaha Terhadap Resiko

Kesempatan

Tingkatan Resiko

Memulasi sebuah bisnis

Resiko Tinggi

Akuisisi sebuah perusahaan

Resiko Sedang

Membuka franchised bisnis

Resiko Sedang

Memulai bisnis keluarga

Resiko Bervariasi

Kelemahan Dari Seorang Wirausaha



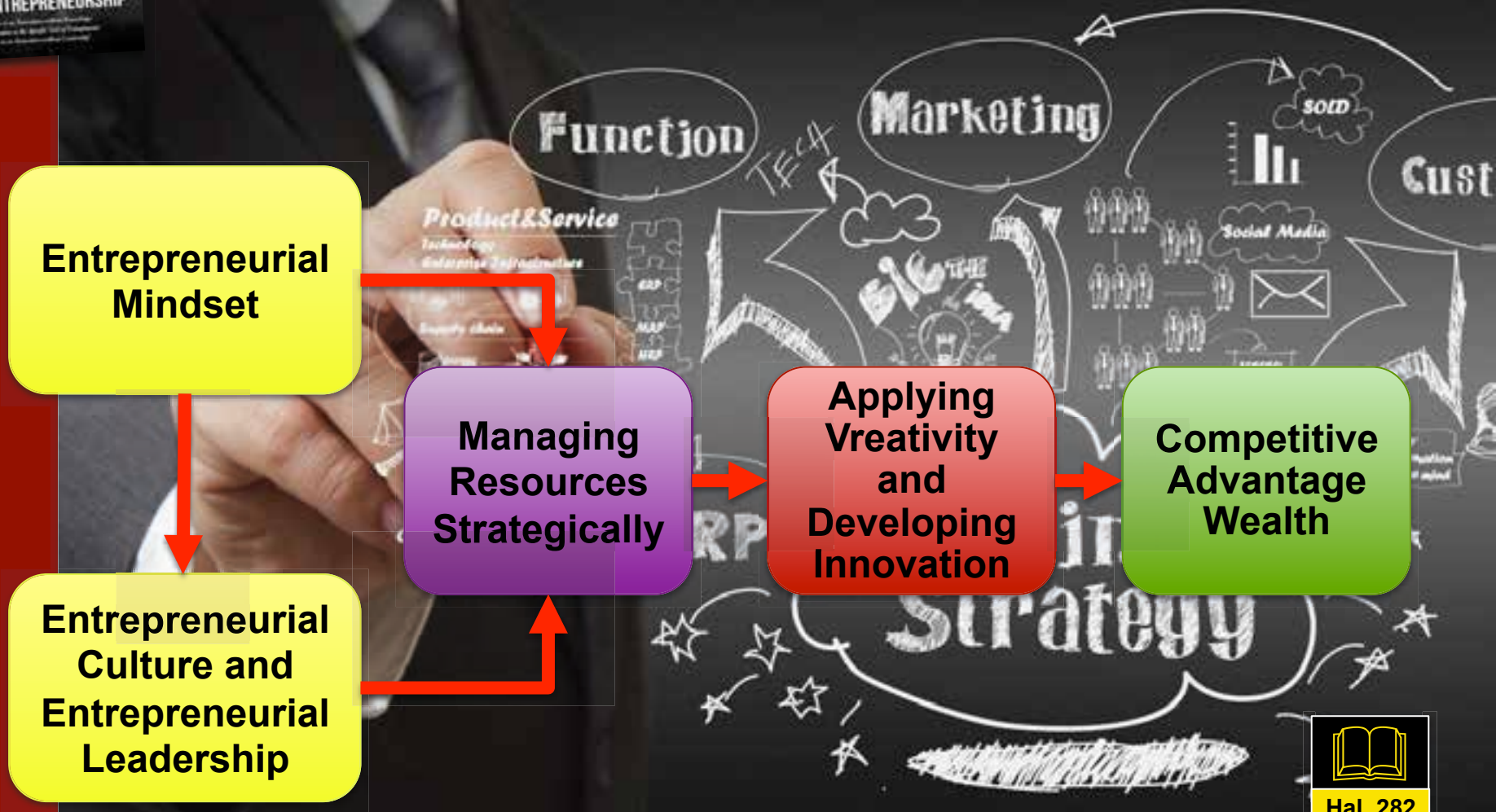
Small Business Management, 11th edition Longenecker, Moore, and Petty @ 2000 South-Western College Publishing, diolah

Contoh Organisasi Wijaya Karya Menerapkan KM Inovasi dan Entrepreneurship dengan Cara:



Proses Bisnis, SOP, Metode Kerja, Cara Kerja,
Know How, dan Best Practice

A Model of Strategic Entrepreneurship



Hal. 282

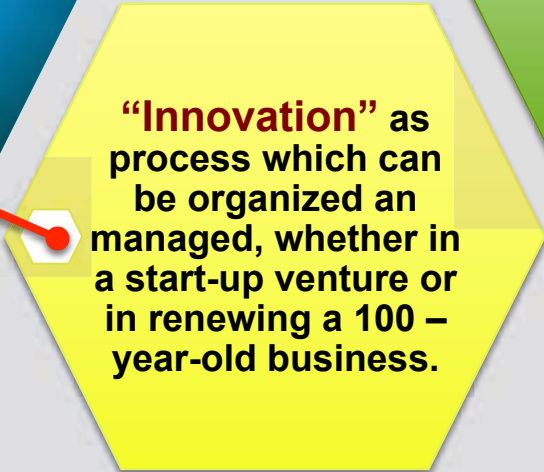
“Three Core Concepts”



“Creating value” as the purpose for innovatives, whether expressed in financial terms, employment or growth, sustainability, or improvement of social welfare.



“Entrepreneurship” as the motive power to drive this process through the efforts of passionate individuals, engaged teams and focused networking.



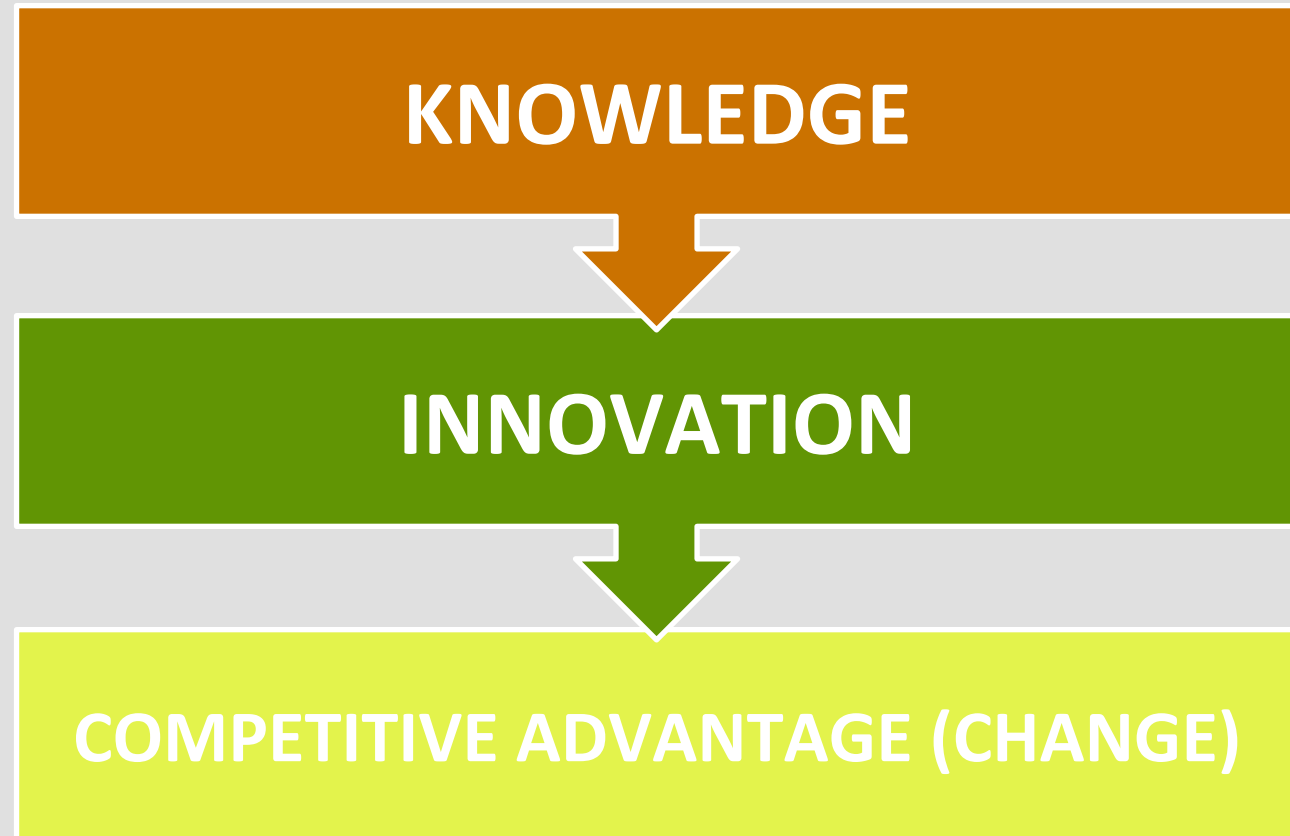
“Innovation” as process which can be organized and managed, whether in a start-up venture or in renewing a 100 – year-old business.



Hal. 279



The New Focus on “Knowledge” as a Competitive Resources

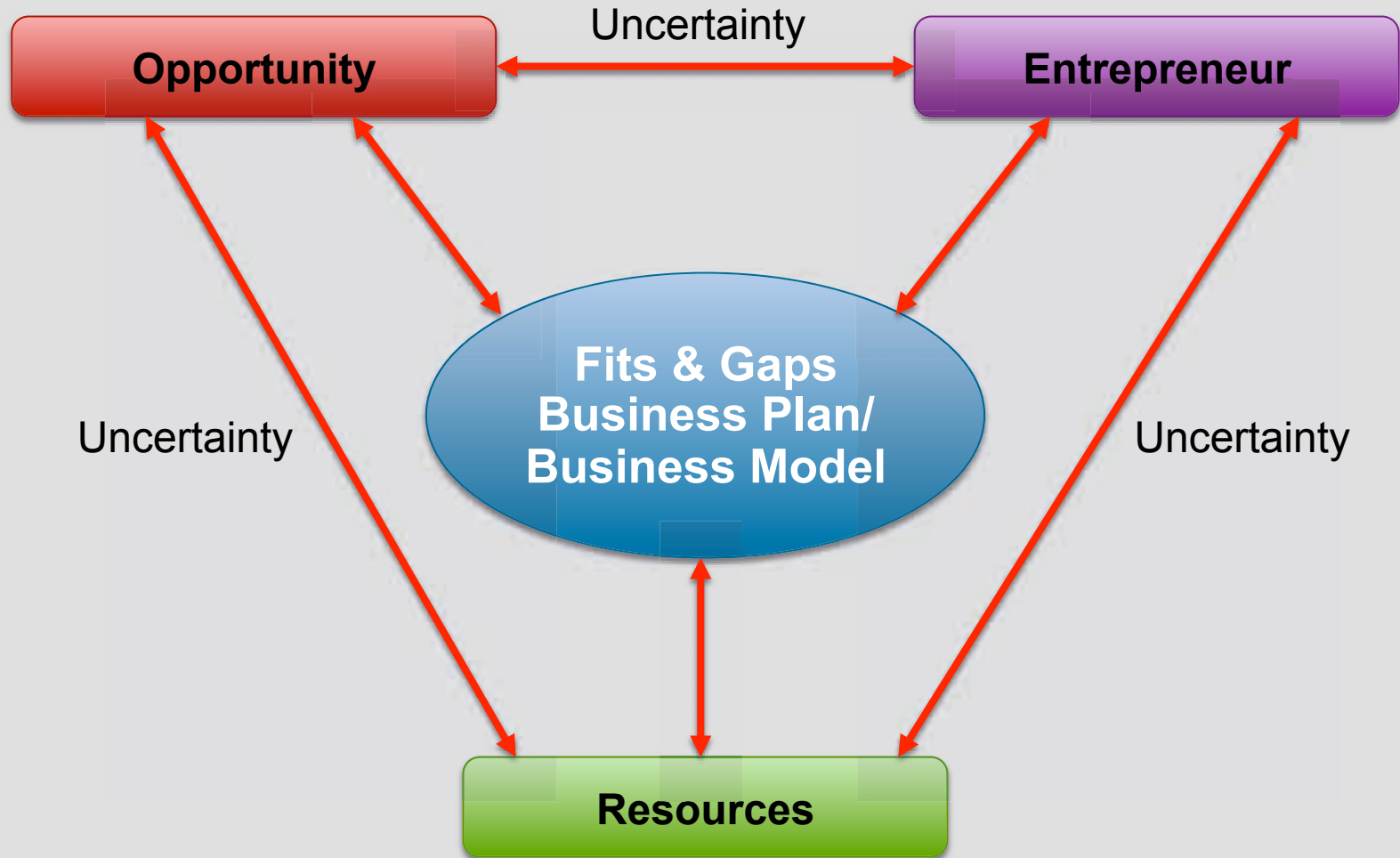


Sumber: The Knowledge-Creating Company (Nonaka & Takeuchi, 1995)



Three Driving Forces

(Based on Jeffry Timmons' Framework)





Pendekatan *Strategic Entrepreneurship* (Ireland et al. 2003)

- *Entrepreneurial Mindset, Culture, and Leadership*
- *Managing Resources Strategically*
- *Applying Creativity and Developing Innovation*
- *Competitive Advantage*
- *Wealth Creation*



TENTANG PENULIS



TERIMA KASIH
Sampai Jumpa Lagi



... terima kasih kepada....:
IKATM Pusat FT USU
IKATM Jabodetabek FT USU