

## GLOBALISASI

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### 1. Pengertian Globalisasi

Seperti ditulis dalam buku K&G (Book 5) : Keegan, Warren J., and, Green, Mark C. *Global Marketing*, Prentice Hall (Pearson Education International), Third Edition, 2003, **Thomas L. Friedman** mengemukakan definisi globalisasi sebagai berikut :

*Globalization is the inexorable integration of markets, nation-states and technologies to a degree never witnessed before – in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper and cheaper than ever before, and in a way that is enabling the world to reach into individuals, corporations and nation-states farther, faster, deeper and cheaper than ever before.*

Definisi di atas menyatakan bahwa globalisasi merupakan integrasi pasar di seluruh dunia, sehingga memungkinkan :

- © Di pasar barang dan jasa (markets of goods and services) dan pasar tenaga kerja (labor markets) di seluruh dunia, semua pembeli (*demanders or buyers*) dan penjual (*producers or suppliers*) dapat melakukan pengamatan dan transaksi secara global keseluruhan pasar di dunia, dengan cara lebih jauh (*farther*), lebih cepat (*faster*), lebih dalam (*deeper*), serta atas dasar berbagai harga dan kualitas sebagai sumber keuntungan komparatif (*comparative advantage*).
- © Di pasar keuangan di dunia, semua pencari dana (*deficit spending units* termasuk penerbit surat berharga – *securities issuers*) dan semua investor (surplus income units – *savers or investors*) dapat melakukan pengamatan dan transaksi untuk investasi keuangan secara global keseluruhan penjuru dunia, dengan cara lebih jauh (*farther*), lebih cepat (*faster*), lebih dalam (*deeper*), serta atas dasar berbagai risiko (*risks*) dan pendapatan (*returns*).

Does the stated definition of globalization below apply to all markets in the world, i.e. markets of goods and services in real sectors, labor markets in the labor sectors, and financial markets in the financial sectors?

Yes, it does.

The above definition asserts that globalization means the integration of markets throughout the world, in a way that enables the following:

- ⊙ In markets of goods and services (intangible goods) as well as labor markets over the world, all buyers (demanders) and sellers (producers) are able to search and to transact (buy and sell) in all markets in the world farther, faster, deeper and with various prices and qualities.
- ⊙ In financial markets over the world, all issuers (deficit spending units) and investors (surplus income units) are able to search and transact for their financial investments in all markets in the world farther, faster, deeper on the basis of various levels of risks and returns.

## 2. Globalisasi dan Global Marketing

- ⊙ Globalisasi di pasar barang dan jasa (*markets of goods and services*)  
Globalisasi di pasar barang dan jasa dimungkinkan karena kesuksesan melakukan global marketing, sehingga masalahnya yaitu bagaimana produk mencapai dan dibeli oleh konsumen di seluruh penjuru dunia.

Syaratnya sebagai berikut :

- Produk barang atau jasa** harus mempunyai **comparative advantage** sehingga mampu bersaing, yang sangat ditentukan oleh :
  - ✓ Biaya produksi semurah atau seefisien mungkin, sehingga harga jual produk bersaing.
  - ✓ Kualitas setinggi mungkin, sehingga juga mampu bersaing dari sisi kualitas.
- Produk diterima** oleh konsumen baik atas dasar selera atau preferensi (**taste atau preference**) dan jangkauan tingkat pendapatan konsumen.
- Distribusi** yang cepat dan tepat waktu, sehingga memerlukan tersedianya transportasi yang cepat sejalan dengan kemajuan teknologi transportasi.

- Penyampaianin formasi** yang cepat serta tepat waktu, yang dimungkinkan oleh kemajuan teknologi komunikasi serta media dan informasi.
  - Dukungan pemerintah** dan sikap bangsa dan Negara di setiap pasar.  
Kombinasi dari comparative advantage (produk), distribusi dan komunikasi untuk promosi merupakan dasar (value) untuk global marketing dan globalisasi.
- © Globalisasi di pasarkeuangan (financial markets)  
Globalisasi di pasar keuangan dimungkinkan karena :
- Kepercayaan** para investor terhadap resiko dan return serta tingkat kompensasi (trade off) kedua unsur itu terhadap instrument keuangan di setiap pasa rkeuangan.
  - Penyampaian informasi** yang cepat serta tepat waktu, yang dimungkinkan oleh kemajuan teknologi komunikasi serta media dan informasi.
  - Transportasi** yang cepat dan tepat waktu, sesuai dengan kemajun ateknologi transportasi.
  - Dukungan pemerintah** dan sikap bangsa dan Negara di setiap pasar.

### 3. Elemen Globalisasi dan Global Marketing

Elemen untuk global marketing dan globalisasi

Seperti dikemukakan dalam buku K&G (Book 5), global marketing dan globalisasi, khusus untuk globalisasi pasar barang dan jasa, menuntut 3 unsur : nilai (value), competitive advantage, dan focus -- *value, competitive advantage, and focus are all elements required for global marketing:*

- © Value
- Value dari produk yang diharapkan oleh para konsumen dapat ditingkatkan melalui 3 cara :
- Manfaat** (benefits), yang merupakankombinasidariproduk (comparative advantage dankualitas), serta aspek marketing yang terdiri dari promosi dan distribusi.
  - Kesuksesan marketing yaitupromosidandistribusi.**

Sepertidikemukandalambuku K&G (Bokok 5) tentang value. Value. *For any organization operating anywhere in the world, the essence of marketing, in this case of global marketing, is to surpass the competition at the task of creating perceived valued for customers.*

*As a general rule, value as perceived by the customer can be increased by a company in three ways: (1) An improved bundle of benefits, or (2) Lower prices, or (3) Both.*

*Benefits are a combination of the product, promotion, and distribution. All companies or marketers may strive to improve the product itself, to design new channels of distribution, to create better communications strategies, or a combination of all three.*

*Marketers may also seek to increase value by finding ways to cut costs and prices. Non monetary costs are also a factor, and marketers may be able to decrease the time and effort that customers must expend to learn about or seek out the product. Companies that use price as a competitive weapon may enjoy an ample supply of low-wage labor or access to cheap raw materials. Companies can also reduce prices if costs are low because of process efficiencies in manufacturing.*

*Hence, if a company is able to offer a combination of superior product, distribution, or promotion benefits and lower prices than the competition, it enjoys an extremely advantageous position.*

Catatan :

*It is witnessed that Coca Cola and McDonald have experienced a deepest globalization in the world. They are sold and bought almost anywhere in the world --- rich countries, middle income countries, and low income countries. There are at least 4 (four) factors creating that fact of globalization, all of those factors are in the link from producers to consumers.*

Answer:

*In the link from producers to consumers, there are 4 factors to get involved: (1). Product, (2). Distribution, (3). Communication media for promotion, and (4). Consumers.*

*A product to be competitive domestically and globally must have superior in quality and or a lower price in the product industry, or both.*

*The product distribution has to enable the product to reach out all consumers in every potential market with sufficient or higher efficiency and effectiveness.*

*The communication media of the product promotion has to make the product be recognized well by all potential consumers in all potential markets.*

*Any consumer has taste and income. Both factors will decide consumer's maximization of utility of each bundle of products to be consumed.*

*Coca Cola and McDonald have accomplished a deepest globalization in the world respectively. This is because of the following. They are very competitive in each respective industry, each has superior quality and successfully meets consumer preference, and also has competitive lower prices. As a result, each is accepted and willingly bought by consumers regardless of their level of income. In the meantime, its respective marketing efforts, i.e. distribution and promotion with the availability of high technology of information and communication, are sufficient to reach potential consumers everywhere. All of those variables lead them to have experienced a deepest globalization in the world.*

- Likewise for Mercedes cars, they have also experienced a deepest globalization in the world. State 4 (four) factor to create that fact of globalization.*

*Answer:*

*Answers to this question is the same as answers to the question 1.a. above.*

*The only difference is that globalization of Mercedes cars is limited only to consumers in the world who are rich enough to buy those Mercedes cars. The purchase of Mercedes cars are limited by the level of consumers' income. Yet, as far as the consumers' preferences which create demands for Mercedes cars, it may be said that all people in the world, regardless of their level of income, generally like Mercedes cars. It is an evidence that consumer needs and wants around the world are converging, simply because their preferences or tastes are alike. That is that mankind is one. That fact is one of the basis for global marketing and international trade.*

© Competitive advantage

Seperti dapat disimpulkan dari buku Michael Porter, competitive advantage mensyaratkan selain adanya comparative advantage (biaya dan harga serta kualitas produk bersaing), tetapi juga produk mempunyai ciri beda (differentiated contents or characters) terhadap produk sejenis

lainnya. Kondisi ini akan menyebabkan produk mempunyai segmen pasar tertentu dan mencapai tingkat pemasaran secara global (global marketing).

Menurut Michael Porter (Competitive Advantage). *Competitive advantage is about how a firm actually puts the generic strategies into practice:*

- ☑ *How does a firm gain a sustainable cost advantage.*
- ☑ *How can a firm differentiate itself from competitors.*
- ☑ *How does a firm choose a segment so that competitive advantage grows out of a focus strategy.*
- ☑ *When and how can a firm gain competitive advantage from competing with coordinated strategy in related industries.*
- ☑ *How is uncertainty introduced into the pursuit of competitive advantage.*
- ☑ *How can a firm defend its competitive position.*

Seperti dikemukakan dalam buku K&G (Book 5) tentang competitive advantage. Competitive advantage. *When a company succeeds in creating more value for customers than its competitors, that company is said to enjoy competitive advantage in an industry. Hence, the company will win in the conduct of global marketing.*

- ☑ *For a global industry, as management guru Michael Porter has noted, a global industry is one in which competitive advantage can be achieved by integrating and leveraging operations on a worldwide scale. Put another way, an industry is global to the extent that a company's industry position in one country is interdependent with its industry position in other countries.*
- ☑ *The discipline of marketing is universal. It is natural, however, that marketing practices will vary from country to country, for the simple reason that the countries and peoples of the world are different. These differences mean that a marketing approach that has proven successful in one country will not necessarily succeed in another country. Customer preferences, competitors, channels of distribution, and communication media may differ. An important task in global marketing is learning to recognize the extent to which marketing plans and programs can be extended worldwide, as well as the extent to which they must be adapted. Successful global marketers must have the ability to think globally and act locally. Global marketing may include a combination of standard (e.g., the actual product itself) and*

*non-standard (e.g., distribution or packaging) approaches. A global product may be the same product everywhere and yet different. Global marketing requires marketers to behave in a way that is global and local at the same time by responding to similarities and differences in world markets.*

Catatan.

*What, then, is a global industry? As management guru Michael Porter has noted, a global industry is one in which competitive advantage can be achieved by integrating and leveraging operations on a worldwide scale.*

Answer:

*An industry is global to the extent that a company's industry position in one country is interdependent with its industry position in other countries. Indicators of globalization include the ratio of cross border trade to total worldwide production, the ratio of cross border investment to total capital investment, and the proportion of industry revenue generated by companies that compete in all key world regions.*

*The interdependent position is achieved by creating respective benefits to different segments of customers through a combination of product as well as distribution and promotion as mentioned in the answers to the question 1.a. above. In this respect, marketing efforts are crucial.*

*The discipline of marketing is universal. It is natural, however, that marketing practices will vary from country to country and even from region to region, for the simple reason that the countries or regions and peoples of the world are different. These differences mean that a marketing approach that has proven successful in one country or even one region will not necessarily succeed in another country or another region. Customer preferences, competitors, channels of distribution, and communication media may differ.*

*An important task in global marketing is learning to recognize the extent to which marketing plans and programs can be extended worldwide, as well as the extent to which they must be adapted. Indeed, a successful global marketer must have the ability to think globally and act locally, and this is another source of comparative advantage. Global marketing may include a combination of standard (e.g. the actual product itself) and non-standard (e.g. distribution or packaging) approaches. A global product may be the same product everywhere and yet different. Global marketing requires marketers to behave in a way that is global and local at the same time by responding to similarities and differences in world markets.*

© Focus.

Focus adalah konsisten pada bisnis. Seperti di kemukakan dalam buku K&G (Book 5) tentang focus. *Focus. Achieving competitive advantage in a global industry or a global marketing requires executives and managers to maintain a well-defined strategic focus. Focus is simply the concentration of attention on a core business or competence.*

- The importance of focus for a global company or a global marketing is evident in the following comment by Helmut Maucher, former chairman of Nestle SA:*

*Nestle is focused: We are food and beverages. We are not running bicycle shops. Even in food we are not in all fields. There are certain areas we do not touch. For the time being we have no biscuits (cookies) in Europe and the United States for competitive reasons, and no margarine. We have no soft drinks because I have said either buy Coca-Cola or we leave it alone. This is focus.*

- However, company management may choose to initiate a change in focus as part of an overall strategy shift. Even Coca-Cola has been forced to sharpen its focus on its core beverage brands. Following sluggish sales in 2000-2001, chief executive Douglas Daft announced a new alliance with Nestle that will jointly develop and market coffees and teas. Daft also outlined plans for transforming Coca-Cola's Minute Maid unit into a global division that will market juice brands worldwide.*

#### 4. Faktor Penentu Globalisasi, Global Marketing, Global Industri

Terdapat 8 faktor penentu dan mempengaruhi globalisasi, global marketing dan global industry seperti dikemukakan dalam buku K&G (Book 4) :

1. *Regional economic agreements.*

*NAFTA (the North American Free Trade) has expanded trade among members. GATT (the General Agreement on Tariffs and Trade), which was ratified by more than 120 nations in 1994, has created WTO (the World Trade Organization) to promote and protect free trade. EU (the*



*European Union), which lowered boundaries to trade within the region and created a single currency (Euro) zone, is also to promote and protect free trade.*

2. *Converging market needs and wants.*

*Those to study markets around the world will discover cultural universals as well as differences. The common elements in human nature provide an underlying basis for the opportunity to create and serve global markets. Most global markets do not exist in nature, they must be created by marketing effort.*

*Evidence is mounting that consumer needs and wants around the world are converging today as never before. This creates an opportunity for global marketing. Multinational companies pursuing strategies of product adaptation run the risk of falling victim to global competitors that have recognized opportunities to serve global customers.*

3. *Technology advances.*

*Technology is a universal factor that crosses national and cultural boundaries, it is stateless. Once technology is developed, it soon becomes available virtually everywhere in the world. This phenomenon supports Professor Levitt's prediction concerning the emergence of global markets for standardized products. In his Harvard Business Review article, Levitt anticipated the communication revolution that has, in fact, become a driving force behind global marketing.*

4. *Transportation and communication improvements*

*The time and cost barriers associated with distance have fallen tremendously. This is because there has been jet airplanes, the international air travel has been growing significantly, the growing information technology allows the international air travel industry to be efficient and to offer increasing satisfaction to passengers, the cost of international telephone calls has fallen dramatically, there has been a significant advance in transportation technology.*

5. *Product development costs*

*The pressure for globalization is intense when new products require major investments and long periods of development time. Costs for those investments and the development time must be recovered in the global marketplace, because no single national market is likely to be large enough to support investments of this size.*

## 6. Quality

*Global marketing strategies can generate greater revenue and greater operating margins which, in turn, support design and manufacturing quality. Global companies “raise the bar” for all competitors in an industry. When a global company establishes a benchmark in quality, competitors just quickly make their own improvements and come up to par. Global competition has forced many U.S. manufacturers to improve quality. For truly global products, uniformity can drive down research, engineering, design, and production costs across business functions.*

## 7. World Economic Trends

*Economic growth has been a driving force in the expansion of the international economy and the growth of global marketing for three reasons. First, economic growth in key developing countries has created market opportunities that provide a major incentive for companies to expand globally. At the same time, slow growth in industrialized countries has compelled management to look abroad for opportunities in nations or regions with high rates of growth. Second, economic growth has reduced resistance that might otherwise have developed in response to the entry of foreign firms into domestic economies. Third, globalization has been pushed by the worldwide movement toward free markets, deregulation, and privatization.*

## 8. Leverage

*A global company possesses the unique opportunity to develop leverage. In the context of global marketing, leverage means some type of advantage that a company enjoys by virtue of the fact that it has experience in more than one country. Leverage allows a company to conserve resources when pursuing opportunities in new geographical markets. In other words, leverage enables a company to expend less*

*time, less effort, or less money. Four important types of leverage are experience transfers, scale economies, resource utilization, and global strategy.*

## TUGAS ONLINE MARS (13<sup>TH</sup>)

Setelah membaca dan mempelajari tentang globalisasi tugas adalah:

1. Pilih salah satu rumah sakit yang menurut anda tergolong ke dalam Multi Nasional corporation,
2. Susun dalam satu paper ; yang berisi
  - a. Pendahuluan berupa company profile
  - b. Alasan atau bukti-bukti yang menunjukkan bahwa Rumah sakit tersebut termasuk kategori MNCmodel /type ke berapa
  - c. Apakah Rumah sakit objek saudara bersifat franchise atau Licens
  - d. Faktor apa yang menyebabkan RS tersebut dapat menjadi MNC
  - e. Kesimpulan dan saran bagi RS lain yang ingin menjadi global

Kuiz:

1. Globalisasi berarti :
  - a. Lebih tertib
  - b. Lebih jauh
  - c. Lebih bersaing
2. Istilah yang tepat untuk Globalisasi adalah::
  - a. Borderless
  - b. Nasionalis
  - c. Bilateral
3. Salah satu syarat menjadi global adalah :
  - a. Lebih jauh (Farther)
  - b. Lebih murah (cheaper)
  - c. Memiliki comparative advantage
4. Rumah sakit merupakan salah satu industry yang termasuk kedalam
  - a. Keuangan (financial market)
  - b. Pasar Modal
  - c. Pasar Barang dan jasa

## Syarat Perusahaan menjadi GLobal

1. comparative advantage ((1) *bundle of benefits, or (2) Lower prices, or (3) Both A product to be competitive domestically and globally must have superior in quality and or a lower price in the product industry, or both. it enjoys an extremely advantageous position*
2. *Provide : consumer perceived value (CPV)*
3. *Able to Fulfill taste or preference* (need, wants and expectation of customer)
4. Good in Distribution/Delivery (quantitatively and timely)
5. Well Information (trusted, reliable and faster)Government supporting (Regulation)

## Faktor faktor yang menyebabkan produk berhasil

- Menurut Madique dan Zirger jika:
  1. Semakin banyak pengeluaran untuk mengumumkan dan meluncurkan produk itu
  2. Semakin besar dukungan manager puncak Semakin besar kerjasama lintas fungsional
  3. Menyertakan pelanggan pada tahap awal untuk mendapatkan pandangan baru.
- Menurut Cooper dan Kleinschmitt
  1. Produk unggulan yang unik
  2. Konsep produk yang didefinisikan dengan baik sebelum pengembangan
  3. Sinergi teknologi dan pemasaran
  4. Kualitas pelaksanaan pada tahap awal
  5. Daya tarik pasar
- Menurut Madique dan Zirger
  - Semakin dalam perusahaan memahami kebutuhan konsumen Semakin tinggi rasio kinerja terhadap biaya
  - Semakin awal produk tersebut dikenalkan sebelum pesaing Semakin besar margin kontribusi yang diharapkan

## PERUSAHAAN MULTINASIONAL (MULTINATIONAL CORPORATIONS)

### 1. Bisnis dengan resiko kurs

Semua usaha dan perusahaan yang melakukan transaksi ekonomi internasional akan menghadapi resiko kurs.

Bisnis tersebut termasuk perusahaan yang melakukan ekspor dan impor barang, transaksi internasional jasa, serta khususnya perusahaan multinasional (multinational corporations).

Resiko kurs pada perusahaan dimaksud terletak pada setiap transaksi internasional dan karenanya tercermin pada laporan keuangan (neraca, laporan laba rugi, arus kas, laporan perubahan modal) – atau disebut **foreign exchange (fx) exposure**. FX exposure terdiri dari economic exposure, transaction exposure, translation exposure.

### 2. Pengertian Multinational Corporations (MNCs) or Multinational Enterprises (MNEs)

#### © Pada EU (book 1) :

*A MNC is a business firm incorporated in one country that has production and sales operation in several other countries.*

*The term suggests a firm obtaining raw materials from one national market and financial capital from another, producing goods with labor and capital equipment in a third country, and selling the finished product in yet other national markets. Indeed, some MNCs have operations in dozens of different countries.*

*MNCs obtain financing from major money centers around the world in many different currencies to finance their operations.*

*See Box: Multinationals More Efficient on EU (Book 1) p.17.*

#### © Pada ESM (book 2) :

*The multinational enterprise is defined as one that has operating subsidiaries, branches, or affiliates located in foreign countries. It also includes firms in service activities such as consulting, accounting,*

construction, legal, advertising, entertainment, banking, telecommunications, and lodging.

MNEs are headquartered all over the world. Many of them are owned by a mixture of domestic and foreign stockholders. The ownership of some firms is so dispersed internationally that they are known as transnational corporations. The transnationals are usually managed from a global perspective rather than from the perspective of any single country.

© Pada K & O (book 5)

*A multinational corporation (MNC) is a company engaged in producing and selling goods and services in more than one country.*

*It ordinarily consists of a parent company located in the home country and at least five or six foreign subsidiaries, typically with a high degree of strategic interaction among the units.*

*Some MNCs have upwards of 100 foreign subsidiaries scattered around the world. The United Nations estimates that at least 35,000 companies around the world can be classified as multinational.*

*Based in part on the development of modern communications and transportation technologies, the rise of the multinational corporation was unanticipated by the classical theory of international trade as first developed by Adam Smith and David Ricardo. According to this theory, which rests on the doctrine of comparative advantage, each nation should specialize in the production and export of those goods that it can produce with highest relative efficiency and import those goods that other nations can produce relatively more efficiently.*

*Underlying this theory is the assumption that goods and services can move internationally but factors of production, such as capital, labor, and land, are relatively immobile. Furthermore, the theory deals only with trade in commodities – that is, undifferentiated products; it ignores the roles of uncertainty, economies of scale, transportation costs, and technology in international trade; and it still provides a well-reasoned theoretical foundation for free-trade arguments (see Appendix 1).*

*But the growth of the MNC can be understood only by relaxing the traditional assumptions of classical trade policy.*