

Strategic use of computer-integrated manufacturing in the emerging competitive environment

GERALD I SUSMAN and JAMES W DEAN, Jr

Abstract: Sources of competitive advantage are being transformed in mature industries by recent technological trends. This paper explores these trends and identifies three strategies for solving competitive advantage in the manufacturing living market. The paper also explores the critical role of computer-integrated manufacturing in supporting these strategies as well as the organizational changes necessary to support them. Finally, relationships between the three strategies are discussed.

Keywords: computer integrated manufacturing, competitive advantage.

We take Porter's^{1,2} view of competitive strategy as a starting point. He identifies three generic strategies for achieving competitive advantage. The first consists of competing in a broad market on the basis of price and, therefore, cost—keeping costs sufficiently low that a firm can gain market share by having lower prices than the competition, or gain greater profits than high-cost competitors that match price. The second is differentiation, in which a firm competes in a broad market by being different from other firms in the industry on some dimension that is valued by the firm's customers. For example, a firm can differentiate on the basis of its engineering and manufacturing capabilities, e.g. superior quality or fast delivery, or on the basis of its marketing capabilities, e.g. brand recognition, number or convenience of outlets, and customer service. The third involves an attempt to focus on one or more industry segments, and to devote the firm's resources to serving only the segment's customers. This strategy assumes that a firm that concentrates its efforts will be more effective with a

particular set of customers than a firm that tries to serve a variety of customers.

The focus strategy has two variations: cost and differentiation. In the cost variation, a focuser can serve a particular market segment at lower cost than its broad-based competitors. This is because the focuser has manufacturing or marketing capabilities that are particularly suited to customer needs. In the differentiation variation, a focuser serves customers with special needs by providing them with greater value than nonspecialized firms.

A fundamental tenet of Porter's framework is that 'no firm can serve two masters'. Firms must make a decision to pursue one, and only one, of the generic strategies, and make decisions that consistently support this choice. A firm that fails to do this runs the risk of being 'stuck in the middle', with higher costs than those that concentrate on cost, less differentiation than those that concentrate on differentiation, and less focus than those that make a strategic choice. The penalty is that the firm will earn average or below average profits in the industry because it can secure neither a premium price by differentiation nor a large market share by low cost.

Trends in the competitive environment of manufacturing

In this section we identify a number of trends in the competitive environment of manufacturing firms. These trends are beginning to restrict the leeway that firms have in trading off between the dimensions on which they compete. Furthermore, the competitive environment is increasingly turbulent due to increased industry segment life and shorter product life cycles. We believe, however, that there are competitive strategies that can help firms find competitive advantage in these trends.

Cost

American firms manufacturing mature, mass-produced products are finding it increasingly difficult to compete

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