

Pembentukan Kumpulan Strategik Dalam Industri Perbankan Malaysia

Jasmine Ahmad

Abstract

The concept of strategic groups was used to understand how group differences determine competitive behavior and performance of firms competing in a particular industry. This study attempts to examine firm characteristics that form the bases of strategic groups among banks in Malaysia and to determine what characteristics could be related to firm performance. The industrial-organization approach and the resource-based approach were used to examine the relationships. This study used two types of data; secondary data and primary data. The secondary data comprised of financial information on 28 banks and finance companies collected from annual reports for the years between 1990 and 1999. Cluster analysis was performed to derive the strategic groups using market-based (market-focused) or resource-based (resource-focused) variables. The data analysis identified three strategic groups: market-based, resource-based and the combination of resource and market based. Results of the study show that strategic groups that were both market- and resource-focused seemed to perform better than groups that were market-focused. Based on the study findings, the strategic group concept seems to be an appealing technique that can be applied in the merger process of banks and finance companies in Malaysia.

Keywords: *strategic group, industrial-organization, resource-based view, strategic orientation, banking industry.*