

## **CHAPTER 6**

### **CONCLUSION**

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During the current economic crisis in Malaysia and the competitive business environment that we face, this study has been particularly useful as it gives an indication of the current status of ACSB. It also brings to awareness the area needs changes within the company in order to meet with the competitive landscape.

So we can see that if the organisation is able to change and mould the structure of the industry in which it operates, this can then change the fundamental attractiveness of the industry for better and for worse. What is happening is that organisation are actually changing the rules of competition within the industry. Unfortunately organisations have been known to make strategic choices of this kind without consideration of long-term consequences for the industry structure. Therefore, a word of warning to an organisation such as ACSB which makes a strategic choice and approaches what it sees to be a structural opportunity considering only its own potential gain in the short to medium term. ACSB may generate competitive reaction of such a nature that whole structure of the industry is altered over the longer term to make competition even harsher and profits even more scarce. This chain of action-reaction may even produce industry where everybody is worse off at the end of the day.

It is imperative to understand that ACSB has the power, through business strategies which it chooses, to influence the structure of the industry within which it operates. An organisation need not necessarily worry about influencing each and every force but may decide to concentrate its effort on one or two to maximize its effect. In addition, the management team must clearly understand the driving force that constitutes its strategic weapon and competitive

advantage.

Finally, once the above strategy for ACSB is implemented and monitored closely/successfully, it is strongly believed that ACSB will obtain strategic advantages over other competitors in three core benefits. (1) That we will have a strong and innovative technically sound team in ACSB, and (2) excellence in managing and developing our businesses by making continuous changes and improvements by providing quality products and services to the customers. Finally, (3) relationship-based approach will give us the competitive edge too.