

6 Conclusion

During the last economic crisis in Malaysia and the competitive business environment that exist, this study has been designed to give an indication of the current status of APIIT. It also brings to awareness the areas that need changes within the company in order to meet with the local and regional competitive landscape.

Attempts were made to determine if the company is able to change and mould the structure of the industry in which it operates, so that it can change the fundamental attractiveness of the industry for better and for worse as companies are collectively changing the rules of competition within the industry. Unfortunately companies 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 APIIT 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. APIIT 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 with contraction in profits. This chain of action-reaction may even produce an industry where everybody is worse off at the end of the day.

It is imperative to understand that APIIT has the power, through business strategies, which it chooses to influence the structure of the industry within which it operates. A company need not necessarily worry about influencing each and every force but may decide to concentrate its effort on one or two to maximise 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 APIIT is implemented and monitored closely/successfully, it is strongly believed that APIIT will obtain strategic advantages over other competitors in three core benefits:

1. That it will have a strong and innovative technically sound team in APIIT.

2. Excellence in managing and developing the businesses by making continuous changes and improvements by providing quality products and services to the customers.
3. Relationship-based approach will give it the competitive edge too.