

# 3. Les stratégies génériques

Fixer une stratégie revient à choisir une méthode parmi d'autres permettant d'obtenir un avantage concurrentiel durable sur le marché dans un DAS particulier (sur le segment considéré). Afin de faire face à la concurrence dans un DAS particulier, Porter identifie 3 stratégies qui peuvent être adoptées : Il s'agit de la stratégie de domination par les coûts, la stratégie de différenciation (différenciation par le haut), et la stratégie de focalisation.

## 1 – Définition

La stratégie par domaine d'activité :

Les stratégies d'activité ou génériques (ou *Business Strategy*) définissent le positionnement concurrentiel de l'entreprise dans chacun de ses domaines d'activité stratégiques. Compte tenu de ces capacités stratégiques, l'entreprise peut développer une stratégie de coût (l'arme concurrentielle utilisée est alors des coûts plus bas que les concurrents pour une offre standard), une stratégie de différenciation (l'arme concurrentielle est une offre nettement différente de celle des concurrents, avec la possibilité d'améliorer ou de dégrader l'offre standard), une stratégie de focalisation (consistant à se concentrer sur une niche restreinte et à utiliser, sur cette niche soit les coûts, soit la différenciation). Ces stratégies correspondent aux trois grandes catégories de démarches proposées par M. Porter : on les appelle « stratégies génériques ».

- ☐ L'objectif est de définir une stratégie métier sur chaque DAS = *stratégie secondaire, concurrentielle, de domaine ou stratégie d'activité*.
- ☐ Comment trouver un avantage concurrentiel ?
- ☐ Comment améliorer la création de valeur, la technologie, l'innovation, la flexibilité.

Les stratégies génériques possibles sont selon Porter, version 1980, au nombre de trois : stratégie de domination par les coûts, stratégie de différenciation, stratégie de niche (concentration fondée sur des coûts réduits ou stratégie de concentration fondée sur la différenciation, Porter 1985).

Les stratégies génériques (Porter, 1982)		
Avantage stratégique		
Cible stratégique	Le secteur tout entier	<div>Le caractère unique du produit est perçu par la clientèle</div> <div>Différenciation</div> <div>La situation de la firme se caractérise par des coûts faibles</div> <div>Domination globale par les coûts</div>
	Un segment particulier	Concentration

Un avantage concurrentiel provient soit de coûts moins élevés, soit d'une différenciation. D'où le concept ou l'approche des "stratégies génériques" ou des "stratégies concurrentielles".

# Le Deacutefi Chinois Les Nouvelles Strateacutegies Dun Geacuteant

**Sabine Zange**



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