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Strategic Agility in State-Owned Enterprises: A Case Study Of PT. Peruri Digital Security's Response to Digital Disruption
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ABSTRACT

Digital disruption has fundamentally transformed the digital security industry, requiring organizations to continuously adapt their strategies, organizational structures, and governance mechanisms. While strategic agility has been widely examined in private-sector organizations, limited research has explored how State-Owned Enterprises (SOEs) develop strategic agility within governance structures characterized by regulatory compliance, public accountability, and centralized decision-making. This study aims to analyze how PT Peruri Digital Security responds strategically to digital disruption, identify the dimensions of strategic agility developed within the organization, and examine how governance structures and organizational mechanisms influence the development of strategic agility.

This study employs a qualitative case study approach. Primary data were collected through semi-structured interviews with three key informants: the former Director, the current Director, and the Corporate Strategy, Operational, and Risk Management Manager of PT Peruri Digital Security. Secondary data were obtained through document analysis of PERURI Annual Reports (2021–2024), corporate documents, government policies, and relevant academic literature. The data were analyzed using thematic analysis to identify recurring patterns related to strategic responses, organizational capabilities, governance mechanisms, and institutional influences.

The findings indicate that PT Peruri Digital Security responds to digital disruption through a strategic transformation from traditional security printing toward digital trust solutions, including electronic signatures, electronic stamp duty (e-Meterai), cybersecurity services, and digital identity solutions. Strategic agility is reflected through organizational responsiveness to technological and market changes, operational flexibility, innovation capability, continuous organizational learning, and capability development. The study further reveals that governance structures simultaneously constrain and enable strategic agility. Although regulatory compliance, hierarchical approval processes, and public accountability may reduce decision-making speed, organizational mechanisms such as cross-functional coordination, evidence-based decision-making, task force teams, and continuous capability development enable the organization to remain adaptive while maintaining governance integrity. The findings also demonstrate that strategic agility is shaped by the interaction of macro-level institutional pressures, meso-level industry competition, and micro-level organizational capabilities.

This study contributes to the literature on strategic agility by extending its application to Indonesian State-Owned Enterprises undergoing digital transformation. The findings suggest that strategic agility within SOEs is achieved not by reducing governance, but by integrating governance, digital transformation, organizational capabilities, and institutional adaptation to balance innovation, responsiveness, and public accountability.

Keywords: Strategic agility; digital transformation; institutional theory; corporate governance; state-owned enterprises; digital disruption.