

ABSTRACT

The controversy of tobacco industry contribution in Indonesia leads to uncertain and volatile environment for the tobacco companies. Then, to face these challenges, tobacco companies create strategies. However, the implementation of strategy bring consequences such as risks that needs to be overcome. The importance of mitigating the strategic risk enforce the tobacco companies to have risk management strategies. Therefore, the purpose of this research is to provide suggestion for tobacco companies in Indonesia to optimize their risk management so that they can be used to minimize the occurrence of strategic risk. In order to answer this question, the data collection method used are both primary and secondary data, in which primary data is obtained through interviews with people from tobacco industry, while secondary data is from literature review such as journals and relevant article, as well as company's data like annual report. The findings and conclusion in this research is showing the challenges, strategies, strategic risks, and current risk management of tobacco companies in Indonesia, which then analyzed to provide recommendation that can be used by Indonesian tobacco companies in setting their management strategies. Furthermore, the advantage of using ISO 31000, Risk Management – Guidelines is also presented in this research.

Keywords: Tobacco Industry, Tobacco Companies, Strategic Risk, Risk Management

INTISARI

Kontroversi dari kontribusi industri tembakau di Indonesia menyebabkan terjadinya ketidakpastian dan ketidakstabilan bagi perusahaan tembakau. Kemudian, dalam menghadapi tantangan tersebut perusahaan tembakau menciptakan beberapa strategi. Implementasi strategi menimbulkan konsekuensi yang perlu untuk diatasi. Tujuan dari penelitian ini adalah memberikan saran bagi perusahaan tembakau di Indonesia untuk dapat mengoptimalkan manajemen risiko agar dapat meminimalisir terjadinya risiko strategik. Metode pengambilan data yang digunakan adalah metode primer dan sekunder, dimana data primer didapatkan melalui wawancara dengan narasumber dari perusahaan rokok, dan data sekunder dari jurnal dan literatur terkait, serta data perusahaan berupa laporan tahunan. Hasil dan kesimpulan dalam penelitian ini memberikan gambaran mengenai tantangan, strategi, risiko strategik, dan manajemen risiko perusahaan rokok di Indonesia saat ini, yang kemudian dianalisis untuk memberikan rekomendasi yang dapat digunakan oleh perusahaan tembakau di Indonesia dalam menetapkan strategi manajemennya. Keunggulan dari penggunaan ISO 31000, Risk Management – Guidelines juga disajikan dalam penelitian ini.

Kata Kunci: Industri Tembakau, Perusahaan Tembakau, Risiko Strategik, Manajemen Risiko