

INTISARI

Permintaan layanan TI dari berbagai korporasi semakin masif seiring berkembangnya teknologi serta percepatan metodologi/konsep yang diterapkan di bisnis TI, sehingga imbasnya pada daya saing antar pemain TI cukup signifikan, terutama dirasakan oleh salah satu pemain lokal anak perusahaan Garuda Indonesia (GA), Aero Systems Indonesia (ASYST). ASYST tidak siap menghadapi prospek bisnis TI penerbangan semenjak di 2013 GA memutuskan agar seluruh sistem layanan TI maskapai GA yang semula *dimaintain* ASYST, diambil alih fungsinya oleh Amadeus yang dianggap mampu memenuhi kebutuhan teknologi *IT airline* dalam rangka mendukung program aliansi GA. Akibatnya ASYST di 2014 merubah *brand* perusahaan menjadi pemain baru di bidang *IT managed services*, sebelumnya dikenal sebagai pemain lokal utama TI penerbangan. Namun perubahan besar ini membawa efek buruk pada kinerja finansial ASYST. Untuk itu, perlu adanya penelitian yang bertujuan mengevaluasi keefektifan strategi ASYST menghadapi persaingan industri TI di pasar korporasi.

Jenis penelitian dalam studi ini menggunakan pendekatan kualitatif dengan tingkat kedalaman analisis deskriptif. Dan metode analisisnya mempertimbangkan faktor-faktor lingkungan industri berdasarkan karakteristik industri, *Porter five forces* dan *key success factors*. Termasuk beberapa aspek fungsional perusahaan untuk menganalisis lingkungan internal, yaitu aspek pemasaran, keuangan, operasional dan sumber daya manusia. Dari hasil analisis tersebut melalui penggunaan matriks SWOT, dapat diidentifikasi Kekuatan, Kelemahan, Peluang, Ancaman yang dihadapi perusahaan untuk bersaing di industri jasa TI.

Hasil penelitian menunjukkan, strategi lima *business pillar* ASYST masih cukup efektif dalam lingkungan yang berubah. Namun masih ada yang perlu dilakukan sebagai strategi alternatif sesuai kondisi persaingan industri saat ini, untuk mengembalikan kestabilan kinerja keuangan perusahaan (*Regaining Financial Health*), seperti memperkuat internal bisnis proses perusahaan, meningkatkan aktivitas penagihan dan menjalin kerjasama beberapa *partner* guna mendukung ketersediaan modal/investasi, mengoptimalkan penggunaan biaya dan aset untuk target pertumbuhan pendapatan lebih baik, meningkatkan produktivitas karyawan dan kinerja bagian pemasaran untuk peningkatan penjualan produk.

Kata kunci: analisis lingkungan industri, analisis lingkungan internal, model lima kekuatan dari Porter, *key success factors*, analisis SWOT, jasa layanan TI, PT ASYST.

ABSTRACT

Demand of IT services from various corporations become more massive as the development of technology and the acceleration methodology/concepts applied in the IT business, so the impact on the competitiveness between IT vendors is quite significant, especially experienced by one of the local players as a subsidiary of Garuda Indonesia (GA), Aero Systems Indonesia (ASYST). ASYST did not be ready to face the prospect of the IT airline business since in 2013 GA decided that the entire system of GA IT airline services previously maintained ASYST, its functions was taken over by Amadeus deemed able to meet the needs of IT airline technology in order to support the GA alliance. Consequently, ASYST in 2014 to change the brand of company into a new player in the field of IT managed services, formerly known as the major local player in IT airline. But this great change brings an adverse effect on the ASYST financial performance. Therefore, the need for research aimed at evaluating the effectiveness of ASYST strategy to meet the IT industry competition in the corporate market.

Type of research conducted in this study is to use qualitative approach with the depth of descriptive analysis. And the method of analysis is to consider industrial environment factors based on industry characteristics, Porter's five forces and key success factors. Including some functional aspects of the company to analyze the internal environment, namely the marketing, financial, operational and human resources. From this analysis by using SWOT matrix, it can be identified the Strengths, Weaknesses, Opportunities, Threats facing the company to compete in the IT services industry.

The research results indicate that five business pillar strategy adopted by company is still quite effective in a changing environment, but there are other things that have to do as alternative strategies under the conditions of industrial competition today in order to regaining financial health performance of company, such as strengthening the internal business process of company, improve billing activity and cooperated with several partners to support the availability of capital/investment, optimize the use of costs and assets to the positive revenue growth targets, improve employee productivity and performance of marketing department for increasing product sales.

Keywords: *industrial environment analysis, internal environment analysis, Porter's five forces model, key success factors, SWOT analysis, IT services, PT ASYST*