

## INTISARI

Penelitian ini bertujuan untuk mengetahui pemetaan lingkungan eksternal dan internal Perum Peruri serta merumuskan berbagai alternatif strategi berdasarkan hasil dari pemetaan tersebut. Analisis dilakukan terhadap pemindaian lingkungan bisnis yang dihadapi perusahaan dengan menggunakan beberapa pendekatan teoretik, yaitu analisis lingkungan *PEST*, *Five Forces*, *Driving Force*, rantai nilai, *Resource Based View*, dan *Key Success Factor*, dengan lingkup penelitian di Perum Peruri. Adapun hasil pembahasan penelitian menjelaskan bahwa lingkungan eksternal industri *security printing* nasional terdapat berbagai peluang dan ancaman bagi para pemain khususnya Perum Peruri di tengah pertumbuhan industrinya mulai stabil, serta perkembangan lingkungan internal perusahaan menunjukkan bahwa Perum Peruri masih banyak memiliki keunggulan kompetitif seperti kemampuan dan pengalaman SDM dalam penguasaan teknologi *high security printing* khususnya cetak uang, kemampuan keuangan, serta aktivitas pemasaran yang kuat dalam sektor birokrasi pemerintah di persaingannya, namun juga terdapat beberapa kendala internal organisasi seperti tuntutan pemerintah selaku *share holder*-nya dengan pertumbuhan bisnis di atas rata-rata tahun sebelumnya, kontribusi SDM, dan penguasaan pasar *non captive* yang masih harus ditingkatkan lagi.

Melalui analisis SWOT dan model *the five major elements of strategy* dari Hambrick, D. C., dan Fredrickson, J. W., serta dirumuskan bersamaan dengan visi dan misi, *business roadmap* Perum Peruri, terdapat rekomendasi berbagai alternatif strategi seperti strategi *corporate leadership transformation* dengan mengembangkan militansi SDMnya dalam meningkatkan pertumbuhan organisasinya, pengembangan transformasi bisnis melalui penguatan bisnis intinya di sektor pemerintah, pengembangan pasar di negara berkembang berbagai aliansi strategis dan reinvestasi pada aset perusahaan serta transformasi struktur dan budaya perusahaan yang diterapkan untuk mencapai tujuan organisasinya sebagai perusahaan berkelas dunia di bidang *Integrated Security Printing & System*.

**Kata kunci:** *security printing*, *high security*, pemetaan lingkungan bisnis, formulasi strategi, dan transformasi perusahaan

## ***ABSTRACT***

This study aims to determine result of the external and internal environment mapping of Peruri and formulate various alternative strategies based on the results of the mapping. The analysis was performed to scan the business environment faced by companies using several theoretical approach, such as PEST analysis, Five Forces, Driving Force, Value Chain, Resource-Based View, and Key Success Factor, with the scope of research in Peruri. The results of the discussion of the study explained that the external environment of security printing industry, there are various opportunities and threats for the players, especially in the middle of the growth of the industry began to stabilize, and the development of the internal environment of the corporate shows that Peruri still have many competitive advantages such as the ability and experience of Human Resources (HR) in mastery of the technology of high security printing, especially printing money, financial capability, as well as marketing activities are strong in government sector bureaucratic in competition, but also there are many obstacles on the internal organizations such as the demands of the government as share holders in its business growth above the average of the previous year, the contribution of human resources, and mastery of non-captive market still needs to be improved.

Through SWOT analysis and model of the five major elements of strategy from Hambrick, D. C, and Fredrickson, J.W, and formulated together with the vision and mission, the roadmap of business Peruri, there are recommendations of the various alternative strategies such as strategic corporate leadership transformation to develop the militancy of its human resources in improving organization's growth, the development of business transformation through strengthening its core business in the government sector, the development of markets in developing countries a variety of strategic alliances, and reinvestment of the assets of the company as well as transformation of the structure and corporate culture that is applied to achieve the purpose of the organization as a world-class company in the field of Integrated Security Printing & System.

**Keywords:** security printing, high security, environment mapping business, strategy formulation, and the corporate transformation