

ABSTRAK

Nama Akademi Teknik Mesin Industri (ATMI) cukup populer di dunia pendidikan kejuruan di Indonesia. Didirikan pada tahun 1968 di Surakarta/Solo oleh Misionaris Jesuit dari Swiss, ATMI yang terkenal dengan Production Based Education and Training (PBET)-nya, kini memiliki dua perguruan tinggi, satu sekolah menengah kejuruan, dan sembilan unit bisnis. Kajian ini menganalisis strategi diversifikasi bisnis yang diambil ATMI Group terkait portofolio bisnis, strategic fit, resource fit, dan koherensi strategi korporat dengan strategi unit bisnis. Analisis portofolio dalam kajian ini menggunakan model Nine Cell Matrix. Strategic fit dianalisis dengan mendetailkan rantai nilai setiap unit bisnis dan mencari kecocokan strategis yang terjadi antarunit bisnis. Analisis resource fit dilakukan dengan mengidentifikasi cash cow – cash hog, mengidentifikasi pengurusan sumber daya manusia, dan memetakan kompetensi organisasi. Koherensi strategi korporat dengan unit bisnis dilakukan dengan melihat kecocokan visi – misi dan strategi korporat dengan unit bisnis.

Dari sisi portofolio bisnis, unit bisnis yang mendapat prioritas pertama investasi berdasar Nine Cell Matrix adalah PT ATMI BizDEC, PT ATMI Duta Engineering, dan PT ATMI Kreasi Energi. ATMI Group memiliki strategic fit satu dengan yang lain dalam lingkup yang terbatas. Secara keseluruhan, SBU ATMI Group menggunakan nama ATMI sebagai brand tunggal. Namun demikian dari sisi transfer spesialis, cost sharing, dan knowledge sharing terjadi strategic fit yang ter-kluster ke dalam tiga sub-group aktivitas. ATMI Group memiliki resource fit yang kurang baik. Hal ini diakibatkan kurang baiknya kepengurusan sumber daya finansial dan non-finansial. Terdapat inkohherensi visi misi korporat dan unit sebesar 27,38%. Sedangkan koherensi tujuan korporat tidak dapat dianalisis secara spesifik karena tidak ada tujuan korporat yang disahkan dan cukup mewakili kondisi korporat yang telah terdiversifikasi.

Kata kunci : Diversifikasi. ATMI, Nine Cell Matrix, strategic fit, resource fit, koherensi strategi, PBET, Teaching Factory.

ABSTRACT

Akademi Teknik Mesin Industri (ATMI) is one of renowned vocational education institution in Indonesia. Established in Surakarta on 1968 by Jesuit Missionary from Switzerland, ATMI which is known for its PBET implementation, now own one vocational High School, two higher education institution, and nine business unit. This study analyses the business diversification strategy implemented by ATMI Group in regard to its business portofolio, strategic fit, resource fit, and the coherency between the corporate strategy and business unit strategy. Portofolio is analyzed using Nine Cell Matrix model. Strategic fit is analyzed by detailing value chain on each business unit and find out the strategic fit occurs in interunit business. Resource fit is analyzed by identifying cash cow – cash hog, human resources management, and mapping organization competence. The coherency between the corporate strategy and business unit strategy is analyzed by observing the match between units and corporate in regard of its vision - mission and strategy.

In bussines portofolio, the top priority investment unit businesses based on Nince Cell Matrix consist of PT ATMI BizDEC, PT ATMI Duta Engineering, dan PT ATMI Kreasi Energi. ATMI Group implements limited strategic fit for one and another. Overall, SBU ATMI Group is using ATMI as the main brand title. However, from specialist transfer, cost sharing, and knowledge sharing, strategic fit is applied by clustering them into three sub group activity. ATMI Group is identified as having less qualified resource fit caused by a factor in which finacial and non financial resources is not well organized. The finding shows that, there is corporate vision – mission and unit incoherency up to 27.38%. Meanwhile, the corporate objective coherency can not be analyzed sepecifically because there is no corporate objective which is legalized and well represented the divercificated corporate condition.

Keywords: Diversification, ATMI, Nine Cell Matrix, strategic fit, resource fit, strategy coherency, PBET, Teaching Factory.