

Industri penerbangan memerlukan dua aspek yakni alat dan Sumber Daya Manusia. Perkembangan industri penerbangan di Indonesia mengakibatkan kebutuhan akan sumber daya manusia semakin tinggi. Hal ini semakin menarik minat perusahaan penerbangan untuk mendirikan *aviation training center*. Untuk itu Garuda Indonesia mengoptimalkan fasilitas penunjang untuk mendukung kenyamanan dan keselamatan penerbangan melalui SBU Garuda Indonesia Training Center sebagai unit bisnis penting dalam mencetak SDM yang handal dalam industri penerbangan di Indonesia. Untuk dapat bertumbuh dalam bidangnya, SBU GITC menawarkan produk pelatihan kepada pihak ketiga. Dengan memperhatikan berbagai faktor yang terdapat disekelilingnya terutama lingkungan internal dan eksternal yang sangat berpengaruh terhadap peningkatan pendapatan dari pihak ketiga. SBU GITC juga harus menyingkapi hal tersebut mengingat mulai bertambahnya perusahaan penerbangan nasional yang mendirikan *aviation training center*, lembaga-lembaga pelatihan awak kabin dan *airline management*, institusi pendidikan di Indonesia yang menawarkan program pendidikan penerbangan sehingga pemahaman akan kondisi bisnis *aviation training* sangat dibutuhkan. Mengingat hal tersebut, pihak SBU GITC perlu mengevaluasi strategi yang telah diterapkan atau melakukan reformulasi strategi dengan tujuan agar mampu bersaing dalam bidang *aviation training* tersebut.

Penelitian ini menggunakan data primer melalui wawancara dan pengamatan di SBU GITC dan data sekunder melalui informasi di media massa serta internet, dikumpulkan melalui studi lapangan dan dianalisis menggunakan analisis lingkungan internal dan eksternal serta faktor kunci sukses. Berdasarkan hasil analisis SWOT diketahui bahwa perlu dilakukan reformulasi strategi dalam rangka pengembangan SBU GITC dengan menggunakan strategi pertumbuhan agresif dengan penetrasi pasar, pengembangan pemasaran dan pengembangan produk .

Kata Kunci: *strategi unit bisnis, aviation training center, pertumbuhan industri penerbangan*

ABSTRACT

Aviation industry needs two things, tools and people. Development of the aviation industry in Indonesia has made the needs of human resource higher. This thing has interest many airline companies to build an aviation training center. For that Garuda Indonesia has optimize its supporting facility to support the comfort and safety of flight by using SBU Training Center as an importance bisnis unit to create a qualify Human Resource in the aviation world in Indonesia. To keep developing, they offer their product to a third party. By keep attention to various factor around them especially their internal and external environment that affect the increase in the revenue from the third party. SBU GITC has to do something about it considering there's an increase on the national airline company that create aviation training center, flight attendance and management training institution, educational institutional in Indonesia that offer some aviation training program. Considering this, SBU GITC need to evaluate the strategy that has been implemented or do some reformulation strategy with so they could compete in the aviation training business.

This research use primary data using interview and observation on the SBU GITC and secondary data from newspaper and internet that has been collected by using field study and analyzed by using internal and external environment analysis and key success factor. Based on the SWOT analysis there should be a reformulation strategy in SBU GITC by using aggressive growth strategy with market penetration, market development and product development.

Keyword: *strategy business unit, aviation training center, airlines industry growth.*