SUMMARY


The development of information and communication technology (ICT) has touched all sectors of industry. In the publishing industry, there has been a migration of consumers from conventional book readers to digital book. Publishers were not immediately adjust to these developments will soon be abandoned by consumers. PT Balai Pustaka (BP) as a state own publishing companies, potentially affected by these developments. Business transformation from conventional book to the digital content should be done, so that BP can adapt to various changes that occur both external and internal sources. The consequences are BP must changes the business model. This study aims to: (1) analyze the internal and external factors affecting the company, (2) formulating the business strategy from printed based industry to digital based, (3) analyzing the business model of the ideal company to deal with changes in the business environment, and (4) analyzing the relationship elements of business models to the achievement of corporate objectives. The scope of this research is the analysis of BP's internal and external environment that is focused on developing business models and strategy map based in the development of digital content.

The method used is descriptive research that is exposure to the variables examined by using a case study approach. That is, the approach is more focused on understanding aspects in more depth, detailed, through over certain objects are typically relatively small for a certain period, including the environment. This study is not meant to generalize to a problem. This study is a qualitative study in which the findings were not obtained through statistical procedures. The data or information required in the study was obtained by direct interviews with informants, Focused Group Discussions (FGD) and questionnaires. The selection of FGD respondents and questionnaires conducted through purposive sampling. The analytical method used in identifying the internal and external environment of the company is using a SWOT Analysis.

The focus of analysis is on the nine elements contained in the Business Model Canvas (BMC) which includes key partners, key resources, key activities, the value propositions, customer relationships, distribution channels, customer segments, cost structures and revenue streams. The approach taken is to compare the situation in the company's current and expected conditions by the company using the elements of the business model canvas. In order to bridge the gap between the real condition with the expected conditions necessary to develop a strategy maps. The Strategy maps is a visual framework that describes the causal relationship between the various components contained in the strategy of the organization which uses four perspectives of balance score card namely, perspective financial, customer perspective, internal and learning and growth perspective. Synthesis of nine elements in BMC with strategy maps is expected to guarantee the achievement of the business, which is expected in the future.
The results showed that there were internal factors and external conditions affecting the company, so the company needs to conduct business transformation of the printed based to digital based business model to construct a new line with the changes that occur in the publishing industry. Synthesis of the elements in the BMC with Strategy Maps as a guarantee of the achievement of the business, which is expected in the future using the BSC approach is four; (1) financial perspective. Targets and indicators to be achieved in terms of revenue stream and cost structure, profitability is the level of BP in 2014 and subsequently, the contribution of e-books to the company's overall revenue and cost efficiency level of production and marketing of e-books; (2) the customer's perspective. Targets and indicators to be achieved in terms of value proposition and customer relationship is improving customer satisfaction is measured from the level of consumer re-purchase or download. At the customer's perspective, targets and indicators to be achieved in terms of value proposition and customer relationship is improving customer satisfaction is measured from the level of consumer re-purchase or a download, then increase the number of customers and build relationships with consumers; (3) internal process perspective, targets and indicators to be achieved in terms of key activities, distribution channels, cost structure and key partners are developing new and innovative content, the addition of new products, expansion of the network, the cost efficiency of production and marketing, strategic alliances goal is increase the number of penguduh; (4) learning and growth perspective. Targets and indicators to be achieved in terms of key activities, distribution channels, cost structure and key partners are improving aspects of leadership or leadership target is to achieve a score of Good Corporate Governance (GCG), the goal is to develop human resource competency enhancing Human Capital Readiness (HCR), improving use of facilities provided by the company.

Implications of managerial associated with this research is that companies need to stages of the transformation process and calculate the costs required to achieve the expected conditions. The company also had to keep the business transformation to the digital content industry based just to add to the existing product portfolio and not to come out from its core competency as a company engaged in the content industry.

Keywords: SWOT analysis, digital content, business model canvas, strategy maps, business transformation