

ABSTRACT

The establishment of the Survey Services BUMN Holding (Holding BUMN Jasa Survei atau HJS) is a strategic decision by the Indonesian government. HJS is a new legal entity that consists from three entities, namely PT Sucofindo (SCI), PT Surveyor Indonesia (SI), and PT Biro Klasifikasi Indonesia (BKI). Before being restructured into a holding company, the three BUMNs had achieved good performance and generated profits. All three are competitors to each other in working on the market and are free to determine their own strategic policies. After taking the form of a holding, the synergy of the three did not work as expected. Barriers to creating synergies are the main problem for HJS synergies.

In the initial holding period, there were problems in the aspects of coordination and interaction, there were "cooperation barriers" between the three entities which caused potential inefficiencies and obstacles to achieving the expected business performance because synergy was not created as it should have been. How to overcome the obstacles to cooperation so that there is an increase in synergy and how the results of creating synergies can be better, are research questions that will be elaborated and opinions will be sought from the interviewee.

The question to the informants was to find out opinions on how to operationalize the support for aspects of Synergy, Strategy, Structure, Values, Competence, Mechanisms, Shareholder Policy Support and Regulatory Support for efforts to create synergy. Through research it is also expected to provide input on how the results of creating synergies can be better. The research results will provide strategic recommendations that help overcome barriers to creating synergies to achieve optimal business performance.

Key words: *creation of synergies, barriers to cooperation, potential inefficiency*