



Strategy of Achievement Target Marketing of Services Licensed Operator Products PT Telkom Regional I

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Abstract

PT Telekomunikasi Indonesia, Tbk (PT Telkom) as the National Flag Carrier of telecommunications in Indonesia which has a Full Network Service Provider license serving almost all digital services for all licensed operators in Indonesia. One of the operators served by PT Telkom is Telkomsel. Telkomsel is the largest operator in Indonesia. In providing its best services to Telkomsel, Telkom Indonesia has a number of SoW (Scope of Work) that is used to share services provided to operators who are customers of licensed operator products, namely modernization: sites built using optical fiber but previously were on air using Telkom radios and rollout: sites built using fiber optics in areas where there is no service at all. In Sumatra, Telkom Regional I is tasked with serving Telkomsel in 3 areas, namely Telkomsel in the Sumbagut area (North Sumatra), Sumbagteng (Central Sumatra) and Sumbagsel (South Sumatra). In 2018 the construction of Telkomsel's BTS site has reached 9,566 Site ID Node-b which has reached 75% of the inner city of Sumatra. This type of research is a descriptive study by evaluating the factors that become obstacles in achieving Telkom Serviced Licensed Operator product targets in Telkom Regional I Sumatra and formulating strategies that can be done in increasing the achievement of the Serviced Licensed Operator product targets in Telkom Regional I Sumatra. To obtain strategies, various analyzes are carried out such as internal environmental analysis such as management, marketing, finance, production and operations, human resources, and external environmental factors such as the macro and industrial environment. In analyzing these factors, IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) score measurements, IE (Internal External) analysis and SWOT (Strength, Weakness, Opportunity, Thread) analysis are used.

Keywords: Optical Fiber; Telecommunications; Operators, External Internal Analysis; SWOT Analysis

Introduction

Along with the increasing needs of the local market for digital connectivity to regional and global markets has led to the increasing level of demand for digital telecommunications services in Indonesia. This causes the development of the digital telecommunications industry in Indonesia experiencing very rapid growth. Growth in the digital telecommunications industry sector in Indonesia is relatively high where in 2016 the Indonesian digital telecommunications industry experienced a growth of 21% compared to 2015 and is believed to continue to increase, and is predicted to grow around 20% per year in the 2015-2107 period along with the development digital technology (BPPTIK.KOMINFO, 2017). The relatively high growth rate has caused many local and foreign investors to be interested in investing in this industry which has led to higher levels of competition in the industry. Changes in people's lifestyles lead to changes in the global business order. The changes that occur are caused by four main factors that are very influential for changes in world economic order. These factors include Emergence Global Economy, Transformation of Industrial Economy, Transformation of the Business Enterprise and The Emerging The Digital Firm (Laudon, 2007). These factors cause a change in the way the world of industry views the market where all parts of the market that are spread throughout the world become an integral part of the world economic system.

The development of the four factors mentioned above is supported by the rapid development in the field of Information and Communication Technology (ICT), even according to Thomas L. Friedman one of the factors that caused The World is Flat is the development of ICT (Friedman, 2005). One part of the ICT industry sector that is experiencing very rapid development is the digital telecommunications industry where the industry is one of the backbones in realizing global market integration.

PT Telekomunikasi Indonesia, Tbk (TELKOM) as the National Flag Carrier of telecommunications in Indonesia which has a licensed Full Network Service Provider that serves almost all digital services for all Licensed Operators in Indonesia. One of the largest licensed operator customers served by Telkom is Telkomsel. Although Telkomsel is under the Telkom Group, Telkom and Telkomsel conduct business in accordance with wholesale business rules in force in Indonesia. Service licensed telecommunications operators allow interconnection between several telecommunications operators and collocation providers.

The direct and indirect sales process of the licensed operator product process at PT Telkom Indonesia which is divided into 7 regions of Indonesia and one of them is Telkom Regional I Sumatra. The promotion of licensed operator product services is carried out by Sumatra Regional I business-to-business with reference to PT Telkom's promotion policies nationally (above the line), regional (below the line) and direct communication. In determining the price of services from licensed operator products, it is determined centrally through a mechanism of decision of the board of directors, while delivering services to all areas of Sumatra is the responsibility of Telkom Regional I.

In providing the best service to Telkomsel, Telkom Indonesia has a number of SoW (Scope of Work) that is used to share services provided to operators who are consumers of licensed operator products, namely modernization which means sites built using fiber optics have previously been on air using radio Telkom and rollout, which means sites built using fiber optics in areas where there is no service at all. As of May 2018 there were 9,566 site ID node-b that had been operating in Sumatra to serve the needs of Telkomsel.

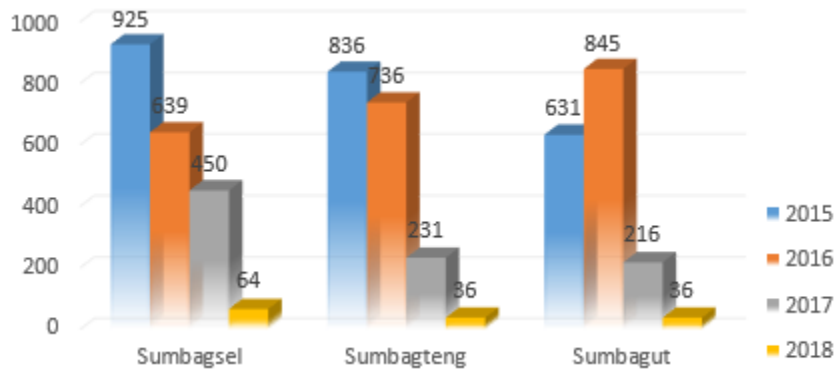


Figure 1 Development of Service Licensed FO Telkomsel Sumatra
Source: Telkom Wholesale Service, 2018

Until 2018, all inner cities and most outer cities in Sumatra have been built by Telkom to fulfill Telkomsel's services. In building service licensed service Telkom operators provide bandwidth (BW) as much as ordered by Telkomsel to Telkom. During 2015 Telkom not only received service development orders but also upgraded BW from Telkomsel. Figure 1 is the number of BW upgrade orders from Telkomsel to Telkom based on Minutes from 2017 to May 2018.

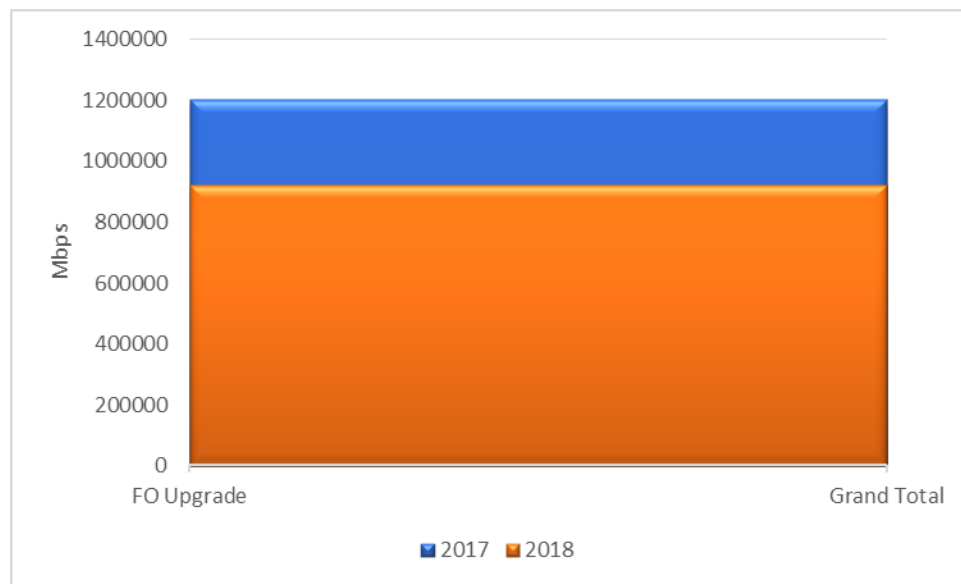


Figure 1.2 Order upgrade BW Telkomsel to Telkom Regional I
Source: TELKOM WHOLESALE SERVICE DIVISION, 2018

In Figure 1.2, BW upgrade demand continues to grow in line with Telkomsel's demand. This shows that the use of internet traffic in Sumatra continues to grow and is a great opportunity for Telkom in doing excellent service to Telkomsel. But until now Telkom only upgrades BW if Telkomsel makes an order (passive sales). Telkom does not have an active marketing strategy regarding the BW upgrade process, especially in Sumatra.

From the conditions experienced by the licensed operator product above and seeing a sizable business opportunity and considering that the product is one of the mainstays of PT Telkom to compete in

the provision of digital telecommunications, especially in the Sumatra region and as one of the mainstays in obtaining revenue, it needs to be done analysis of the strategy to achieve the marketing targets of service licensed operator products, the condition of the service licensed operator industry in Sumatra and analysis of external and internal environmental conditions.

In addition, to get a picture of consumer perceptions, in this case Telkomsel on service licensed operator products, a survey and in depth interview need to be conducted so that information can be obtained about consumer perceptions of services provided by Telkom to date.

Research Method

This type of research is a case study approach conducted at PT Telkom Regional I Sumatra. This research is a descriptive study, a method used to collect, tabulate, clarify data and interpret and analyze data according to the case under study. Therefore, descriptive research method is used to evaluate the factors that cause the achievement of Telkom Licensed Operator product targets in Telkom Regional I Sumatra and formulate strategies that can be done in increasing the achievement of Telkom Licensed Operator product targets in Telkom Regional I Sumatra. To test the factors obtained from primary and secondary data, IE and SWOT analysis are used, which are tested methods and are widely used in international research.

IE Analysis

Internal external analysis is an analysis conducted by evaluating internal factors (IFE) and evaluating external factors (EFE) to determine the company's strategic direction. The parameters used include parameters of the company's internal strength and external influences encountered. The purpose of using this model is to obtain a more detailed corporate-level business strategy.

IE analysis can identify 9 cell corporate strategies, but in principle the nine cells can be grouped into three main strategies, namely:

1. Growth strategy which is the growth of the company itself (cells 1, 2, and 5) or diversification efforts (cells 7 and 8).
2. Stability strategy is a strategy that is implemented without changing the direction of the strategy that has been set.
3. Retrenchment strategy (cells 3, 6, and 9) is an effort to reduce the effort done by the company.

SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate strategies on the basis of logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats.

Analisis IFE and EFE

IFE analysis and EFE is to calculate the score of IFE (Internal Factor Evaluation) and EFE (External Factor evaluation). From the questionnaire results, a total IFE score of 2.96 was obtained and a total EFE score of 2.86. Then the strategy in the organization is in cell V in the IE matrix that is the direction of the strategy of maintaining and maintaining.

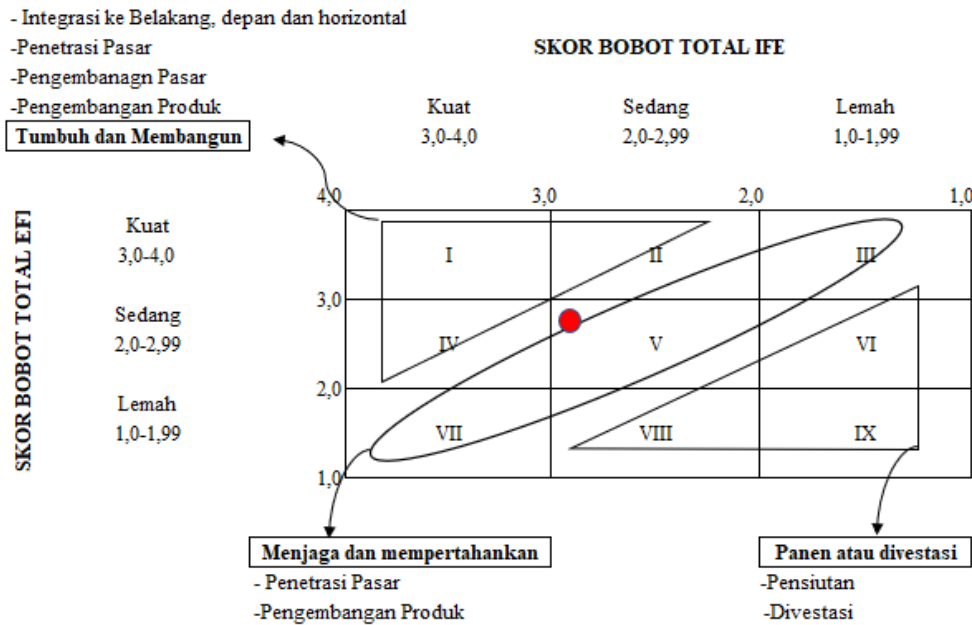


Figure 1.3 Company position in the IE Matrix

Strategy Management Concepts

According to David (2011), strategy management can be defined as the art and science of formulating, implementing and evaluating cross-functional decisions that enable organizations to achieve their goals. Meanwhile, according to Daft (2007), strategy management is a collection of decisions and actions used in the formulation and implementation of strategies that will produce a competitive advantage between the organization and its environment to achieve organizational goals. According to Hunger and Wheelen (2011), strategy management is a series of managerial decisions and actions that determine the company's performance in the long run.

Competitive Advantage

According to Tangkilisan (in his book HR Strategy for Public Service Management Management, 2003) that competitive advantage refers to the ability of an organization to formulate a placement strategy in a favorable position related to other companies. Competitive advantage arises when customers feel that they receive more value than the value obtained from transactions made with competing organizations.

Marketing Mix Strategy

The concept model of the marketing mix is widely known in the marketing world as 4P's Kotler which explains the marketing tools and variables used by companies to formulate marketing objectives (Kotler, 2005). In other words, the marketing mix is used as one of the approaches used by companies to assist in implementing the marketing strategies used.



Figure 1.4 The 7P's Components of the Marketing mix
Source: Kotler, 2004

Marketing mix is used as one of the approaches used by companies to assist in implementing the marketing strategies used.

Conclusion

Based on the data analysis that has been done, the following conclusions can be drawn:

1. Significant factors influencing the achievement of marketing targets for service licensed operator products in Telkom Regional I are the delay in obtaining data, ineffective communication between regions and regions which causes a decrease in motivation and cooperation, and the absence of a system or application that can provide data operational in real time.
2. The results of the IE Matrix analysis show that the company's strategic direction is to maintain and sustain. SWOT analysis results provide a strategy input that is the use of technology that is more effective in operations and maintaining good cooperation to increase motivation and teamwork to obtain optimal performance.

Suggestion

Based on the conclusions previously stated, the suggestions that can be given for improvement are:

1. A web-based system and mobile application are needed that can automatically record the results of the work done in the field and connect directly to the device so that the data obtained is real time data. This digital system can also help communication between regions and regions, as well as facilitate Telkom in conducting analysis and providing recommendations to consumers to re-order.
2. Need to do a gathering or togetherness between employees in the region and region so that communication can be better established. It can also provide motivation to employees so that teamwork can be stronger.

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