

ABSTRAK

Strategi bisnis Divisi Wholesale Telkom saat ini gagal memberikan performa bisnis yang baik dalam bisnis *data centre*. Selain itu, terdapat ancaman dari faktor eksternal yang berpotensi memperburuk performa bisnis perusahaan di masa yang akan datang. Pada penelitian ini, penulis berfokus pada perumusan masalah untuk mengidentifikasi alternatif strategi yang mampu membantu Divisi Wholesale Telkom untuk menangkap peluang, menghadapi ancaman, dan bersaing dalam bisnis *Data centre*. Tujuan penelitian ini mengidentifikasi alternatif strategi Telkom melalui Divisi wholesale service dalam menangkap peluang dan menghadapi ancaman dalam bisnis *Data centre* dan alasan pemilihan strategi bersaing Divisi Wholesale Telkom dalam bisnis *Data centre*.

Analisis strategi bisnis Divisi Wholesale Telkom dalam bisnis *Data centre* dapat dilakukan secara komprehensif menggunakan analisis PESTEL, analisis *five forces model*, *key success factor*, analisis *value chain* dan VRIO dan analisis *competitive advantages*. Kemudian dilakukan analisis dengan matriks SWOT.

Temuan penelitian berdasarkan analisis secara komprehensif tersebut mengungkapkan pemilihan strategi bersaing Divisi Wholesale Telkom dalam bisnis *Data centre* adalah Disaster recovery plan adalah cara untuk mencegah terganggunya operasional saat terjadi bencana. Pendekatan Neucetrix harus menggunakan teknologi canggih dan praktik terbaik untuk membantu menilai risiko, memprioritaskan, dan melindungi aplikasi dan data penting bisnis yang dapat mengganggu layanan seperti serangan DDoS skala besar, database yang menginfeksi ransomware, kegagalan jaringan sederhana, karyawan secara tidak sengaja menghapus data penting, dan sebagainya dengan enkripsi yang handal maupun tim disaster recovery yang selalu siap 24 jam.

Kata kunci : strategi bisnis, SWOT, PESTEL, VRIO

ABSTRACT

The current business strategy of Telkom's Wholesale Division fails to provide good business performance in the data center business. In addition, there are threats from external factors that have the potential to worsen the company's business performance in the future. In this study, the authors focus on problem formulation to identify alternative strategies that can help Telkom's Wholesale Division to seize opportunities, face threats, and compete in the Data center business. The purpose of this study is to identify alternative strategies for Telkom through the wholesale service division in capturing opportunities and facing threats in the Data center business and the reasons for choosing a competitive strategy for the Telkom Wholesale Division in the Data center business.

The business strategy analysis of Telkom's Wholesale Division in the Data center business can be carried out comprehensively using PESTEL analysis, five forces model analysis, key success factors, value chain and VRIO analysis and competitive advantages analysis. Then the analysis was carried out using a SWOT matrix.

The research findings based on this comprehensive analysis reveal that the selection of the Telkom Wholesale Division's competitive strategy in the Data center business is that the Disaster recovery plan is a way to prevent operational disruptions when a disaster occurs. Neucentrix's approach should use advanced technology and best practices to help assess risks, prioritize, and protect business critical applications and data that could disrupt services such as large-scale DDoS attacks, ransomware-infecting databases, simple network failures, employees accidentally deleting critical data, and and so on with reliable encryption and a disaster recovery team that is always ready 24 hours.

Keywords: *business strategy, SWOT, PESTEL, VRIO*