

ABSTRACT

The telecommunications industry is experiencing a downward trend for legacy services such as SMS and telephone. In recent years, it has been seen that there is a shift in services to broadband services which has led to the emergence of various OTT or Cloud services. However, it causes very fast competition against the conditions of competition in the telecommunications industry, especially for cellular operators. Moreover, with such conditions, PT Telkom's revenue growth, especially in broadband services, tends to be flat, which causes the payload growth to not be in line with revenue growth. This makes PT Telkom referred to as a dumb pipe by OTT and Cloud businesses.

This research was conducted to identify and identify the key success factors, as well as to design the right business strategy that can be carried out by PT Telkom in response to the growth of OTT and Cloud services in order to be able to compete in the digital industry in Indonesia. The research method used is descriptive qualitative. Data was collected through interview and documentation techniques. The analysis used in this study is to see the conditions of business competition in the telecommunications industry in Indonesia by using PESTL, Porter's Five Forces, Key Success Factors (KSF). To find out the company's internal conditions, a SWOT analysis is used which is then analyzed again using competitive advantage and the IE (Internal-External) matrix as a business design.

The results show that there are several internal and external factors that cause PT Telkom to still find it difficult to compete in the digital industry in Indonesia such as external factors including startup companies and OTT/Cloud players who are very agile and aggressive in responding to a condition, Telkom's digital services are still very limited. , consumers easily switch to digital services, and lifestyle changes are very dynamic. The internal factor is that it is less aggressive because a government-owned company has digital products that have not been sold well so that the right business and operating model are needed.

This study resulted in several recommendations for the right business strategy to be applied to PT Tlekomsel including differentiation and maintain strategy by focusing on competitive advantage and giving birth to new digital entities such as vertical business and burning platforms.

Keywords: *OTT services, Cloud, competitive advantage, digitai business, business strategy, differentiation and maintain strategy*