

Implementation of Customer Focus Strategy to Obtain Sustainable Competitive Advantage in Service Industry : A Case of PT. Telkom Indonesia

(Penerapan Strategi Customer Focus untuk Mempertahankan Keunggulan Kompetitif pada Industri Jasa : Studi Kasus pada PT. Telkom Indonesia)

ABSTRACT

Rapid changes of technology have changed the business environment. New technologies meet new demands and affect the overlap between environment and value. The new products equipped with the advance technology, come to the industry then change the competitive pattern in it. The demanded strategic awareness of any business to move faster with the ability to capture and tie together key information and knowledge within the organization and from the environment.

For the telecommunication industry, technology is the most significant factors that creates the customer demand and drives the market competition. The coming of new CDMA technologies threatens the existing GSM technologies. They enable the customer to create the better data, visual and voice facilities with the lower price than GSM technologies. Without right strategic planning, the GSM providers will end up as the AMPS provider when GSM providers arrived.

This research was doing through direct observation and interview with the management of PT. Telkom Indonesia and collecting secondary data from external resources. The external analysis was used macro environment and Porter Five Forces Model as industry analysis in order to analyze the structure and evaluate the competition. While value chain analysis was employing for internal assessment that identified potential sources of economic advantage by suggesting how the firm's internal core competencies can be integrated with the external competitive environment to direct optimal resources allocation. Finally, qualitative data of industry analysis and value chain analysis assisted to determine the alternative competitive strategies for the company by conducting SWOT analysis. The SWOT analysis helps the company to assess the fit between a company strategy, its internal capabilities and external possibilities. Thus, it provided objective basis for selecting specific strategies. Then, the implementation of customer focus strategy based on Sandra Vandermerwe's model. This model allows the company to have a map with customers all usage activities-before, during and after-using the company's products and services.

Based on focus as a starting point for strategic thinking, PT.Telkomsel Indonesia. strategic choice is pursued by differentiation within their target market. They pursue their marketing strategic with Turning customer into Partner program that was implemented the customer focus strategy. The principles of customer focus are focus on the customer, establish credibility and persuade through involvement. It tries to obtain the value for the customer, obtain the value from customers and develop the customer loyalty. It also enables them to deliver the higher customer value to customer in the lower prices. This strategy needs the company to adopt the high technology during its process to meet with the business demand. By assessing this strategy, PT. Telkom Indonesia improves their business output and sustains their competitive advantage.

Keywords: Customer Focus Strategy, Service, Competitive advantage

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INTISARI

Perkembangan teknologi yang pesat telah merubah lingkungan bisnis dan paradigma konsumen. Pada industri telekomunikasi, teknologi merupakan faktor yang paling signifikan dalam menciptakan permintaan konsumen dan menggerakkan kompetisi di pasar. perencanaan strategi yang tepat, penyedia layanan yang berbasis teknologi GSM akhirnya akan menjadi penyedia AMPS ketika penyedia CDMA diterapkan.

Penelitian ini dilakukan melalui observasi langsung dan interview dengan manajemen PT. Telkomsel Indonesia dan pengumpulan *secondary data* dari sumber lain. Dalam analisis eksternal digunakan lingkungan makro dan model *Porter Five Forces* sebagai industri analisis untuk menganalisis struktur kompetisi. Sedangkan analisis *value chain* digunakan untuk menilai internal yang mengidentifikasi sumber daya potensial *economics advantages* dengan menilai bagaimana *core competencies* perusahaan diintegrasikan dengan lingkungan kompetitif eksternal untuk mengatur alokasi sumber daya yang optimal. Analisis ini membantu perusahaan menilai ketepatan antara strategi perusahaan, kemampuan internal, dan peluang eksternal. Analisis SWOT menghasilkan tujuan dasar dari pemilihan strategi yang khusus. Kemudian, implementasi *customer focus strategy* berdasarkan model Sandra Vandermerve. Model ini memberikan perusahaan sebuah peta tentang semua aktivitas pemakaian konsumen baik sebelum, selama, serta sesudah pemakaian produk dan jasa perusahaan.

Berdasarkan fokus sebagai *starting point* untuk *strategic thinking*, pilihan strategik PT. Telkomsel Indonesia adalah diferensiasi target pasar mereka. Mereka mengembangkan strategik pemasaran mereka melalui program *Turning Customer into Partner*. Dasar-dasar dari *customer focus* adalah fokus pada konsumen, membangun kepercayaan dan pendekatan melalui partisipasi. *Customer focus* bertujuan untuk mendapatkan *value for customers*, *value from customers* dan membangun *customer loyalty*. Strategi ini memungkinkan perusahaan memberikan *customer value* yang lebih tinggi dengan harga yang murah. Dengan menilai strategi ini, PT. Telkomsel Indonesia meningkatkan *business output* mereka dan mendukung *competitive advantage* mereka.

Keyword : Strategy Customer Focus, Industri Jasa dan Keunggulan Kompetitif