

## INTISARI

PT Datanet Solusi Makmur merupakan perusahaan penyedia layanan internet berbasis fiber optik yang berfokus pada wilayah kota kecil dan daerah terpencil di Indonesia. Dalam upaya memperluas cakupan layanan dan meningkatkan pertumbuhan bisnis, perusahaan merancang strategi ekspansi berbasis layanan *Fiber to the Home* (FTTH). Untuk mendukung keberhasilan ekspansi tersebut, perlu dilakukan analisis terhadap kelayakan ekspansi bisnis sebelum kemudian di realisasikan. Berdasarkan hasil analisis eksternal dan internal perusahaan, diketahui bahwa PT Datanet menghadapi tantangan seperti keterbatasan infrastruktur di daerah target dan rendahnya daya beli masyarakat, namun memiliki kekuatan dalam efisiensi operasional dan pendekatan harga yang disesuaikan dengan karakteristik lokal. Strategi ekspansi ini dinilai penting karena sebagian besar potensi pasar internet tetap berada di wilayah yang belum terlayani optimal, yang menjadi fokus utama dari perusahaan. Penelitian ini bertujuan untuk mengevaluasi kelayakan ekspansi PT Datanet Solusi Makmur dari aspek pasar, teknis, dan keuangan, serta memberikan rekomendasi strategi peningkatan keunggulan kompetitif. Pertanyaan pertama mengenai kesiapan strategi ekspansi dijawab melalui analisis lingkungan eksternal menggunakan model PESTEL, *Porter's Five Forces*, dan Struktur-Perilaku-Kinerja (SCP). Sementara pertanyaan kedua mengenai kekuatan dan kelemahan internal perusahaan dijawab melalui pendekatan *Resource-Based View* (RBV), analisis VRIO, serta rantai nilai. Hasil analisis menunjukkan bahwa strategi diferensiasi berbasis fokus wilayah dan efisiensi jaringan merupakan pendekatan yang tepat untuk menjangkau pasar yang belum terlayani. Untuk meningkatkan keunggulan kompetitif secara berkelanjutan, perusahaan disarankan melakukan sinergi operasional dengan mitra lokal, optimalisasi jaringan teknis, serta evaluasi strategi berbasis indikator ARPU dan NPV.

*Kata Kunci: Studi kelayakan, strategi ekspansi, FTTH, keunggulan kompetitif.*



## ABSTRACT

*PT Datanet Solusi Makmur is a fiber optic-based internet service provider that focuses on small towns and remote areas in Indonesia. In an effort to expand service coverage and increase business growth, the company designed an expansion strategy based on Fiber to the Home (FTTH) services. To support the success of the expansion, it is necessary to analyze the feasibility of business expansion before it is realized. Based on the results of the company's external and internal analysis, it is known that PT Datanet faces challenges such as limited infrastructure in the target areas and low purchasing power, but has strengths in operational efficiency and pricing approaches tailored to local characteristics. This expansion strategy is considered important because most of the potential internet market remains in underserved areas, which is the main focus of the company. This study aims to evaluate the feasibility of PT Datanet Solusi Makmur's expansion from market, technical, and financial aspects, and provide recommendations for strategies to increase competitive advantage. The first question regarding the readiness of the expansion strategy is answered through an analysis of the external environment using the PESTEL, Porter's Five Forces, and Structure-Conduct-Performance (SCP) models. While the second question regarding the company's internal strengths and weaknesses was answered through the Resource-Based View (RBV) approach, VRIO analysis, and value chain. The results of the analysis show that a differentiation strategy based on regional focus and network efficiency is the right approach to reach underserved markets. To increase competitive advantage in a sustainable manner, the company is recommended to conduct operational synergies with local partners, optimize technical networks, and evaluate strategies based on ARPU and NPV indicators.*

*Keywords: Feasibility study, expansion strategy, FTTH, competitive advantage.*