

Dinamika industri telekomunikasi global yang ditandai dengan perlambatan pertumbuhan dan meningkatnya disrupsi teknologi telah mendorong PT Telkom Indonesia (Persero) Tbk untuk memperkuat fokus bisnis *Business to Business* (B2B) sebagai sumber pertumbuhan baru. Meskipun strategi *Five Bold Moves* telah dijalankan sejak 2023 untuk mempercepat transformasi menjadi perusahaan digital, kontribusi segmen B2B terhadap pendapatan grup masih relatif rendah, yaitu sekitar 12–14%. Penelitian ini bertujuan untuk (1) mengidentifikasi kompetensi inti Telkom dalam bisnis B2B, (2) menganalisis kesenjangan antara kompetensi aktual dan kompetensi ideal yang diharapkan, serta (3) merumuskan roadmap strategi untuk mendukung pertumbuhan bisnis B2B dan mencapai keunggulan kompetitif yang berkelanjutan.

Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus, melalui wawancara mendalam terhadap sepuluh informan kunci dari berbagai fungsi strategis Telkom serta analisis data sekunder dari laporan internal perusahaan dan sumber eksternal yang relevan. Analisis dilakukan dengan mengintegrasikan konsep *Core Competence* (Prahalad & Hamel, 1990) dan *Diamond Strategy* (Hambrick & Fredrickson, 2005). Hasil penelitian mengidentifikasi lima kompetensi inti Telkom dalam bisnis B2B yaitu *Coverage & Reliability*, *Agility SDM & Learning Culture*, *Consultative Account Management*, *Managed Service End-to-End & Bundling Solusi Terintegrasi*, dan *Platform Digital & AI*. Analisis kesenjangan menunjukkan bahwa kompetensi *Managed Service E2E* (gap 3,4 poin) memiliki selisih terbesar, sedangkan *Coverage & Reliability* (gap 1,3 poin) merupakan kompetensi paling kuat yang menjadi keunggulan utama Telkom.

Berdasarkan integrasi analisis kompetensi inti dan lima elemen *Diamond Strategy* (*Arena*, *Vehicles*, *Differentiators*, *Staging*, dan *Economic Logic*), dirumuskan *roadmap* strategi jangka pendek (2025–2026), jangka menengah (2027–2028), dan jangka panjang (2029–2030). Fokus strategi diarahkan pada konsolidasi entitas, peningkatan efisiensi operasional, penguatan kompetensi digital, integrasi sistem, dan ekspansi global berbasis model *strategic holding*. Hasil penelitian ini diharapkan dapat menjadi masukan strategis bagi Telkom dalam memperkuat daya saing dan mencapai posisi sebagai *global digital ecosystem enabler*.

Kata Kunci: kompetensi inti, *Business to Business* (B2B), *Five Bold Moves*, *Diamond Strategy*, *roadmap* strategi, *strategic holding*, *transformasi digital*, *keunggulan kompetitif*, *global digital ecosystem enabler*, Telkom Indonesia

ABSTRACT

The dynamics of the global telecommunications industry, characterized by slower growth and increasing technological disruption, have driven PT Telkom Indonesia (Persero) Tbk to strengthen its Business to Business (B2B) segment as a new source of growth. Although the Five Bold Moves strategy has been implemented since 2023 to accelerate the company's transformation into a digital enterprise, the contribution of the B2B segment to total group revenue remains relatively low, at around 12–14%. This study aims to (1) identify Telkom's core competencies in the B2B business, (2) analyze the gap between current and expected competencies, and (3) formulate a roadmap strategy to support B2B business growth and achieve sustainable competitive advantage.

This research employs a qualitative approach using a case study method, conducted through in-depth interviews with ten key informants from various strategic functions within Telkom, complemented by secondary data from internal reports and relevant external sources. The analysis integrates the Core Competence framework (Prahalad & Hamel, 1990) with the Diamond Strategy model (Hambrick & Fredrickson, 2005). The findings identify five core competencies underpinning Telkom's B2B success: Coverage & Reliability, Agility of Human Capital & Learning Culture, Consultative Account Management, Managed Service End-to-End & Integrated Solution Bundling, and Digital Platform & AI. The gap analysis reveals that Managed Service E2E (gap 3.4 points) has the largest disparity, while Coverage & Reliability (gap 1.3 points) represents Telkom's strongest and most established capability as a leader in national digital infrastructure.

Based on the integration of these competencies and the five elements of the Diamond Strategy (Arena, Vehicles, Differentiators, Staging, and Economic Logic), a roadmap strategy was formulated for the short term (2025–2026), medium term (2027–2028), and long term (2029–2030). The strategic focus is directed toward entity consolidation, operational efficiency, digital capability development, system integration, and global expansion through a strategic holding model. The results of this study are expected to serve as strategic insights for Telkom in strengthening its competitive advantage and advancing its position as a global digital ecosystem enabler.

Keywords: *core competence, Business to Business (B2B), Five Bold Moves, Diamond Strategy, roadmap strategy, strategic holding, digital transformation, competitive advantage, global digital ecosystem enabler, Telkom Indonesia*