

ABSTRACT

This thesis investigates why PJI, an anonymised subsidiary of Indonesia’s national electricity monopoly, underperformed in commercialising Fiber-to-the-Home (FTTH) services between 2020 and 2024. While FTTH has become the dominant fixed-broadband technology globally, competitive success depends on converting network coverage into paying, retained customers through Key Success Factors (KSFs) such as monetisation quality, ARPU–ACPU economics, installation performance, and churn management. Drawing on Thompson’s KSF framework, Prahalad and Bettis’ dominant logic, and the Environment–Values–Resources (E–V–R) model, this study argues that PJI inherited a supply-driven, infrastructure-centric logic from its monopoly parent, leading to misinterpretation of commercial KSFs and persistent plan, realisation gaps. Using an interpretivist qualitative single-case design, the research analyses internal KPI dashboards, feasibility documents, variance tables, annual report narratives, and targeted managerial interviews. The findings show how inherited dominant logic shaped KPI architecture, assumption governance, and execution drift, offering strategic and governance lessons for SOEs diversifying into competitive consumer markets.

Keywords: *FTTH commercialisation; key success factors; dominant logic; strategic drift; KPI architecture; SOE diversification*