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ANALISIS STRATEGI PASCA SPIN-OFF WHOLESALE FIBER CONNECTIVITY TELKOM KE TIF
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ABSTRAK

ANALISIS STRATEGI PASCA *SPIN-OFF WHOLESALE FIBER CONNECTIVITY* TELKOM KE TIF

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Pada 1 Agustus 2024, TIF dibentuk sebagai entitas baru oleh Telkom untuk berfokus pada pengelolaan dan pengembangan operasional infrastruktur *wholesale fiber connectivity*. Telkom kemudian melakukan *spin-off wholesale fiber connectivity* ke TIF.

Penelitian disusun dengan tujuan menganalisis peluang pasar TIF setelah proses *spin-off* untuk mengkapitalisasi bisnis *wholesale fiber connectivity* serta merancang strategi bagi TIF pasca dilakukannya *spin-off* . Penelitian dilakukan menggunakan metode deskriptif kualitatif dengan menggunakan faktor lima kekuatan industri Porter dan VRIO untuk menentukan peluang pasar pasca spin-off serta penilaian parenting fit matrix melalui analisis kesesuaian critical success factor, parenting opportunities, dan parenting charactertictics. Kemudian dilakukan analisis strategi kompetitif generik.

Hasil analisis faktor lima kekuatan industri Porter dan analisis VRIO menunjukkan bahwa adanya peluang pasca spin-off bagi TIF untuk mengkapitalisasi pasar *wholesale fiber connectivity* yaitu dengan memanfaatkan bundling produk dan managed service sesuai kebutuhan pelanggan, penyediaan layanan open access FTTH, serta memanfaatkan aset *idle capacity wholesale fiber connectivity* sebagai aset historis yang dapat digunakan untuk ekspansi market *wholesale* yang lebih cepat. Proses spin-off dapat dikatakan sukses dengan dukungan dari beberapa faktor dukungan perusahaan induk selama proses spin-off. Terdapat tingkat strategic fit yang cukup tinggi antara Telkom dan TIF, namun masih terdapat beberapa faktor keberhasilan yang belum sepenuhnya selaras dengan karakteristik operasional perusahaan induk sehingga perlu dilakukan optimalisasi lebih lanjut agar hubungan antara perusahaan induk dan anak perusahaan dapat menciptakan parenting *advantage* yang lebih maksimal dan berkelanjutan. Strategi pasca *spin-off* yang paling tepat bagi TIF untuk dapat mengkapitalisasi bisnis *wholesale fiber connectivity* adalah strategi *cost leadership* dan strategi diferensiasi. TIF memiliki kepemilikan portofolio pelanggan yang kuat, diferensiasi layanan dan value proposition, serta kepemilikan aset *wholesale fiber connectivity* yang luas di seluruh Indonesia. Kombinasi antara efisiensi biaya dan diferensiasi layanan memberikan kesempatan bagi TIF untuk membangun keunggulan kompetitif. TIF tidak hanya bersaing dari sisi harga, tetapi juga dari sisi nilai tambah dan kualitas layanan. Dengan demikian, strategi ini berpotensi memperkuat posisi kompetitif TIF secara berkelanjutan dalam industri *wholesale connectivity*.

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Kata kunci: *spin-off, wholesale fiber connectivity, strategic fit*

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ABSTRACT

ANALYSIS OF STRATEGY POST SPIN-OFF WHOLESALE FIBER CONNECTIVITY TELKOM TO TIF

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On August 1, 2024, TIF was established by Telkom as a new entity focused on the management and operational development of wholesale fiber connectivity infrastructure. Subsequently, Telkom carried out a spin-off of its wholesale fiber connectivity business to TIF.

This study aims to analyze TIF's market opportunities following the spin-off process in order to capitalize on the wholesale fiber connectivity business, as well as to formulate appropriate post-spin-off strategies for TIF. The research employs a qualitative descriptive method using Porter's Five Forces and VRIO analysis to identify post-spin-off market opportunities, along with the Parenting Fit Matrix assessment through the analysis of critical success factors, parenting opportunities, and parenting characteristics. Furthermore, a generic competitive strategy analysis was conducted.

The results of Porter's Five Forces and VRIO analyses indicate that the spin-off creates opportunities for TIF to capitalize on the wholesale fiber connectivity market by leveraging product bundling and managed services tailored to customer needs, providing open-access FTTH services, and utilizing idle wholesale fiber connectivity capacity as a historical asset to accelerate wholesale market expansion. The spin-off process can be considered successful due to several supporting factors provided by the parent company throughout the spin-off process. There is a relatively high level of strategic fit between Telkom and TIF; however, several critical success factors are not yet fully aligned with the operational characteristics of the parent company. Therefore, further optimization is required to ensure that the relationship between the parent company and subsidiary can generate a more sustainable parenting advantage.The most appropriate post-spin-off strategies for TIF to capitalize on the wholesale fiber connectivity business are cost leadership and differentiation strategies. TIF possesses a strong customer portfolio, differentiated services and value propositions, as well as extensive wholesale fiber connectivity assets across Indonesia. The combination of cost efficiency and service differentiation provides TIF with the opportunity to build a sustainable competitive advantage. Thus, TIF competes not only on price but also on added value and service quality, thereby strengthening its long-term competitive position within the wholesale connectivity industry.

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Kata kunci: *spin-off, wholesale fiber connectivity, strategic fit*