

INTISARI

PT Balitowerindo Sentra, Tbk, adalah perusahaan yang bisnis utamanya bergerak di bidang jasa penyewaan infrastruktur tower (tower provider) yang terintegrasi di Indonesia. Dalam proses pengintegrasian tower dan konektivitas antar tower, PT Balitower menggunakan jaringan fiber optik sebagai sarana untuk menghantarkan data dari tower ke pusat kontrol jaringan sehingga PT Balitower sudah memiliki akses jaringan fiber optic untuk dikembangkan kedepannya menjadi jaringan FTTH.

PT Balitower melihat dari ketersediaan jaringan eksisting dan pangsa pasar yang ada, ingin berkembang dan mengeluarkan produk FTTH dan konsep bisnis PT Balitower sebagai *provider* infrastruktur telekomunikasi tetap akan diterapkan dalam produk FTTH. Strategi *business to business (B2B)* akan diterapkan dimana perusahaan tidak bergerak menjadi operator pemberi layanan internet ke masyarakat namun memberikan jasa penyewaan jaringan fiber optik (*fiber to the home*) ke operator atau service provider.

Seiring dengan memenuhi rencana bisnis baru yang akan dijalankan oleh PT Balitower, diperlukan adanya proses untuk perancangan model bisnis baru yaitu bisnis FTTH yang akan dijalankan oleh PT Balitower. Perancangan model bisnis FTTH untuk PT Balitower ini dikembangkan mencakup analisis kondisi internal PT Balitower, model bisnis, teknologi yang akan diterapkan dan dipersiapkan sehingga akan didapatkan rancangan model bisnis dan gambaran rencana bisnis jaringan FTTH.

Analisis dilakukan dengan cara menganalisis SWOT terhadap sembilan blok elemen blok bisnis untuk mengetahui kondisi bisnis eksisting. Selain itu perancangan model bisnis FTTH ini disesuaikan dengan anatomi dari sembilan elemen bisnis model kanvas yaitu segmen pelanggan, nilai tambah, saluran distribusi, hubungan antar konsumen, aktivitas kunci, sumber daya, kemitraan, pendapatan, biaya. Analisis yang dilakukan berdasarkan data yang diperoleh penulis dari kuisisioner, interview dan diskusi bersama yang dilakukan terhadap narasumber. Peneliti juga melakukan analisis konsep Fiber access Network sharing disesuaikan dengan kondisi jaringan dan topologi eksisting milik PT Balitower.

Peneliti kemudian menggabungkan ketiga hasil analisis mengenai kondisi internal perusahaan, business model canvas produk baru FTTH, dan analisis konsep jaringan bersama (shared infrastruktur) disesuaikan dengan strategi marketing bisnis business to business (B2B) untuk membuat rancangan model bisnis dan gambaran rencana dari model bisnis baru, FTTH di PT Balitower.

Kata kunci: FTTH (*fiber to the home*), bisnis model, analisis SWOT, kanvas bisnis model, jaringan bersama (*Fiber Access Network Sharing*), Business to Business (B2B), Rencana bisnis

ABSTRACT

PT Balitowerindo Sentra, Tbk, is a company whose main business is engaged in the leasing of infrastructure tower (tower provider) which is integrated in Indonesia. In the process of integrating tower and connectivity between towers, PT Balitower uses fiber optic network as a way to deliver data from tower to network control center, these condition makes PT Balitower already has fiber optic network access to be developed into FTTH network.

PT Balitower sees from the availability of existing existing network and market share, wants to expand to create FTTH products where the business concept of PT Balitower as telecommunication infrastructure provider will be applied in FTTH products. Business to business (B2B) strategy will be applied whereby the company does not become an operator of internet service to the community but provides fiber optic network (fiber to the home) leasing services to the operator or service provider.

Along with fulfilling the new business plan that will be run by PT Balitower, required a process for the new business model that is an ftth business that will be run by PT Balitower. The design of FTTH's business model for PT Balitower was developed to cover internal condition analysis of PT Balitower, business model, technology to be applied and prepared so that business model and description of business plan for FTTH network will be obtained.

Analysis is done by analyzing SWOT to nine blocks of business block element to know the condition of existing business. In addition, the design of the FTTH business model is tailored to the anatomy of the nine elements of the canvas business model: customer segments, value added, distribution channels, customer relationships, key activities, resources, partnerships, revenues, costs. The analysis is based on data obtained by the researcher using the questionnaires, interviews and joint discussions conducted on the interviewees. Researcher also conducted analysis of the concept of Fiber access Network sharing adapted to the network conditions and the existing topology of PT Balitower.

The researcher then combined the three analytical results on the company's internal conditions, the FTTH new product canvas model, and shared network infrastructure analysis, adapted to the business-to-business (B2B) business marketing strategy to design business models and business plan of new business models, FTTH at PT Balitower.

Keywords: FTTH (fiber to the home), business model, SWOT analysis, model business canvas, shared network sharing (Fiber Access Network Sharing), Business to Business (B2B), business plan