

ABSTRAK

STRATEGI MENINGKATKAN KINERJA PT. XL AXIATA TBK YANG DIUKUR DENGAN *NET PROMOTER SCORE*

Ahmad Yasir Fahmi
17/421843/PEK/23420

PT. XL Axiata Tbk (XL) adalah operator telekomunikasi seluler yang berdasarkan data kuartal pertama tahun 2019 secara jumlah pelanggan merupakan operator terbesar ke-2 di Indonesia. Sejak tahun 2018 XL menjadikan *Net Promoter Score* (NPS) sebagai salah satu *Key Performance Indicator* (KPI) yang harus dicapai oleh perusahaan. Divisi *Service Operation Management* (SOM) telah ditunjuk oleh *Board of Directors* (BOD) sebagai penanggung jawab program perbaikan NPS di XL.

Penelitian tentang strategi untuk meningkatkan kinerja perusahaan telekomunikasi yang diukur dengan NPS menjadi penting karena sejauh ini XL adalah satu-satunya operator telekomunikasi seluler di Indonesia yang begitu memerhatikan peningkatan NPS. Optimasi NPS bisa dikategorikan sebagai optimasi jaringan generasi ketiga, jika diasumsikan optimasi jaringan generasi pertama berfokus pada optimasi KPI jaringan, sementara optimasi jaringan generasi kedua berfokus pada optimasi *Key Quality Indicator* (KQI) layanan. Penelitian dalam tesis ini menggunakan data primer dari observasi partisipan dan wawancara kepada penanggung jawab program perbaikan NPS di divisi SOM.

Atas analisa yang telah dilakukan, diperoleh kesimpulan bahwa:

Dalam meningkatkan kinerja perusahaan yang diukur dengan NPS, dilakukan strategi menyeluruh terkait perubahan organisasi. Pada aspek manusia terdapat penugasan tim yang khusus untuk NPS dengan dibekali *hard skill* dan *soft skill* yang cukup. Pada aspek tugas dilakukan pemberlakuan program NPS sebagai suatu *taskforce* yang memiliki prioritas di atas *Business As Usual* (BAU). Pada aspek teknologi dilakukan penerapan konsep *Quality of Experience* (QOE) dan penggunaan teknologi *big data*. Pada aspek struktur dilakukan penyelarasan program NPS dengan strategi regionalisasi atau desentralisasi.

Kata kunci: *Net Promoter Score* (NPS), *Service Operation Management* (SOM), perubahan organisasi

ABSTRACT

STRATEGY TO IMPROVE PERFORMANCE OF PT. XL AXIATA TBK BASED ON NET PROMOTER SCORE

Ahmad Yasir Fahmi
17/421843/PEK/23420

PT. XL Axiata Tbk (XL) is a cellular telecommunication operator which is based on Quarter-1 2019 data is the second largest operator in Indonesia from number of subscriber point of view. Since 2018 XL has decided that Net Promoter Score (NPS) is one of Key Performance Indicator (KPI) which has to be achieved by the company. Service Operation Management (SOM) has been appointed by Board of Directors (BOD) as the responsible division of NPS improvement program in XL.

Research about strategy to improve telecommunication company's performance which is being measured by NPS has become important since so far XL is the only cellular telecommunication operator in Indonesia that has been integrating NPS achievement into KPI. NPS optimization could be categorized as 3rd generation of network optimization, assuming that 1st generation is focusing on network KPI optimization, while 2nd generation is focusing on service Key Quality Indicator (KQI) optimization. Research inside this thesis is using primary data coming from participant observation and interview to caretaker of NPS improvement program in SOM.

For the analysis that has been carried out, obtained the conclusion that:

During improvement of company's performance which is being measured by NPS, comprehensive perubahan organisasi have been carried out. On people aspect there was assignment to special team on NPS equipped with sufficient hard skill and soft skill. On task aspect NPS program is treated as taskforce with priority higher than Business As Usual (BAU). On technology aspect Quality of Experience (QOE) concept appliance and big data implementation have been carried out. On structure aspect the alignment between NPS program and regionalization or decentralization strategy have been carried out.

Keywords: Net Promoter Score (NPS), Service Operation Management (SOM), organization change