

ABSTRAK

STRATEGI BERSAING PT TELKOM DALAM INDUSTRI DIGITAL DI INDONESIA

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Industri telekomunikasi global yang mengalami tren penurunan *revenue* dalam beberapa tahun terakhir turut dialami oleh PT Telkom Indonesia. Hal ini membuat PT Telkom berusaha mencari *revenue engine* lain melalui bisnis digital. Namun performansi bisnis digital PT Telkom belum berkontribusi maksimal terhadap *revenue* perusahaan, khususnya pada segmen *consumer*. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor yang menjadi alasan Unit Bisnis Digital PT Telkom pada segmen *consumer* belum mampu bersaing dalam industri digital di Indonesia serta merancang strategi bisnis yang tepat untuk dijalankan oleh Unit Bisnis Digital PT Telkom agar mampu bersaing dalam industri digital di Indonesia. Metoda penelitian yang digunakan adalah kualitatif deskriptif. Pengumpulan data dilakukan melalui teknik dokumentasi dan wawancara mendalam.

Hasil analisis menunjukkan bahwa alasan Unit Bisnis Digital PT Telkom belum mampu bersaing dalam industri digital di Indonesia terdiri dari faktor eksternal dan faktor internal. Yang termasuk faktor eksternal antara lain adalah konsumen layanan digital yang mudah untuk berpindah ke layanan digital lain, perusahaan *startup* lebih *agile* dan agresif dengan dukungan investor kelas dunia serta regulasi masuknya *global player* belum diatur dalam regulasi di Indonesia. Adapun faktor internal yang menjadi alasan Unit Bisnis Digital PT Telkom belum mampu bersaing dalam industri digital di Indonesia adalah belum menemukan model bisnis digital yang tepat untuk bisa menciptakan *revenue* dan profit yang optimal, kurang agresif dalam bisnis digital sebagai perusahaan publik milik pemerintah dan keterbatasan dalam *resources capability*.

Penelitian ini menghasilkan beberapa rekomendasi strategi bisnis yang tepat untuk diterapkan Unit Bisnis Digital PT Telkom antara lain: *focus differentiation strategy*, *hold and maintain strategy* dan peningkatan *competitive advantage* melalui sejumlah langkah konkret seperti mengoptimalkan *customer based*, menciptakan *platform* bisnis digital dan menguatkan sinergi antar unit bisnis dalam Telkom Group.

Kata Kunci : bisnis digital ; keunggulan bersaing ; strategi peningkatan
keunggulan bersaing ; telekomunikasi digital

ABSTRACT

COMPETITIVE STRATEGY OF PT TELKOM IN DIGITAL INDUSTRY IN INDONESIA

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The trend of revenue declining in the global telecommunications industry in recent years, has also being experienced by PT Telkom Indonesia. This situation requires PT Telkom to find other revenue engines through digital business. However, the performance of its digital business has not contributed significantly to the company's revenue. The purpose of this research is to identify the factors why PT Telkom's Digital Business Unit, particularly in consumer digital, is not able to compete in the digital industry in Indonesia as well as crafting the right business strategy to be implemented by PT Telkom's Digital Business Unit in order to win the competition in the digital industry in Indonesia. Through qualitative research with a descriptive approach, data collection is done through in-depth documentation and interview technique.

The research shows that the reasons why PT Telkom's Digital Business Unit has not been able to compete in the digital industry in Indonesia consists of external and internal factors. The external factors are: digital service consumers are easy to switch to other digital services, startup companies are more agile and more aggressive with the support of world-class investors and the entrance of the global player has not been regulated in Indonesian regulations. The internal factors are PT Telkom's Digital Business Unit has not found the right digital business model to create optimal revenue and profit, the status of PT Telkom as state-owned enterprise is restricting it to be aggressive in investing its capital and lack of resources capability.

The results of this research provide the following business strategy to be applied by PT Telkom's Digital Business Unit: focus differentiation strategy, hold and maintain strategy and increase competitive advantage through a number of actions such as optimizing customer based, creating a digital business platform and strengthening the synergy between business units in Telkom Group.

*Keywords: digital business; competitive advantage; improvement strategy
competitive advantage; digital telecommunication*