

ABSTRAK

Pengguna internet di seluruh dunia baik *mobile broadband* maupun *fixed broadband* terus mengalami kenaikan. Berdasarkan laporan *International Telecommunication Union* (ITU), Indonesia berada pada urutan ke-empat pengguna internet terbesar di dunia, dan berdasarkan data Asosiasi Penyelenggara Jasa Internet Indonesia (APJII), penetrasi pengguna internet di Indonesia saat ini sudah mencapai 73,7%. Tren peningkatan pengguna internet di Indonesia ini diprediksi akan terus meningkat karena disebabkan oleh beberapa faktor, yakni infrastruktur internet cepat atau *broadband* di Indonesia semakin merata dengan selesainya proyek jaringan Palapa Ring, serta transformasi digital yang semakin masif sejak timbulnya pandemi Covid-19 pada Maret 2020. Untuk itu, dengan besarnya peluang yang ada pada industri layanan internet *fixed broadband* tersebut, PT Supra Primatama Nusantara (Biznet Networks) sebagai salah satu pelaku usaha di industri ini harus semakin memperkuat posisinya agar dapat bertahan di tengah ketatnya persaingan dan sekaligus dapat memenangkan persaingan untuk dapat memiliki penguasaan pasar yang besar di industri tersebut.

Penelitian ini bertujuan untuk menganalisis implementasi strategi bersaing yang dilakukan Biznet Networks saat ini serta mengetahui aspek apa saja yang berperan dalam proses implementasi strategi bersaing di tengah persaingan industri jasa layanan internet *fixed broadband* di Indonesia.

Kata Kunci: Persaingan *Internet Service Provider*, *Internet Fixed Broadband*, *Porter's Five Forces*, *Resource Based View*, *Value Chain*, *VRIO*, *Five Generic Competitive Strategies*, *SWOT*

ABSTRACT

Internet users around the world, both mobile broadband and fixed broadband, continue to increase. Based on a report by the International Telecommunication Union (ITU), Indonesia is the fourth largest internet user in the world, and based on data from the Indonesian Internet Service Providers Association (APJII), the penetration of internet users in Indonesia currently has reached 73.7%. The trend of increasing internet users in Indonesia is predicted to continue to increase due to several factors, namely, fast internet or broadband infrastructure in Indonesia is increasingly evenly distributed with the completion of the Palapa Ring network project, as well as digital transformation that has become increasingly massive since the onset of the Covid-19 pandemic in March 2020. For this reason, with the large opportunities that exist in the fixed broadband internet service industry, PT Supra Primatama Nusantara (Biznet Networks) as one of the business actors in this industry must further strengthen its position in order to survive in the midst of intense competition and at the same time win the competition to be able to achieve large market share in the industry.

This study aims to analyze the implementation of competitive strategies that are currently being carried out by Biznet Networks and to find out what aspects play a role in the process of implementing competitive strategies in the midst of competition in the fixed broadband internet service industry in Indonesia.

Keywords: Internet Service Provider Competition, Internet Fixed Broadband, Porter's Five Forces, Resource Based View, Value Chain, VRIO, Five Generic Competitive Strategies, SWOT