

CHAPTER 4 RESEARCH ANALYSIS

4.1 EXTERNAL ANALYSIS

4.1.1 PESTEL

Political Factor

The telecommunications business is strictly regulated, and IndiHome must adhere to government laws and regulations established by Indonesian authorities. One of which is the regulation of the Minister of SOE Number PER-01/MBU/2011 about good corporate governance (GCG) in SOE. This GCG principles referred to in this rule are:

- **Transparency:** Openness in conducting the decision-making process and in disclosing important information about the company
- **Accountability:** Clarifying the functioning, implementation and accountability of the organisation so that corporate governance is effectively carried out
- **Responsibility:** Compliance with corporate governance laws and regulations and GCG
- **Independence:** The company is professionally managed without conflicts of interest or influence from parties not in compliance with GCG
- **Fairness:** fairness and equality in fulfilling the rights of stakeholders based on agreements and laws and regulations.

Economic Factor

Consumers' discretionary income levels influence their capacity to buy communications services such as IndiHome's broadband internet and digital TV bundles. IndiHome must explore pricing methods and service options that appeal to diverse income groups. Understanding affordability is critical for targeting the relevant client categories and increasing market penetration. Based on BPS in 2021, the minimum wage in Indonesia varies by area, with DKI Jakarta having the highest at IDR 4.4 million per month. Knowing income distribution enables IndiHome to adjust its service plans and pricing methods to different income categories. Indonesian consumer expenditure trends reflect shifting tastes and priorities. For example, as remote work and online learning grew more common during the pandemic, there was a surge in demand for broadband internet. IndiHome responded by providing flexible programs

and promotional incentives to match consumers' shifting demands such as launched Paket PPJ (Pelajar, Pengajar dan Jurnalis).

Sociocultural Factor

Consumer tastes and actions are influenced by sociocultural variables. For example, digital entertainment material is becoming increasingly popular among Indonesian customers. According to a Statista Poll in 2021, over 70% of Indonesian internet users stream or download movies and TV shows. IndiHome can meet this need by providing digital TV bundles and collaborating with prominent streaming sites. IndiHome has made bundling packages with OTT such as Netflix, Vidio, Disney+ Hotstar to enrich IP TV services where customers can enjoy only by subscribing.



Figure 4. 1 IndiHome Package Bundling with Netflix
(Source: indihome.co.id)

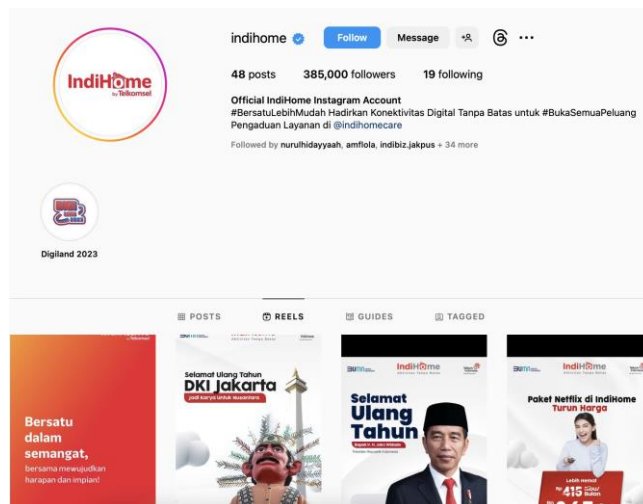


Figure 4. 2 IndiHome Official Instagram Account

Social media and digital influencers have a significant societal impact. Indonesians are enthusiastic social media users, with prominent sites such as Instagram and YouTube. IndiHome use social media channels such as Twitter, Instagram, Web In

and Facebook Fanpage to communicate with clients, give customer assistance, and advertise its services in collaboration with influencers.

Technological Factor

Fiber-optic network advances have changed the telecommunications business. IndiHome has invested in fiber-optic infrastructure in order to provide high-speed internet and digital services. By 2021, IndiHome's fiber-optic network has successfully touched more than 16 million households. IndiHome's investment in cutting-edge technology enables them to provide improved connection and quicker internet speeds to its consumers. As technology advances, there is a greater need for high-speed internet and digital services. IndiHome has reacted to this demand by providing a variety of service bundles that include high-speed internet connections, digital television, video-on-demand, and streaming services. These services adapt to clients' changing demands and improve their digital experiences.

IndiHome has created mobile application called MyIndiHome Customer that allow consumers to effortlessly manage their accounts, pay bills, and access customer care services. These applications improve the consumer experience and provide you more flexibility and control over your offerings.

IndiHome also invests in research and development to keep ahead of technical improvements in the telecoms business. Exploring new technologies such as 5G networks, artificial intelligence, and cloud services, for example, can help IndiHome to offer novel services while maintaining a competitive edge.

Environmental Factor

To minimize paper consumption and waste, IndiHome stimulate digital transformation among its consumers and internal processes. IndiHome started to lessen its dependency on paper and contribute to environmental conservation by supporting paperless billing, digital documentation, and digital communication methods. Since 2018 digital subscription contracts have been enforced which will be sent to customers via email or WhatsApp. With this system, customers only need to sign digitally in the subscription contract via smartphone, making the registration process easier. This also applies to billing statements. Monthly invoices will be sent via email and WhatsApp to reduce paper usage.

Legal Factor

IndiHome requires legal frameworks for data protection and privacy. Personal data collection, storage, processing, and transfer are governed by the Personal Data Protection Act (PDPA) and other related legislation in Indonesia. To preserve the privacy and security of client information, IndiHome must comply with these regulations and adopt suitable data protection procedures.

Telkom uses risk management to ensure value development and protection. Telkom's stakeholders, including the protection of assets and operations. In addition, risk management is a means to comply with applicable laws. The implementation of risk management at Telkom began in 2006 with the establishment of the Risk Management and Legal Compliance Department (RMLC), coordinated by the Executive Vice President (EVP). Later, in 2007, the Compliance and Risk Management (CRM) Department was established, reporting to the CRM Director (Telkom Indonesia, 2020). In 2021, Telkom's risk management function reached a new stage with a broader management scope that includes all departments of Telkom and its subsidiaries and more comprehensive programs. Telkom's risk management policy has also been updated with the issuance of Board Regulation No PD61400/r01/HK200/COP-D0030000/2021 dated 30 April 2021 on Telkom Enterprise Risk Management. This regulation already mentions the standardization of risk management ISO 31000: 2018 mentions risk management. (Telkom Indonesia, 2020)

4.1.2 Porter 5 Forces

Rivalry Among Existing Competitors

Competition between providers is very tight where there are several other internet providers such as Biznet, First Media, XL Home, MNC Play, Indosat. In this case, rivalry among IndiHome's competitors is at a medium to high level. One of the causes of the increasing level of competition is price wars and new product innovations from competitors. With intense competition and price wars, IndiHome is carrying out a strategy to win new customers by providing several promos, one of which is offering internet packages with low bandwidth and prices so they can be affordable.

Threat of New Entrants

The telecommunications business is a sector that is in demand in the context of expansion and globalization. However, the structure of the telecommunications services

market is regulated in such a way that companies that want to enter this industry require very large capital. In this case, IndiHome benefits as a product carried by PT. Telekomunikasi Indonesia. As a state-owned company, capital injections can of course be obtained through ministry support. New arrivals tend to enter dynamic industries where established players such as Telkom continues to improve quality significantly, thereby reducing profit margins for new companies. This can prevent the emergence of new players in the industry. So, threats of new entrants can be classified in low level.

Bargaining Power of Supplies

Companies that rely on monopoly suppliers will have weak bargaining power. The scarcity of suppliers will make them easily increase the price of raw materials so that a company's profit margin will decrease. IndiHome has innovated from copper cables to using fiber optic cables. Most of the need for optical cables is still imported from abroad, so if the rupiah exchange rate weakens then this could backfire for the company. In this case, the bargaining power of supplies level for IndiHome is high.

Threat of Substitute Products or Services

When a product or service can replace another, the company's position becomes weaker. The telecommunications industry is vulnerable to disruptive technological developments that require them to always innovate. Products or services that offer a unique value proposition that is different from current industry offerings are high risk. Currently, Over The Top (OTT) is considered to be the highest threat to telecommunications companies. It is predicted that innovation from the telco industry will not be able to compete with the rapid development of OTT. For this reason, IndiHome focuses on being service oriented rather than just product oriented. IndiHome collaborates with Netflix, Amazon Prime, Vidio, WeTV and several other OTTs to support their services, as well as get a better bargaining position compared to competitors. In this case, the threat of substitute products or services for IndiHome is medium to high.

Bargaining Power of Buyers

Internet networks and connectivity are basic needs for society. In this case, consumers' bargaining power is still influenced by price competition between operators, as well as

the quality of the services provided. Telkom needs to continuously carry out market analysis to find out buyer capacity, switching costs, and product differentiation in the market. Customers often look for discounts and offers on established products. For this reason, it is important for Telkom to continue to innovate on IndiHome services so that it can limit buyers' bargaining power. In this case, the bargaining power of buyers for IndiHome is medium to high.



4.1.3 Competitor Analysis

Competitors are companies that operate in the same industry and market sector as the company you want to join or start. According to Kotler and Armstrong, the marketing concept states that to be successful, a company must offer more consumer value and satisfaction than its competitors. Therefore, it is not enough for marketers to simply adapt to the needs of their target audience. They must also achieve a strategic advantage by clearly establishing their product in the minds of customers compared to their competitors' products.

As telecommunication industry growing very rapidly with the times, many internet service providers (ISP) have emerged. Business competition in the fixed broadband internet service sector in Indonesia also getting tighter. This industry is showing strong growth and significant network expansion by a number of providers. Until now, the main focus of internet service business competition has been improving service quality and introducing innovative service packages to attract and retain customers.

Below are 3 providers that are considered competitors because they have the 3rd largest market share after IndiHome in Central Jakarta:

Table 4. 1 Internet Service Provider Market Intelligence

			
MARKET SHARE	26%	13%	12%
PRODUCT	Internet	Internet	Internet + TV
PRICE	Starts from 245.000	Starts from 250.000	Starts from 459.000
PLACE	Optical fiber has reached 8 sub-districts in the Central Jakarta area	Optical fiber has reached 8 sub-districts in the Central Jakarta area	Optical fiber has reached 8 sub-districts in the Central Jakarta area
PEOPLE	Sales Agent / Call Centre / Technician	Sales Agent / Call Centre / Technician	Sales Agent / Call Centre / Technician
Integrated Marketing Communication (PROMOTION)	<ul style="list-style-type: none"> • Social Media Ads (FB, IG, TikTok, Twitter, Youtube) • Free installation fee 	<ul style="list-style-type: none"> • Social Media Ads (FB, IG, TikTok, Twitter, Youtube) • Free installation fee 	<ul style="list-style-type: none"> • Social Media Ads (IG, Twitter) • Cashback for bill payments via e-commerce

	<ul style="list-style-type: none"> • Auto debit bill payment via selected bank • Discounted price for pay-upfront (<i>Buy6 Get8</i>) 	<ul style="list-style-type: none"> • Cashback from Member Get Member Program 	<ul style="list-style-type: none"> • and selected bank • MotionPay poin from Member Get Member Program
PROCESS	Registration via Web / Call Centre	Registration via Web / Call Centre	Registration via Call Centre / WA Business
PHYSICAL EVIDENCE	First Media Head Office	MyRepublic Plaza	MNC Play Head Office

From the table above it is known that currently the average bandwidth available is 50 Mbps with a price range of Rp. 245,000 up to Rp. 350,000 for internet service only. MNC Play has the highest prices among other providers because it bundles internet services with TV, since the company has their own television channel.

As many as providers mentioned above provide free installation fees as a gimmick to increase sales engagement. Installation fee may vary from Rp. 150,000 up to Rp. 500,000 depending on its provider. This promo is sometimes given seasonally, but it is not uncommon for providers to provide free installation fees throughout the year. It is also common for providers to bundle their internet services with OTT such as WeTV, Viu, CatchPlay, Vision Plus etc. This bundling is provided to improve service quality and increase product selling power.

Starlink

As the final work on this project approaches, Starlink begins to enter Indonesia. With service in more than 75 countries, Starlink is a satellite internet constellation run by Starlink Services, LLC, a wholly-owned subsidiary of the US aerospace firm SpaceX. It further seeks to offer worldwide mobile broadband. In places where ground-based

internet is unstable, costly, or unavailable, the low-Earth orbit will provide rapid, low-latency internet connectivity.

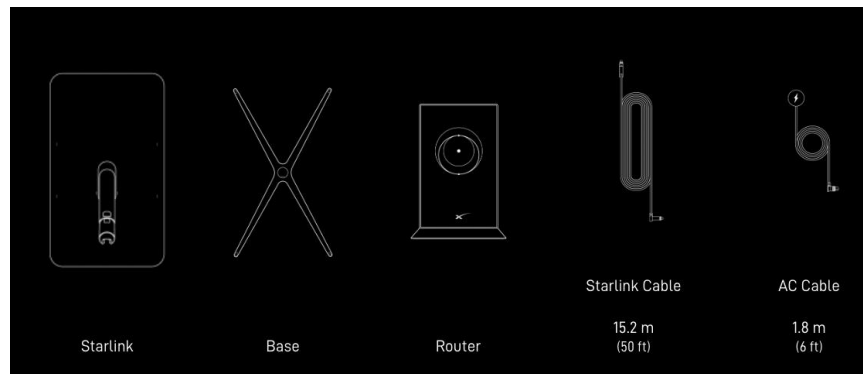


Figure 4. 3 Starlink Specification Kit
(Source: starlink.com)

The entry of Starlink certainly poses a threat to IndiHome. Among the region's wide selection of high-speed internet, Starlink offers its customers an affordable option. With affordable bundle deals, unlimited data plans, and truly unlimited options, Starlink has everything you need to connect, all at an affordable price StarLink, a no-contract internet service provider, offers unlimited high-speed internet speeds of up to 500 Mbps through its satellite network. There are three internet plans to choose from: Starlink, Starlink RV, and Starlink Business Prices range from \$110 to \$500 a month, depending on the download speed. Additionally, Starlink RV and corporate customers can pause and resume service at any time (Forbes, 2024).

RESIDENTIAL	ROAM	BOATS
Best for households	Best for RVs, nomads, and campers	Best for maritime, emergency response, and mobile businesses
KEY FEATURES	KEY FEATURES	KEY FEATURES
Unlimited high-speed, low-latency internet	Unlimited Mobile Data Inland Portability Pause Service <10 mph (16 kph) in-motion	Unlimited Inland Data In-motion + Ocean Use Network Priority Priority Support
MONTHLY SERVICE PLANS	MONTHLY SERVICE PLANS	MONTHLY SERVICE PLANS
UNLIMITED DATA	UNLIMITED MOBILE DATA INLAND	UNLIMITED MOBILE DATA INLAND
STANDARD \$140 /MO	MOBILE - REGIONAL \$170 /MO	MOBILE PRIORITY - 50GB \$329 /MO
	Mobile Priority Data available by the GB	MOBILE PRIORITY - 1TB \$1,270 /MO
		MOBILE PRIORITY - 5TB \$6,390 /MO

Figure 4. 4 Starlink Service Plan
(Source: starlink.com)

Although each Starlink satellite is small, it is packed with high-tech communications and cost-saving technologies. Each Starlink satellite is equipped with four phased array antennas and two parabolic dishes for high-bandwidth, low-latency communications. The satellites are also equipped with star trackers that provide position

data to the satellites, ensuring the accuracy of broadband communications. (Forbes, 2024).

4.1.4 Consumer Analysis

4.1.4.1 Characteristics of Respondents

Several details about the respondents (in this example, customers of IndiHome) are detailed and included in the respondent identity description. Some basic details that can be inferred from this respondent descriptive data include the respondent's age, gender, education level, etc. A total of 140 participants responded to the survey, which were collated and processed into survey data.

4.1.4.1.1 Characteristics of Respondents Based on Age and Gender

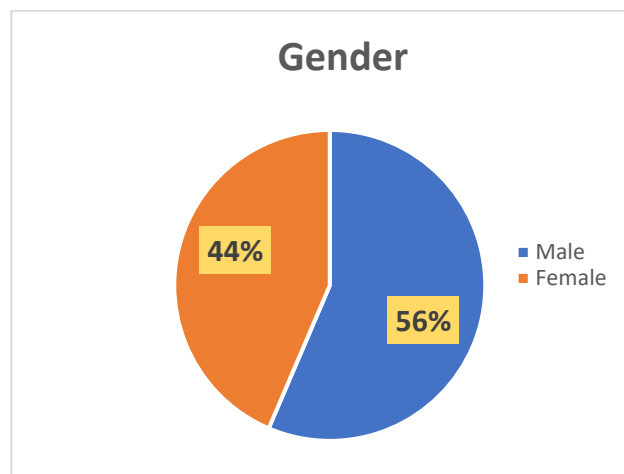


Figure 4. 5 Characteristics of respondents Based on Gender

From figure 4. 1, the distribution of the survey shows that gender-wise, 56% of the respondents are male and 44% are female, which means that most of the respondents who subscribe to IndiHome are male.

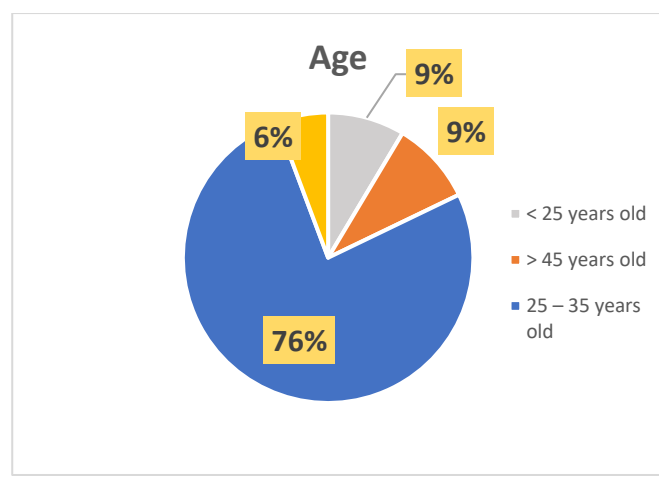


Figure 4. 6 Characteristics of respondents Based on Age

From the distribution of questionnaire, in figure 4.2 that the largest subscribers are in the range 25 – 35 years old which is 76% of the respondents. Then followed by aged more than 45 years old which is 9% respondents, the same result with respondents aged below 25 years old. Total 6% respondents were aged 36 – 45 years old.

4.1.4.1.2 Characteristics of Respondents Based on Occupational Background

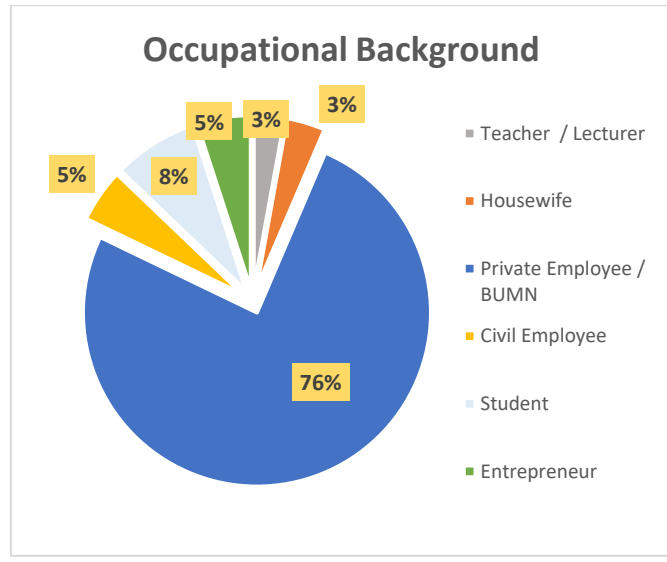


Figure 4. 7 Characteristics of respondents Based on on Occupational Background

From the distribution of survey, the graph shows the characteristics of respondents according to occupational background are presented in the figure 4.3. From the figure, 76% of the respondents worked as private employees or BUMN employees followed by 8% of the respondents as a student. As much

as 5% respondents work as entrepreneur and civil employee and the least occupation as teacher and housewives were 3% each of the respondents.

4.1.4.1.3 Characteristics of Respondents Based on Monthly Spending

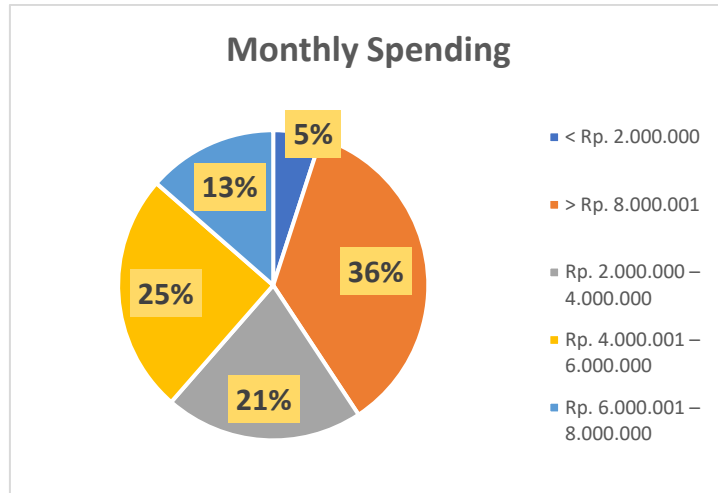


Figure 4. 8 Characteristics of Respondents Based on Monthly Spending

From the distribution of survey, the graph shows the the characteristics of respondents according to monthly spending. From the figure 4.4, there were 36% respondents has a monthly expenditure of more than 8 million rupiah per month, followed by 25% has a monthly expenditure ranged from 4 – 6 million rupiah per month. As much as 13% respondents monthly expenditures ranged from 6 – 8 million rupiah and the last 5% respondents' monthly expenditure were below 2 million rupiah.

4.1.4.1.4 Characteristics of Respondents Based on Educational Background

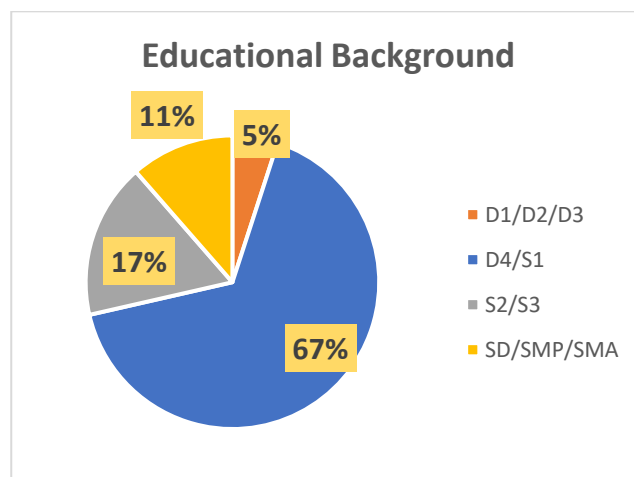


Figure 4. 9 Characteristics of Respondents Based on Educational Background

From the distribution of survey, the graph shows the the characteristics of respondents based on educational background. Based on figure above, 67% of respondents were a bachelor graduate followed by 17% of respondents were postgraduate and doctoral. There were 11% of the respondents' which a high school graduate and the last 5% were diploma graduate.

4.1.4.1.5 Characteristics of Respondents Based on Length of Subscription

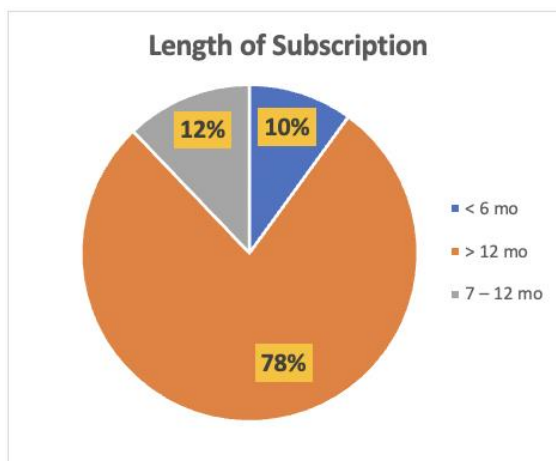


Figure 4. 10 Characteristics of Respondents Based on Length of Subscription

From the distribution of survey, the graph shows the the characteristics of respondents according to length of subscription. Based on figure above, 78% of respondents have already subscribe to IndiHome for more than 12 months followed by 12% of respondents were subscribe for 7 – 12 months. There were 10% of the respondents just subscribed to IndiHome for less than 6 months.

4.1.4.1.6 Characteristics of Respondents Based on Speed Used

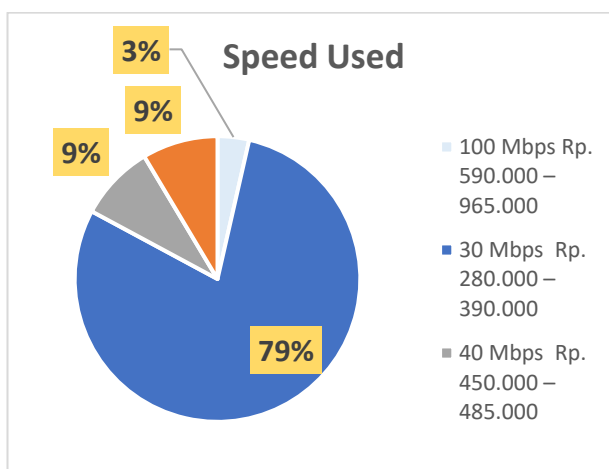


Figure 4. 11 Characteristics of Respondents Based on Speed Usage

From the distribution of survey, the graph shows the characteristics of respondents according to speed used in IndiHome. Based on figure 4.6, there were 79% respondents choose the 30 Mbps speed which price range from Rp. 280.000 – Rp. 390.000. For speed 40 Mbps and 50 Mbps there is a similarity in the number of respondents that is equal to 9%. Followed by speed 100 Mbps which price range from Rp. 590.000 – Rp. 965.000 with 3% respondents.

4.1.4.1.7 Characteristics of Respondents Based on Type of Package

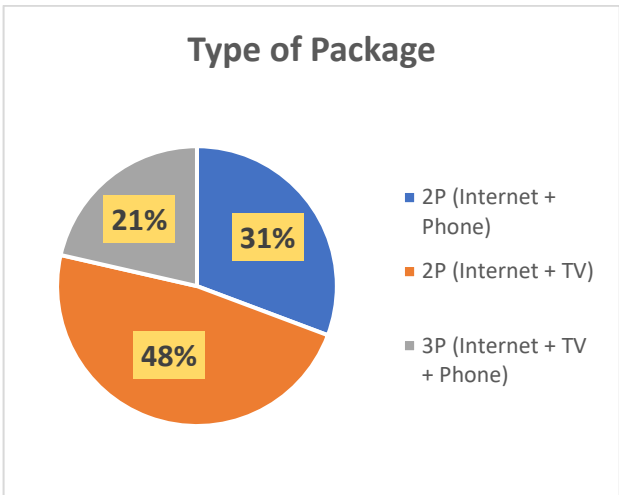


Figure 4. 12 Characteristics of Respondents Based on Type of Package

From the distribution of survey, the graph shows the characteristics of respondents according to type of package in IndiHome. Based on the figure above, 48% respondents choose to subscribe to the 2P Internet + TV package, followed by 31% respondents choose to subscribe to the 2P Internet + Phone. The rest 21% choose to subscribe to the 3P Internet + Phone + TV package.

4.1.4.1.8 Characteristics of Respondents Based on Daily Usage

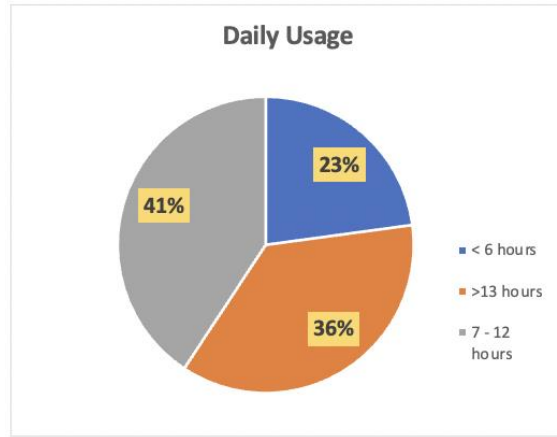


Figure 4. 13 Characteristics of Respondents Based on Daily Usage

From the distribution of survey, the graph shows the characteristics of respondents according to daily usage. Based on the figure above, 41% respondents use the internet for 7 – 12 hours per day, followed by 36% respondents use the internet for more than 13 hours per day. Other 23% use the internet less than 6 hours per day.

4.1.4.2 Result of Customer Assessment of IndiHome

4.1.4.2.1 Internet Usage Preference

Table 4. 2 Internet Usage Preference

Internet usage preference	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
Respondent's internet usage preference is Browsing	0	0%	3	2%	9	6%	51	36%	77	55%	4,44
Respondent's internet usage preference is Streaming (Youtube/Netflix)	1	1%	4	3%	12	9%	47	34%	76	54%	4,38
Respondent's internet usage preference is Social Media (IG/FB/Twitter/TikTok)	4	3%	7	5%	13	9%	46	33%	70	50%	4,22
Respondent's internet usage preference is Remote Working (WFH/SFH)	6	4%	8	6%	25	18%	41	29%	60	43%	4,01

Internet usage preference	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
Respondent's internet usage preference is Music streaming (Spotify/Joox)	12	9%	12	9%	40	29%	42	30%	34	24%	3,53
Respondent's internet usage preference is Gaming	39	28%	30	21%	30	21%	22	16%	19	14%	2,66
Mean											3,87

Based on the result from survey about internet usage preference, shows from the table above that the average score is 3,87 from 5. From the aspects that researched, it shows that respondents internet usage is for browsing with the highest score 4,44. Meanwhile gaming is the least preference because of the lowest score 2,06.

4.1.4.2.2 Product

Table 4. 3 Product Preferences

Product	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
IndiHome has a wide area coverage	2	1%	2	1%	12	9%	43	31%	81	58%	4,42
IndiHome has an internet package that suits my needs	3	2%	5	4%	13	9%	50	36%	69	49%	4,26
IndiHome has a strong signal inside the house	4	3%	4	3%	21	15%	57	41%	54	39%	4,09
IndiHome has the best video streaming quality	5	4%	10	7%	31	22%	50	36%	44	31%	3,84
IndiHome has the best quality internet connection	6	4%	12	9%	32	23%	44	31%	46	33%	3,8
While using IndiHome, I rarely encounter internet interruptions	10	7%	19	14%	30	21%	38	27%	43	31%	3,6
IndiHome has a strong signal outside the house	12	9%	14	10%	41	29%	37	26%	36	26%	3,51
Mean											3,93

The following table shows the result of inquiries regarding product quality from IndiHome. From the table, the average score of the survey is 3,93 from 5. From the

aspects that researched, it shows the highest score for 4,42 is about IndiHome that has a wide area coverage. Meanwhile aspects IndiHome that has a strong signal outside the house got the lowest score for 3,51 indicating that respondents experienced IndiHome signal that is not good outside the house.

4.1.4.2.3 Price

Table 4. 4 Price Preferences

Price	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
I know how to pay for IndiHome through Mobile Banking / Internet Banking	5	4%	8	6%	10	7%	47	34%	70	50%	4,21
I know how to pay for IndiHome via Indomaret/Alfamart	10	7%	14	10%	25	18%	38	27%	53	38%	3,79
IndiHome has a price commensurate with quality	5	4%	11	8%	36	26%	48	34%	40	29%	3,76
I know the IndiHome payment method through Plasa Telkom	9	6%	17	12%	23	16%	42	30%	49	35%	3,75
I know the IndiHome payment method via E-commerce (Tokopedia/Shopee/Lazada/Blibli)	12	9%	9	6%	28	20%	45	32%	46	33%	3,74
I know how to pay for IndiHome via ATM	13	9%	14	10%	21	15%	40	29%	52	37%	3,74
I know the IndiHome payment method through the Gopay/OVO application	12	9%	11	8%	26	19%	45	32%	46	33%	3,73
I know how to pay for IndiHome through the LinkAja application	17	12%	15	11%	20	14%	32	23%	56	40%	3,68
IndiHome has affordable prices for all groups	7	5%	22	16%	40	29%	36	26%	35	25%	3,5
I know how to pay for IndiHome through the MyIndiHome application	15	11%	16	11%	32	23%	40	29%	37	26%	3,49
IndiHome has attractive bonuses and promotions	12	9%	20	14%	42	30%	35	25%	31	22%	3,38
Mean											3,706

The following table shows the result of inquiries regarding price from IndiHome. From the table above, the average score of the survey is 3,706 from 5. From the aspects

that researched, it shows the highest score for 4,21 is about Indihome bill payments via mobile e-banking or internet banking. It means that IndiHome can be easily paid through mobile e-banking or internet banking. Meanwhile aspects IndiHome that has attractive promotions and bonuses got the lowest score for 3,5 indicating that respondents experienced IndiHome does not provide attractive promos for customers.

4.1.4.2.3 Place

Table 4. 5 Place References

Place	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
Plasa Telkom Kebon Sirih can be found easily	10	7%	6	4%	28	20%	46	33%	50	36%	3,86
IndiHome counters can be found easily	10	7%	14	10%	26	19%	51	36%	39	28%	3,68
The IndiHome counter is located on the side of the main road making it easier for me to go there	12	9%	15	11%	31	22%	45	32%	37	26%	3,57
IndiHome digital channels can be found easily	7	5%	9	6%	31	22%	47	34%	46	33%	3,16
Mean											3,568

The following table shows the result of inquiries regarding place from IndiHome. From the table above, the average score of the survey is 3,568 from 5. From the aspects that researched, it shows the highest score for 3,86 is about Plasa Telkom Kebon Sirih that can be found easily. Meanwhile aspects about IndiHome digital channel that can be found easily got the lowest score for 3,16 indicating that respondents experienced difficulties in finding IndiHome digital channels. this could be due to low awareness regarding IndiHome digital channels.

4.1.4.2.5 Promotion

Table 4. 6 Promotion Preferences

Integrated Marketing Communication (Promotion)	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
IndiHome provides special Sales promotion for certain days (e.g national holidays)	14	10%	17	12%	18	13%	41	29%	50	36%	3,69
IndiHome ads is interesting	13	9%	13	9%	41	29%	43	31%	30	21%	3,46
IndiHome appreciates customer loyalty with a special program	12	9%	20	14%	35	25%	42	30%	31	22%	3,43
IndiHome actively advertises on Instagram	15	11%	19	14%	35	25%	45	32%	26	19%	3,34
IndiHome advertisements often appear on TV	17	12%	25	18%	50	36%	29	21%	19	14%	3,06
IndiHome actively advertises on Twitter	15	11%	31	22%	54	39%	22	16%	18	13%	2,98
IndiHome actively advertises on WhatsApp	20	14%	33	24%	43	31%	24	17%	20	14%	2,94
IndiHome actively advertises on Facebook	22	16%	27	19%	47	34%	28	20%	16	11%	2,92
IndiHome actively advertises on TikTok	34	24%	28	20%	41	29%	26	19%	11	8%	2,66
Mean											3,164

The following table shows the result of inquiries regarding promotion from IndiHome. From the table above, the average score of the survey is 3,164 from 5. From the aspects that researched, it shows the highest score for 3,69 is about IndiHome provides special promos for certain days such as national holidays. Meanwhile aspects about IndiHome actively advertises on TikTok got the lowest score for 2,66 indicating that respondents did not experience for IndiHome ads through TikTok.

4.1.4.2.6 People

Table 4. 7 People Preferences

People	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
Sales Agents serve politely and kindly	1	1%	5	4%	37	26%	60	43%	37	26%	3,91
Sales Agents master product knowledge	3	2%	6	4%	41	29%	55	39%	35	25%	3,81
Sales Agents are easy to find	4	3%	11	8%	31	22%	56	40%	38	27%	3,81
Customer Service responds quickly to network problems	4	3%	12	9%	33	24%	53	38%	38	27%	3,78
Sales Agents provide clear information about products	4	3%	7	5%	42	30%	53	38%	34	24%	3,76
I prefer to register for IndiHome through a Sales Agent rather than registering myself	9	6%	13	9%	38	27%	49	35%	31	22%	3,57
Mean											3,773

The following table shows the result of inquiries regarding people from IndiHome. From the table above, the average score of the survey is 3,773 from 5. From the aspects that researched, it shows the highest score for 3,91 is about sales agent of IndiHome serve politely and kindly. Meanwhile aspects about respondents prefer to register IndiHome through a sales agent rather than self-registration got the lowest score for 3,57.

4.1.4.2.7 Process

Table 4. 8 Process Preferences

Process	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
IndiHome bill payments can be done easily, there are many choices of payment methods	1	1%	5	4%	14	10%	47	34%	73	52%	4,33
Registration to IndiHome is easy	1	1%	7	5%	30	21%	57	41%	45	32%	3,99
The IndiHome registration process is guaranteed to be secure	4	3%	5	4%	35	25%	49	35%	47	34%	3,93
When there is a network interruption I can easily and quickly get help	5	4%	6	4%	35	25%	45	32%	49	35%	3,91
When network interruptions occur, they can be resolved it quickly	6	4%	13	9%	33	24%	46	33%	42	30%	3,75
I will get updates for each stage of IndiHome registration	2	1%	12	9%	35	25%	53	38%	38	27%	2,45
Mean											3,727

The following table shows the result of inquiries regarding process from IndiHome. From the table above, the average score of the survey is 3,727 from 5. From the aspects that researched, it shows the highest score for 3,99 is about IndiHome registration is easy. Meanwhile aspects about respondents will get updates for each stage of IndiHome registration

got the lowest score for 2,45. It shows that respondents feel the need for an update in the registration stage.

4.1.2.8 Physical Evidence

Table 4. 9 Physical Evidence Preferences

Physical Evidence	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Score
	f	%	f	%	f	%	f	%	f	%	
The location of Plaza Telkom Kebon Sirih is clean and tidy	8	6%	5	4%	27	19%	49	35%	51	36%	3,93
IndiHome counter locations are easy to reach	6	4%	13	9%	26	19%	53	38%	42	30%	3,8
The counter location is clean and tidy	3	2%	7	5%	33	24%	61	44%	36	26%	3,86
The location of Plaza Telkom Kebon Sirih is easy to reach	8	6%	9	6%	25	18%	51	36%	47	34%	3,86
The location of Plaza Telkom Kebon Sirih provides spacious and comfortable parking	9	6%	7	5%	36	26%	45	32%	43	31%	3,76
Mean											3,842

The following table shows the result of inquiries regarding physical evidence from IndiHome. From the table above, the average score of the survey is 3,842 from 5. From the aspects that researched, it shows the highest score for 3,93 is about the location of Plasa Telkom Kebon Sirih is clean and tidy. Meanwhile aspects about Plasa Telkom Kebon Sirih provides spacious and comfortable parking got the lowest score for 3,76. Respondents had trouble finding parking because parking spots there are limited.

4.1.3 Validity and Reliability Test

Validity Test

The validity of a measurement instrument is a measure of the extent to which it serves its purpose. Validity is determined by the proper and appropriate interpretation of the data

obtained through analysis from the measurement instrument. As defined by Whiston (2012), the process of collecting data that is acceptable for the use of a measurement instrument is called validity. In this context, validity tests become important. These tests determine whether the scale's formula provides acceptable measurements that are consistent with the research objectives

Validity testing is carried out with the help of the SPSS program with the following criteria:

- a. If $r_{\text{count}} > r_{\text{table}}$, then the question is valid.
- b. If $r_{\text{count}} < r_{\text{table}}$, then the question is not valid

In this study, because the number of respondents was 140 respondents, the r_{count} used was 0.179. Based on the validity data, all question items on the variables utilized in the study had a (r) count larger than 0.179, implying that all question items are legitimate.

Reliability Test

The results of internal item validity using corrected item-Total Correlation show that all corrected item-Total Correlation values are above the R_{Table} on $DF N - 2 (138) = 0.162$, so all items are valid. Meanwhile, The Cronbach's Alpha value to determine reliability can be seen in the following table:

Table 4. 10 Reliability Table

Cronbach's Alpha	N of Items
.609	6
.925	7
.884	11
.862	8
.820	5
.915	6
.866	6
.916	5

Based on the table above, as many as 7 categories have a Cronbach value > 0.7 so they fall into the reliable category. There is only 1 category whose value is < 0.7 but because it is still > 0.6 it is in the weak reliable category.

4.2 INTERNAL ANALYSIS

4.2.1 Segmentation, Targeting, and Positioning

Segmentation, targeting, and positioning (STP) is a marketing strategy framework used to identify and meet the needs and preferences of specific customer segments. Most companies are turning from mass marketing to targeted marketing, where they identify market segments, select one or more of them, and develop products and marketing programs tailored to each segment. Instead of scattering their marketing efforts, companies focus on buyers who have a strong interest in the value their company creates the best approach (Kotler and Armstrong, 2011).

Segmentation

To create a marketing program that recognizes the needs of your customers, you need key segmentation variables such as demographic, geographic, psychographic, and behavioral segmentation. Table below is the current market segmentation of IndiHome in Witel Jakarta Pusat:

Table 4. 11 Segmentation of IndiHome in Witel Jakarta Pusat

Segmentation	Segmentation Factors	Description
Geographic	Region	Central Jakarta
	Density	Urban & Suburban
Demographic	Gender	Male & Female
	Age	15 - 55 years old
	Occupation	Students, Private Employees, Civil Employees, Teacher, Entrepreneur
	Education	Elementary School - Post Graduate
	Expenses per month	2.000.000 - > 8.000.000
	Social Class	Middle - High
Psychographic	Lifestyle	Digital & Tech-savvy
	Interest	Social Media, Browsing, Streaming, WFH/SFH
Behavioral	Internet usage	Medium - heavy user

From the table above, IndiHome demographic segmentation vary from male to female customers from age 15 – 55 years old with educational background from elementary school until post graduate. In psychographic variable, customer lifestyle

as a digital and tech savvy plays an important role. Also their interest in social media, browsing and streaming.

Targeting

Targeting involves deciding which market segments to focus on based on their fit with the company's capabilities. IndiHome may target densely populated urban regions with significant disposable wealth, as these places may have a higher demand for high-speed internet and advanced digital services. They may target urban regions with a large population of professionals that want dependable and fast internet connectivity. Another target segment for IndiHome is family oriented household which are several members with varying internet requirements, from online education requirement to entertainment. IndiHome also could be aimed towards small and medium-sized businesses (SMEs) that demand fast and dependable internet connections for day-to-day operations.

Positioning

IndiHome would distinguish itself from competition by emphasizing its own features, benefits, and value offer. This could include dependable and fast internet access, a wide range of digital entertainment options, reasonable pricing, 24-hour customer service, or value-added services like bundling with gaming apps and smart home integration.

4.2.2 Marketing Mix 7P

Product

A service product consists of three components: The core product provides the key benefits and solutions customers want, the additional services enhance and improve the core product, and the delivery process determines how the core and additional service elements are delivered to customers. Often the core product is commoditized and differentiation is focused on the additional services and the service delivery process (Wirtz and Lovelock, 2011)

IndiHome is a digital service offering internet, landline telephone and interactive television, with a wide range of packages and add-on services to choose from depending on your needs.

The IndiHome network now spans across Indonesia and continues to innovate to best serve the internet needs of the community.

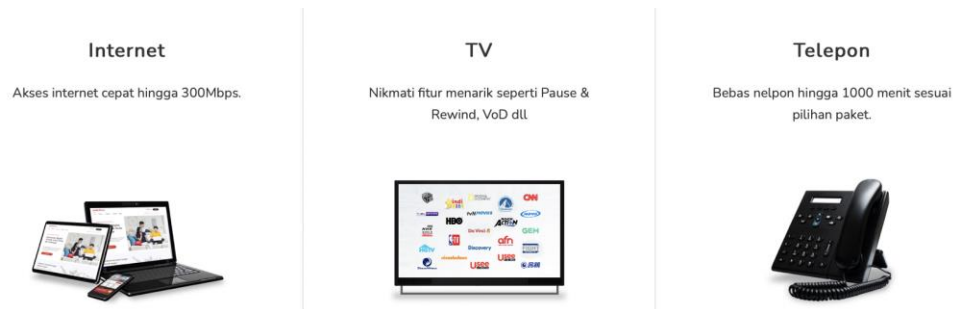


Figure 4. 14 Core Product of IndiHome

(Source: indihome.co.id)

IndiHome divided the core product into 3 main services: Single Play (1P) consist of Internet service only, Dual Play (2P) consist of Internet and Phone service, or Internet and TV service and Triple Play (3P) consist of Internet, Phone and TV service. Compared to competitors, IndiHome is the only internet service provider that provide Plain Ordinary Telephone Service (POTS). This can be one of the strengths of IndiHome. There is a difference in internet speed in each package starting from 30 Mbps up to 300 Mbps.

To complement the core product, IndiHome offers variety of supplementary product knowns as “add-on”. Add-Ons are features that are not included in the monthly subscription but can be activated at the customer's request. There are various sorts of Add-Ons with varying component values and active periods, such as *speed on demand* to increase internet speed as desired temporarily, *Wifi Extender* to extend the range of the wifi signal at home to every corner, without additional cables. Even customer can upgrade their internet speed permanently with add-on. For the TV service, customer can add a variety of favorite channels according to their wishes. They can also add OTT services like Netflix, ViU, Catchplay, Vidio, Mola TV, Vision+ etc.

Price

There are differences in IndiHome prices according to the type of service and package the customer chooses, which are Single Play (1P), Dual Play (2P) or Triple Play (3P).

Indihome provides the following price ranges based on internet speed:

50 Mbps : Rp. 350.000 – Rp. 620.000

100 Mbps : Rp. 425.000 – Rp. 965.000

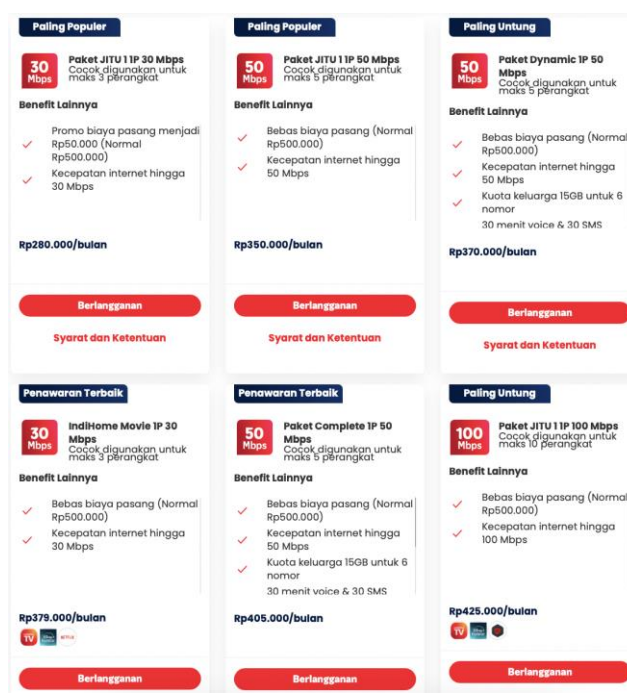


Figure 4. 15 Variety of IndiHome Package and Price

(Source: indihome.co.id)

Place

A marketing channel or distribution channel is a set of interdependent organizations that enable end users or business users to use or consume a product or service (Kotler & Armstrong, 2011). Telkom uses various sales channels for IndiHome, both direct sales through sales agents, and through digital channels such as Web In and Landing Pages.

The main channel for selling IndiHome is through Sales Agents. IndiHome Sales Agents can be found at the IndiHome counter (Open Table) located in crowded

centers such as markets, squares, apartments, clusters and various events at schools to offices.



Figure 4. 16 IndiHome Counter (Open Table)

(Source: Internal report Witel Jakarta Pusat)

IndiHome also uses MOBI (IndiHome Car) as a customer touch point. Basically, MOBI is a sales car equipped with sales team and mechanics. potential customers can experience using IndiHome through trial devices in MOBI before they decide to buy.

Nowadays, Telkom began developing the IndiHome digital channel with the goal of providing an accessible and user-friendly digital experience for individuals seeking IndiHome information or services. These channels provide as virtual touchpoints for users to gather information, make informed decisions, and maybe engage with Indihome's services.



Figure 4. 17 IndiHome Official Website

(Source: indihome.co.id)

Promotion

Indihome may use direct marketing tactics such as distributing promotional materials, pamphlets, or newsletters to the potential consumers through Sales Agent. This method provides recipients with thorough information about Indihome's services and invites them to consider subscribing. through direct marketing, Telkom also puts up advertisement in banners at crowded points.



Figure 4. 18 IndiHome Official Promotional Materials

(Source: IndiHome Instagram Official)

Indihome advertises online via channels such as search engines, social media networks, and display advertising. To reach a certain audience segment, they may build customized ads based on user demographics and preferences. Indihome can display their services, specials, and discounts to a larger internet audience with online advertising.

People

According to Kotler (2011), people are actors who play critical roles in providing services in order to affect client perceptions. People's aspects include the company, employees, distributors, and others. The people aspects in IndiHome consist of Management and Support Staff which responsible for ensuring the smooth functioning of the business, Sales Agent which responsible for promoting and selling IndiHome, Technicians to install the services, also Customer Services which responsible for communicating with clients, addressing their concerns, resolving difficulties, and giving support throughout the customer journey.

Process

Processes describe the method and sequence in which your service operating system operates and how they are linked to deliver the promised value proposition to your customers (Wirtz & Lovelock, 2016). Below is the IndiHome business process based on different channel.

Registration Via Sales Agent:

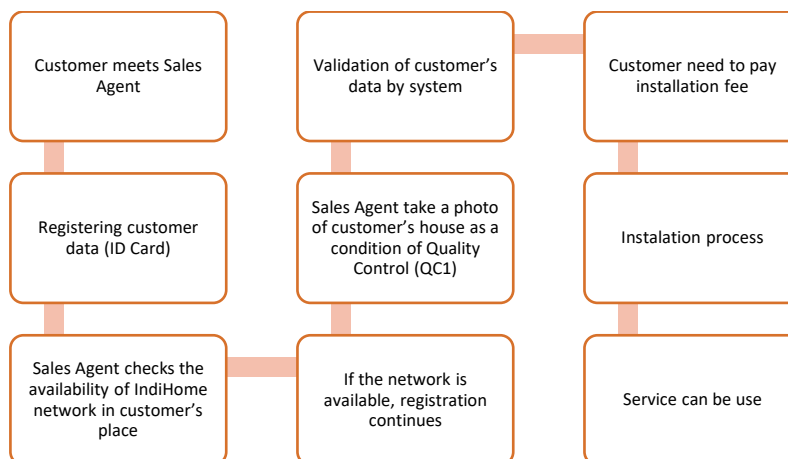


Figure 4. 19 Registration Flow Via Sales Agent

Registration Via Web IndiHome or Landing Page (Digital Channel)

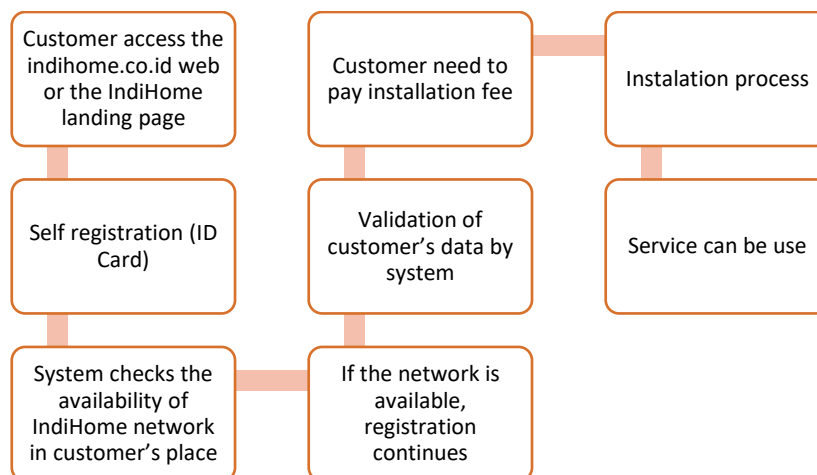


Figure 4. 20 Registration Flow Via Digital Channel

Through digital channels, customers are directed to find information about IndiHome via Web In or Landing Pages and finally determine the chosen internet package. after that the customer performs self-registration. This is very different than

through a Sales Agent where the Sales Agent's role is to help customers get product information until register for IndiHome.

Physical Evidence

Physical evidence is visual or tangible evidence that provides evidence of service or quality (Wirtz & Lovelock, 2016). The physical form of IndiHome service known in Plasa Telkom. In the operational area of Witel Jakarta Pusat there is 1 location of Plasa Telkom Kebon Sirih located in Gambir, Jakarta Pusat. Plasa Telkom is a dedicated retail location where clients may get a variety of Telkom products, services, and solutions.

4.2.3 Porter Value Chain

Michael Porter created the Porter's value chain framework to help examine a company's operations in creating value for its consumers and acquiring a competitive edge. It comprises of a sequence of primary and secondary operations that contribute to the overall value generation process of a company. According to Porter (1985), the value chain consists of primary activities and secondary activities.

Primary activities

- **Inbound Logistics.** IndiHome's inbound logistics include the acquisition and delivery of the equipment and supplies required for the establishment and maintenance of its telecommunications services. Coordination with suppliers, inventory management, and assuring timely delivery of equipment to support client installations and service providing are all part of the job. Telkom uses e-Procurement system to make digital inventory and procurement of goods and services.
- **Operations.** The operations component of IndiHome's value chain refers to the actions involved in successfully and efficiently delivering telecommunications services to clients consist of: infrastructure development where Telkom invests in the development and maintenance of its infrastructure; installation and provisioning for customer who installing IndiHome involving setting up the necessary items such as router, ONT, STB and modem; service maintenance to fix any problems or inconveniences that consumers may face. This includes debugging connectivity issues, detecting and fixing technological issues, and so on.

- **Outbond Logistics.** IndiHome seeks to offer quick and hassle-free service provisioning by effectively managing service activation, equipment distribution, delivery, installation, maintenance, and post-installation assistance. This includes in after sales services.
- **Marketing and Sales.** Telkom uses two marketing approach to IndiHome namely conventional promotion through Sales Agent, where they become the main promotional agent by making IndiHome offers to potential customers by distributing brochures or flyers and visiting crowd centers. The second one is digital channel promotion using websites, landing page, e-commerce, social media campaigns and endorsement of KOL. Telkom also develop a multi-level marketing program through Sobat IndiHome.
- **Customer Services.** IndiHome's customer service is responsible for assisting customers, resolving problems, and responding to consumer questions and complaints. IndiHome strives to deliver timely and effective customer service across a variety of channels, including phone assistance, online chat, and in-person contacts with Plasa Telkom. for customers who cannot come to Plasa Telkom in person, they can contact call center 147 by telephone.

Support Activities

- **Human Resources.** Witel Jakarta Pusat consist of 83 employees divided into 8 different units. 1 unit act as *strickers*, namely units that focus on sales and marketing activities. The other 4 units are units that play a role in the IndiHome infrastructure and network. Thus, the last 3 units are support units that play a role support such as HR, billing and payment collection, legal, risk assessment and general affairs.
- **Procurement.** Telkom works with its subsidiary PT. Pins to procure CPE (Customer Premises Equipment). CPE refers to a wide range of hardware related to the use of products and services that is required and installed at the customer's premises. CPE includes modems, routers and set-top boxes, among others.
- **Technological Development.** IndiHome's creativity and competitiveness rely heavily on technological advancement. This involves R&D to strengthen its communications infrastructure, develop new services, and upgrade existing technology.

4.2.4 VRIO and RBV Analysis

The VRIO framework assesses if a company's resources are valuable, rare, imitable, and well-organized to capitalize on opportunities and establish a sustained competitive advantage. Below is the VRIO Analysis of IndiHome:

Table 4. 12 VRIO Analysis of IndiHome

Resources	Valuable	Rare	Imitabl e	Organized	Conclusion
<i>Fiber Optic</i>	Yes	Yes	Yes	Yes	<i>Sustained Competitive Advantage</i>
Network Coverage	Yes	Yes	No	Yes	<i>Temporary Competitive Advantage</i>
Brand awareness	Yes	No	Yes	Yes	<i>Competitive Parity</i>
Strategic Partnership	Yes	Yes	No	Yes	<i>Temporary Competitive Advantage</i>
Financial Support	Yes	Yes	No	Yes	<i>Temporary Competitive Advantage</i>
Customer Service Excellence	Yes	No	Yes	Yes	<i>Competitive Parity</i>
Technological Expertise	Yes	Yes	Yes	Yes	<i>Sustained Competitive Advantage</i>
Number of Sales Agent	Yes	No	Yes	Yes	<i>Competitive Parity</i>
Strong social media engagement	Yes	No	Yes	Yes	<i>Competitive Parity</i>

To lead to a lasting competitive advantage, a resource or capacity should be valued, unique, inimitable (there are no alternatives), and owned by the business, yet being costly to copy in terms of time, money, or both.

According to VRIO analysis of IndiHome, Fiber Optic Cable is included in the Sustained Competitive Advantage category because it meets the criteria of Valuable, Rare, Imitable and Organized. In this case, fiber optic cable is the main point in internet provider services as well as the technological expertise. We can infer that fiber optics is a valuable resource for IndiHome. Furthermore, a resource is also valuable if it can increase customer perceived value. This can be achieved by increasing differentiation and/or lowering product prices. This is proven by the increase in performance in internet services since the upgrade of copper cables to fiber optic. When IndiHome still used copper cables left over from Speedy, internet access speed was hampered and repeated interruptions were often encountered. For this reason, Telkom is investing to revitalize all copper cables into optics.

Meanwhile, brand awareness, customer service excellence, number of sales agent and social media engagement are the Competitive Parity category. This is because these four points of resources do not have the Rare factor that is not widely possessed by other competitors. When multiple companies have the same resources and use those capabilities in the same way, they are said to have a competitive advantage. Companies can use the same resources to execute the identical strategy, which is why no one organization can achieve better results. As we can say, IndiHome uses Social Media Engagement via IG, FB, Tiktok and Twitter to increase brand awareness. This is also done by competitors with more or less the same platform. For this reason, the Rare factor in Social Media Engagement is not available.

Valuable resources shared by multiple rivals simply allow enterprises to compete on equal terms. From the analysis, network coverage, strategic partnership and financial support included in the category of Temporary Competitive Partnership. It has both important and uncommon materials.

4.3 BUSINESS SOLUTION

4.3.1 Clustering Analysis

Cluster analysis is a multivariate technique which has the main objective of grouping objects/cases based on their characteristics. Cluster analysis classifies objects so that every object that has similar properties (closest in similarity) will group into the same cluster (group).

In this research, researchers used a hierarchical - agglomerative method where each object was considered as a separate cluster. In the next stage, two clusters that are similar are combined into a new cluster and so on.

Table 4. 13 Discriminant Analysis Table

		Average Linkage (Between Groups)	Predicted Group Membership				Total
			1	2	3	4	
Original	Count	1	132	0	0	0	132
		2	0	6	0	0	6
		3	0	0	1	0	1
		4	0	0	0	1	1
	%	1	100.0	.0	.0	.0	100.0
		2	.0	100.0	.0	.0	100.0
		3	.0	.0	100.0	.0	100.0
		4	.0	.0	.0	100.0	100.0
Cross-validated ^b	Count	1	132	0	0	0	132
		2	3	3	0	0	6
		3	1	0	0	0	1
		4	1	0	0	0	1
	%	1	100.0	.0	.0	.0	100.0
		2	50.0	50.0	.0	.0	100.0
		3	100.0	.0	.0	.0	100.0
		4	100.0	.0	.0	.0	100.0

Based on the discriminant analysis cross validation table above, from a total of 140 respondents, the number of samples in cluster 1 is 132, means total of 132 sample respondents had similar or homogeneous characteristics as cluster 1 while the number of samples in cluster 2 is 6, cluster 3 is 1 and cluster 4 also 1. The cross validation results show that the level of prediction accuracy is 96.4%.

The characteristics of sample members based on each grouping resulting from cluster analysis (using z score data). Based on the table above, the characteristics of each cluster can be assessed based on the parameters used. Cluster 1, the characteristics are: parameter values X1.1 to X8.5 are all medium or within average and slightly above average. Meanwhile, cluster 2 has the opposite characteristics of cluster 2, namely values that are below the average for almost all parameters. Cluster 3, the characteristics are low or below average values for parameters and Cluster 4 its characteristic is a value slightly above the average for the parameter.

Based on the characteristics of each cluster, the researcher chose to focus on Cluster 1 because it had the largest number of respondents and medium to above average parameters.

Detailed Characteristics of Cluster 1

The following is a profile analysis of respondents categorized into cluster 1. In terms of age, 102 respondents in cluster 1 were aged 25 - 35 years with a diploma or bachelor in educational background. The job profile of respondents in cluster 1 is mostly private employee/BUMN employees. Respondents in cluster 1 have an average monthly expenditure of more than 8 million, which is above the average.

From the results of the analysis it can be seen that the respondents' daily internet usage vary from 7 – 12 hours per day. Respondent in cluster 1 internet preferences are mostly used for listening to music (Spotify/Joox), accessing streaming (Youtube / Netflix) and social media (IG/FB/Twitter/Tiktok). For this reason, IndiHome needs to provide internet services that can meet market preferences.

In terms of product, respondents in cluster 1 stated that they chose IndiHome because they were considered to have quite good quality. It is proven that IndiHome has a wide coverage area, strong signal inside and outside the home, a choice of internet packages that suit customer needs and the best video streaming quality.

Respondents in cluster 1 felt that IndiHome had attractive bonuses and promotions, and this product had a price commensurate with the quality offered. Respondents also know how to pay IndiHome bills via ATM, Indomaret / Alfamart and Link Aja.

Regarding IndiHome counters, respondents in cluster 1 assessed that IndiHome counters could be found easily. This counter is usually located on the side of the road, making it easier for respondents to reach it. However, some respondents in cluster 1 felt that subscribing to IndiHome via digital channels was still difficult to find.

From the results of the analysis, it is also known that respondents in cluster 1 think that IndiHome ads are interesting. Their advertisement often appear on TV. Thereby they also actively advertises on social media such as Facebook and Instagram. Respondents also felt the benefits of IndiHome which provides special promos for certain days, for example on national holidays. Promos may vary from free monthly fees to open access for all TV channels.

In terms of people, according to respondents in cluster 1, IndiHome Sales Agents are easy to find along with the counter. They have enough product knowledge to help provide clear information about the product. Sales Agents also serve politely and kindly. In terms of handling disruptions, customer service can respond quickly.

Along with the process, respondents find It's easy to subscribe to IndiHome, but they feel like they don't get updates regarding the stages of subscribing, making them wonder

where the registration has reached. Respondents are also worried about the security of personal data used in subscriptions (ID cards, etc).

In relation to physical evidence in the form of Telkom Plaza and the counter, respondents felt that this place was easy to find, was always clean and tidy, and had a comfortable parking area.

4.3.2 SWOT – TOWS Matrix

Based on the explanation of the problems above, an internal analysis of IndiHome namely analysis of Strength (S) and Weakness (W) and external analysis which identify about Threats and Opportunities. The results of which can be seen in the following SWOT Matrix.

Table 4. 14 SWOT – TWOS Matrix

SWOT Matrix	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. IndiHome has a fairly good brand image. 2. IndiHome has the broadest network coverage among competitors. 3. IndiHome is the only internet service provider that can provide Triple Play Service (internet, telephone, IPTV) 4. IndiHome has the greatest number of customer relationship touch point. 5. Telkom has a big capital and reputation. 	<ol style="list-style-type: none"> 1. Centralized marketing strategy not suitable for other regions with different characteristics. 2. The price is quite high compared to competitors. 3. There are not many channels that can be provided on IPTV. 4. Customers' preferences to choose to registration via a sales agent compared to other channels.
Opportunity (O)	Strength – Opportunity (SO)	Weakness – Opportunity (WO)
1. Massive changes to online lifestyle.	<ul style="list-style-type: none"> • (S1, S2, S5, O1, O2) Expanding market in 	<ul style="list-style-type: none"> • (W4, O1, O2)

<p>2. Number of internet user in Indonesia</p> <p>3. Positive trends in Indonesia's economic growth.</p>	<p>telecommunication business.</p> <ul style="list-style-type: none"> • (S2, S4, O1) Strengthen marketing activities to increase subscribers. By increasing visibility of Website, Landing Page and Social Media 	<p>Increase awareness about digital channel touch point to customers.</p> <ul style="list-style-type: none"> • (W1, O1, O2, O3) Considering creating a thematic promo that can be implemented in all areas, such as providing discounts on installation fees or discount price for pay-upfront • (W3, O1, O2) Contemplating strategic collaboration with prominent OTT services, as well as making their own OTT more appealing
<p style="text-align: center;">Threat (T)</p>	<p>Strength – Threat (ST)</p>	<p>Weakness – Threat (WT)</p>
<p>1. High competition in the telecommunications industry.</p> <p>2. Customers feels that IndiHome rarely provided attractive promos or gimmicks.</p>	<ul style="list-style-type: none"> • (S1,S2,S5, T1) Carry out market intelligence regarding competitor performance • (S1,S4,S5,T2) Provide promotions by prioritizing the 	<ul style="list-style-type: none"> • (W1,W4,T1) Create activation promos (example: discounts, special prices, special packages) for subscribers who register via digital channel registration

3. Telkom networks and assets in the field are prone to theft and vandalism, which can degrade product quality.	strengths of each customer touch point	
4. The emergence of Starlink in Indoneisa market		

4.3.3 Proposed STP

After conducting a clustering analysis, it was discovered that 132 respondents in cluster 1 had average or above average characteristics for each variable vary from internet usage preferences, product, price, place, promotion, people, process and physical evidence. This analysis was then developed by researchers to create a proposed STP based on those characteristics. STP marketing marks a move from product-focused to customer-focused marketing. This change enables organizations to better understand who their ideal consumers are and how to contact them. In short, the more tailored and focused your marketing efforts, the more effective they will be.

Proposed Segmentation

The STP marketing model's initial phase is segmentation. The main purpose here is to establish distinct customer groups depending on the characteristics shown in Cluster 1 and 2. The five primary forms of customer segmentation can be described as below :

Table 4. 15 Proposed Segmentation

Segmentation	Segmentation Factors	Description
Geographic	Region	Central Jakarta
	Density	Urban
Demographic	Gender	Male & Female
	Age	25 - 55 years old
	Occupation	Entrepreneur, Private Employee / BUMN, Lecturer
	Education	Diploma - Bachelor
	Expenses per month	2.000.000 - 8.000.000
Social Class	Middle - High	

Psychographic	Lifestyle	Digital society
	Interest	Social Media, Browsing, Music Streaming, Watching Movies
Behavioral	Internet usage	7 - 12 hours per day

Based on table above, geographic segmentation for IndiHome customers is those who live in Central Jakarta. In terms of demographics, IndiHome sets its segmentation to all genders, both men and women aged 25-55 years old, with various types of work ranging from private employees, entrepreneur, lecturer or BUMN employee. By segmenting the type of work and educational background, it can provide information about the type of audience or prospective customers who will be targeted with advertising. By segmenting customer spending every month, IndiHome can adjust service prices to customer capabilities and their willingness to spend money on internet costs.

IndiHome customer segmentation is a digital society that needs the internet to always be present in their life. Digital society is people who are always connected, whether to a computer or smartphone. This is related to customer usage preferences and interests in using social media such as Instagram/Facebook/Twitter/TikTok, browsing, music or video streaming and binge watching via OTTs.

Proposed Targeting

The subsequent phase in suggested targeting involves examining previously developed segments to ascertain which of those segments have the highest probability of producing the intended conversions. For IndiHome marketing campaign, targeting is needed to determine whether advertising can be right on target. Apart from that, it also determines ad placement. A category with strong profitability, minimal acquisition costs, and active growth is ideal to be a target can be seen as below :

Table 4. 16 Proposed Targeting

IndiHome's target is targeting residential communities, apartments and micro businesses domiciled in Central Jakarta with medium to heavy levels of internet usage. Consider of those segments that are willing to spend their “internet expenses” to IndiHome packages and services. IndiHome targets customers who prioritize quality commensurate with price, not just a cheap product. Apart from residential customers, IndiHome also targets places of worship such as mosques, churches, temples and monasteries.

Proposed Positioning

Positioning is the act of planning a marketing product to give a certain effect in the hearts of customers. In the eyes of the target market, positioning enables businesses to differentiate their goods and services from those of their competitors. IndiHome has to figure out what sets them apart from the many companies that offer comparable services.

IndiHome's positioning as a stable internet service provider, the only provider that provides Triple Play which consist of internet, home telephone services and the most popular interactive TV shows. The need to stream a variety of TV shows and sports competitions has made IndiHome collaborate with several OTTs to improve the quality of their services and provide a strong positioning.

4.3.4 Proposed Marketing Mix

Based on the characteristic of the cluster members, below is the description of the proposed marketing mix that can be provided for those respondents :

Table 4. 17 Proposed Marketing Mix

Proposed Marketing Mix	Description
Product	<ul style="list-style-type: none">• Triple Play Service still has the advantage compare with other providers by giving the most complete service (Internet, TV and phone cable)• Improving product quality by adding services according to customer preferences, example by adding various OTT bundling to enrich product services (<i>e.g : Netflix, Vidio, Mola TV, Prime Video, Disney+</i>)
Price	<ul style="list-style-type: none">• Levelling prices according to products and segments• Discount price for pay-upfront (<i>6 and 12 months upfront</i>)
Place	<ul style="list-style-type: none">• Determine channels to subscribe to IndiHome, namely conventional (through Sales Agent) and digital channels• Digital channel subscription can be provided from Web IndiHome, landing page or social media
Promotion	<ul style="list-style-type: none">• Actively advertises through social media (IG, FB, TikTok, Twitter) and offline location by banner / flyer.

Proposed Marketing Mix	Description
	<ul style="list-style-type: none"> • Still provides sales promotion such as a free installation fee, discounted price for new OTT bundling • Loyalty program for customers • Increasing visibility of Website, Landing Page and Social Media through SEO and SEM • Event activation “IndiHome Grebek Pasar”
People	<ul style="list-style-type: none"> • Improve sales agent and customer service skills in consultative selling by giving them training regularly • Sales agents are equipped with digital marketing skills
Process	<ul style="list-style-type: none"> • Escalate customer journey experience by providing updates on subscription stages via WhatsApp and e-mail • Ensure the security of customer data used for IndiHome subscriptions
Physical Evidence	<ul style="list-style-type: none"> • Improve the quality of service at Plasa Telkom

4.3 IMPLEMENTATION PLAN AND JUSTIFICATION

4.3.1 Implementation Plan

Table 4. 18 Table of Implementation Plan

Strategy	Activities	PIC	2024		2025			
			Q3	Q4	Q1	Q2	Q3	Q4
Improving product quality by adding services according to customer preferences	Adding various OTT bundling to enrich product services	ERM Team						
	Provides bandwidth options for low, middle and high segments	ERM Team						
Levelling prices according to products and segments	Discount price to pay up-front (6 and 12 months up-front)	Payment Collection Team						
	Actively advertises through social media	Sales Mgr						

Strategy	Activities	PIC	2024		2025			
			Q3	Q4	Q1	Q2	Q3	Q4
Integrated Marketing Communication	(IG, FB, TikTok, Twitter)							
	Advertises on offline location by banners / flyers	Sales Mgr						
	Provides sales promotion such as a free installation fee, discounted price for new OTT bundling	Sales Mgr						
	Optimize Google Ads with keywords about IndiHome subscription							
	Displays FAQs for subscribing on the Web, Landing Page or social media							
	Increase awareness, engagement and positive sentiment with KOL and buzzer collaboration							
	Event activation “IndiHome Grebek Pasar”							
Improve the skills and capability of front liners	Providing refreshment and product knowledge training to sales agents and customer service	Sales Mgr						
	Providing digital marketing training for Sales Agent	Sales Mgr						
Escalate customer journey experience in subscribing	Providing updates on subscription stages via WhatsApp and e-mail	ERM Team						
	Ensure the security of customer data used for subscriptions by placing a watermark on each uploaded data	ERM Team						

4.3.2 Justification of The Implementation Plan

Based on the implementation plan table above, the researcher held a discussion with the Person in Charge, in this case the Sales Manager. In this discussion the researcher explains the business issues taken and recommended strategies that can be implemented in accordance with the proposed Marketing Mix. The Sales Manager understands the problems that are becoming a business issue and has studied the strategy recommendations that have been made to overcome the crisis. In conclusion, the relevant PIC agreed to the strategy recommendation to be implemented according to the implementation plan that had been made.