

Competitive intelligence analysis based on competitive analysis and competitor analysis: case study TELKOMFlexi - Jakarta

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Abstrak

As the result of business globalization and telecommunication deregulation, today the competition condition in Indonesia telecommunication involved not only national private sectors but also other country state owned enterprises. TELKOM today is the only one national flag carrier of Indonesia that competes in the domestic for telecommunications products as well as telecommunications services. Hence, it is mandatory fix TELKOM to implement competitive intelligence based on survivability and probity mason to east in the competitive environment.

The essential products of competitive intelligence are strategic recommendation and tactical recommendation. Competitive analysis and competitor analysis can be used as the powerful engine for competitive intelligence analysis, because both of them can analyzes maims and positions in the competitive environment.

There are two main objectives of the thesis. Fast is to build competitive strategy recommendation based on Competitive Analysis on TELKOMFlexi-Jakarta. The recommendation is the guidance for strategic level implementation. Second is to build product/service portfolio recommendation based on competitor analysis on TELKOMFlexi-Jakarta. The recommendation is the guidance for tactical level implementation.

All the analysis is the based on the case study of TELKOMFlexi-Jakarta and its external environment. Soon or later TELKOMFlexi-Jakarta will become the product to deliver central of gravity of TELKOM. Moreover, Jakarta contributes the highest revenue for various businesses including telecommunication field, therefore Jakarta exists as the most competitive environment not only in telecommunication but also in other businesses sectors.

The theoretical background for the thesis is based on inters disciplinary approach. Firstly is intelligence system that also related with marketing intelligence and business intelligence, then followed by competitive intelligence theory. Moreover, TELKOMFlexi is one of the latest cellular network services therefore in the next part of the literature review explains about cellular networks background. The last part of the literature review describes strategic synthesis; the synthesis is used as the main outcome in the analysis.

As organizational background, the thesis explains critical review of relevant theories/models then follows by the explanation of critical review of relevant policies and critical review of existing studies. For better understanding of the in Indonesia cellular networks competition in the last part put out Indonesia cellular networks competition map. In the last part, the organizational background describes organization response for implementing competitive intelligence.

The analysis of the thesis is based on competitor analysis and competitive analysis as the competitive intelligence analysis in TELKOM. The first part of the analysis introduces the subject of research methods and research techniques. The next parts are competitive analysis and competitor analysis.

The analysis that is based on the competitor analysis should be done in a shorter time rather than the analysis based on the competitive analysis. The reason is the result of SWOT analysis as well as product and service analysts is only the current analysis, so it can not be projected in the long period. Therefore product/service portfolio recommendation is published in the short period rather than competitive strategy recommendation based on competitive analysis.

The competitive strategy recommendation gives the consideration that TELKOMFlexi should focus on surprises strategy, responsiveness strategy and development strategy, regardless the zone. Meanwhile, product/service portfolio recommendation focuses on aggressive strategy, diversification strategy, aggressive strategy, and defensive strategy. The used of the competitive strategy recommendation and development strategy are related with the real condition and position respects to exacting service in particular product on specific geographical area.