

## Analisis strategi layanan berbasis data narrow-band flexi untuk mempertahankan bisnis legacy fwa = Strategy analysis of flexi narrow-band data-based services to defend legacy fwa business

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### Abstrak

Divisi Telkom Flexi (DTF) TELKOM sebagai salah satu operator fixed wireless access (FWA) yang mengusung teknologi narrow-band CDMA2000-1x tengah mengalami tekanan kompetisi berat antar operator telekomunikasi selular. Revenue Flexi mengalami penurunan, khususnya Voice dan SMS, sehingga target revenue tahun 2010 tidak tercapai. Di sisi lain revenue data Flexi mengalami pertumbuhan meskipun kontribusinya masih rendah (kurang dari 3%). Sejalan dengan sasaran strategis Flexi 2011 yang mencanangkan pertumbuhan kontribusi revenue gelombang baru, tren ini perlu dipertahankan dengan tetap menjaga kualitas layanan data untuk mencapai kepuasan serta mempertahankan pelanggan. Kinerja layanan Flexi diukur dengan KPI operasional, di mana ditemukan indikator kinerja layanan data hanya diwakili parameter data success rate. Padahal pelanggan lebih mengharapkan kinerja kecepatan dan ketersediaan layanan.

Diperlukan analisis terhadap strategi meningkatkan kontribusi revenue layanan berbasis data melalui pencapaian kualitas layanan yang excellent. Alat analisis strategi yang dipilih adalah metode Balanced Score Card (BSC) yang berfungsi sebagai alat analisis manajemen kinerja yang dapat membedah permasalahan internal dari sisi keuangan dan non-keuangan dengan seimbang. Dari hasil analisis, perlu ditambahkan KPI baru, antara lain penambahan KPI Tingkat Kebocoran Revenue Data pada perspektif keuangan, Data Transmission Achieved dan Delay pada perspektif pelanggan, Downtime Koneksi MLS, Rehoming dan Optimasi BTS pada perspektif proses bisnis internal, serta penambahan sasaran strategis peningkatan kompetensi karyawan dan mengembangkan iklim inovasi. Setelah sasaran strategis dipetakan dalam sebuah peta strategi, perlu dibangun piranti lunak untuk memantau pencapaian kinerja tersebut. Manajemen perlu memperhatikan komunikasi strategi terhadap karyawan mengingat hanya 72% yang menganggap komunikasi strategi DTF telah berjalan baik dan hanya 28% yang memahami konsep peta strategi.

.....Flexi as one of the operators of Fixed Wireless Access (FWA) has to survive heavy competition among mobile carriers nowadays. Flexi subscribers has not decreased, but not significantly increased too. Its recent revenue decreased so that the target of obtaining Rp.3.534 Trillion in 2010 is unlikely to be achieved. Corporate Annual Message (CAM) for 2011 stated that Flexi must maintain business legacy based on narrow-band CDMA2000-1x technology. Referring to this, Flexi should be able to optimize the data service instead of voice, SMS, or VAS. Revenue of data-based services has been growing, but its contribution was not more than 3% of total revenue. To achieve sufficient customer satisfaction, it must be supported by excellent service. The performance of Flexi data-based services has actually been measured by Operational KPI, however the indicator was only represented by data success rate parameter. On the other hand, subscribers expect quality more than just speed and service stability. It results in discongruency between operator claim of having achieved performance target and subscriber dissatisfaction as noted by many complaints, especially speed and application stability.

This thesis discussed the strategy of Flexi data-based services to maintain Flexi business legacy.

Development strategy and analysis will be performed using the Balance Score Card performance tool to obtain appropriate and measurable operational strategy in order to increase data service contribution on Flexi revenue. From the analysis, it is necessary to add some new KPIs, such as the addition of KPI Data Revenue Leakage Data on the financial perspective, Data Transmission Achieved and Delay on the customer perspective, MLS Connection Downtime, BTS Rehomeing and Optimization of internal business process perspective, as well as additional strategic objective the improvement of competence employees and develop a climate of innovation. Once the strategic goals mapped out in a strategy map, management should build BSC software to monitor the achievement of such performance. They have to consider the cascading communications strategy for employees regarding only 72% of them have consider communication strategies DTF has been going well and only 28% are to understand the concept of strategy maps.