

# Analisis risiko operasional pada strategi penerapan sistem billing dan charging untuk penyiaran di era konvergensi : studi kasus strategi TMT 2015 kelompok usaha Bakrie = Operation risk analysis on strategy of billing and charging system implementation of broadcasting in convergence era : study case Bakrie Group strategy TMT 2015

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## Abstrak

Bisnis konvergensi triple play memerlukan sistem billing dan charging untuk memastikan distribusi pendapatan dan pembebanan biaya operasi dari seluruh layanan konvergensi seperti video, suara, data dan e-commerce. Kesalahan penempatan billing dan charging dapat menambah risiko operasional pada layanan konvergensi triple play. Operator layanan konvergensi triple play di Indonesia memiliki risiko lebih banyak dibandingkan risiko layanan konvergensi triple play di luar negeri (Inggris dan Italia). Risiko datang dari faktor eksternal yaitu pasar, ekonomi, dan regulasi. Indonesia hingga kini masih belum memiliki regulasi konvergensi. Regulator masih terpisah menjadi 2 yaitu regulator telekomunikasi dan regulator penyiaran. Kelompok Usaha Bakrie yang memiliki perusahaan telekomunikasi (BTel), media (Viva) dan teknologi (Bakrie Connectivity) memulai bisnis konvergensi triple play yaitu internet TV di Indonesia dengan strategi bernama Telekomunikasi, Media dan Teknologi (TMT 2015). Selain risiko eksternal, Bakrie juga memiliki risiko internal yaitu risiko bisnis, operasional dan manusia. Risiko internal dapat bertambah atau berkurang dengan adanya penempatan sistem billing dan charging.

Sistem billing dan charging mempunyai 4 alternatif penempatan yaitu pada penyedia konten, pada penyelenggara program siaran, pada penyedia jaringan atau menggunakan payment agent. Alternatif yang memiliki risiko paling kecil adalah menggunakan payment agent. Bakrie harus menggunakan payment agent untuk penerapan billing dan charging agar dapat mengurangi risiko. Pada saat ini, Bakrie menempatkan sistem billing dan charging di penyedia jaringan yang dapat menambah tingkat risiko operasional dan bisnis layanan konvergensi triple play. Risiko ini mengakibatkan strategi TMT 2015 memiliki potensi tidak dapat mencapai tujuan yaitu menguasai pasar konvergensi di Indonesia.

.....Convergence business requires billing and charging systems to ensure the distribution of income and charging of the entire operation of convergence service such as video, voice, data and e-commerce. Billing and charging displacement can increase the risk of operating convergence service. Convergence of triple play service operators in Indonesia have more risk than the risk of convergence of triple play services in abroad (UK and Italy). In Indonesia the risks coming from external factors, such as market, economic, and regulatory. Indonesia is yet to have converged regulation. Regulators have still splits into two, telecommunication and broadcasting.

Bakrie group which has a telecommunication company (Btel), media (Viva), and technology (Bakrie Connectivity) will start a triple play convergence business, internet TV. This business has a strategy called the Telecommunications, Media and Technology (TMT 2015). In addition to external risks, Bakrie also have an internal risk such as business, operational and human risks. These risks can be increased or reduced by the placement of billing and charging systems.

Billing and charging systems have four alternative placements, i.e. in content provider, in the organizers of

the program broadcast, the network provider or use a payment agent. An alternative having the least risk is to use a payment agent. Bakrie should use a payment agent for the application of billing and charging systems in order to decrease the risk. To Date, Bakrie has applied its billing and charging system to the network provider. Therefore, it will increase its operational and business risks level of convergence services. This risk can make TMT 2015 has potential failure to achieve the objective, become market leader of convergence business in Indonesia.