

# Model integrasi layanan digital dan analisis model bisnis penyelenggaraan layanan smart vending machine pada pt. xyz = Digital services integration model and business model analysis of smart vending machine services at pt xyz / Liberty Binsar Siagian

Siagian, Liberty Binsar, author

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## Abstrak

### **ABSTRAK**

Kebanyakan operator selular saat ini dihadapkan pada tantangan dimana pertumbuhan pelanggan sudah mengalami saturasi dan terjadi penurunan pertumbuhan pendapatan karena layanan legacy cenderung mengalami penurunan karena mendapat ancaman dari layanan over-the-top (OTT). Strategi pengembangan bisnis layanan digital pun dilakukan untuk dapat meningkatkan pendapatan perusahaan melalui penyelenggaraan layanan digital payment & mobile e-money, digital advertising dan bisrus machine-to-machine (M2M) mengingat potensi dan dukungan dari ekosistem digital yang cukup menjanjikan. Namun dalam kenyataannya, penyelenggaraan layanan digital tersebut belum dapat memberikan dampak yang signifikan bagi pertumbuhan pendapatan perusahaan sehingga diperlukan strategi baru dengan suatu inovasi layanan. Penelitian ini bertujuan untuk memodelkan integrasi tiga layanan digital yaitu mobile e-money, digital advertising dan M2M ke dalam layanan Smart Vending Machine (SVM), serta menganalisis model bisnis penyelenggaraan layanan pada studi kasus PT. XYZ sehingga diharapkan dapat menjadi suatu sumber pendapatan baru bagi operator selular PT. XYZ. Berdasarkan hasil pemodelan sistem dan analisis model bisnis didapatkan bahwa penyelenggaraan layanan SVM mengikuti pola model bisnis platform berbasis banyak, yang mempertemukan dua kelompok pelanggan yang berbeda yaitu pelanggan e-money dan pelanggan korporasi. Empat model bisnis juga dianalisis dimana layanan SVM layak untuk diimplementasikan dan diharapkan dapat memberikan tambahan pendapatan bagi operator selular PT. XYZ.

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### **ABSTRACT**

Most of Cellular Operators are currently facing challenges in which subscriber growth is saturated and revenue growth is declined because legacy services are tend to decreased due to threat from over-the-top (OTT) services. Strategy to offer digital services is developed in order to increase operators' revenue through offering of services such as digital payment & mobile e-money, digital advertising and machine-to-machine (M2M) business, where potential and digital ecosystem support of those services is very promising. In reality, the implementation of those digital services is not yielding significant effect on operators' revenue growth, thus they need new strategy with a new service innovation. This research aims to modeling an integration of three digital services which are mobile e-money, digital advertising and M2M, into a Smart Vending Machine (SVM) service. Furthermore, this research also analyzes business model implementation of this service as a study case at PT.XYZ, where this service is expected to become a new revenue source. From system modeling result and business model analysis, it is revealed that implementation of SVM services practices multi-sided platform business model pattern that brings together two different groups of customers which are e-money users and corporate customers. Moreover, this research analyses four business

models approach to find appropriate implementation models of SVM services and additional revenue opportunities for PT.XYZ.