Accelerate Telco Operator Revenue through B2B Sales Process Enhancement

Individual Project
Thesis Proposal Defense
Hasudungan Perdana Cipta Sijabat (21231005)

Thesis Supervisors:
Prof. Ir. H. M. Roy Sembel, MBA, Ph.D, CSA, CIB, CIIM
Ir. Yulita F. Susanti, Ph.D.

TABLE OF CONTENTS

ABSTRACT

Brief overview of the project from Chapter 1 to Chapter 3

CHAPTER 1
Introduction

Industry Background, Company Background, Problem Background

CHAPTER 2
Project Description

Related Theory, Internal Process, User's Proficiency

CHAPTER 3
Methodology

Strategic Business Methods, Project Timeline, Deliverables, Project Flow

CHAPTER 4
Findings, Analysis, and Discussion

Findings, Analysis, and Discussion

CHAPTER 5
Conclusion and Recommendations

Conclusion and Recommendations

REFERENCES

Supporting data for this project

ABSTRACT

Accelerate Telco Operator Revenue through B2B Sales Process Enhancement

This thesis examines PT XYZ within the telecommunications sector, concentrating on enhancing operational efficiency, addressing lack of employee's proficiency, and increasing net income. The research aims to provide recommendations to streamline complex internal processes, identify key factors contributing to the employee's proficiency, and increase the net income. The study utilizes PESTLE, Root Cause Analysis, Gap Analysis, SWOT and TOWS analyses. Spanning seven weeks, the project will deliver an analysis report that highlights process inefficiencies and employee proficiency challenges, a recommendations report, a presentation summarizing the findings, and an implementation plan featuring actionable steps. The deliverables include a detailed analysis report on process inefficiencies and employee proficiency challenges, a strategic recommendations report with actionable improvement proposals, a summary presentation of findings, and an implementation plan with actionable steps and success metrics. Results show that to address operational inefficiency, focus on change management, principle products, and reduce reliance on partnerships. For employee proficiency and net income decline, prioritize new hiring, development programs, and accelerate the B2B sales process while maintaining a product-focused approach. Recommendations for organizations include integrating Legal and Finance collaboration for efficiency and prioritizing targeted hiring in the B2B sector. The industry should embrace digital transformation and sustainability, while businesses focus on product collaboration and revenue diversification. Customers are encouraged to provide feedback and support brands aligned with their values. Limitations include data availability and stakeholder engagement challenges. Future project suggestions involve exploring employee performance studies, emerging technologies, and market analyses to enhance B2B strategic planning.

Keywords: *User Proficiency, Process Improvement, Net Income Decline, PT XYZ, Strategic Analysis*

- Project Overview, Industry, and Problems
- Objectives / Expected Output
- Methods
- Timeline
- Deliverables
- Results & Conclusion
- Recommendations
- Limitations and Future Project Suggestions

INDUSTRY BACKGROUND

Telecommunications Industry

The telecommunications industry involves transmitting information through technologies like telephone networks, radio, television, and the internet. (Wickramasinghe and Razak, 2024; Arisar et al, 2024)

Historically, it evolved from the telegraph and telephone in the 19th century to digital technologies and mobile communications in the 20th and 21st centuries.

Key trends include the advancement from 4G to 5G networks, enhancing data speeds and connectivity, and the integration of voice, data, and video services.

OTT services like streaming platforms and social media have reshaped traditional telecom business models and competition.

Regulation ensures market competition, service access, and data security, with varying impacts based on regional policies.

Challenges involve managing increasing data traffic and addressing cybersecurity risks associated with expanding networks.
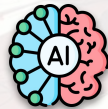
Opportunities lie in leveraging AI and blockchain technologies for network management and security, and in driving growth through innovations like IoT and smart cities.
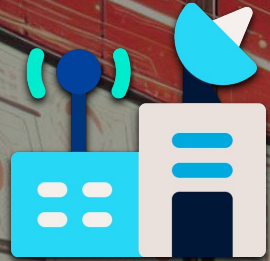
Industry Background - Market Size - Telecommunications Industry

Indonesia Telecom Market Overview (2024 - 2029)

Attribute	Details
Study Period	2019 - 2029
Base Year for Estimation	2023
Market Size (2024)	USD 13.66 Billion
Market Size (2029)	USD 14.36 Billion
CAGR (2024 - 2029)	1.01%
Market Concentration	Low
Major Players	Telkom Indonesia, Indosat Ooredoo, XL Axiata, Smartfren, Tri (3)

Source: Mordor Intelligence (2024)

Steady Growth — Indonesian telecom market projected to grow from USD 13.66 billion in 2024 to USD 14.36 billion by 2029, with a 1.01% CAGR.

Market Maturation — Slower growth reflects sector maturation, influenced by widespread mobile and internet adoption.

Digital Transformation — Increased demand for digital services drives growth, particularly in rural and underserved areas.

Competitive Landscape — Multiple players like HO Indonesia, Indosat Ooredoo, and XL Axiata compete, with HO Indonesia as the largest due to extensive infrastructure and government backing.

Challenges — Geographical complexity and intense price competition impact profitability and network expansion.

Opportunities — Expansion into rural areas, 5G rollout, and diversification into value-added services such as mobile banking and content streaming.

Future Outlook — Market stabilization indicates a shift to sustainable, incremental growth, with ongoing investment in 5G and fiber-optic networks essential for long-term success.

X Y Z

Company Background

PT XYZ, commonly known as **XYZ**, is a subsidiary of PT ABC that operates in the telecommunications sector for individual consumers (focusing solely on cellular telecommunications until 2023). To support its business activities, the company had 397 GraPARI outlets across Indonesia by the end of 2021.
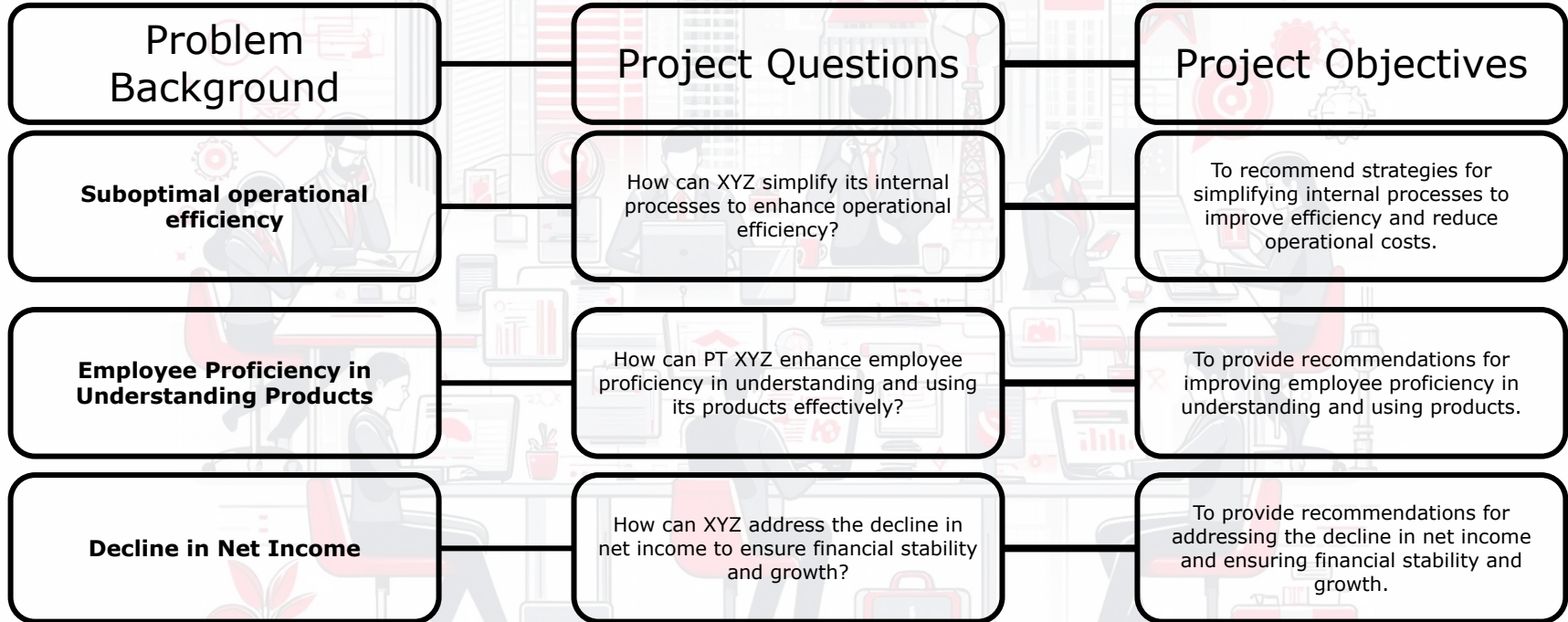
Vision

To be the best digital telecommunications service provider in the region by empowering Indonesian society to be highly competitive, making today better, and creating a brilliant future.
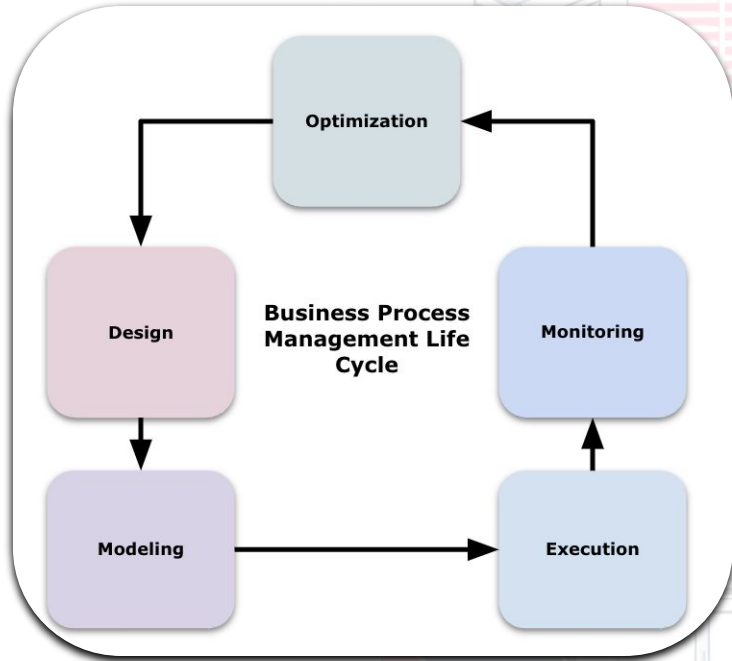
Mission

Providing innovative and superior connectivity, services, and solutions for everyone, every household, and businesses to unlock all opportunities

Problems, Questions, and Objectives

Problem Background	Project Questions	Project Objectives
Suboptimal operational efficiency	How can XYZ simplify its internal processes to enhance operational efficiency?	To recommend strategies for simplifying internal processes to improve efficiency and reduce operational costs.
Employee Proficiency in Understanding Products	How can PT XYZ enhance employee proficiency in understanding and using its products effectively?	To provide recommendations for improving employee proficiency in understanding and using products.
Decline in Net Income	How can XYZ address the decline in net income to ensure financial stability and growth?	To provide recommendations for addressing the decline in net income and ensuring financial stability and growth.

Related Theory - Business Process Management

Business Process Management Life Cycle
Source: Happy Fox Blog (2021)

Business Process Management (BPM) is *a systematic method to enhance organizational workflow* by continuously <u>analyzing, designing, implementing, monitoring, and optimizing processes to improve efficiency, adaptability, and overall performance</u> (Sujanawati et al., 2022).

Design
Establish a comprehensive framework by defining objectives, resources, and outcomes to create a detailed process blueprint

Modeling
Simulate the process using modeling tools to predict behavior, identify inefficiencies, and refine the process before implementation.

Execution
Implement the process in practice to test its viability and performance, either manually or through automation.

Monitoring
Track process performance with KPIs and metrics to identify and address deviations or inefficiencies in real-time.

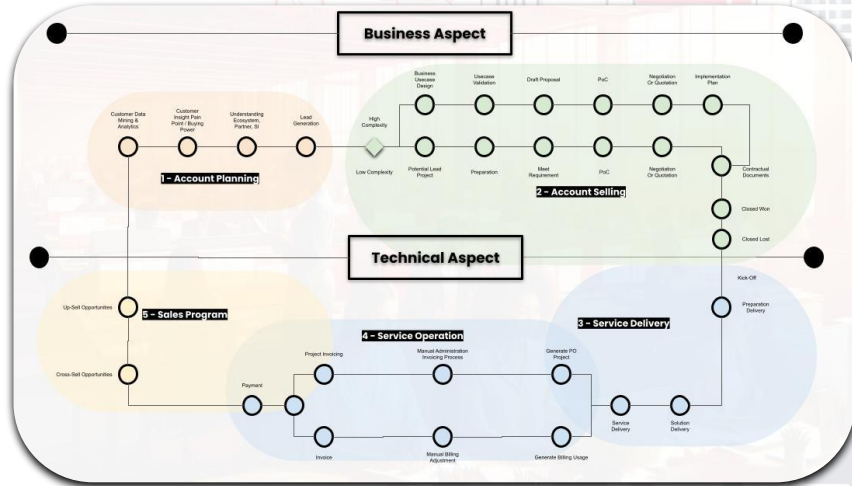**Optimization**
Analyze performance data to make informed adjustments that enhance efficiency, reduce costs, and ensure alignment with organizational goals.

8

Business processes become complex due to workflows, technology, and human resources, especially as organizations grow. (Trivedi et al, 2023)

Complexity Internal Process of PT XYZ

Source: Internal Information of PT XYZ reprocessed in Slides

Challenges

Complexity can lead to issues in communication, coordination, and efficiency.

Management

Effective management requires robust frameworks, ongoing monitoring, and adaptability.

Service Delivery

Requires precise coordination between sales and delivery teams, risking delays.

9

Project Description 2 - Employee Proficiency

Employee proficiency in product knowledge is crucial for operational efficiency and customer satisfaction. (Wijayanti and Sari, 2023)

Enhanced Support — Well-informed employees can address inquiries, resolve issues, and provide valuable support, improving customer experience.

Operational Benefits — Accurate product handling reduces errors and disruptions, enhancing internal processes and productivity.

Training Programs — Robust training, including interactive methods and comprehensive resources, is essential for building product expertise.

Ongoing Learning — Continuous support, knowledge refreshers, and updates help employees stay current with product changes and industry trends.

Culture of Improvement — Fostering continuous learning creates an adaptable workforce capable of meeting new challenges.

Overall Success — High employee proficiency in product knowledge contributes to exceptional customer service and business success.

Project Description 3 - Decline in Net Income

XYZ Financial Performance: 2019-2023

Description	2023 (IDR Billion)	2022 (IDR Billion)	2021 (IDR Billion)	2020 (IDR Billion)	2019 (IDR Billion)
Total Revenue	102,371	89,039	87,506	87,103	91,088
Legacy	10,671	16,109	19,275	24,775	32,852
Digital Business	78,473	72,930	68,231	62,328	58,237
IndiHome B2C	13,227	-	-	-	-
Total Expenses (excluding Depreciation, etc.)	50,293	38,551	37,485	36,010	41,870
EBITDA	52,078	50,488	50,021	51,094	49,218
Net Income	21,878	18,367	26,160	25,062	

Source: Annual Report PT XYZ

Revenue Growth: XYZ's total revenue increased to IDR 102,371 billion in 2023 from IDR 89,039 billion in 2022, driven by the Digital Business segment.

Digital Business Success: Revenue from Digital Business rose to IDR 78,473 billion, up from IDR 72,930 billion in 2022.

Decline in Legacy Segment: Legacy segment revenue fell to IDR 10,671 billion from IDR 16,109 billion in 2022.

Rising Expenses: Total expenses (excluding depreciation) grew to IDR 50,293 billion from IDR 38,551 billion.

Modest EBITDA Growth: EBITDA increased to IDR 52,078 billion from IDR 50,488 billion in 2022.

Net Income Decline: Net income rose to IDR 21,878 billion but is lower than IDR 26,160 billion in 2021.

Concerns: The net income drop despite rising revenues and expenses indicates potential cost management issues and concerns about long-term profitability.

Strategic Business Methods

PESTLE Analysis

External analyses that focuses on Political, Environmental, Social, Technological, Legal, and Economic aspects.
(Akbalik and Citilci, 2019)

Root Cause Analysis

A method for identifying the fundamental reasons behind problems or issues to address and resolve them effectively.
(Candrasmurti and Yudoko, 2024)

Gap Analysis

A process for comparing current performance with desired goals to identify discrepancies and areas needing improvement.
(Salehi et al, 2024)

SWOT Analysis

A strategic tool for assessing an organization's internal Strengths and Weaknesses, and external Opportunities and Threats.
(Kumar and Praveena, 2023)

TOWS Matrix

An extension of SWOT Analysis that matches external opportunities and threats with internal strengths and weaknesses to develop strategic options.
(Escalona et al, 2022)

Triangulation

Enhance the credibility and depth of findings by integrating multiple data sources, methods, or theoretical perspectives.
(Ramakhrisnan et al, 2023)

Source of Data

| Type	Description	Examples
Primary	Interviews and Focus Group Discussions (FGDs)	Relevant stakeholders from PT XYZ
Secondary	Websites and Academic Journals	Industry reports, relevant scholarly journals

Relevant Stakeholders

Division	KPI	General Manager	Manager	Job Description
Enterprise Corporate Sales Management	Develop & Maintain Sales Activity	SHH Universitas Hasanuddin (Bachelor of Communications) Experience in XYZ: 27 years	FR USU (Akuntansi) & UNIB (Magister Manajemen) Experience in XYZ: 18 years	Oversee sales strategies, manage client relationships, and drive revenue growth.
Enterprise Project Delivery & Operation	Develop & Maintain Project Delivery and Operation	SSPS STT Telkom (Industrial Engineering) University of Indonesia (Masters in International Management) Universitas Prasetiya Mulya (Doctor's Degree in Entrepreneurial Studies) Experience in XYZ: 18 years	JS Universitas Gunadarma (IT) & William & Mary – Raymond A. Mason School of Business (MBA) Experience in XYZ: 17 years	Ensure successful project execution, manage resources, and optimize operational efficiency.
Product 1	Develop & Maintain Product Sales and Development	FH College WIT Malaysia (Industrial Economics), Electronic Engineering Polytechnic Institute of Surabaya (Automation Engineering), President University (Master Management Technology) Experience in XYZ: 4 Years	VMS Telkom University (Information System) Experience in XYZ: 7 years	Manage product lifecycle, conduct market analysis, and develop product strategies.
ESCPO	Maintain & Control B2B Sales Performance	RH University of Trisakti (Industrial Engineering) & Prasetya Mulia (Master of Management) Experience in XYZ: 21 Years		Monitor sales performance, analyze data, and implement strategic initiatives.

14

Project Timeline

Week	Tasks	Details
Week 1	Preparation and Data Collection	- Kick-off meeting and goal setting - Collect initial data on internal processes and financial performance - Develop detailed plan for SWOT and TOWS analysis
Week 2	SWOT and TOWS Analysis	- Conduct SWOT analysis to identify strengths, weaknesses, opportunities, and threats - Perform TOWS analysis to formulate strategies based on SWOT results
Week 3	Issue Identification and Recommendations	- Identify key issues related to internal processes and employee proficiency in understanding and using products: - Develop and draft strategic recommendations for improving operational efficiency and employee proficiency in understanding and using products.
Week 4	Report and Presentation Preparation	- Draft analysis report highlighting process inefficiencies and employee proficiency issues - Draft recommendations report with improvement strategies - Prepare presentation summarizing findings
Week 5	Proposed Strategies for Implementation	- Develop an implementation plan strategy with specific action steps and success metrics - Review and finalize the implementation plan strategy with the team - Test and simulate parts of the implementation plan
Week 6	Finalization and Delivery	- Finalize reports, presentation, and implementation plan - Present final results to stakeholders - Gather feedback and make necessary adjustments
Week 7 - contd	Project Continuity	Develop a plan for monitoring and sustaining improvements

Deliverables
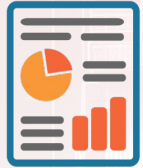
Analysis Report

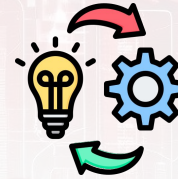Overview of process inefficiencies and employee proficiency factors.

Recommendations Report

Strategies for process improvement and employee proficiency

Presentation

Summary of findings and recommendations

Proposed Strategies for Implementation
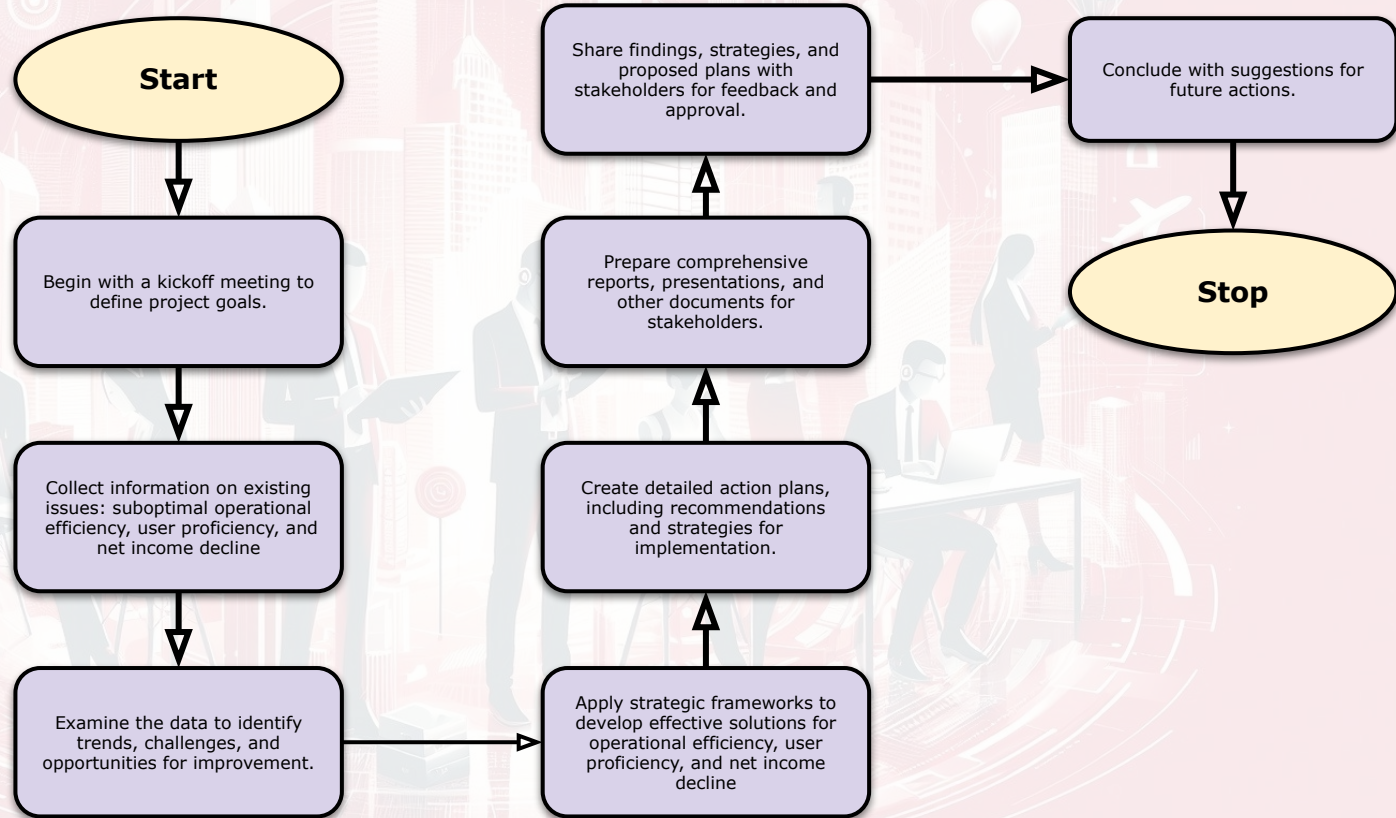
Action steps and and strategies to implement
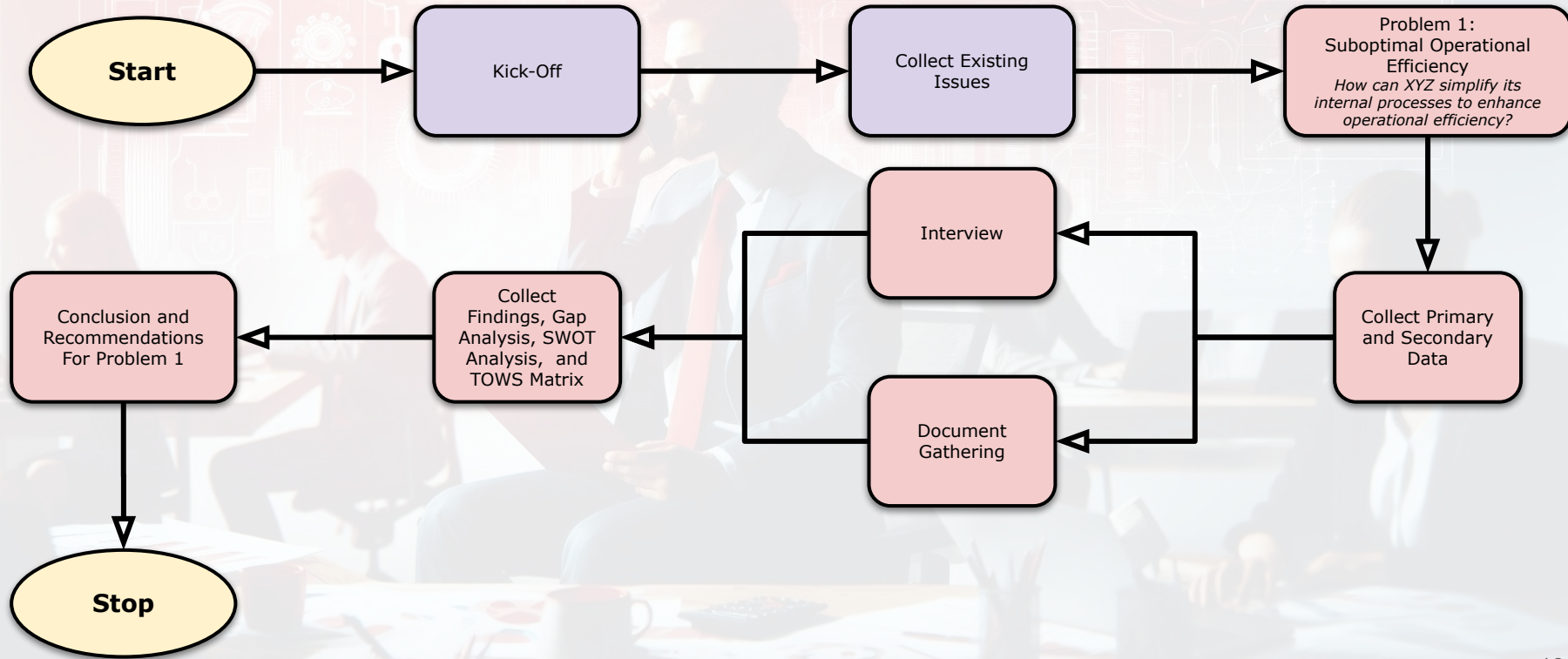
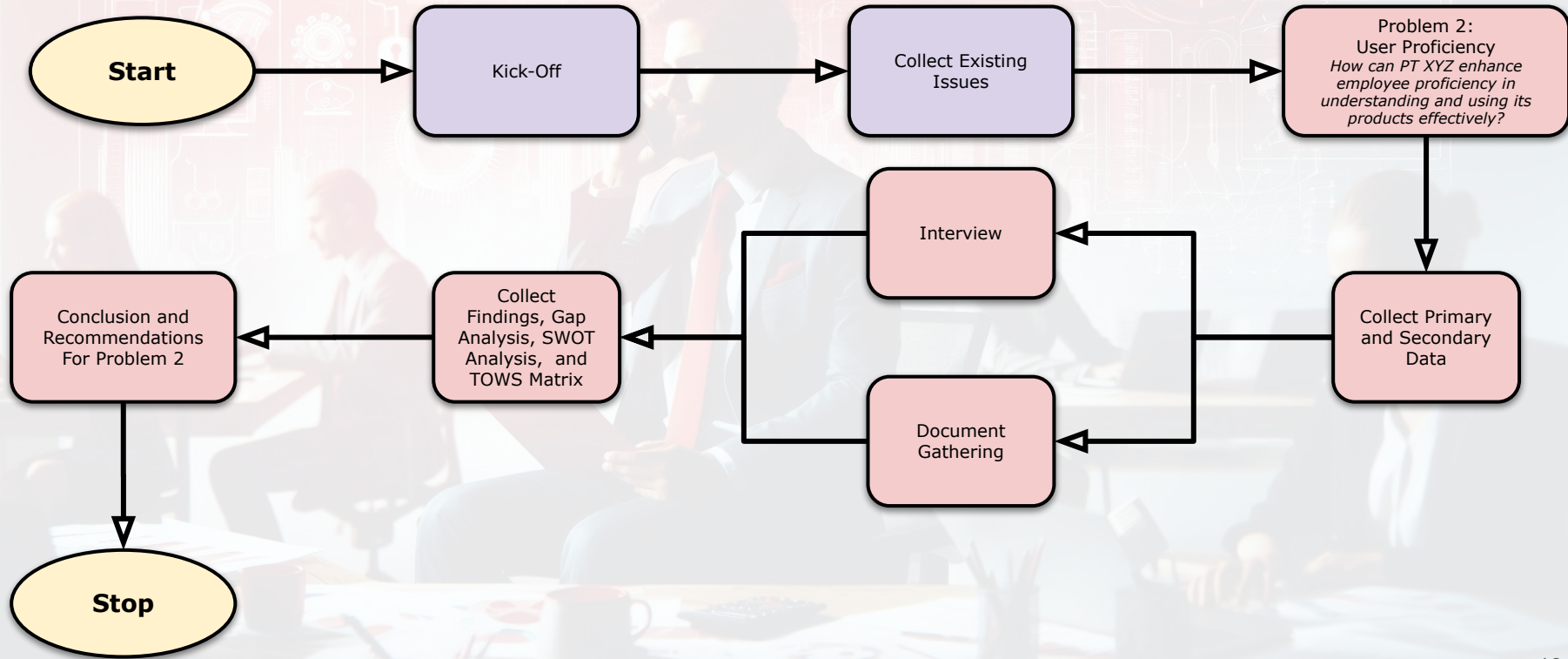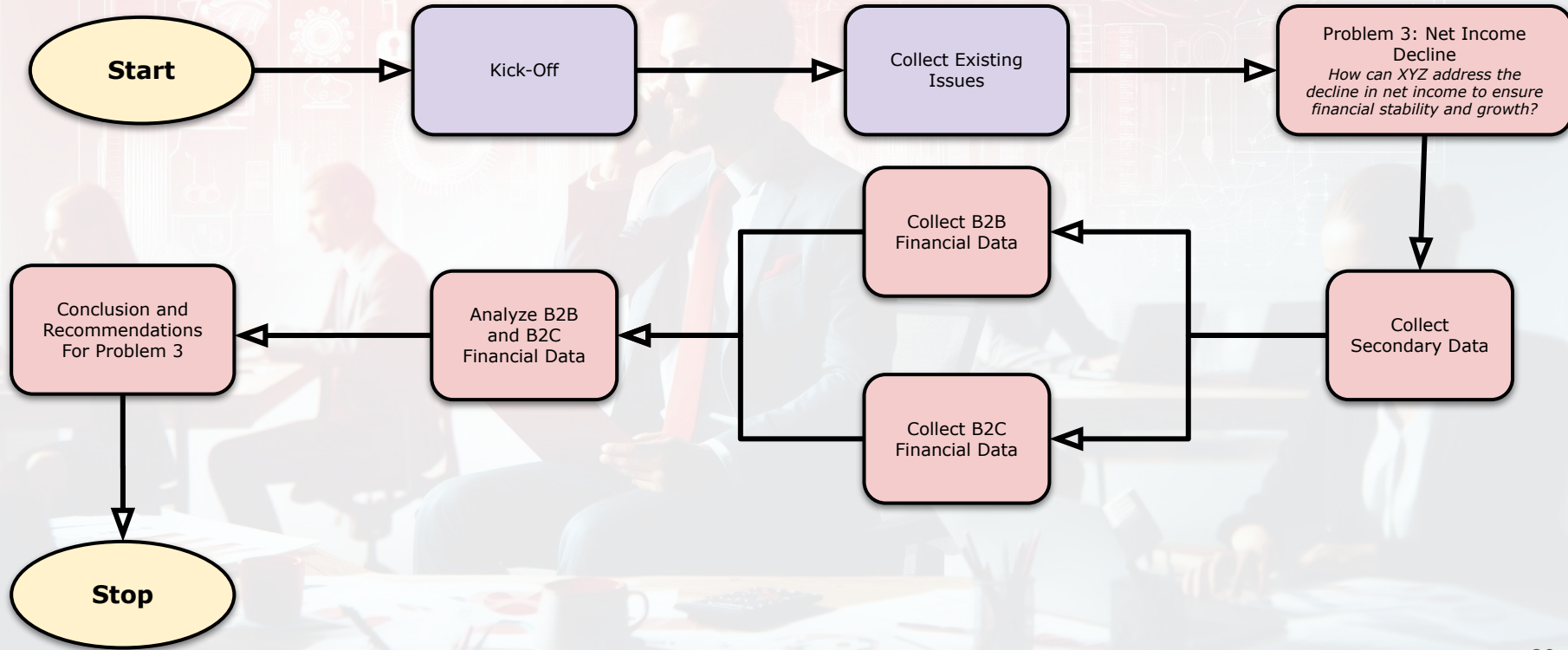**Supporting Data**

Visual aids and references

General

Project Flow

Start

Begin with a kickoff meeting to define project goals.

Collect information on existing issues: suboptimal operational efficiency, user proficiency, and net income decline

Examine the data to identify trends, challenges, and opportunities for improvement.

Apply strategic frameworks to develop effective solutions for operational efficiency, user proficiency, and net income decline

Create detailed action plans, including recommendations and strategies for implementation.

Prepare comprehensive reports, presentations, and other documents for stakeholders.

Share findings, strategies, and proposed plans with stakeholders for feedback and approval.

Conclude with suggestions for future actions.

Stop

Flow for Problem 1

Start → Kick-Off → Collect Existing Issues → Problem 1: Suboptimal Operational Efficiency *How can XYZ simplify its internal processes to enhance operational efficiency?* → Collect Primary and Secondary Data → Interview / Document Gathering → Collect Findings, Gap Analysis, SWOT Analysis, and TOWS Matrix → Conclusion and Recommendations For Problem 1 → **Stop**

Flow for Problem 2


```
Start → Kick-Off → Collect Existing Issues → Problem 2: User Proficiency
How can PT XYZ enhance employee proficiency in understanding and using its products effectively?
```

Start → Kick-Off → Collect Existing Issues → Problem 2: User Proficiency (How can PT XYZ enhance employee proficiency in understanding and using its products effectively?) → Collect Primary and Secondary Data → Interview / Document Gathering → Collect Findings, Gap Analysis, SWOT Analysis, and TOWS Matrix → Conclusion and Recommendations For Problem 2 → Stop

Flow for Problem 3

```
Start → Kick-Off → Collect Existing Issues → Problem 3: Net Income Decline
                                              How can XYZ address the decline
                                              in net income to ensure financial
                                              stability and growth?
                                                        ↓
Conclusion and          Analyze B2B      Collect B2B      Collect
Recommendations    ←    and B2C       ←  Financial Data   Secondary Data
For Problem 3           Financial Data   Collect B2C
    ↓                                    Financial Data
Stop
```

Detailed Findings

Org chart:
- CEO
  - LMN
  - OPQ
  - IJK
  - GHI
  - DEF
    - Product Development
    - Product Operations
    - Technical Architect / Technical Sales
  - ABC
    - Enabler
    - Operation

➔ **LMN Directorate**: Manage network infrastructure and develop growth strategies.

➔ **OPQ Directorate**: Oversee budgeting, financial reporting, and HR compliance.

➔ **IJK Directorate**: Manage IJK infrastructure and implement data security.

➔ **GHI Directorate**: Execute marketing strategies and analyze market trends.

➔ **Planning & Transformation Directorate**: Develop strategic plans and manage digital transformation.

➔ **ABC Directorate**: Implement B2B strategies and drive B2C ABC.

Directorate-Specific Job Descriptions for PT XYZ

Directorate	Job Description
LMN	- Manage and maintain network infrastructure. - Analyze network performance and implement improvements. - Develop network growth strategies.
OPQ	- Manage budgeting and financial reporting. - Develop HR policies and talent management strategies. - Ensure compliance with financial and employment regulations.
IJK	- Manage information systems and IJK infrastructure. - Develop and maintain internal applications. - Handle data security and privacy policies.
GHI	- Plan and execute marketing strategies. - Analyze market trends and consumer behavior. - Manage marketing campaigns and product promotions.
Planning & Transformation	- Develop strategic plans for company growth. - Manage digital transformation projects. - Analyze industry trends to support strategic decision-making. - Product Development: Create and refine new products. - Product Operations: Oversee product lifecycle and ensure operational efficiency. - Technical Architect/Technical ABC: Enhance customer relationships and provide technical ABC support.
ABC	- B2B ABC: Develop strategies to acquire and manage business clients. - B2C ABC: Drive consumer sales and enhance customer experience.

Detailed Findings

```
                    ABC
          ┌──────────┴──────────┐
         B2B                   B2C
   ┌──────┬───┴────┬──────────┐
Digital  Government  Manufacture,  Strategic
Financial            Mining, Oil and
Native               Gas, Transport
```

➔ **Develop and implement tailored sales strategies** for diverse sectors, including government, manufacturing, mining, oil and gas, and transport.

➔ **Build and maintain partnerships**, focusing on client-specific needs and regulatory requirements.

➔ Provide **technical support, training, and solutions** to enhance operational efficiency across sectors.

➔ **Drive long-term growth** through market trend analysis, collaboration with cross-functional teams, and strategic partnerships.

B2B ABC Division and Job Descriptions

Division		Job Description
B2B ABC		Develop & implement sales strategies, build relationships, conduct market research, collaborate with marketing
Sub-Division of B2B Sales	Digital Financial Native	Promote digital finance solutions, analyze trends, provide client support, collaborate on product development
	Government	Engage government agencies, understand procurement, tailor proposals, ensure compliance
	Manufacturing	Partner with manufacturers, tailor solutions, manage accounts, conduct product demos
	Mining	Build mining partnerships, address sector needs, provide support & account management
	Oil and Gas	Engage oil & gas companies, understand regulations, enhance efficiency, provide tech support
	Transport	Approach transport firms, optimize logistics, provide client support
	Strategic	Develop strategic partnerships, analyze market trends, create long-term growth plans

Detailed Findings

```
                    ┌─────────┐
                    │   DEF   │
                    └────┬────┘
        ┌────────────────┼────────────────┬────────────────┐
 ┌────────────┐  ┌────────────┐  ┌────────────┐  ┌────────────┐
 │ Technical  │  │ Product 1  │  │ Product 2  │  │ Product 3  │
 │ Architect  │  │            │  │            │  │            │
 └─────┬──────┘  └────────────┘  └────────────┘  └────────────┘
  ┌─────┬────────┬──────────┐
┌──────┐ ┌──────┐ ┌──────────┐ ┌──────────┐
│ FSI  │ │Retail│ │Government│ │Mining, Oil│
│(Fin. │ │and   │ │& Public  │ │and Gas,   │
│Serv. │ │Digital│ │Services │ │Transport  │
│Ind.) │ │Native│ │          │ │           │
└──────┘ └──────┘ └──────────┘ └──────────┘
```

➔ **Technical Architect**: Enhance relationships, develop tailored strategies, collaborate with marketing.
➔ **Product 1**: Manage product lifecycle, conduct market research, align with client needs.
➔ **Product 2**: Provide analytics, develop management strategies, ensure data security.
➔ **Product 3**: Manage campaigns, optimize performance, align with business goals.
➔ **Additional Context**: Product 1, Product 2, Product 3 are the external of IJK department

DEF Division and Job Descriptions

Division	Key Focus Areas
Technical Architect	- Enhance client relationships. - Tailored strategies for various sectors. - Collaborate with marketing.
Product 1	- Manage product lifecycle. - Conduct market research. - Align offerings with client needs.
Product 2	- Provide data analytics. - Develop management strategies. - Ensure data security with IJK collaboration.
Product 3	- Manage digital advertising campaigns. - Analyze and optimize performance. - Align with business goals through collaboration.

Detailed Findings

```
                    DEF
         ┌───────────┼───────────┬───────────┐
   Technical      Product 1   Product 2   Product 3
   Architect
      │
  ┌───┴────┬──────────┬──────────┐
 FSI     Retail and  Government  Mining, Oil
(Financial Digital    & Public   and Gas,
Service   Native     Services    Transport
Industry)
```

Subcategory	Job Description
FSI (Financial Services Industry)	- Engage with financial institutions. - Understand regulatory requirements. - Provide tailored solutions.
Retail and Digital Native	- Develop engagement strategies. - Analyze consumer behavior. - Collaborate with marketing.
Government and Public Services	- Work with government agencies. - Address public sector needs. - Enhance community engagement.
Mining, Oil and Gas, Transport	- Build relationships in key industries. - Address industry-specific challenges. - Collaborate with technical teams.

➔ **FSI**: Engage financial institutions, understand regulations, provide tailored solutions.

➔ **Retail and Digital Native**: Develop strategies, analyze consumer behavior, collaborate with marketing.

➔ **Government**: Improve service delivery, address public sector needs, enhance engagement.

➔ **Mining, Oil and Gas, Transport**: Build relationships, address industry challenges, collaborate with technical teams.

Detailed Findings

```
          ┌─────────┐
          │   IJK   │
          └────┬────┘
               │
        ┌──────┴──────┐
        │  Business   │
        │   Partner   │
        └──────┬──────┘
      ┌────────┼────────┐
 ┌─────────┐┌─────────┐┌─────────┐
 │Product 1││Product 2││Product 3│
 └─────────┘└─────────┘└─────────┘
```
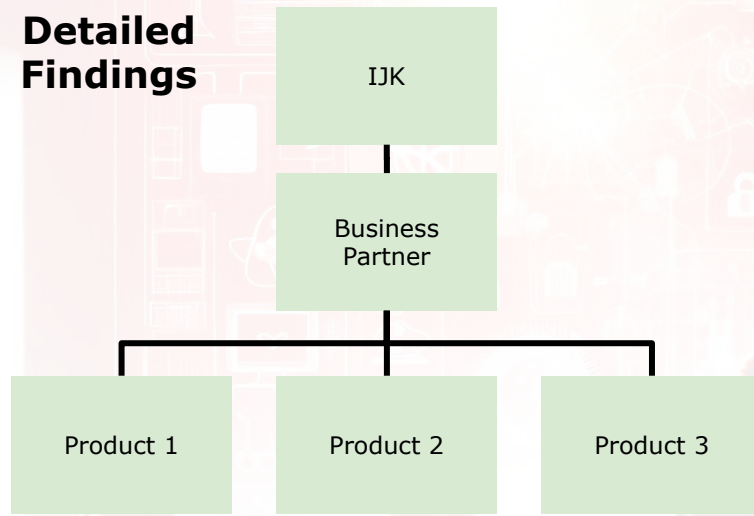
➔ **IJK Directorate**: Includes Product 1, Product 2, and Product 3, focusing on external IJK and business partnerships.
➔ **Business Partner Product 1**: Collaborates on product features, manages product lifecycle, and monitors market trends.
➔ **Business Partner Product 2**: Addresses data needs, provides decision-making solutions, and ensures data integrity.
➔ **Business Partner Product 3**: Aligns digital advertising with marketing, analyzes campaign data, and offers audience insights.
➔ **Overall Role**: Supports strategic objectives, driving innovation and growth in IJK.

IJK and LMN Division and Job Descriptions

Subcategory	Job Description
Business Partner Product 1	- Collaborate with product development teams to define and prioritize Product 1 features. - Manage the product lifecycle from conception to launch. - Ensure alignment between business needs and product capabilities. - Monitor market trends to inform product strategy.
Business Partner Product 2	- Collaborate with business units to understand data needs. - Provide Product 2 that enhance decision-making. - Ensure data integrity and security across platforms.
Business Partner Product 3	- Work with marketing to align digital advertising strategies. - Analyze data to optimize campaign performance. - Provide insights on audience engagement and behavior.

Detailed Findings

Product Development Gap

Partnership

IJK & LMN
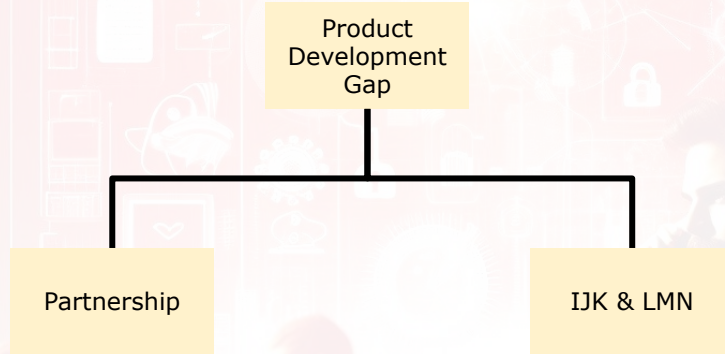
The activity is overly focused on reselling. For example, CCTV and EDC are purchased from external sources.

IJK department is still focused on internal operations (XYZ employees) rather than external ones (DEF).

→ **Gap in Partnerships**: Activities are overly focused on reselling, relying on external vendors for products like CCTV and EDC.

→ **IJK & LMN Focus**: Emphasis is primarily on internal operations for XYZ employees.

→ **Lack of External Engagement**: Minimal interaction with external entities such as DEF.

→ **Need for Balance**: A more integrated approach is required, incorporating both internal and external perspectives in product development.

This highlights a significant gap in partnerships and IJK & LMN during product development, showing an overemphasis on reselling and internal operations, with a need for greater engagement with external entities.

CEO

3-More partnership methods, focusing more on internal than external.

2-More reliant on partnerships than independence, focusing on product operations over development.

1-Insufficient product readiness

LMN

OPQ

IJK

GHI

DEF

ABC

4-Each directorate uses different tools, resulting in unsynchronized data.

Product Development

Product Operations

Technical Architect

Enabler

Operation

5-Once the product is ready, it is not integrated with the ABC Enabler in the DEF and ABC divisions.

Product 1

Product 2

Product 3

1. Insufficient product readiness.
2. Over-reliance on partnerships rather than operational independence.
3. Focus on internal partnerships over external ones.
4. Directorate teams use different, unsynchronized tools.
5. Lack of integration between product readiness and ABC enabler functions.

Specific Problem	Current State	Desired Future State	Gaps Identified
Product Readiness	Suboptimal readiness in the ABC division affects market launches.	ABC is fully equipped to market and sell new products effectively.	Lack of preparation and alignment between ABC and product development teams.
DEF Over-Reliance on Partnerships	Over-reliance on partnership methodologies instead of independent development principles.	DEF effectively develops products independently without excessive reliance on partners.	Insufficient focus on building internal capabilities for innovation.
DEF Focus on Operations Over Development	DEF tends to focus more on product operations rather than on product development.	Balanced focus on both product development and operations.	Imbalance in priorities within the DEF division leading to missed innovation opportunities.
IJK & LMN Internal Focus	Heavy reliance on partnerships, focusing more on internal processes than external market needs.	Proactive IJK & LMN strategy aligned with market demands.	Limited responsiveness to external trends and demands due to inward focus.

Specific Problem	Current State	Desired Future State	Gaps Identified
Divergence of Tools	Different tools used across divisions cause unsynchronized data and processes.	All divisions utilize a common platform for consistent data management.	Data silos leading to inefficiencies in decision-making and collaboration.
Lack of Synchronization Between DEF and ABC	After product readiness, there is inadequate integration with ABC operations.	Seamless integration of product readiness with ABC for effective marketing.	Disjointed processes complicate product launches and reduce market effectiveness.
Product and Project Handover Inefficiency	Product and project handover processes are inefficient, leading to miscommunication and lost opportunities.	Smooth and efficient handover that ensures all relevant teams are informed.	Gaps in communication between product readiness and ABC affect launch effectiveness, causing delays in execution.

Gap Analysis (4/4)

XaaS	Everything as a Service			
	(Millions of Services offered through open-access APIs with connectivity platform)			
	Consumer broadband/wireless	Low-latency financial trading	AR/VR at sporting venues	Connected cars
	...	Private enterprise networks	Connected public transport	Enhanced OTT Experience	...

CPaaS	Connectivity Platform as a Service				
	Domain platforms	Enhanced OTT	Smart City	Factory 4.0	Connected car
	Core platforms and network orchestration	Broadband	Wireless	NB-IoT
		Network orchestration (including management, security, data analytics)		

CIaaS	Connectivity Infrastructure as a Service					
	Active	FTTH / DOCSIS	Mobile NW	Mobile edge computing	Alternative networks (Campus, NB-IoT, WiFi)	Satellite NW
			Shareco			
	Passive	Fibercos	Towercos			

New Platform Enabled Business Model

CIaaS — Asset-heavy layer with the required storage and MEC compute/AI capabilities.

CPaaS — Open access, standardized platform that delivers non-demand connectivity with value-add services embedded (for example, security, latency, speed, QoS slices, location analytics)

XaaS — A fragmented domain with millions of services in video, enterprise solutions, IoT, connected cars, gaming, and e-commerce, connecting through open-access microservices/APIs and competing on brand and quality.

Three Potential Models

- **Service operator** - Delivers services like mobile broadband to consumers and private networks for businesses.
- **Service enablers** - Most services will be supported by the platform, with some customized solutions for specific needs, such as low-latency financial trading.
- **Service bundler** - Telecom companies can effectively bundle services due to their expertise in billing and customer support. We envision packages like a gameday venue bundle featuring high-speed connectivity, AR/VR replays, on-site betting, and expert analysis.

PESTLE Analysis

Political
- Government policies regarding telecommunications regulation
- Political stability affecting investment and business operations
- Data privacy and consumer protection policies

Economic
- Economic fluctuations that affect consumer purchasing power
- Price competition in the telecommunications industry
- Technological developments that affect business models

Social
- Changes in consumer behavior related to technology use
- Need for faster and better services
- Demographic trends affecting market share

Technological
- Innovation in telecommunications technology (2G to 5G)
- The need to invest in technology infrastructure as one of the product developments for B2B Business
- Challenges in the adoption of new technology by employees in accordance with technological developments

Legal
- Compliance with telecommunications regulations and competition law, especially in fulfilling KBLI to support business development
- Legal issues related to data protection and privacy
- Regulations related to partnerships and contracts

Environmental
- Demand for sustainable business practices
- Environmental impact of telecommunications infrastructure
- Initiatives to reduce carbon footprint and consumption of energy

Root Cause Analysis (1 / 2)

Step	Details
Define Problem	- Suboptimal Operational Efficiency: Inefficiencies in service delivery leading to delays and increased costs. - Employee Proficiency Issues: Employees lack the skills and knowledge to effectively use tools and deliver quality service. - Net Income Decline: A consistent drop in revenue, particularly from legacy products.
Collect Data	Collected data from FGD: - Product readiness suboptimal in ABC. - Over-reliance on partnerships. - Focus on operations over development. - Internal focus in IJK & LMN. - Tool divergence leads to unsynchronized data.
Identify Possible Factors	- Lack of Product Readiness: Inadequate market launch prep. - Over Reliance on Partnerships: Neglect of in-house capabilities. - Divergence of Tools: Inconsistent data and processes. - Poor Integration: Weak link between product readiness and ABC. - Insufficient Training: Gaps in employee training.

Root Cause Analysis (2 / 2)

Step	Details
Identify Root Causes	- Insufficient Collaboration: Poor communication between ABC and DEF. - Ineffective Methodologies: Overdependence on partnerships stifles innovation. - Data Silos: Disparate tools hinder insights. - Integration Challenges: Missed opportunities post-product readiness. - Training Deficiencies: Inadequate employee training impacts proficiency.
Recommend and Implement Solutions	- **Single Tool**: Unified tool to enhance alignment. - **Encouragement:** Promote product ownership culture. - **Team Integration**: a. Connect product operations with ABC. b. Integrate ABC Enablers in DEF. c. Establish common targets for departments. d. Extend integration to KBLI. e. Establish a model that supports the roadmap/OPEX → Transitioning to SaaS and PaaS (Software and Platform as a Service) - **Spin-off**: Develop XYZ Enterprise for broader market reach. - **Recruitment**: Targeted People Development Program for new hires. - **Training Programs**: Comprehensive training for employee proficiency.

SWOT Analysis

INTERNAL

Strengths
1. Strong brand reputation
2. Loyal Customer base
3. Diverse divisions offering various products and services

Weakness
1. Suboptimal operational efficiency
2. Skills gaps among employees
3. Declining revenue from legacy products
4. Lack of integration and collaboration

EXTERNAL

Opportunities
1. Potential for product development and innovation
2. Implementation of unified technology tools
3. Market expansion into broader capabilities
4. Training and development programs for employees

Threats
1. Internal and domestic operators
2. OTT players (e.g., AWS, Google, Meta)
3. IT product principles (e.g., Microsoft, Fortinet)
4. Cloud/service providers
5. System integrators (SIs)
6. Over Reliance on external partnerships

TOWS MATRIX

Opportunities

Threats

Strengths

SO

S1O2: Leverage strong brand reputation to implement a more **advanced single tool**, enhancing product readiness in ABC, DEF, IJK, and LMN.

S2O4: Utilize loyal customer base to support **ongoing training and employee development** through HR Development Programs.

S3O1: Use **divisional diversity** to develop new products and solutions, such as a **spin-off into XYZ Enterprise.**

S3O3: Capitalize on d**iverse products and services to expand market capabilities, including SaaS and PaaS.**

ST

S1T6: **Reduce reliance on external partnerships** by encouraging greater product ownership within the company.

S3T4: Use **product diversity** to compete with cloud service providers through SaaS and PaaS models.

S2T5: Leverage **customer loyalty** to compete in complex projects through the **Enterprise Architecture division.**

S3T1: **Collaborate across functions** to face domestic operators that are competitors.

Weakness

WO

W1O2: Address operational inefficiencies by implementing a **single tool to align methodologies.**

W2O4: **Strengthen targeted HR Development Programs** to address skill gaps and enhance collaboration.

W3O3: Counter declining revenue from legacy products by **focusing on B2B side of business**

W4O1: Improve **collaboration between divisions** through the development of new products.

WT

W1T2: **Tackle inefficiencies** with a single tool to remain competitive against OTT players like AWS and Google.

W4T6: **Reduce reliance** on external partnerships by enhancing cross-divisional integration.

W3T5: Shift from legacy products to **SaaS and PaaS offerings to compete in technology projects.**

W2T1: Strengthen internal capabilities through **strategic recruitment and HR Development Programs.**

35

Triangulation Analysis

Section	Details / Description
Purpose of Triangulation	**Objective**: Validate findings through multiple data sources to enhance recommendations.
	Research Questions: - How can XYZ simplify its internal processes? - How can employee proficiency be enhanced? - How can the decline in net income be addressed?
Types of Data Sources	**Interviews**: Conduct interviews with employees and directorates
	Focus Groups: Gather insights from ABC teams and operational staff.
	Document Analysis: Review internal reports, employee training materials, and financial statements.
Data Collection Methods	**Interviews**: 2 stakeholders from various directorates and sub-directorates
	Focus Groups: 2-3 sessions with 2 participants each, facilitated discussion.
	Document Analysis: Collect and analyze key documents related to processes and financial performance.

Triangulation Analysis

Section	Details / Description
Data Analysis Techniques	**Thematic Analysis**: Identify themes from interviews and focus groups (e.g., process complexity, training gaps).
	Content Analysis: Analyze documents for relevant trends and data supporting findings.
	Comparative Analysis: Cross-reference themes and insights across different data sources.
Findings Overview	**Themes Identified**: Dependency to 3rd Party & Complexity in internal processes has an effect to revenue decline due to delay on service / product delivery
	Contradictions: Partner Dependencies & Differences in employee feedback about training effectiveness versus management's view on process efficiency.
	Consensus Points: Agreement on the need for improved communication and training initiatives through Technologies / Single Tools across Directorate & Being Product Principal for B2B Business
Conclusions and Implications	**Key Insights**: Principal on B2B Product & Simplifying processes to accelerate communications & collaboration and enhancing employee training are crucial for addressing revenue decline.
	Recommendations: Principal on B2B Product ,Implement centralized project monitoring tools, Develop comprehensive training programs, and Establish standardized procedures for knowledge sharing.
	Limitations: Potential biases in stakeholder responses and limited sample size.

37

Triangulation Analysis

Section	Details / Description
Future Project Directions	**Longitudinal Impact Assessment**: Evaluate the long-term effects of changes on employee performance and revenue growth. **Principal B2B Product :** Reduce dependency on high 3rd Party and Move to Principal on B2B product **Training Effectiveness**: Measure the effectiveness of new training programs on employee proficiency and product knowledge retention. **Process Efficiency Metrics**: Develop metrics to assess internal process efficiency after implementing centralized project monitoring tools. **Ongoing Feedback Mechanisms**: Establish continuous feedback channels for employees and management to assess the effectiveness of communication and training initiatives.

CONCLUSION

Operational Inefficiency
How can XYZ simplify its internal processes to enhance operational efficiency?

User Proficiency
How can PT XYZ enhance employee proficiency in understanding and using its products effectively?

Net Income Decline
How can XYZ address the decline in net income to ensure financial stability and growth?

➔ Single Unified Project Monitoring Tools
➔ Implement Change Management (Re-organization)
➔ Focus on Principle Product
➔ Avoid over-reliance on partnerships

➔ Recruit new hires
➔ Develop a People Development Program/Training
➔ Maintain a focus on product principles
➔ Standard Product & Project Development Handover

➔ Accelerate the B2B sales process
➔ Align solutions for operational inefficiency (including Change Management and prioritizing principle products over partnership reliance)
➔ Continue with new hiring and People Development Program/Training
➔ Emphasize a strong focus on product principles
➔ Finance Opex Model For Enterprises Business
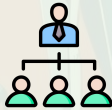
RECOMMENDATIONS

For Organizations

Integrate Collaboration with Legal Division (KBLI) & Finance Opex Model For Enterprises Business

Targeted Hiring & People Development Program

Optimize Organizational Structure

For Industry

Embrace Digital Transformation

Prioritize B2B Sustainability

Foster B2B Industry Collaboration

Focus on B2B Workforce Development

For Business

Enhance Product & Project Collaboration in B2B through Communication & Technology

Adopt B2B Agile Practices

Diversify B2B Revenue Streams

Invest in B2B Technology Solutions by strengthening XYZ Value Added

For Customers

Engage in Feedback

Seek Ethical Brands

Make Informed Decisions

Utilize Loyalty Programs

Project Limitations

Data Issues: Inconsistent data collection limits insights on operational efficiency and performance.

Industry Dynamics: Rapid technological changes may render findings less relevant over time.

Scope Limitations: Focus on internal processes overlooks external factors like regulations.
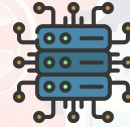
Stakeholder Engagement: Resistance to change can hinder successful implementation of strategies.

Future Project Suggestions

Longitudinal Employee Study: Track skills over time to enhance training effectiveness.

Tech Integration: Explore AI and automation for improved operations and Technical Architect.

Cross-Functional Collaboration: Foster teamwork through joint workshops and projects

Market Analysis: Understand trends and customer needs to guide new product development.

Change Management Programs: Involve employees in decision-making to boost adaptability.

External Factors Assessment: Analyze market dynamics to prepare for operational challenges.

References

Akbalik, M., & Çitilci, T. (2019). The Importance of PESTEL Analysis for Environmental Scanning Process. In Handbook of research on decision-making techniques in financial marketing (pp. 336-357). IGI Global. https://doi.org/10.4018/978-1-7998-2559-3.ch016

Arisar, M. M. K., Lian-Ju, N., & Jokhio, S. H. (2024). Business Approaches Pathways Towards Strategic Market Capture in the Telecommunication industry. *Access to Science, Business, Innovation in Digital Economy, 5*(2), 222-247. https://doi.org/10.46656/access.2024.5.2(3)

Candrasmurti, A., & Yudoko, G. (2024). Root Cause Analysis and Proposed Improvement of Outbound Logistics Performance in Pertamina Patra Niaga. *Jurnal Darma Agung, 32*(2), 952-961. https://doi.org/10.46930/ojsuda.v32i2.4150

Escalona, M. J., Koch, N., & Rossi, G. (2022). A Quantitative SWOT-TOWS Analysis for the Adoption of Model-Based Software Engineering. *The Journal of Object Technology, 21*(4), 1-15. https://doi.org/10.5381/jot.2022.21.4.a9

Halim, B., Sembel, R., & Malau, M. (2022). Financial Performance Analysis and The Effect of Profitability and Market Return on The Stock Return of PT. Adaro Energy Indonesia Tbk: A Coal Mining Company in Indonesia. In *5th International CEO Communication, Economics, Organization & Social Sciences Congress* (pp. 994-1012). NCM Publishing House. ISBN 978-605-73822-7-6

Happy Fox Blog. (2021, August 29). 5 Steps in a Business Process Management Life Cycle. Happy Fox. https://blog.happyfox.com/steps-in-business-process-management-life-cycle/

Karki, N. (2022). An Analysis of The Factors Causing Sales Drop at a Department Store: A Case Study of Nepal Bazar International Pvt. Ltd, Biratnagar (Bachelor's thesis, University of Wolverhampton). DOI: 10.13140/RG.2.2.12542.72003

Kearney. (2021, June 2). *The investment black hole: How The Telecom Value Chain Players Invested Trillions and Triggered the Digital Revolution While Failing to Capture any Incremental Value*. Kearney. https://www.middle-east.kearney.com/communications-media-technology/article/-/insights/transforming-the-telecom-value-chain-a-platform-business-model

Kim, N., Duvernay, D., & Le Thanh, H. (2021). Determinants of Financial Performance of Listed Firms Manufacturing Food Products in Vietnam: Regression Analysis and Blinder–Oaxaca Decomposition Analysis. *Journal of Economics and Development*, 27(3), 267-283.

Klein, L. L., de Pádua, S. I. D., Gera, R., Vieira, K. M., & Dorion, E. C. H. (2023). Business Process Management Effectiveness and Maturity Through Lean Management Practices: The Brazilian federal police experience. *International Journal of Lean Six Sigma, 14*(2), 368-396. https://doi.org/10.1108/IJLSS-07-2021-0125

Kumar, S. C. R., & Praveena, K. B. (2023). SWOT Analysis. *International Journal of Academic Research, 11*(09), 744-748. https://doi.org/10.21474/IJAR01/17584

Mordor Intelligence. (2024). Indonesia Telecom Market Size (2024 - 2029). Retrieved September 7, 2024, from https://www.mordorintelligence.com/industry-reports/indonesia-telecom-market/market-size

Root Cause Analysis. (2018) EduPristine https://www.edupristine.com/blog/root-cause-analysis/. Accessed 7 Sep. 2024

Rosemann, M., Brocke, J. V., Van Looy, A., & Santoro, F. (2024). Business Process Management in the Age of AI–Three Essential Drifts. *Information Systems and e-Business Management*, 1-15.

Salehi, R., Masoudi-Asl, I., Gorji, H. A., & Gharaee, H. (2024). Gap Analysis of Strategies for Promoting Interprofessional Teams in Healthcare Units. *Journal of Health Organization and Management, 38*(6), 857-887. https://doi.org/10.1108/JHOM-02-2024-0070

Sujanawati, R. P., ER, M., & Wibowo, R. P. (2020). Analysis of Business Process Management (BPM) Effect Towards Data and Information Quality Improvement at Higher Education: A Literature Study. *IPTEK The Journal for Technology and Science, 31*(3), 1-12.

XYZ. (2024). Annual Report 2023

Trivedi, P., Akhter, F., Khan, A., Shajrawi, A. A. I., Ratković, N., & Kausar, F. N. (2023). The Role of Technology in Enhancing Business Processes. *Journal of Management & Educational Research Innovation, 1*(1), 33-51. https://doi.org/10.5281/zenodo.10055077

Wickramasinghe, S. K. C. R., & Razak, K. A. (2024). The Impact of The Telecommunication Industry on Sustainable Development Goals in Developing Countries. *In Proceedings of the 5th International Conference on Digital Innovation ± Supply Chain* (pp. 153-163).

Wijayanti, F., & Sari, R. T. (2023). The Influence of Competency on Employee Performance: A Literature Review. *International Journal of Advanced Management, Economics and Social Sciences (IJAMESC), 1*(6), 1-12. https://doi.org/10.61990/ijamesc.v1i6.118

Journals

14

Websites

4

(1 annual report, 1 Mordor, 1 Happy Fox)

Total

18

Thank you

PROPOSAL FEEDBACK TABLE

No	Examiner or Advisor	Feedback / Description	Progress
1	Dr. Ir. Amelia Naim Indrajaya	Relevant Stakeholder created with initials	FINISH
		Relevant stakeholder should include educational background and how long they have worked at XYZ	FINISH
		Relevant Stakeholder KPI	FINISH
		Telkomsel Consent Form	
		References used could not be found; please check the references again	FINISH
		Input PESTLE Analysis	FINISH
2	Dr. Ir. Yulita F Susanti	Thesis Cover	FINISH
		Matching Theory, Findings & Triangulations - Chapter 4	FINISH
		Create interview questions & respondent answers (appendix)	FINISH
3	ALL EXAMINERS AND ADVISORS	Graduate as soon as possible	PROGRESS