

How to Cite

Mahendra, I. M. K., & Sanica, I. G. (2020). IndiHome product marketing strategy PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali. *International Journal of Business, Economics & Management*, 3(1), 77-92.
<https://doi.org/10.31295/ijbem.v3n1.133>

IndiHome Product Marketing Strategy PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali

I Made Krisna Mahendra

Undiknas Graduate School, Denpasar, Indonesia
Corresponding author email: imadekrisna777@gmail.com

I Gede Sanica

Universitas Pendidikan Nasional, Denpasar, Indonesia
Email: gede_sanica@yahoo.com

Abstract---PT. Telekomunikasi Indonesia, Tbk is a State-Owned Enterprise (SOE) company engaged in Indonesian telecommunications with IndiHome products, which was first launched in 2015, which is a combination of types of telecommunications products, services, information, media, and edutainment consisting of services telephone (voice), data (high-speed internet with fiber-optic), and a picture or IPTV (UseeTV) in one access network or known as triple-play services. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is a Telecommunication Region (Witel) Regional Division 5-Surabaya Telkom Indonesia in marketing IndiHome products in 2018 reaching 28,037 thousand users. However, this number of users is still not following the target in 2018. The purpose of this study is to analyze the marketing strategy of STP (Segmenting, Targeting, Positioning) of IndiHome products in 2019, knowing the Marketing Mix applied by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in marketing IndiHome products, and knowing the marketing strategies adopted by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali based on factors of strengths and weaknesses, opportunities and threats in achieving the effective increase of IndiHome users in the City of Denpasar and South Bali areas. In this study, the method used is a qualitative research method. While the type of descriptive research, data collection techniques carried out by data triangulation techniques consisting of observation, interviews, and documentation. Based on the results of the study, PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has three market segments, and three IndiHome product marketing territories for the City of Denpasar and South Bali, a satisfactory sales target, and positioning are Triple Play services with a more for less strategy. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has a marketing mix of 7P. In the SWOT analysis, internal and external results in the ability to see opportunities, and the forces that can attract the market. As for IFAS and EFAS calculations, SWOT matrix analysis, and SWOT analysis diagrams, IndiHome products are in quadrant I, which can perform an aggressive growth strategy (Growth-Oriented Strategy).
Keywords--- IndiHome product, marketing mix, marketing strategy, SWOT analysis.

Introduction

Technological developments make changes in people's lifestyles or can be called by the emergence of the millennial today, Indonesian people need access to information and entertainment media that are diverse, easy, fast, and reliable. This is an opportunity as well as a challenge for telecommunications service operators to meet the needs of these communities. The rapid development of internet-based technology makes it possible for telecommunications service operators to be able to provide diverse services (multi-service) for the people of Indonesia.

PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is a Telecommunication Area (Witel) Regional, Division 5-Surabaya Telkom Indonesia. PT. Telekomunikasi Indonesia, Tbk is an Indonesian state-owned enterprise (SOE) company that provides various communication facilities to meet the needs of the community in the

telecommunications sector providing diverse services (multi-service) for its customers, namely voice (telephone), data (internet), and image services (IP-TV) in one access network or known as the Triple Play service.

IndiHome is a Triple Play service from Telkom Indonesia which consists of *High-Speed Internet on Fiber Optic Up to 100Mbps*, Telephone (voice) and IP-TV (*UseeTV* Cable). IndiHome is a new product from PT. Telekomunikasi Indonesia, Tbk, which was issued at the beginning of 2015. The issuance of IndiHome products is in connection with the start of Telkom network switching from copper cable (Speedy) to Fiber Optic cable. In the use of IndiHome thoughts (*mindset*) that have existed by prospective customers who want to subscribe to IndiHome is inevitably also have to subscribe to landlines and cable tv (*UseeTV*). So, the customer must subscribe to 3 packages at once, not just the internet. Automatic subscription fees incurred by customers also become more expensive, because there are additional costs. Of course, the various subscription packages available at Telkom Indonesia need to be socialized more to the whole community, so that people know about the subscription packages and the types of packages offered. The total sales of IndiHome products in 2018 totaled 28,037 thousand users. However, it still hasn't reached the target PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali. The number of internet service providers is increasingly fierce competition with the entry of a number of new internet service providers to Bali, for the current development that makes PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali must continue to make the latest innovations in marketing IndiHome products in the City of Denpasar and the South Bali region. In a company to achieve success does not escape from marketing activities that are very supportive company success. The company's main function is to carry out marketing strategies. Marketing strategy is a plan to select and analyze target markets, develop, and maintain a marketing mix that can satisfy the needs of consumers (Kismono, 2011; Ulaga & Chacour, 2001; Kumar *et al.*, 2012; Tikkanen *et al.*, 2007; Kirtiş & Karahan, 2011; Ghosh, 2016).

PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in marketing its products and services are inseparable of marketing activities as the principal for analyzing, planning, and supervising the activities of the planned programs in the form of strategies or marketing mix activities consisting of *product, price, place, promotion, people, process, and physical evidence*. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali also needs to recognize internal factors (strengths and weaknesses) and external factors (opportunities and threats), then analyze them. The analysis of internal and external factors will produce an effective marketing strategy to find profitable marketing positions in a telecommunications service industry in Indonesia.

Based on the above phenomenon the researcher is interested in conducting research on this problem and formulating it some of the issues that researchers raised include: 1) What is the IndiHome product marketing strategy applied at PT. Indonesia Telecommunications Witel Denpasar Bali has been done well? 2) What is the 7P marketing mix strategy adopted by PT. Telekomunikasi Indonesia Witel Denpasar Bali in marketing IndiHome products? 3) Is the marketing strategy adopted by PT. Telekomunikasi Indonesia Witel Denpasar Bali has been effective in achieving an increase in IndiHome users in the Denpasar and South Bali areas?

Literature Review

Marketing strategy

Tambajong (2013), states that a marketing strategy is a fundamental tool that is planned to achieve the company by developing a competitive advantage through the markets entered and marketing programs used to serve target markets. Whereas Hartono *et al.* (2012), marketing strategy is a set of goals and targets, policies and rules that give direction to marketing efforts from time to time from each level and location.

Segmenting, targeting and positioning strategy analysis

Market segmentation (*segmenting*) very important strategy in developing marketing programs. With market segmentation, marketing efforts are expected to be carried out to achieve the company's goals that are efficient and effective. According to Tjiptono *et al.* (2012), market segmentation is a process of classifying heterogeneous whole markets into groups or segments that have links in terms of needs, desires, needs or responses to specific marketing programs. Targeting or markets target is a market consisting of potential customers with specific needs or desires that may be willing and able to take part in buying and selling, in order to satisfy those needs and desires. According to Tjiptono (2012), markets target (*targeting*) is the process of evaluating and selecting one or several market segments that are considered the most attractive to be served with company-specific marketing programs. The last is determining market position (*positioning*). Market position (*positioning*) is an act of designing a company's offer and image so that the offer and image occupy a different and valuable position in the minds of the target customer.

According to [Tjiptono \(2012\)](#), market position (*positioning*) is the way the product, brand, or organization of a company is perceived as relative compared to the product, brand or organization of competitors by current and potential customers.

Marketing mix

Within the scope of marketing, there is what is called a marketing mix. A marketing mix is a marketing tool used by companies to pursue their marketing goals, according to [Kotler & Keller \(2012\)](#). Based on the above definition it can be concluded that a marketing mix is a good tool within a company so that it can influence the response of markets target. In the marketing mix, there are a set of tools known in 4P terms, namely product, price, place or distribution channel, and promotion, while in service marketing has several additional marketing tools such as people, physical evidence (*physical facilities*), and process so that it is known as 7P, it can be concluded that the marketing mix is a product, price, place, promotion, people, process and physical evidence ([Gordon, 2012](#); [Kim & Hyun, 2011](#); [Fan, 2015](#); [Constantinides, 2002](#)).

SWOT analysis

According to [Wisnubroto et al. \(2013\)](#), SWOT analysis is the process of drawing strengths, weaknesses, opportunities and threats in organizations and the business world known as SWOT analysis or analysis. Whereas [Jogiyanto \(2013\)](#), explains that the SWOT analysis is that all organizations have strengths and weaknesses, opportunity and threats in the functional area of business ([Hill & Westbrook, 1997](#); [Yüksel & Dagdeviren, 2007](#)).

Theoretical framework

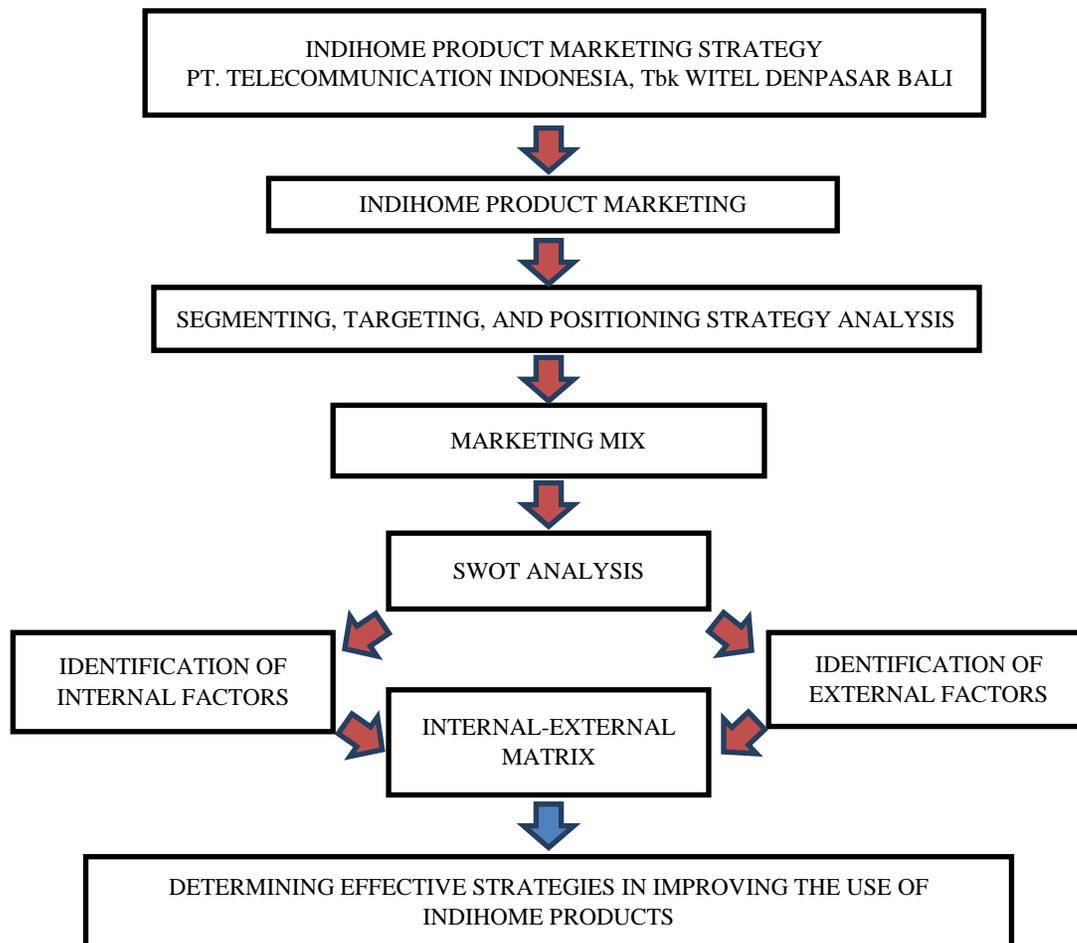


Figure 1. Theoretical framework

Research Method

The method used in this research is to use a descriptive method with a qualitative approach, namely the problem-solving approach by understanding the phenomenon of what is happening. According to [Sugiono \(2013\)](#), revealed that qualitative research methods are research methods used to examine natural conditions of objects, where researchers are as key instruments, data collection techniques are carried out by triangulation of sources, data analysis is inductive, and qualitative research results emphasize more meaning rather than generalization. Whereas [Rompas & Tumewu \(2014\)](#), the purpose of a research approach with qualitative methods through an intensive review process of research findings is to produce a new approach or new concept to solve a problem or phenomenon that occurs in the field. By using this method, researchers are trying to collect as much information or data as they can from the research subjects, namely the IndiHome product marketing strategy carried out by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali.

The author in this study will conduct interviews with Home Service Manager 1 and Home Service Manager 2 and Sales Forces, and several parties involved in the marketing of IndiHome products PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali. Data collection techniques used in this study are triangulation of data consisting of observations directly to the office of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali, in-depth interviews with informants, as well as documentation originating from IndiHome product sales documents and marketing strategies carried out in the telecommunications areas of Denpasar City and South Bali. For the interviews in this study, researchers were unable to include in this journal related to policies issued by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali.

Results and Discussion

Segmenting, targeting and positioning strategy analysis

Segmenting Strategy Analysis

According to [Kasali \(2011\)](#), said that segmentation is the process of distorting a heterogeneous market into potential customers who have support needs and support characters who have the same response in spending their money. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in responding to the different characteristics of IndiHome product users grouping the market into several groups, namely: 1) Personal, 2) Apartment (*Premium Cluster*), and 3) Business. Based on the findings of the researchers, the telecommunications area (Witel) Telkom Indonesia Denpasar Bali divides market segmentation into 3 territories for the marketing operations of the Home Service Unit. The following is the distribution of the marketing territory of the Home Service Unit of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali.

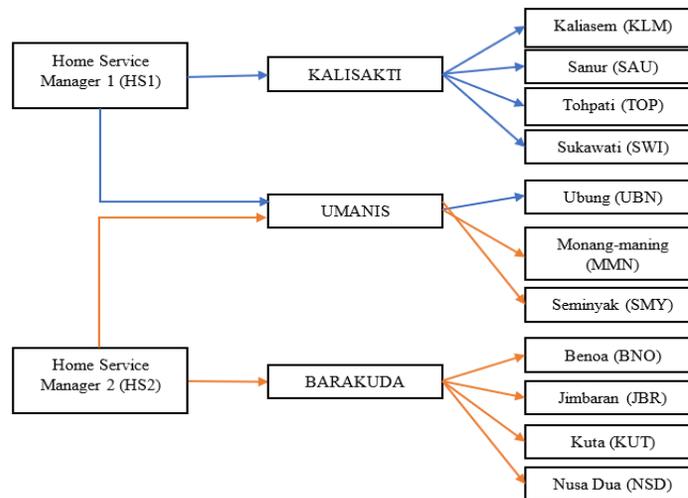


Figure 2. Marketing Territory Home Service Unit PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali
Source: War Room Unit PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali

Targeting strategy analysis

According to [Daryanto \(2011\)](#), the market target (*targeting*) is the process of evaluating the attractiveness of market segments and choosing one or several to enter. Based on observations and documentation that researchers do directly at PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali. Target in each market segment for the cities of Denpasar and South Bali from January to December has been determined by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in every territory of the Home Service Unit. The following are the sales target of IndiHome products from January to December 2019 PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali:

Table 1
IndiHome product sales target of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali
from January to December 2019

JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
3.815	3.470	3.871	3.774	3.930	2.558	3.989	4.020	3.924	4.083	3.982	3.685

Source: War Room Unit of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali

The total sales target of IndiHome products in 2019 PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is 45.101 thousand users.

Positioning strategy analysis

Positioning is an act of designing a company's offer and image so that the offer and image occupy a different and valuable position in the minds of the target customers. According to [Tjiptono \(2012\)](#), market position (Positioning) is the way a company's product, brand, or organization is perceived relatively compared to a competing product, brand or organization by current and potential customers.

In strengthening the positioning of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in marketing IndiHome products using a *more for less* marketing strategy, where prospective customers will get more benefits at a lower cost compared to the costs for individual services, and PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali believes this is a form of focus on the value of marketing innovation in strengthening positioning IndiHome product compared to competitors

Marketing mix

The marketing mix is a set of marketing tools that must be mastered and understood by the company in order to achieve the company's goals in marketing its products. Marketing mix according to Kotler and Keller (2012), can be interpreted as marketing mix is a marketing tool used by companies to pursue marketing objectives.

Whereas [Kotler \(2012\)](#), states that the marketing mix is a set of marketing tools used by a company to continuously achieve its marketing objectives in the target market. In the marketing mix, there are a set of tools known in 4P terms, namely product, price, place or distribution channel, and promotion, while in service marketing has several additional marketing tools such as people, physical evidence (physical facilities), and process so that it is known as 7P marketing mix strategy, it can be concluded that the marketing mix is a product, price, place, promotion, people, process and physical evidence.

Product

According to [Kotler & Armstrong \(2012\)](#), in terms of the 7P marketing mix strategy, the Product is included in the planning and development of the right product or service to be marketed by changing existing products or services by adding and taking other actions that affect various products or services. Whereas [Sunyoto \(2013\)](#), there are two definitions about products, namely the understanding of products in the narrow sense where the product is a group of tangible physical attributes that are assembled in an identifiable form and the understanding of the product in a broad sense where the product is a group of tangible and non-tangible attributes that in it are packaging, color, price, quality, and the brand added with the seller's service and reputation.

After going through several interviews with several informants, the researchers concluded that this IndiHome product is a product with a very complete and varied service starting with telephone service, fiber optic internet which is very stable, and TV cable service (*UseeTV*) with some unique features that are very good and interesting,

one of which is *Pause and Rewind*, which can pause broadcasts and replay TV broadcasts 7 days before. To answer the phenomenon in this study regarding IndiHome products, researchers concluded that the Home Service Unit and Sales Forces in marketing IndiHome products are very good and detailed in explaining the IndiHome product itself, where customers can not only subscribe to triple-play but can also subscribe to phones and internet-only or internet and TV only. Each IndiHome product package is very varied and can adapt to customer needs. The following picture is from the IndiHome triple play product display consisting of, cable TV service (*UseeTV*), ONT Internet modem with fiber optic cable 10Mbps up to 100Mbps, and telephone:



Figure 3. Display of IndiHome triple-play products

Price

According to [Kotler & Armstrong \(2012\)](#), in terms of the 7P marketing mix strategy, Price is a company management system that will determine the appropriate base price for a product or service and must determine a strategy that involves price discounts, payment of freight costs and various related variables.

After going through several interviews with several informants, the researcher concluded that the price of IndiHome products was following the provisions of the Consumer Directorate of Telkom Indonesia head office in Jakarta for each IndiHome product package starting with *Single Play* (1P), *Dual Play* (2P), and services *Triple Play* (3P) IndiHome products. Following is the picture from the price brochure for each IndiHome product-service package:

1) Single Play Package

Single Play

IndiHome
Paket Single Play
Bebas pakal telepon atau internet cepak dengan IndiHome
Berlangganan melalui Plaza Telkom

Telepon
Jalin komunikasi dengan kerabat terdekat dengan menggunakan Telepon Rumah dari IndiHome. Dapatkan kualitas suara yang jernih dan harga lebih hemat. Untuk berlangganan, kunjungi Plaza Telkom terdekat.

Rp 235,000/bulan

Dapatkan bonus:

- 300 menit netpon lokal/interlokak
- 100 menit netpon ke GSM

Figure 4. Single Play Package

2) Dual Play Package

Paket Dual Play

IndiHome Paket Phoenix
Nelson dan internetan di rumah jadi makin seru

Jalin silaturahmi bersama kerabat terdekat dengan internet super cepat berteknologi fiber optik dan komunikasi dengan telepon rumah makin jernih dengan berlangganan IndiHome Paket Phoenix Nikmati koneksi internet dengan kecepatan hingga 100Mbps, bebas telepon 300 menit, dan berbagai keuntungan lainnya.

Ayo, berlangganan IndiHome Paket Phoenix sekarang!

Up to 20 Mbps Rp 345.000 /bulan	Up to 50 Mbps Rp 575.000 /bulan	Up to 100 Mbps Rp 935.000 /bulan
------------------------------------	------------------------------------	-------------------------------------

Paket sudah termasuk:
 Main Phone + Cloud Storage 8 GB
 IndiHome + IndiHome

Figure 5. IndiHome Dual Play Phoenix Package

IndiHome Paket Streamix

IndiHome Paket Streamix
Nikmati internet super cepat dan beragam tayangan TV interaktif

Dapatkan layanan internet dan TV interaktif dengan IndiHome Paket Streamix! Anda bisa menikmati internet super cepat dan nonton tayangan berkualitas bersama keluarga di rumah. Anda juga bisa mendapatkan akses gratis ke aplikasi UserTV GIGI, nonton tayangan berkualitas di mana pun dan kapan pun jadi mudah dalam satu genggam. Yuk, segera berlangganan IndiHome Paket Streamix!

Up to 20 Mbps Rp 385.000 /bulan	Up to 50 Mbps Rp 615.000 /bulan	Up to 100 Mbps Rp 975.000 /bulan
------------------------------------	------------------------------------	-------------------------------------

Paket sudah termasuk:
 iflix + HOOQ + CATCHPLAY+
 30 Channel TV (24 SD + 6 HD)
 30 Channel TV (24 SD + 6 HD)
 30 Channel TV (24 SD + 6 HD)

Termasuk channel pilihan:
 FOX, FOX life, AXN

Figure 6. IndiHome Dual Play Streamix Package

3) Triple Play Package

Up to 10 Mbps Rp 470.000 /bulan	Up to 20 Mbps Rp 515.000 /bulan	Up to 50 Mbps Rp 825.000 /bulan	Up to 100 Mbps Rp 1.250.000 /bulan	Up to 200 Mbps Rp 1.990.000 /bulan	Up to 300 Mbps Rp 2.990.000 /bulan
Main Phone 163 channels 115 SD + 48 HD	Main Phone 163 channels 115 SD + 48 HD	Main Phone with Cloud Storage 173 channels 121 SD + 52 HD	Main Phone with Cloud Storage 182 channels 127 SD + 55 HD	Main Phone with Cloud Storage 196 channels 134 SD + 62 HD	Main Phone with Cloud Storage 198 channels 135 SD + 63 HD

Paket sudah termasuk:
 Bebas 1000 menit nelson lokal/interlokal + iflix + HOOQ + CATCHPLAY+
 Nonton sepuasnya Nonton sepuasnya Nonton sepuasnya

Figure 7. IndiHome Triple Play Prestige Package

It can be seen that each brochure from every IndiHome product package has different prices and what services customers can get with the terms and conditions of subscription for each IndiHome product package. Price changes or the promotion of every IndiHome product package, Telkom Indonesia's central office gives flexibility to Telkom Indonesia's telecommunications areas (witel) regional offices to make pricing specific to, for example, holidays or national days, such as Galungan promos in Bali with terms and conditions subscription conditions apply. But, to implement it, PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali cannot stand alone. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali must submit to the Consumer Directorate for approval which is referred to as the SBR (Special Business Request) program.

Place

According to [Kotler & Armstrong \(2012\)](#), in terms of the 7P marketing mix strategy, Place (Place or Distribution Channel) is to choose and manage the trade channels used to distribute products or services and also to serve the target market, and develop distribution systems for shipping and commerce physical product.

Based on the results of several interviews with several informants, the researchers concluded that the Place (Place or Distribution Channel) of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in IndiHome sales is directly through Telkom Indonesia's subsidiary, Telkom Akses. Direct distribution is a distribution system that does not use third parties such as distributors and traders. To be able to register to subscribe to IndiHome product services, you can directly go to Telkom Plaza owned by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali, or can also go through the Open Table with Telkom Indonesia branding cars and the Open Stand Telkom Group spread across the Denpasar and South Bali regions. Here are the places where prospective customers can register themselves to subscribe to PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali:

1) Telkom Plaza Teuku Umar

Telkom Plaza Teuku Umar is located at Teuku Umar road number 6, Denpasar, Bali.



Figure 8. Telkom Plaza Teuku Umar

2) Telkom Plaza Ubung

Telkom Plaza Ubung is located at Cokroaminoto road number 119, Denpasar, Bali.



Figure 9. Telkom Plaza Ubung

3) Telkom Plaza Jimbaran

Telkom Plaza Jimbaran is located at Uluwatu road number 82, Jimbaran, Bali.



Figure 10. Telkom Plaza Jimbaran

4) Open Table with Telkom Indonesia Branding Car



Figure 11. Open Table Telkom Indonesia Branding Car

5) Open Stand Telkom Group (OSTG)



Figure 12. Open Stand Telkom Group (OSTG)

Promotion

According to [Kotler & Armstrong \(2012\)](#), in terms of the 7P marketing mix strategy, Promotion is one of the elements used to inform and persuade markets about new products or services to companies through advertising, personal sales, sales promotions, and publications. Promotion PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali in marketing IndiHome products is very good.

IndiHome product promotion online through social media, such as: Facebook, Twitter, and Instagram, officially owned by Telkom Indonesia directly under the control or control of Telkom Indonesia head office in Jakarta, then distributed to each telecommunication area (witel) Telkom Indonesia for furthermore in the future to follow up. Then the offline promotion starts from sponsorships, events, installation of flyers or banners from IndiHome products, radio, Bali Post newspaper, Bali Tribune, which are adjusted for each Telkom Indonesia telecommunication area (witel). Here is one form of promotion conducted by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali, both online and offline:

1) Instagram Social Media

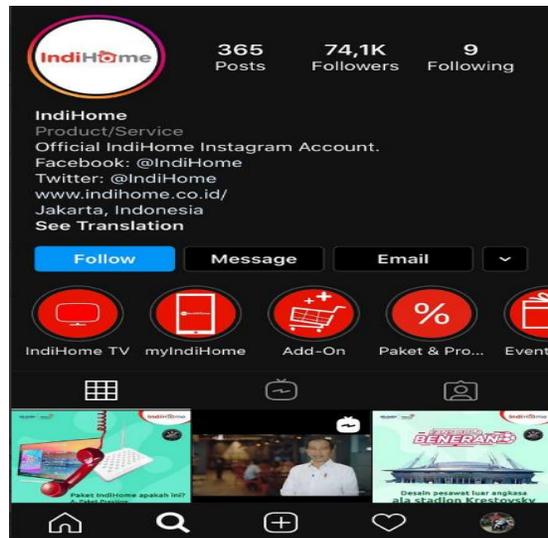


Figure 13. Telkom Indonesia Instagram Account

2) IndiHome Events



Figure 14. IndiHome Events in Denpasar Bali

People

According to Kotler & Armstrong (2012), in terms of the 7P marketing mix strategy, People are all actors who play an important role in providing services so that they can influence buyer perceptions. Elements of people are company employees, consumers, and other consumers. All employee attitudes and actions, employees' attire, and appearance have an influence on the success of service delivery.

PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is divided into two broad lines, namely: organic and non-organic employees. Organic employees are those who work in the office and plan how the marketing sales program, while non-organic employees are contract employees or agencies (partners) who work for PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali which is placed in Plaza Telkom, sales forces in the field and led by supervisors.

Process

According to Kotler & Armstrong (2012), in terms of the 7P marketing mix strategy, the Process is all the actual procedures, mechanisms, and activity flows used to deliver services. The process of subscribing to IndiHome products implemented by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali to customers who wish to subscribe to IndiHome products can be digitally (online) either through the website www.indihome.co.id or through the myIndiHome application. Directly (offline) can come to Plaza Telkom PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali, Open Table Sales Forces with Telkom Indonesia's branding car in the field, Sales Forces in the Telkom Group's Open Stand, and can by telephone 147.

Based on interviews with several informants, the researchers concluded that the process of subscribing to IndiHome products. PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali prospective customers can register online or offline. The things that potential customers must know in the process of subscribing or purchasing to this IndiHome product, namely:

- 1) Identity Card (KTP Indonesia)
- 2) Photo of yourself by holding an identity card (selfie photo)
- 3) Pay a deposit package IndiHome prospective customers
- 4) Waiting for the installation process of IndiHome products

Physical Evidence

According to Kotler & Armstrong (2012), in terms of the 7P marketing mix strategy, Physical Evidence is the real thing that also influences the consumer's decision to buy the product or service offered. The elements included in physical facilities include the environment or physical buildings, equipment, equipment, logos, colours and other items.

The physical form of the IndiHome product of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali can be found or seen in Telkom Plaza, starting from UseeTV Channel, fiber optic internet, and telephone. The Sales Forces with Telkom Indonesia branding car carries the physical form of the IndiHome product itself and is guided when the table is open in the field. Sales Forces in charge of the Telkom Group's Open Stand, sales forces that conduct personal selling with door to door, because it is not possible to carry the physical form of IndiHome products, the sales forces show videos of the IndiHome product demo itself and what customers will get if subscribe to this IndiHome product.

After going through several interviews with several informants, the researchers concluded that PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali provides facilities in the form of a *Wifi-Corner* for the general public by providing small tables and seating mats, parking lots, 24-hour guarding by security officers, and Telkom Plaza with comfortable waiting rooms, comfortable temperatures comfortable, and clean environment. Every Telkom Plaza from PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali provides displays or physical forms for IndiHome products, so customers can see physical evidence directly before wanting to subscribe to IndiHome. One example from Telkom Plaza from PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is Telkom Plaza Ubung, Denpasar Bali located on Cokroaminoto road number 119, Denpasar, Bali. Customers who want to register to subscribe or purchasing IndiHome products at Telkom Plaza while waiting can directly see the displays for IndiHome products themselves. The following is a display of the Telkom Plaza Ubung room, Denpasar, Bali:



Figure 15. Telkom Plaza Ubung Denpasar Bali Service Room

SWOT analysis

According to Boseman in [Wisubroto \(2013\)](#), SWOT analysis is the process of drawing strengths, weaknesses, opportunities and threats in organizations and the business world known as SWOT assessment or analysis. Whereas Jogiyanto in [Widharta \(2013\)](#), explained that the SWOT analysis is that all organizations have strengths and weaknesses in the functional area of business. Internal strengths or weaknesses, combined with external opportunities and threats and clear mission statements, form the basis for defining strategic intent. According to [Freddy \(2016\)](#), to analyse more deeply about SWOT, it is necessary to look at external and internal factors as an important part of SWOT analysis, namely:

IFAS matrix

Internal factors of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is stronger in utilizing its strengths and is able to overcome weaknesses. The main strength of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is the quality and features of IndiHome's diverse and international standard products where technological sophistication using fibre optic cable, Set Top Box Hybrid capability can change the appearance of ordinary TV layers to Smart TVs, and product features that vary, high speed internet up to 100Mbps, interactive TV (UseeTV) includes TV on demand, video on demand, pause and rewind, video recorder, and music with a score of 0.75. In second place with a score of 0.60, the target market of IndiHome products is very clear and the numbers are large.

While the main weaknesses of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is a frequent change in tariffs in each package of IndiHome products with a score of 0.60 and the price of IndiHome products that are still relatively high with a score of 0.40. In third place with a score of 0.20 there is no instalment program.

EFAS matrix

PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has not been able to respond to external factors by utilizing existing opportunities to overcome threats. The main opportunity faced by PT. Denpasar Bali Witel Telecommunications is a fairly large market share and has not yet been reached by fibre optic internet networks from the Personal, Apartment (Premium Cluster), and Business segments for the Denpasar and South Bali region and Denpasar Mayor regulation No. 49 of 2019 concerning Development Master Plans Smart City 2019-2023 with the same score of 0.80. It is expected that in the future PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali with the status of Indonesian telecommunications companies to fully control the market share of the Denpasar and South Bali regions.

The second biggest opportunity with a score of 0.60 is innovations in the promotion of IndiHome products where PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali and Telkom Indonesia central still have not read the trend of marketing developments in the digital world, as we know that video advertising is rife in all the world of social media, such as Facebook Add, and Google Add via YouTube to hook potential customers. While the main threat possessed by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is an increase in businesses similar to IndiHome products that enter the Denpasar and South Bali regions with a score of 0.40. In second place with a score of 0.30 is the inflation rate, the rupiah exchange rate, interest rates affect the marketing of IndiHome products.

SFAS matrix

Final value of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is 3.80. This value indicates that PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali when judged from the main internal strategy factors and combined with the main external strategy factors are between the average category (score = 3.00) and above-average category (score = 4.00). In other words, PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has shown a fairly good comparison value in responding to the factors of the company's internal strategy and optimizing the company's external factors that exist today. So, the company is expected to be able to fully control the market share in the Denpasar and South Bali regions and be able to become a leader in this business.

SWOT Matrix

The SWOT matrix is compiled based on the results of identification of internal and external factors of the company which reflect that the company needs to pay attention to threats and opportunities that will greatly affect the sustainability of the company. The combination of internal and external factors of the company is arranged systematically and structured.

Table 2
SWOT matrix

EFAS	<i>Opportunity</i>	<i>Threat</i>
IFAS	<ol style="list-style-type: none"> 1. A fairly large market share and that have not yet been reached by fiber optic internet networks. 2. Changes in people's attitudes and lifestyles. 3. Advances in technology. 4. Innovations in promoting IndiHome products. 5. Denpasar Mayor Regulation Number 49 of 2019 Concerning the Master Plan for the Development of Smart City 2019-2023. 	<ol style="list-style-type: none"> 1. Inflation rates, rupiah exchange rates, interest rates, affect the marketing of IndiHome products. 2. High risk of internet and network installation efforts. 3. Increase in similar businesses with IndiHome products
<p><i>Strength</i></p> <ol style="list-style-type: none"> 1. The target market of IndiHome products is very clear and the numbers are large. 2. The quality and features of IndiHome products are diverse and of international standard. 3. IndiHome product marketing is done both traditionally (offline), and in a modern way (online). 4. Services ranging from subscription registration, assistance in product installation, as well as satisfactory after sales. 5. The influence of the location of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali towards good business continuity. 	<p><i>Strategi SO</i></p> <ol style="list-style-type: none"> 1. Large market target with the support of Denpasar Mayor Regulation, this can be an external capital that must be managed with the ability of human resources which must be able to meet the increasing lifestyle of the community (S1, S4, O1, O2, O5). 2. Technological sophistication that is owned with varied product features and has been recognized internationally, this can be a bargaining power of product marketing media innovations in the era of increasingly advanced technology (S2, S3, O3, O4). 3. Maintaining the market leader position of triple play services in the Denpasar and South Bali Region (S5). 	<p><i>Strategi ST</i></p> <ol style="list-style-type: none"> 1. Maintaining and improving the quality of human resources and product quality at lower costs, so as not to affect marketing in an unstable economic situation and the influence of competitors (S1, S3, S4, T1, T2). 2. With the sophistication of technology possessed and financial capability, develop marketing promotion media, and increase revenue to anticipate time-consuming funds from the government, be able to overcome unstable economic situations and be able to overcome competition with competitors (S1, S2, S5, T3).
<p><i>Weakness</i></p> <ol style="list-style-type: none"> 1. Frequent tariff changes occur in every IndiHome product package. 2. There is no installment program. 3. Logistics delay of IndiHome products to customers. 4. The price of IndiHome products is still relatively high. 5. The number of non-permanent employees is in the marketing department. 	<p><i>Strategi WO</i></p> <ol style="list-style-type: none"> 1. Increase media tariff socialization in the marketing of IndiHome products to increase product users in market share (W1, O1). 2. Establish cooperation with financial institutions so that the payment method is multiplied with attractive promos, so that people who lack funds can enjoy the product, so that people can channel their lifestyle (W2, W4, O2, O3, O4). 3. Reducing non-permanent employees and improving management forecasting to be able to deal with large demands from a large market share (W3, W5, O5). 	<p><i>Strategi WT</i></p> <ol style="list-style-type: none"> 1. Establish cooperation with financial institutions, so that people can enjoy products with attractive promos despite high prices, are in an unstable economic condition and make it easier for people to buy IndiHome services so that they are not overtaken by other providers (W2, W4, T1, T3) 2. Increase the frequency of media in promotions, and promotions with personal selling in order to generate high profits, for marketing costs in unstable economic conditions (W1, W3, W5, T2).

Source: Data processed by researchers, 2020

Based on the SWOT matrix, the formulation of four strategies can be drawn from the SWOT analysis: 1) SO (Strength-Opportunity) Strategy, 2) ST (Strength-Threat) Strategy, 3) WO (Weakness-Opportunity) Strategy, 4) WT (Weakness-Threat) Strategy.

Internal and external quadrant matrix diagrams

After knowing the results of IFAS / EFAS calculations, it can be seen that the IndiHome products of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is in quadrant I in the SWOT analysis diagram. This is a favourable situation because PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has sufficient strength to take advantage of opportunities, so that companies can implement an aggressive growth strategy (Growth-Oriented

Strategy). The right strategy for companies that are in quadrant I is the Generic Aggressive Power of Opportunity (SO Strategy).

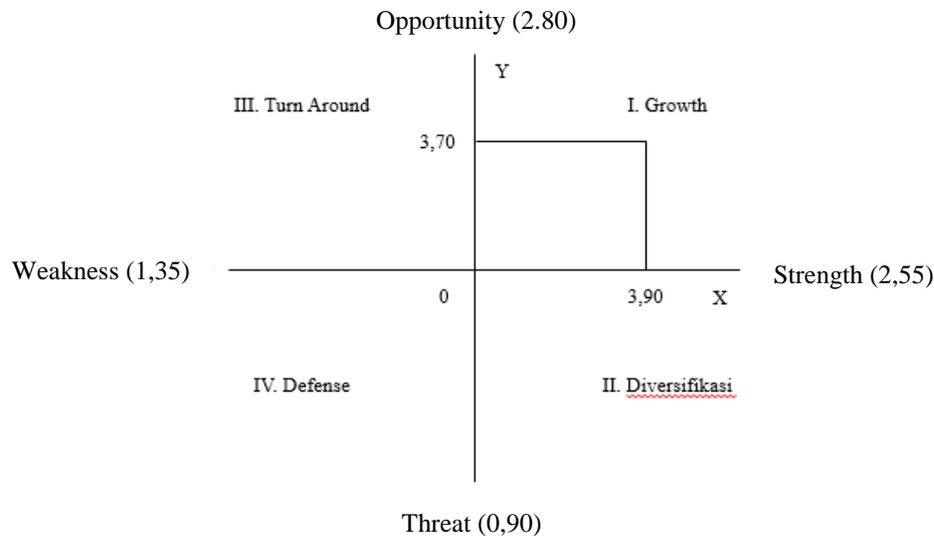


Figure 16. Internal and external quadrant matrix diagrams

Conclusion

Marketing conducted by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali to the marketing environment, both internal and external environment, the conclusion is that PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has three market segments namely Personal, Apartment (Premium Cluster), and Business, a satisfactory sales target of 45,101 thousand IndiHome product users in 2019, and IndiHome product positioning namely triple-play services that use a strategy marketing more for less. For the marketing mix, PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali has a product (product) namely IndiHome consisting of telephone (voice), high speed internet up to 100Mbps using fibre optic technology, and UseeTV, price according to the provisions of the Consumer Directorate with varying unlimited prices according to the type of package, promotions (promotions) are so many ranging from digital marketing on social media, sponsorship, outbound calls to personal selling, distribution (place) directly by Telkom Access and have 3 Plaza Telkom, namely: Plaza Teuku Umar, Plaza Ubung, and Plaza Jimbaran. People (people) which consists of two outlines, namely organic and non-organic employees, the availability of Telkom Plaza with Wi-Fi corner facilities and convenient places, and for the production process there are networks and systems. In external analysis of PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali produces the ability to see opportunities, and internal analysis in which the power possessed by PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali is able to attract the market. As for the EFAS / IFAS calculation, SWOT matrix analysis and Internal and External Quadrant matrix diagram, that currently IndiHome products are in Quadrant I, meaning that they have enough strength to take advantage of opportunities, the most suitable strategy to use is an aggressive growth strategy or strategy Power of Opportunity (SO Strategy).

Suggestions

- 1) With the price problem on the internal factors of PT Telekomunikasi Indonesia IndiHome products, Tbk Witel Denpasar Bali which is considered still relatively high for prospective customers, then PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali should provide IndiHome packages in accordance with the needs of prospective customers, as well as, in collaboration with financial institutions so that the public can enjoy IndiHome products at affordable prices.

- 2) The high purchasing power of the people and the high growth rate of internet network installation and multi-service services in the City of Denpasar, Bali requires PT. Telekomunikasi Indonesia, Tbk Witel Denpasar Bali to always innovate in the media marketing of IndiHome products in order to gain sympathy or attract the attention of prospective customers, for example Video Advertising on digital platforms (Google Ads, Facebook Ads, Instagram Ads)
- 3) Need to increase socialization in marketing and regular subscription to IndiHome products to make it easy for potential customers to understand.
- 4) Increasing business of a kind with IndiHome products makes PT. Telekomunikasi Indonesia, Tbk needs to increase supervision in the installation of IndiHome products to customers and make regulations to sanction similar businesses that have been proven to create or disrupt IndiHome product services to customers.
- 5) The results of this study are subjective because the processing and retrieval of data is only based on the opinions of PT. Telekomunikasi Indonesia, Witel Denpasar Bali. Future studies, it is recommended to make this research an objective study involving external parties from the company.

References

- Constantinides, E. (2002). The 4S web-marketing mix model. *Electronic commerce research and applications*, 1(1), 57-76. [https://doi.org/10.1016/S1567-4223\(02\)00006-6](https://doi.org/10.1016/S1567-4223(02)00006-6)
- Daryanto, D. (2011). Sari Kuliah Manajemen Pemasaran. Bandung: PT Sarana Tutorial Nurani Sejahtera.
- Fan, S., Lau, R. Y., & Zhao, J. L. (2015). Demystifying big data analytics for business intelligence through the lens of marketing mix. *Big Data Research*, 2(1), 28-32. <https://doi.org/10.1016/j.bdr.2015.02.006>
- Freddy, R. (2016). Teknik Membedah Kasus Bisnis, Analisis Swot. Jakarta: PT Gramedia Pustaka Utama.
- Ghosh, C. (2016). The evaluation of new marketing strategy of selected home appliances. *International Research Journal of Management, IT and Social Sciences*, 3(11), 33-38.
- Gordon, R. (2012). Re-thinking and re-tooling the social marketing mix. *Australasian Marketing Journal (AMJ)*, 20(2), 122-126. <https://doi.org/10.1016/j.ausmj.2011.10.005>
- Hartono, H., Hutomo, K., & Mayangsari, M. (2012). Pengaruh Strategi Pemasaran Terhadap Peningkatan Penjualan Pada Perusahaan Dengan Menetapkan Alumni Dan Mahasiswa Universitas Bina Nusantara Sebagai Objek Penelitian. *Binus Business Review*, 3(2), 882-897. <https://doi.org/10.21512/bbr.v3i2.1271>
- Hill, T., & Westbrook, R. (1997). SWOT analysis: it's time for a product recall. *Long range planning*, 30(1), 46-52. [https://doi.org/10.1016/S0024-6301\(96\)00095-7](https://doi.org/10.1016/S0024-6301(96)00095-7)
- Jogiyanto. (2013). Analisis & Desain Sistem Informasi: Pendekatan terstruktur teori dan praktik aplikasi bisnis. Yogyakarta: Andi Offset.
- Kasali, R. (1998). *Membidik pasar Indonesia: segmentasi, targeting, dan positioning*. Gramedia Pustaka Utama.
- Kim, J. H., & Hyun, Y. J. (2011). A model to investigate the influence of marketing-mix efforts and corporate image on brand equity in the IT software sector. *Industrial marketing management*, 40(3), 424-438. <https://doi.org/10.1016/j.indmarman.2010.06.024>
- Kirtiş, A. K., & Karahan, F. (2011). To be or not to be in social media arena as the most cost-efficient marketing strategy after the global recession. *Procedia-Social and Behavioral Sciences*, 24, 260-268. <https://doi.org/10.1016/j.sbspro.2011.09.083>
- Kismono, G. (2011). Bisnis Pengantar. Edisi Kedua. Yogyakarta: BPFE-Yogyakarta.
- Kotler & Keller. (2012). Manajemen Pemasaran. Edisi 12. Jakarta: Erlangga
- Kotler, P. (2012). *Kotler on marketing*. Simon and Schuster.
- Kotler, P., & Armstrong, G. (2007). Prinsip-Prinsip Pemasaran. Edisi 13. Jilid 1. Erlangga.
- Kumar, V., Rahman, Z., Kazmi, A. A., & Goyal, P. (2012). Evolution of sustainability as marketing strategy: Beginning of new era. *Procedia-Social and Behavioral Sciences*, 37, 482-489. <https://doi.org/10.1016/j.sbspro.2012.03.313>
- Rompas, E. P., & Tumewu, F. J. (2014). Social Influence To Consumer Buying Decision a Qualitative Method on Samsung Galaxy Series Customers In Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(3).
- Sugiono. (2013). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta.CV.
- Sunyoto, D. (2013). Teori, kuesioner & analisis data untuk pemasaran dan perilaku konsumen. Yogyakarta: Graha Ilmu.
- Tambajong, G. (2013). Bauran Pemasaran Pengaruhnya Terhadap Penjualan Sepeda Motor Yamaha Di PT. Sarana Niaga Megah Kerta Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(3). <https://doi.org/10.35794/emba.v1i3.2550>

- Tikkanen, H., Kujala, J., & Artto, K. (2007). The marketing strategy of a project-based firm: The Four Portfolios Framework. *Industrial marketing management*, 36(2), 194-205. <https://doi.org/10.1016/j.indmarman.2006.03.006>
- Tjiptono, F. (2012). *Strategi Pemasaran*, ed. 3, Yogyakarta: Andi.
- Tjiptono, F., Chandra, G., & Adriana, D. (2012). *Pemasaran strategik*. Yogyakarta: Andi.
- Ulaga, W., & Chacour, S. (2001). Measuring customer-perceived value in business markets: a prerequisite for marketing strategy development and implementation. *Industrial marketing management*, 30(6), 525-540. [https://doi.org/10.1016/S0019-8501\(99\)00122-4](https://doi.org/10.1016/S0019-8501(99)00122-4)
- Widharta, W. P. (2013). Penyusunan strategi dan sistem penjualan dalam rangka meningkatkan penjualan Toko Damai. *Jurnal Strategi Pemasaran*, 1(2), 1-15.
- Wisnubroto, P., Yusuf, M., & Freitas, J. M. (2013). Strategi Pemasaran Guna Meningkatkan Volume Penjualan dengan Pendekatan Technology Atlas Project Method. *Jurnal teknologi*, 6(2), 161-168.
- Yüksel, İ., & Dagdeviren, M. (2007). Using the analytic network process (ANP) in a SWOT analysis—A case study for a textile firm. *Information sciences*, 177(16), 3364-3382. <https://doi.org/10.1016/j.ins.2007.01.001>