Proposed marketing strategy for fixed mobile convergence products case study: Telkomsel One

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Abstract
Purpose: This study aims to determine proposed business and marketing strategy including segmenting, targeting & positioning (STP) and marketing mix (7P) for Telkomsel One
Method: This type of research combining qualitative and quantitative research by distributing questionnaires directly to 253 respondents. The nonprobability sampling technique was used. The primary data source in this research was obtained directly from questionnaire respondents. The method uses the SPSS version 23 program.
Results: The research results based on the cluster analysis show that there is three distinct segments of Telkomsel One namely budget-concious user, convenience seekers and tech enthusiasts. The results of the analysis become the basis of new segmentation, targeting, and positioning strategies for Telkomsel One. Strategies encompass adjusting product line and pricing, conducting several promotions and strategic partnerships, using omnichannel approaches, frontliner skills training, streamline process and integrating IT Tools to deliver excellent service to customers.
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1. Introduction

The Internet is now one of the main needs of society, and based on We Are Social data there are 212,9 million active Internet users in Indonesia, equivalent to 77% of the total population. The average daily time of Internet use was 7 hours, with 42 minutes spent watching television (broadcasting and streaming), social media, reading press media, music streaming, listening to podcasts, gaming, etc. To support these Internet needs, a stable Internet network is needed for both mobile and fixed Internet networks. A mobile network is a radio network distributed over land areas called cells, each served by at least one fixed-location transceiver known as a cell site or base station (Raj, Narayan, Datta, Das, & Pathak, 2010). In a cellular network, each cell uses a different set of frequencies from neighboring cells to avoid interference and provide a guaranteed bandwidth within each cell.

The Indonesian Internet Service Providers Association (APJII) announced the results of a survey of Internet users from 2019 to the second quarter of 2020. Consequently, only 7.5 percent of Internet users in Indonesia use wireless fidelity or Wi-Fi services in their homes. By contrast, as many as 97.1 percent of Internet users in Indonesia buy data packages from cellular operators. Many operators are currently planning to upgrade their networks towards convergent architectures to provide convergent services; as fixed PSTN traffic is decreasing faster and faster, the main motivation for fixed operators is to create substitution revenue, trying to reduce their losses (Rokkas et al., 2009). In response to these issues, the PT. Telkom Indonesia (Persero) Tbk has scheduled a transformation of Five Bold Moves to overcome several key strategic challenges from industry and shareholder aspirations. These two goals are to

maintain Telkom's business continuity in the future and accelerate the growth of the company's equity while simultaneously fulfilling the aspirations of shareholders.

In April 2023, Telkom and Telkomsel signed a Conditional Spin-off Agreement (CSA) to spin off and integrate IndiHome into Telkomsel. The spin-off and integration are in line with Telkom's Fixed Mobile Convergence (FMC) initiative, and the signing of this preliminary agreement is a crucial step in implementing Telkom Group's strategy to bring about more choices and a better broadband experience, realize digital inclusion in Indonesia, and strengthen Telkom Group's business. As the consideration for the IndiHome spin-off is through the issuance of new primary shares in Telkomsel, there would be an increase in Telkom's shares in Telkomsel, comprising Telkom at 70.4% and Singtel at 29.6% upon legal completion of the spin-off. With this strategy involving IndiHome and Telkomsel, business-to-consumers (B2C) in Telkom Group will be fully managed by Telkomsel, while Telkom's operational focus will be on business-to-business (B2B). The FMC initiative is expected to strengthen the Telkom Group's position as an integrated telco to address customers' evolving needs and create synergies through their extensive customer networks. When dealing with this FMC transformation, PT. Telkomsels must define a marketing strategy for FMC products. Marketing strategy is the way in which the marketing function organizes its activities to achieve profitable sales growth at a marketing mix level market segment that they can serve effectively (Kotler & Keller, 2016). Marketing strategy elements would consist of Segmenting, Targeting, Positioning (STP), and marketing mix. Therefore, it is necessary to investigate suitable marketing strategies for FMC products.

1.1 Business Issue
The separation of IndiHome in the context of implementing Fixed Mobile Convergence (FMC) is part of the company's "Five Bold Moves" main strategy for Telkom to support development of digital inclusion by increasing the reliability of wider and more equitable connectivity for the community. In April 2023, Telkomsel, Telkom, Singtel, and the SOE Ministry of Indonesia signed an MOU that signified all parties' commitment to collaborate and deliver the integration of fixed and mobile services (FMC) through Telkomsel. IndiHome is 100% owned by Telkom and is the largest fixed broadband business in Indonesia. The synergy between IndiHome and Telkomsel, as leaders in the broadband business market, is expected to make it easier for the public to access a variety of digital services. The FMC initiative is expected to strengthen the Telkom Group's position as an integrated telco to address customers' evolving needs and create synergies through their extensive customer networks. Telkomsels will have a new growth engine that will strengthen a company's future performance. From a business perspective, the integration of broadband services is expected to make the company's capital expenditure more efficient and create optimal value for all stakeholders.

The primary issue addressed in this research is the failure to meet the sales targets for Telkomsel One in Telkomsel West Java. Despite various efforts to boost sales, these initiatives have not significantly improved sales. Based on the Telkomsel West Java Region sales report, the highest sales contributor for Telkomsel One product is the sales force, which contributed 65% of total sales. As the highest sales contributor, the researcher conducted interviews with the sales force team to identify the problems they felt when selling Telkomsel One product. The sales problem most felt by the sales force is the unclear segment and target market that should be offered by Telkomsel One packages, so they tend to sell scattered packages and lack focus. Based on information from the sales force, customers were not interested in the value offered by Telkomsel One; therefore, they were less interested in buying or satisfied with the existing packages.

The commonly used theory that is relevant in this study to help Telkomsel define a clear marketing strategy is Segmenting, Targeting, and Positioning (STP). Segmentation, targeting, and positioning (STP) is a marketing model that redefines the target audience of products and the approach used to market them. This makes marketing communication more focused, relevant, and personalized for customers (Kotler & Keller, 2016). Previous research indicates that purchasing decisions are influenced by the segmentation, targeting, and positioning strategies implemented by the company to capture its target market share (Tumini, Hendra, & Ranjanis, 2021).

Companies must segment their customer base to apply an effective targeting strategy, because inappropriate segmenting and targeting approaches may affect the effectiveness of strategic decisions and planning (Cooil, Aksoy, & Keiningham, 2008). Positioning strategy refers to a stage to differentiate the product range, compared to competitors' products, to fulfil customers' needs and wants (Kotler & Keller, 2016). The desired results of an adequate positioning strategy would be to gain a relevant, district and enduring position in the minds of the target markets (Cravens & Piercy, 2012).

1.2 Research Questions
Based on the explanation in the background, the researcher proposed the following two research questions:
1. What are the market segments, targets, and positions of Telkomsel One?
2. What business strategy should Telkomsel One apply?
3. What marketing strategy should Telkomsel One apply?

1.3 Research Objectives
This study aims to answer the following research questions:
1. To examine market segment, target, and position of Telkomsel One Telkomsel One
2. To define business strategy that should applied by Telkomsel One
3. To define marketing strategy that should applied by Telkomsel One

1.4 Research Scope and Limitation
The purpose of determining research limitations is to maintain the focus of research in accordance with the proposed formulation. This study uses several theories, namely STP, Marketing Mix, Industry Analysis, General environment Analysis, and Competitor Analysis. This study is also bounded by time constraints; the research was conducted from March 2024 to June 2024, and the primary data collection period from May 2024 to June 2024. The subjects in this study were limited to people who subscribe to fixed and mobile broadband and reside in the West Java area. Nevertheless, this research had a limited sample size of respondents, which could affect the reliability of the results.

2. Literature review
2.1. Theoretical Foundation
Fixed mobile convergence refers to the ability of telecommunications companies to provide their subscribers with services that interact with and use both the fixed network wire line and/or cable operators and mobile/cellular networks of mobile operators (Rokkas et al., 2009). The ideal FMC design performs seamless, bidirectional handoffs between WiFi and cellular networks without user intervention (Watson, 2008). There are three key drivers of the FMC (Rokkas et al., 2009):
1. Industry drivers: cost and investment savings, by eliminating redundancies and harmonizing the network and service management; faster time-tomarket by having the ability to flexibly provide and deploy new and advanced services over multiple end-user devices simultaneously; and the ability to retain customers' loyalty by making access to services easy and convenient
2. Technology drivers: the progress in research, development, standardization and implementation of enabling technology platforms such as IP Multimedia Subsystem (IMS) (3GPP TS 23.228, 2008); availability of a growing number of multi-radio handsets
3. Market drivers: Some of the main drivers are: the customer demand for ubiquitous access of advanced content and services; single authentication, authorization and accounting (AAA) capabilities; ease of use; affordability of new services.

2.2. Marketing Strategy
Marketing strategy is the marketing logic by which a company hopes to create customer value and achieve profitable customer relationships (Kotler & Keller, 2016). A firm's marketing strategy is the development of and decisions about its relationships with its key stakeholders, offerings, resource allocation, and timing (Sudharshan, 1995).

According to Kotler and Keller (2016), marketing strategy consists of identifying markets and customers' needs in those markets and planning products that satisfy the needs of these markets. and

organizing marketing resources. Therefore, matching products with customers in the most efficient and effective way possible is to maximize customer satisfaction and the organization's profits or sales revenue.

2.3. Targeting
According to Tjiptono (1995), targeting is a process that evaluates and selects one or more market segments that are considered the most interesting to serve by specific marketing programs. The evaluation criteria used include the size and potential changes of the segment, structural characteristics of the segments, and compatibility between products and markets.

In evaluating market segments, the company must consider two factors: the segment's overall attractiveness and the company's objectives and resources (Kotler & Keller, 2016). There are four possible segmentation levels.
1. Full market coverage: serve all customers groups with all the products they need
2. Multiple segment: select a subset of all the possible segments, each objectively attractive and appropriate
3. Single segment: select to only one particular segment
4. Individual segment: leads to "segments of one", "customized marketing" or "one-to-one marketing"

There are several things that must be analyzed here. For example, the suitability between serving certain segments with the company's strengths or the company's capabilities within bear the costs of entering the relevant segment, including the level of profitability of a segment.

2.4. Positioning
Positioning is the act of designing a company's offering and image to occupy a distinctive place in the mind of the target market (Kotler & Keller, 2016). It involves putting a product in a way such that it creates a clear and differentiated place compared to its competitive products in the minds of its customers. Positioning is an endless effort by marketing and designing a particular product to fulfil the desired requirements for the targeted market (Kalam & Kalam, 2020). It is a modest marketing tool when it comes to building an image.

According to Tjiptono (1995), positioning is a strategy that strives to create unique differentiation in the target customer's mind, so that a brand or product image is formed that is superior to the brand competitor products.

2.5. Value Proposition
A customer value proposition (CVP) is a strategic tool that is used by a company to communicate how it aims to provide value to customers (Payne, Frow, & Eggert, 2017). According to Kotler and Keller (2016), value proposition is a series of benefits that a company provides to customers to meet their needs. It defines how a company works by focusing its activities on the best service to their customers while doing things that are profitable (Barnes, Blake, & Pinder, 2009). By building a value proposition, the company provides profitable and superior customer value. Value propositions must include the following elements.
1. Capability: what you can do for customers
2. Impact: how that will help the customer to succeed
3. Cost: what customer must pay for the privilege

A value proposition can be defined as a clear and compelling statement that articulates the unique benefits and value that a product or service offers to its customers, explaining why they should choose it over alternatives (John Wiley & Sons, 2014). A good value proposition should address the following aspects:
1. Relevance: It should address the specific needs and pain points of the target customers
2. Differentiation: It should clearly communicate what sets a product or service apart from competitors.
3. Benefits: The specific benefits or outcomes that customers can expect from using the product or service should be highlighted.

4. Credibility: Trust and credibility should be established by demonstrating how a product or service delivers on promises.

2.6. Consumer Perception

Perception is a system that addresses an individual's apparent viewpoint, although observations can be influenced or altered by a variety of variables (Kazmi, 2012). Perception is the fast reaction of sensory receptors, such as the eye, nose, and ear, to important stimuli, such as color or odor, which is a process by which individuals choose, organize, and interpret sensations. A stimulus is defined as the activation of a receptor. Perception research focuses solely on how customers react to make a choice and on the firm belief that each person has a unique reaction to stimuli, which is influenced by their own biases, needs, and experiences. Overall perception refers to the process of selecting, organizing, and interpreting information to create meaning that influences decision-making. For example, consumers receive information inputs from what they see or hear in advertising, smells, or touch a product, and these processes are collectively known as perception (Madichie & Kapoor, 2012). Consumer perception is the use of sensory perception in marketing and advertising.

2.7. Service Quality

Service quality is linked to perceptions and expectations (Parasuraman, Zeithaml, & Berry, 1985). Customers' perceptions of service quality result from comparing their pre-service expectations with their actual service experience. The service will be considered excellent if perceptions exceed expectations; it will be regarded as good or adequate if it only equals the expectations; and the service will be classified as bad, poor, or deficient if it does not meet them (Vázquez-Maguirre, 2020). Based on this perspective, Parasuraman et al. (1985) developed a scale for measuring service quality, commonly known as SERVQUAL. This scale operationalizes service quality by calculating the difference between expectations and perceptions, evaluating both in relation to the 22 items that represent five service quality dimensions known as 'tangibles, ' 'reliability,' 'responsiveness,' 'assurance' and 'empathy.' In this study, combining both functional and technical aspects, service quality in cellular mobile communication can be defined as an indicator of a customer's overall impression of the services (concerning both functional and technical) delivered by an organization.

2.8. Industry Analysis

To determine the attractiveness of an industry, it is important to analyze its five forces, also known as Porter's five forces. Porter's Five Forces were developed by Michael Porter in 1979 to help companies assess which industries to compete in and to position for success (Harvard Business School, 2012). It includes five forces: the threat of new entrants, threat of substitutes, bargaining power of buyers and suppliers, and rivalry of competitors. The five-force framework is an influential and straightforward tool for identifying certain powers in line with a particular business situation by using the outside-in perspective (Johnson et al., 2020). A five-forces analysis can help companies assess industry attractiveness, how trends will affect industry competition, which industries a company should compete in, and how companies can position themselves for success.

2.9. Competitor Analysis

Competitor analysis is the process by which a company attempts to define and understand its industry, identify its competitors, determine the strengths and weaknesses of its rivals, and anticipate its moves (Zahra & Chaples, 1993). Furthermore, they state that it "embodies both competitive intelligences to collect data on rivals and the analysis and interpretation of the data for managerial decision-making." According to Fleisher and Bensoussan (2003), competitor analysis is a management tool used in strategic management to assess the strengths and weaknesses of current and potential competitors. Competitor analysis aims to provide an in-depth understanding of the competitive forces found in any given organization's competitive environment. It attempts to understand an organization's industry, its competitive position within it, the prerequisites for survival and prosperity, and the nature of competition and the market process (Oxenfeldt & Schwartz, 1981). The analysis also offers management a forum where they can discuss and evaluate their assumptions about the organization's capabilities, market positions, and competitors.

A company should be aware of the current strategy and future goals of its competitors as well as assumptions about capabilities and priorities leading to scenarios of how a competitor is likely to respond (Porter, 1990). Gathering and analyzing competitor information is very important for finding business positions and making decisions. The growing complexity of the competitive environment of many industries convinced many top managers that they did indeed need more systematic analysis of their competitors (Adom, Nyarko, & Som, 2016).

3. Research method

3.1. Data Collection Method

Quantitative data collection was carried out by conducting experiments, interview surveys, mail surveys, structured diaries, and web surveys. Qualitative techniques include open interviews, focus groups, and unstructured diaries (Hox & Boeije, 2005). In this study, we combined quantitative and qualitative research. The author determined that the target population for this study is a resident of the West Java Region that already uses mobile and fixed Internet services. This study included a minimum of 50 samples. Osborne and Costello (2019) signified a sample-to-item ratio and recommended a minimum 5:1 ratio. Taking all accounts into consideration, the author has determined this research to have a sample size of 250 to fulfill all of the minimum criteria.

3.2. Data Analysis Method

In this study, data were obtained from a variety of sources using different data collection or triangulation techniques. Triangulation means that the researcher uses a variety of data collection techniques to obtain data from the same source. Researchers simultaneously used participatory observation and in-depth interviews with the same data source at the same time. In this study, the research was carried out continuously from the start of the research to the end or until the data were sufficient. This method focuses only on STP analysis.

3.3. Operational Concept

The questionnaire was developed by identifying the indicators for each variable based on prior studies. It includes specific questions related to segmentation, targeting, positioning, and purchase decisions. The operationalization of the variables for constructing the questionnaire is detailed in the following table:

Table 1. Operational Concept

No	Variable	Sub Variable	Question	Label	Source
1	Network quality	Network Reliability	I require a highly reliable network with minimal downtime for both fixed-line and mobile service	V1	(Chadha & Kapoor, 2009; Negi, 2009; Wang, Lo, & Yang, 2004)
2		Network Coverage	I require network with broad coverage all across Indonesia	V2	
3		Speed and Performance	high speed internet and seamless performance are crucial for fixed-line and mobile services	V3	
4	Value-added service		additional services such as clouud storage, streaming subscription etc. enhance the value of an integrated fixed and mobile services for me	V4	(Chadha & Kapoor, 2009; Kim, Park, & Jeong, 2004; Kuo, Wu,

No	Variable	Sub Variable	Question	Label	Source
					& Deng, 2009)
5	Customer complaints handling	Customer support	responsive customer support is essential when choosing a fixed and mobile provider	V5	(Kim et al., 2004; Negi, 2009)
6		Flexibility and customization	the ability to customize my service plan based on my specific needs is important to me	V6	(Chadha & Kapoor, 2009; Kim et al., 2004; Negi, 2009)
7	Customer convenience	Ease of use	fixed-line and mobile services should be easy to set up and use without requiring technican expertise	V7	
8		Usage manage	I require easy manage of my family usage and expense in fixed-line and mobile services	V8	
9	Billing system		the integration of fixed-line and mobile services into a single billing is important to me	V9	(Lim, Widdows, & Park, 2006)
10	Price structure		I prefer affordable fixed-line and mobile services	V10	(Chadha & Kapoor, 2009; Kim et al., 2004)
11	Offline service quality		A physical service center that is easy to find is important to me	V11	(Lim et al., 2006)
12	Hotline service quality		i require a call center that is available 24 hours	V12	(Lim et al., 2006)
13	Online service usefulness		online services are useful for managing my account	V13	(Davis, 1989; Ou & Sia, 2010)
14	Online service ease of use		I believe that easy-to-use online services are very important for users of fixed line and mobile phone services	V14	(Davis, 1989; Ou & Sia, 2010)
15	Corporate image		I prefer to subscribe to fixed and mobile services from well-known providers	V15	(Lai, Griffin, & Babin, 2009)

4. Results and discussions

4.1. Data Analysis

The respondent profile will elaborate on respondent geography, demographics, psychographics, and behavior while consuming fixed and mobile services. The number of respondents in this study was 253. Details of respondent profiles are shown in table IV.1

Table 2. Respondents Profile

SEGMENTATION VARIABLE	INDICATOR	FREQUENCY	PERCENTAGE
	Age		
	25 - 34	126	49.8%
	45 - 56	59	23.3%
	35 - 44	36	14.2%
	less than 25	24	9.5%
	More than 56	8	3.2%
	Total	253	100.0%
	Sex		
	Men	150	59.3%
	Women	103	40.7%
	Total	253	100.0%
	Education		
	S1/D4	155	61.3%
	SMA atau sederajat	34	13.4%
	S2 (Master)	34	13.4%
	D3	30	11.9%
	Total	253	100.0%
	Occupation		
	Employee	200	79.1%
	Freelancer	23	9.1%
	Student	13	5.1%
	Marketing / Sales	6	2.4%
Demographic	Housewifes	5	2.0%
	Remote worker (WFH)	3	1.2%
	Entrepreneur	3	1.2%
	Total	253	100.0%
	Marriage Status		
	Single	66	26.1%
	Married	66	26.1%
	Married with 2 children	58	22.9%
	Married with 1 child	42	16.6%
	Divorce	13	5.1%
	Married with 3 children	8	3.2%
	Total	253	100.0%
	Income Level		
	More than 20.000.000	61	24.1%
	Less than 5.000.000	53	20.9%
	15.000.000 - 20.000.000	49	19.4%
	5.000.000 - 10.000.000	49	19.4%
	10.000.000 - 15.000.000	41	16.2%

SEGMENTATION VARIABLE	INDICATOR	FREQUENCY	PERCENTAGE
	Total	253	100.0%
	Monthly Expense Average		
	5.000.000 - 10.000.000	89	35.2%
Psycographic	**Preffered Online Activity**		
	Social media	91	36.0%
	Streaming	82	32.4%
	Work	64	25.3%
	Gaming	11	4.3%
	Others	5	2.0%
	Total	253	100.0%
	Mobile Provider		
	Telkomsel	232	91.7%
	Indosat	12	4.7%
	XL	7	2.8%
	Axis	2	0.8%
	Total	253	100.0%
	Wifi Provider		
	IndiHome	209	82.6%
	Firstmedia	13	5.1%
	Oxygen	9	3.6%
	Orbit	7	2.8%
	Mnc play	4	1.6%
	iconnet	3	1.2%
	Wifi id	3	1.2%
	Biznet	3	1.2%
	Megavision	2	0.8%
	Total	253	100.0%

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4.2. Promotional Campaigns

A comprehensive marketing campaign on various channels (TV, radio, online, and social media) to promote Telkomsel One was carried out by Telkomsel.

Figure 1. Telkomsel One Key Visual
Source: Telkomse One Instagram Account

There were four quadrant campaigns for household segments. Telkomsel One is in Quadrant 3, namely the Non-IndiHome user Tsel User.
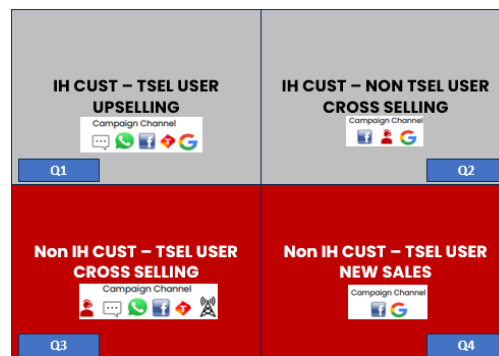

Figure 2. Household Campaign Quadrant
Source: Telkomsel

The digital campaign is carried out through meta and Google Ads, where customers are directed to the Telkomsel One Landing Page for registration. Unfortunately, the results of the campaign were not optimal; here is the funneling for the Telkomsel One campaign in West Java.

According to Meta Business, audience targeting that is not sufficiently relevant or too narrow can be one of the reasons your ad set is predicted to have low conversions.

Telkomsel One has a special Instagram account with content about product knowledge, tips, and giveaways, but based on the Instagram Engagement Calculator, the engagement rate is still low, at 3.4% with an average interaction per post of 276 likes and 10 comments.

Figure 3. Telkomsel One Instagram Engagement Rate
Source: Instagram Engagement Calculator

Apart from social media, engagement was also carried out through My Telkomsel application. Customers can manage Telkomsel One services in the MyTelkomsel application, starting from registering new installations, controlling usage, purchasing add-ons, and reporting problems. More than 35 million monthly active users hope that MyTelkomsel will become an effective medium for the Telkomsel One campaign.
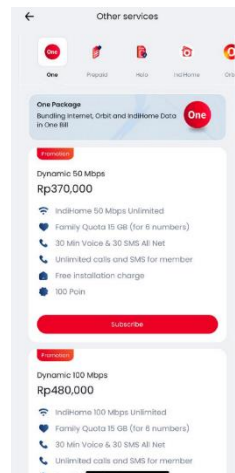
Figure 4. Telkomsel One Promo in MyTelkomsel
Source: MyTelkomsel

4.3. Brand Image

Based on the UBS Evidence Lab Survey (2023), IndiHome suffered the broadest decline in brand image. IndiHome saw a broad deterioration in factors, such as network stability, download speed, value for money, network latency, and value-added services. A silver lining is that IndiHome experienced the greatest improvement in network coverage compared to its peers.

Table 3. IndiHome Expectancy Analysis

EXPECTANCY ANALYSIS - FIXED BROADBAND USERS	IndiHome	XL Home	First Media	Biznet	MyRepublic	Importance (Top Box)
Stable connection	-2%	1%	0%	1%	0%	71%
Download speed	-1%	0%	-1%	1%	0%	68%
Upload speed	0%	-1%	0%	2%	0%	64%
Good technical support	1%	0%	-1%	0%	0%	63%
Good value for money	-4%	0%	1%	1%	0%	62%
Unlimited data/worry free usage	1%	1%	-1%	0%	0%	61%
Good customer service	0%	0%	-1%	0%	0%	60%
Network coverage	5%	0%	-1%	-3%	-2%	52%
Short/fast network latency	-2%	1%	0%	0%	1%	47%
Value-added services	-2%	0%	-1%	0%	0%	39%
Attractive bundling offers e.g. with mobile, pay TV etc	2%	1%	1%	-4%	0%	33%
Word-of-mouth	2%	-2%	0%	1%	1%	18%

Source: Telkomsel

4.4. After-Sales Services

4.4.1. Customer Support Services

GraPARI, as Telkomsel's customer service center, is ready to serve after sales for fixed mobile convergence products, with a total of 36 Grapari and 176 customer service personnel in West Java. Telkomsel also providing 24/7 customer support through various channels such as Call Center 188, social media and MyTelkomsel to address customer inquiries and issues. The latest innovation from Telkomsel to improve after-sales service is by presenting a virtual assistant. Virtual assistants are a derivative of artificial intelligence (AI), and are equipped with a series of programming languages based on natural language processing (NLP) and machine learning, which allows interactions such as individuals in general. As a company that prioritizes the latest technology and principle of customer-centricity, Telkomsel did not want to be left behind in adopting virtual assistant technology, which was then realized through a virtual assistant named Veronika.

4.4.2. Net Promotor Score

The Net Promoter Score (NPS) has been widely adopted by companies as a measure of customer mindset and a predictor of sales growth, in which potential customers will repeat orders and even recommend the company to friends or colleagues (Baquero, 2022). The Net Promoter Score (NPS) measures a customer's willingness to recommend a company's products or services to a friend or colleague (Baehre, O'Dwyer, O'Malley, & Lee, 2022). NPS adds value to customers by taking customer feedback into account to improve services that can meet their expectations and exceed them.
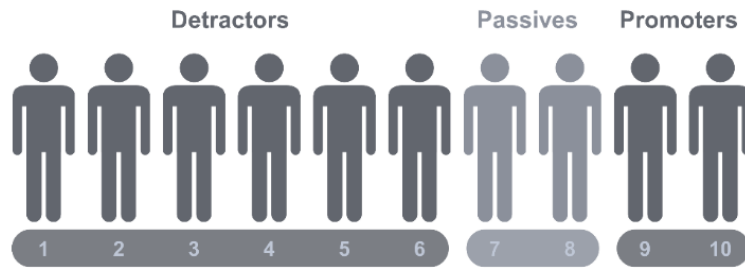
Figure 5. NPS Score Mapping
Source: Baquero (2022)

In Number, Telkomsel fixed broadband NPS has Improved from 59.48% to 63.17% in April 2024, while there are still several Detractors that must solve and as a source of improvement and growth.
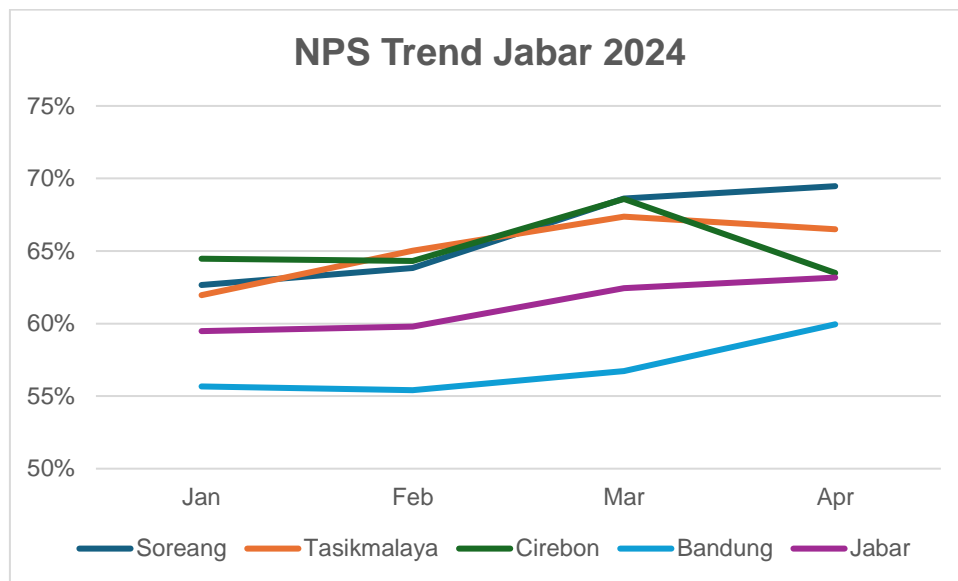

Figure 6. NPS Trend Region West Java 2024
Source: Telkomsel

As a follow up to the detractor, it was identified that most people were on the journey of using Indihome TV and Internet, which each contributed 33.9% and 50%, respectively.
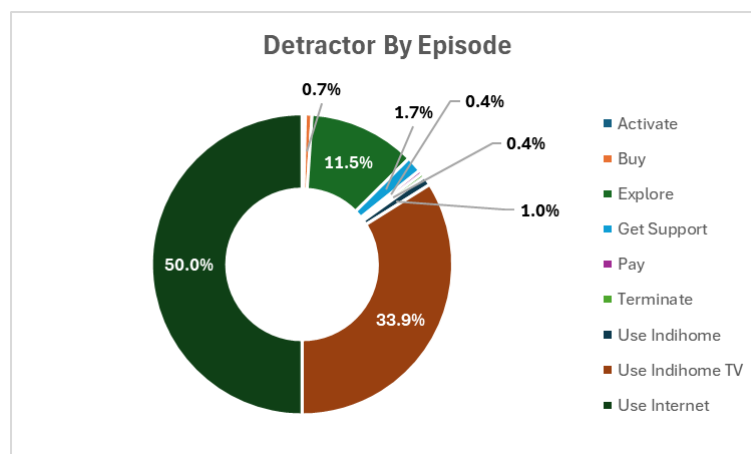

Figure 7. Detractor By Episode
Source: Telkomsel

4.5. Proposed Marketing strategy
4.5.1. Proposed STP
4.5.1.1. Segmentation
Based on the analysis conducted, there are some additions to the current segmentation for Telkomsel One.

Table 4. Telkomsel One Current Segmentation

SEGMENTATION VARIABLE	INDICATOR	Data Hulk	Family Combo	Hustling entrepreneurs
Demographic	Marriage Status	-	Family	-
Behaviour	Quota Usage	Shared Quota	Shared Quota	Shared Quota
Psycographic	Preffered service	High speed & Large data quota	Control over spends	Priority customer service

Based on the current segmentation, several variables were less specific. This is in line with the results of interviews with the sales force team, where they felt confused about which segment to offer Telkomsel One product, so they tended to offer them in a scattered manner. The following is the proposed segmentation for Telkomsel One based on the Cluster Analysis:

Table 5. Telkomsel One Proposed Segmentation

SEGMENTATION VARIABLE	INDICATOR	Budget Conscious User	Convenience Seeker	Tech Enthusiasts
Geographic	Region	City	City	City
	Residential Type	Cluster	Cluster	Cluster
Demographic	Age	25-34 Years Old	45-56 Years Old	25-34 Years Old
	Sex	Male, Female	Female, Male	Male, Female
	Education	Bachelor's degree	Bachelor's degree	Bachelor's degree
	Occupation	Employee, Freelancer	Employee, Entrepreneur	Employee
	Marriage Status	Married, Single	Married, Married with 1 chlid	Married with 2 Children
	Income Level	Less than 5 million	Above 20 million	15-20 million
	Monthly Expense Average	Less than 5 million	5-10 million	5-10 million
	Monthly Expense in Mobile Package	Less than 300K	Less than 300K	Less than 300K
	Monthly Expense in Wi-Fi Package	Less than 300K	300 - 600K	300 - 600K
Behavior	Daily Internet Usage Rate	6-12 Hours	6-12 Hours	13-18 Hours
	Gadget Usage	1-4 Device	5-8 Device	5-8 Device
Psychographic	Preferred Online Activity	Social media	Streaming	Streaming & working

4.5.1.2. Targeting
After determining the market segmentation to serve, the next stage is to choose the target market by evaluating the attractiveness of each segment. The target market is a segment that will be the focus of marketing activities carried out by business activities. According to the internal and external analyses, the segment attractiveness evaluation is as follows:

Table 6. Segment Attractiveness Evaluation

Evaluation Criteria	Budget Conscious User	Convenience Seeker	Tech Enthusiasts
Market Size & Growth	Large segment size	High growth potential	High growth potential
Competitive Intensity	Intense competition	Moderate competition	Moderate competition
Profitability	Low profitability	High profitability due to willingness to pay premium prices	High profitability due to willingness to pay premium prices
Company's Strengths	Requires cost-efficient operations	Aligns well with Telkomsel One quality & comprehensive service	Aligns well with Telkomsel One technological strengths

Based on the segment attractiveness evaluation, the main priority target markets for Telkomsel One are convenience seekers and tech enthusiasts. These market segments have high growth potential owing to the rapid development of ICT in Indonesia and the growth of Indonesia's GDP per household by 2024. Competition in this market segment is also classified as moderate, because most competitors target the budget-conscious user market by offering cheap package prices. According to the survey conducted, these two segments were equally willing to pay for fixed and mobile services in the range of Rp 300,000–Rp 900,000. The needs and preferences of these two segments are also in line with Telkomsel One's strengths, namely, technological leadership, network quality, and comprehensive customer service. However, the budget-conscious user segment is attractive in terms of market size, so this market segment needs to be given further attention by creating a special product line.

4.5.1.3. Positioning
Current:
The best solution for comprehensive connectivity and entertainment inside and outside the home
Proposed:
Seamless connectivity services featuring high-speed and reliable networks are combined with innovative digital solutions and excellent customer support.

4.5.2. Proposed Marketing Mix Strategy
According to Booms and Bitner (1981), the marketing mix for services extends to 7P, which includes products, prices, places, promotions, people, physical evidence, and processes. The proposed marketing mix for Telkomsel One summarize in Table 7.

Table 7. Proposed Marketing Mix

Marketing Mix	Strategy	Explanation
Product	Product Line Improvement	Create product line based on market segment
	Strategic Partnership with digital content providers and tech companies	Partnership with streaming, music apps, IoT Provider

Marketing Mix	Strategy	Explanation
Price	Offer tiered pricing plans	Offer tiered pricing plans to cater to different customer segments
	Bundle Pricing	Give special discount for customers who pay 3-6-12 months in advance
Place	Omnichannel Marketing	Ensuring consistent and efficient service across all customer touchpoints both offline and online
Promotion	Advertising	Use high-impact advertising across various media channels, including TV, digital, print, and outdoor advertising
	Enhance Digital Marketing Efforts	Increase online presence and engage with customers through digital channels
	Increase cross-sell/up-sell	Offer targeted cross selling & upselling
	Personalized Loyalty Program	Utilize big data and analytics to create deeply personalized loyalty program
	Event & Sponsorship	Participate in and sponsor events relevant to the target audience to increase brand visibility and engagement
People	Product Knowledge Training	Provide regular training for frontliner team to ensure they are knowledgeable and can provide excellent service
	Reward Program	Engage employees with incentive programs and recognition to motivate them to deliver their best
Physical Evidence	Service Demonstrations in Physical Touch Points	Provide service demonstrations and product trials in Grapari to allow customers to experience the benefits firsthand
Process	Streamlined installation and activation procedures	Simplify registration & fulfilment process by unleashing the power of artificial intelligence
	Integrated IT Solutions / Dashboard	Develop integrated dashboard to enhance coordination
	Network Quality Improvement	Regular network maintenance and upgrades

4.5.2.1. Product
Product Line Improvement
In line with the proposed market segmentation, it is necessary to improve the existing product lines in accordance with their preferences and needs. The following is the proposed new product line for Telkomsel One:

Table 8. Proposed Telkomsel One New Product Line

Variable	Telkomsel One Complete	Telkomsel One Lite
Product	Internet + IPTV	Internet
Fair Usage Policy	Non FUP	FUP
Price	Rp 300K - Rp 600K	Rp 129K - Rp 250K
Installment Fee	Free	Free
Orbit Price (OTC)	Rp425,000	-
Speed	50 - 300 Mbps	10 - 30 Mbps
Mobile internet	15 GB - 35 GB	15 GB
Monthly Orbit Quota	20 GB	-
IPTV	Indimovie 2, IndiHome TV Entry	-
OTT	Maxstream, Disney+, IndiHome TV, WeTV, Catchplay, Mola TV, Netflix	Maxstream, IndiHome TV
Benefit	Prioritize Customer Support & Extra Loyalty Points	
Segment Addressed	Convenience Seeker, Tech Enthusiast	Budget-Conscious User

Telkomsel One Complete is an all-in-one service for customers, including high-speed internet, unlimited Wi-Fi quota, shared quota for mobile services, monthly quota for Orbit, and entertainment services via IPTV and streaming. By subscribing to this package, customers also prioritize customer support and extra loyalty points. This product meets the needs of the Convenience Seeker and Tech Enthusiast market segments. Meanwhile, to serve the budget-conscious user market segment, the Telkomsel One Lite package is provided at a more affordable price and with adequate services.

Strategic Partnership with digital content providers and tech companies
To enhance service offerings and customer experience, Telkomsel One needed to Telkomsel One can enhance its service offerings and market positioning by forging strategic partnerships with leading digital content providers and tech companies. For example, a partnership with Netflix could allow Telkomsel One to offer exclusive streaming content and bundled packages that include Netflix subscriptions, thereby increasing customer retention and attraction by providing value-added services. Similarly, integrating Google's suite of services, such as Google Home and Google Assistant, can position Telkomsel One as a leading provider of smart-home solutions. This collaboration would involve bundling Google Smart Devices with Telkomsel One subscriptions and developing co-branded smart home packages.

Moreover, partnering with Spotify can enhance the user experience by offering Telkomsel One's connectivity alongside Spotify's premium music-streaming service. This partnership could include special plans that bundle Spotify Premium with Telkomsel One subscriptions, and joint promotional events. Another strategic partnership could be with Microsoft, integrating productivity tools such as Office 365 and teams to attract business and professional users. Bundling Telkomsel One's connectivity with Office 365 subscriptions and offering joint webinars on productivity can cater to customers.

Finally, a partnership with Samsung could involve offering device bundles and exclusive deals with Samsung's latest smartphones and Telkomsel One's connectivity plans. This could include exclusive discounts on Samsung devices for Telkomsel One subscribers, and joint advertising campaigns showcasing the integration of Samsung technology with Telkomsel's network. These strategic

partnerships would enable Telkomsel One to significantly enhance its service offerings, attract new customers, and improve its overall customer satisfaction and retention.

4.5.2.2. Price

1. Offer tiered pricing plans

In line with the product strategy, Telkomsel One Offer has a tiered pricing plan to meet the needs of the market segment. the price range for Telkomsel One Complete is IDR 300K - IDR 600K and Telkomsel One Lite IDR 129K - IDR 300K

2. Bundle Pricing

To provide convenience in payments and encourage customers to subscribe longer, a bundle-pricing strategy is proposed by providing special discounts for customers who will pay to 3-6-12 months in advance.

4.5.2.3. Place

1. Omni channel Marketing

To deliver a seamless and integrated customer experience, Telkomsel One can adopt omni-channel marketing to ensure consistent and efficient service across all customer touchpoints. This strategy involves harmonizing online and offline channels such as sales forces, outlets, mytelkomsels, landing pages, and grapari. By integrating these channels, Telkomsel One can provide customers with the flexibility to start a transaction on one platform and complete it on another without friction. For instance, a customer might explore Telkomsel One's service plans on the website, make inquiries through My Telkomsel, and finalize their purchase in Grapari while enjoying a unified experience.

4.5.2.4. Promotion

1. Advertising

To effectively promote Telkomsel One, a comprehensive advertising strategy that leverages multiple channels to reach a broad audience should be implemented. This strategy includes a combination of digital and traditional advertising methods. On the digital front, targeted advertising on social media platforms, such as Facebook, Instagram, and YouTube, can reach audiences based on predetermined market segments. These ads can be tailored using data analytics to focus on user preferences and behaviors, thereby ensuring high relevance and engagement. Additionally, search engine marketing (SEM) and display ads on popular websites and mobile apps can capture the attention of potential customers actively seeking connectivity solutions.

Complementing digital efforts, traditional advertising methods, such as TV commercials, radio spots, and billboards, can enhance brand visibility and reach a wider audience, including those who are less engaged with digital media. These advertisements should highlight Telkomsel One's unique value propositions such as high-speed connectivity, innovative digital services, and excellent customer support.

By integrating these diverse advertising tactics, Telkomsel One can create a robust and cohesive campaign that drives brand awareness, customer acquisition, and customer loyalty.

2. Enhance Digital Marketing Efforts

To enhance its digital marketing efforts, Telkomsel One should adopt a multi-faceted strategy that leverages data-driven insights and innovative technologies to effectively reach and engage its target audience. This strategy involves a strong focus on content marketing, utilizing high-quality, relevant content to attract and retain customers. By creating informative blog posts, engaging videos, and interactive social media content, Telkomsel One can build robust online presence and foster community engagement.

Furthermore, influencer partnerships and content marketing, including blog posts and video tutorials, can build credibility and provide in-depth information on the benefits of Telkomsel One.

3. Personalized Loyalty Program
   To foster customer loyalty and enhance user engagement, Telkomsel can introduce a personalized loyalty program that rewards customers based on their usage patterns, preferences, and engagement with a brand. This programme offers tiered rewards and benefits, providing greater incentives for higher levels of usage and long-term commitment.

   The program would be powered by advanced big data analytics to understand individual customer behaviors and tailor rewards that resonate the most with each user. For example, existing customers with billing that is more expensive than the current minimum selling price are given a free-speed upgrade or upgrade to Telkomsel One.

   To keep customers engaged, the program could feature gamification elements, such as earning points for various actions, participating in challenges, and unlocking new reward tiers. Regular communication through personalized emails, app notifications in MyTelkomsel, and SMS keeps customers informed about their status, available rewards, and new opportunities to earn points. By implementing this personalized loyalty program, Telkomsel One can significantly boost customer satisfaction, reduce churn, and build a stronger and more loyal customer base.

3. Events & Sponsorship
   Telkomsel One can implement a strategic event and sponsorship program to strengthen its brand presence and engage with its target audience. This strategy would involve sponsoring high-profile events, such as technology conferences, music festivals, sports tournaments, and regional government events that attract a large and diverse audience. By associating with these events, Telkomsel One can enhance its visibility and connect with potential customers in an engaging and memorable manner.

   Moreover, leveraging digital channels to promote such events can amplify their reach. Live streaming events, sharing behind-the-scenes content, and engaging with attendees on social media can create buzz and extend an event's impact beyond physical attendees. Collaboration with influencers and industry experts as event ambassadors can further boost credibility and attract more participants.

4.5.2.5. Process
1. Streamlined installation and activation procedures
   Telkomsel One should ensure a quick and hassle-free process to enhance customer satisfaction and improve the user experience. This approach simplifies the steps required for customer input, automated ID validation, and a contactless installation schedule. By integrating user-friendly interfaces and proactive support such as chatbots and instant messaging services, customers can quickly resolve any issues that arise during the installation and activation process.
2. Integrated IT Solutions / Dashboard
   Currently, there are many dashboards for Telkomsel One operation. This is a challenge, in which the operational management of Telkomsel One involves Telkom and Telkom Access. Allocating financial resources to develop or acquire integrated IT tools and dashboards will help overcome the challenges of disjointed IT systems, leading to more efficient operations and better decision-making capabilities.
3. Network Quality Improvement
   As the main value of Telkomsel One, improving the network quality should be a focus program. This involves upgrading infrastructure to support faster, more reliable connectivity and expanding network coverage to reach underserved areas. By investing in advanced technologies such as 5G and Telkomsel One can offer superior speed and performance, meeting the growing demands of modern consumers. Regular network maintenance and optimization are crucial for preventing downtime and enhancing the stability.

   Leveraging data analytics can help identify and address network congestion points, thereby ensuring a smooth user experience. By continuously monitoring network performance and gathering customer

feedback, Telkomsel One can proactively address issues and make the necessary adjustments to maintain high service standards.

5. Conclusion
5.1. Conclusion
Telkomsel One was presented as a fixed mobile convergence (FMC) solution. FMC is an emerging technology that aims to integrate and create a unified communication infrastructure using fixed and wireless mobile networks. Fortunately, the sales performance of Telkomsel One in West Java did not meet expectations, which only achieved 39% of the target, with an average monthly sales achievement of 39%. Internal and external analyses were conducted in this research, resulting in several strategies, including business strategy, STP, and marketing mix (7P) strategy, to boost Telkomsel One sales performance. The research has discovered that there are three distinct market segments for Telkomsel: budget-conscious users, convenience seekers, and technology enthusiasts. This segment was then evaluated to determine targets, and it was found that the Convenience Seeker & Tech Enthusiasts segment would be a priority segment for Telkomsel One. The appropriate positioning for this target market is seamless connectivity services featuring high-speed and reliable networks, combined with innovative digital solutions and excellent customer support.

The proposed business strategy combines differentiation and cost leadership strategies, which can offer superior and unique services while maintaining competitive pricing, ensuring both customer satisfaction and cost efficiency. This dual approach positions Telkomsel One as a market leader that is capable of attracting a broad customer base and sustaining long-term growth. Telkomsel One needs to adjust product lines and pricing, conduct several promotions and strategic partnerships, using omnichannel approaches, frontliner skills training, streamline processes, and integrating IT Tools to deliver excellent service to customers.

5.2. Recommendation
Telkomsel One as the FMC hero product from Telkomsel has a very high opportunity where Telkomsel is the market leader for both fixed and mobile services. To ensure sustained success and growth of Telkomsel One, it is recommended to adopt a comprehensive strategy that seamlessly integrates cost leadership and differentiation. By focusing on enhancing the quality of its services while simultaneously managing costs, Telkomsel One can maintain its competitive edge.

Investing in advanced network infrastructure to provide high-speed and reliable connectivity should be coupled with the use of cost-effective technologies and strategic partnerships. The development and offering of innovative digital solutions will attract diverse customers.

Implementing personalized loyalty programs utilizing big data analytics can improve customer experience and service delivery. Tailoring service packages to cater to different customer segments, including budget-conscious users, convenience seekers, and tech enthusiasts, will further differentiate Telkomsel One while maintaining cost-effectiveness.

Forming strategic partnerships with leading tech companies and digital content providers will add value exclusively to customers. Additionally, strong supplier relationships, lean management principles, and continuous innovation based on customer feedback ensure that Telkomsel One remains at the forefront of the industry. By adopting this integrated approach, Telkomsel One will be well-positioned to offer high-quality, unique services at competitive prices, driving customer satisfaction and sustaining long-term growth

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