

## Abstrak

Penetrasi pengguna mobile selular di Indonesia per 2021 sudah mencapai lebih dari 133% dari jumlah penduduk di Indonesia. Hal ini berdampak terhadap pertumbuhan jumlah pelanggan industri mobile selular yang sudah mulai melambat yaitu CAGR '18-'21 sebesar 4%. Hal ini mendorong para pelaku industri di telekomunikasi untuk mencari arus pertumbuhan baru dengan melakukan ekspansi bisnis ke industri teknologi & informasi (TI) sehingga mendorong terjadinya konvergensi bisnis ke arah teknologi informasi & komunikasi (TIK) khususnya di segmen pelanggan korporasi (B2B). Menurut riset yang dilakukan oleh IDC trend pertumbuhan industri TIK segmen korporate di Indonesia CAGR '21-'25 adalah sebesar 13% dengan pertumbuhan terbesar disumbang oleh jasa layanan IT dengan pertumbuhan CAGR sebesar 17%. Di sisi Indosat B2B, selama tahun 2021 perusahaan menunjukkan pertumbuhan bisnis sebesar 17% yang di sumbang oleh jasa layanan IT dengan pertumbuhan sebesar 46% disusul laynan selular korporat sebesar 43%. Tujuan penelitian tesis ini adalah untuk meningkatkan pertumbuhan pendapatan perusahaan sebesar 15% setiap tahunnya sampai dengan tahun 2025. Metode penelitian dilakukan dengan cara kualitatif melalui studi dokumen, studi analisis terhadap bisnis segmen korporat dan wawancara dengan pejabat di lingkungan Indosat B2B. Hasil penelitian ini menghasilkan strategi terpilih yaitu Market Penetration, Market development, Product Development, Cooperative Strategies & Differentiation. Berdasarkan strategi tersebut, maka disusun rencana strategi dan implementasi strategi perusahaan selama 3 tahun ke depan.

Kata kunci: Indosat B2B, Bisnis TIK, Telekomunikasi, Teknologi Informasi, Product development, Market Development, Market Penetration, Cooperative Strategis & Differentiation.

## Abstract

Mobile cellular user penetration in Indonesia as of 2021 has reached more than 133% of the total population in Indonesia. This has an impact on the growth in the number of subscribers to the mobile cellular industry, which has begun to slow down, namely CAGR '18-'21 of 4%. This encourages industry players in telecommunications to seek new growth streams by expanding their business into the information technology & (IT) industry, thereby encouraging business convergence towards information & communication technology (ICT), particularly in the corporate customer (B2B) segment. According to research conducted by IDC, the growth trend of the corporate segment of the ICT industry in Indonesia CAGR '21-'25 is 13% with the largest growth contributed by IT services with a CAGR growth of 17%. On the Indosat B2B side, during 2021 the company showed business growth of 17%, which was contributed by IT services with a growth of 46%, followed by corporate cellular services at 43%. The purpose of this thesis research is to increase the company's revenue growth by 15% every year until 2025. The research method is carried out in a qualitative way through document studies, analysis studies on the corporate segment business and interviews with officials in the Indosat B2B environment. The results of this study resulted in the selected strategy, namely Market Penetration, Market development, Product Development, Cooperative Strategies & Differentiation.

Keywords: Indosat B2B, ICT Business, Telecommunications, Information Technology, Product development, Market Development, Market Penetration, Strategic Cooperative & Differentiation.