

## ***Abstract***

*PT Telkom Indonesia Tbk (Telkom) is a State Owned Enterprise in the field of information and communication technology (ICT) services with a TIMES business portfolio (Telecommunications, Information, Media, Edutainment and Services). Since 2016 Telkom has transformed the organization from core-based and adjacent business to customer-centric-based, known as Customer Facing Units / Functional Units (CFU/FU), aiming to consolidate and group holding businesses (divisions) and subsidiaries according to the portfolio needed for serving its customers, one of which is CFU Enterprise which focuses on the corporate market, consisting of nine Business Unit Subsidiaries (BUS) / Special Business Units (SBU).*

*The purpose of this study is to identify the map of Telkom CFU Enterprise's sub-holding business portfolio today (2019) and in the future, mapping out the key success factors of each industry in which strategic units operate, identifying the strengths and weaknesses and capabilities of each each SBU responds to external strategic issues, as well as the business portfolio strategy of the Telkom CFU Enterprise 2020-2023 business group. This research uses descriptive qualitative method. Data was collected through interviews with leaders at the CFU Enterprise sub-Holding level and leaders at nine SBUs, as well as studies of public documents and company internal data. Analysis in this study uses IE Matrix (Internal Factor Evaluation / IFE Matrix and External Factor Evaluation / EFE Matrix), PESTEL Analysis and Porter's Five Forces, used for internal and external scanning of the company. The BCG matrix is used to map the portfolio of nine SBU businesses.*

*The results showed that nine SBUs were spread over the four quadrants of the current BCG Matrix. There are 1 SBU in the Dog quadrant, 3 SBU in the Question Mark quadrant, 2 SBU in the Star quadrant and 3 SBU in the Cow quadrant. The IE matrix currently shows 3 SBUs in a weak IFE position and 6 SBUs in a moderate / average IFE position. Then 2 SBU in the weak EFE position, 5 SBU in the medium / medium EFE position and 2 SBU in the high / high position. Portfolio strategies are applied for each SBU for the future (2020-2023) to encourage all SBUs to minimize weaknesses and improve their ability to respond to challenges and show their competitive advantages.*

*Keywords: Corporate Strategy, Portfolio Strategy, BCG Matrix, IE Matrix*

## Abstrak

*PT Telkom Indonesia Tbk (Telkom) adalah BUMN di bidang jasa layanan teknologi informasi dan komunikasi (TIK) dengan portofolio bisnis TIMES (Telekomunikasi, Informasi, Media, Edutainment dan Services). Sejak 2016 Telkom melakukan transformasi organisasi dari berbasis core dan adjacent business menjadi berbasis customer centric yang dikenal sebagai Customer Facing Unit/Functional Unit (CFU/FU), bertujuan untuk mengkonsolidasikan dan mengelompokkan bisnis holding (divisi) dan anak usaha sesuai dengan portofolio yang dibutuhkan untuk melayani customer-nya, salah satunya CFU Enterprise yang fokus pada pasar korporasi, terdiri dari sembilan Business Unit Subsidiaries (BUS) / Special Business Unit (SBU).*

*Tujuan dari penelitian ini adalah untuk mengidentifikasi peta portofolio bisnis sub-holding Telkom CFU Enterprise saat ini (2019) dan masa yang akan datang, memetakan faktor kunci sukses masing-masing industri dimana unit-unit strategik beroperasi, mengidentifikasi kekuatan dan kelemahan serta kemampuan masing-masing SBU menanggapi isu strategik eksternal, serta strategi portofolio bisnis kelompok bisnis Telkom CFU Enterprise 2020-2023. Penelitian ini menggunakan metode kualitatif deskriptif. Data dikumpulkan melalui wawancara kepada level pimpinan di sub-Holding CFU Enterprise dan pimpinan di sembilan SBU, serta studi dokumen yang bersifat publik maupun data internal perusahaan. Analisis pada penelitian ini menggunakan Matriks IE (Internal Factor Evaluation/IFE Matrix dan External Factor Evaluation/EFE Matrix), PESTEL Analysis dan Porter's Five Forces, digunakan untuk pemindaian internal dan eksternal perusahaan. Matriks BCG digunakan untuk memetakan portofolio usaha sembilan SBU.*

*Hasil penelitian menunjukkan bahwa sembilan SBU tersebar pada empat kuadran Matriks BCG saat ini. Terdapat 1 SBU pada kuadran Dog, 3 SBU pada kuadran Question Mark, 2 SBU pada kuadran Star dan 3 SBU pada kuadran Cow. Matriks IE saat ini menunjukkan 3 SBU pada posisi IFE lemah/weak dan 6 SBU pada posisi IFE sedang/average. Kemudian 2 SBU pada posisi EFE lemah/weak, 5 SBU pada posisi EFE menengah/medium dan 2 SBU pada posisi tinggi/high. Strategi portofolio diterapkan untuk masing-masing SBU untuk masa mendatang (2020-2023) untuk mendorong seluruh SBU meminimalkan kelemahan dan meningkatkan kemampuan meresponse tantangan serta menunjukkan keunggulan kompetitifnya.*

**Kata Kunci :** Strategi Perusahaan, Strategi Portofolio, BCG Matrix, IE Matrix