

**PROPOSED OF INDIHOME MARKETING STRATEGY
THROUGH DIGITAL CHANNEL
(CASE PT. TELKOM INDONESIA – WITEL JAKARTA PUSAT)**

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ABSTRACT

This research is motivated by the increasing need for the internet. Internet is a necessity that can be primary needs nowadays. With the advancement of the internet today, digital marketing is an aspect that is very influenced. The high number of internet users in Indonesia creates an opportunity for the development of digital marketing. There has been a significant change in the marketing strategy of both goods and services. With so many Internet Service Provider players currently, IndiHome which is a service product of PT. Telekomunikasi Indonesia (Persero) Tbk, needs to show the strength of its positioning. One of the strengths of IndiHome is that it is the only one that has a *Triple Play Service* consisting of *Internet, Interactive TV and Telephone*. Initially, IndiHome was only using conventional channel to sell its product, which is direct offering by Sales Agent to customers, but since August 2022, Witel Jakarta Pusat implementing IndiHome subscriptions via digital channels, can be conducted from Website, Landing Page or Social Media (FB, IG, Twitter). In fact, potential customers feel unfamiliar with how to subscribe to IndiHome via this new channel. This phenomena caused a decrease in IndiHome sales results in September 2022. This research aims to identify the internal and external factors that cause the decline of IndiHome sales in Witel Jakarta Pusat. The methodology used in this research is quantitative method. Data collection technique used in this study were literature study, observation and questionnaire with 140 respondents. The result of this research indicate that Internal and external variables that influenced the decline in IndiHome sales are apart from the fact that IndiHome prices are more expensive than other internet providers, customers find it difficult to subscribe to IndiHome via digital channels so they still choose sales agents as a more convenient way. Customers also find it difficult to get updates regarding subscription stages. Apart from that, customers are also worried about the security of the personal data they upload to the system when making a subscription. The recommended strategy given is to implement Integrated Marketing Communication.

Keywords: Internet, Marketing Strategy, Integrated Marketing Communication

INTRODUCTION

Since the launch of Making Indonesia 4.0, the Indonesian government has been preparing to be able to compete in the global industry. Later, Making Indonesia 4.0 is about connectivity through integrated technology, information and communication will be more efficient.

To make it realized, the government is committed to building an ecosystem that will benefit the business world and other related stakeholders. Therefore, the internet will not be separated from our daily life. Internet is a necessity that can be primary needs nowadays. It makes us possible to find information quickly, communicate with people around the world, manage your finances, shop from

home, listen to music, watch movies and many more. The development of technology information that moves so fast makes the world seem to be in our hands because everything that happens around the world can be known easily using the internet. Based on the results of the latest survey by the Association of Service Providers Internet Indonesia (APJII), the number of Indonesian internet users has reached 210 million. In the latest server findings, the internet penetration rate in RI grew by 77.02%, where there are 210,026,769 people out of a total of 272,682,600 Indonesian people connected to the internet in 2021.

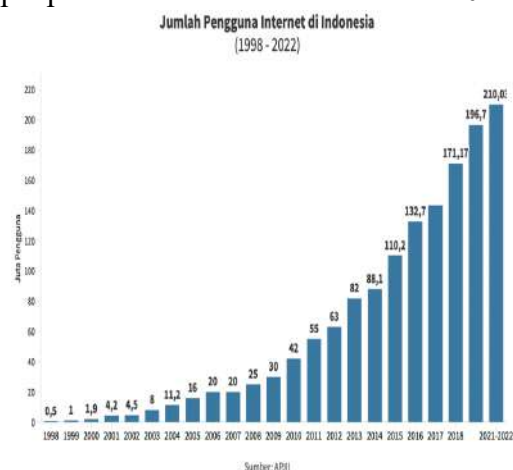


Figure 1. The Number of Internet Users in Indonesia (Source: APJII, 2022)

Meanwhile on We Are Social's 2022 Report by Hootsuite below, number of internet adoption in Indonesia in Jan 2022 reached 73.7 percent, means that as 73.7 percent of the population in Indonesia are already active internet users.

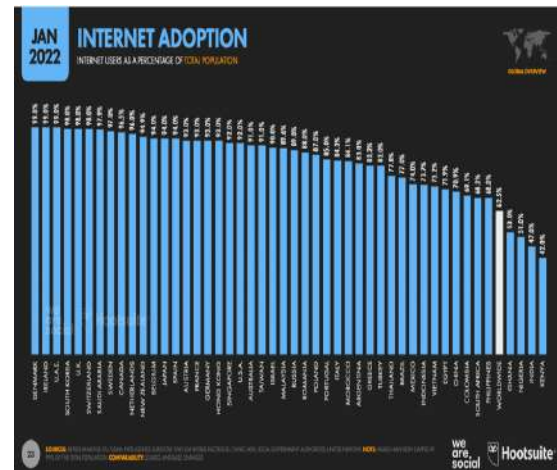


Figure 2. Number of Internet Adoption (Source: datareportal.com)

With the advancement of the internet today, digital marketing is an aspect that is very influenced. The high number of internet users in Indonesia creates an opportunity for the development of digital marketing. There has been a significant change in the marketing strategy of both goods and services. Previously marketing was carried out in the traditional way which involved a lot of direct interaction from person to person, now the digital marketing trend is starting to boom. The way in which digital marketing has developed has changed the way brands and businesses utilize technology and digital marketing for their marketing. Digital marketing campaigns are becoming more prevalent as well as efficient, as digital platforms are increasingly incorporated into marketing plans and everyday life, and as people use digital devices instead of going to physical shops (Sathya, 2019). Digital marketing can affect consumer behavior, now if someone wants to buy a product, he will first find out the advantages and disadvantages of the product, which product is original, even product prices from different online stores, all of which are assisted by digital marketing.

Consumers feel more comfortable if they do the above research digitally / online.

RESEARCH METHODOLOGY

For this study, the data will be analysed using quantitative techniques where will be in the form of numerical information using a survey questionnaire. Respondents' valuation through IndiHome regarding the research variables will be evaluated with the assistance of a measurement tool in the form of Likert scale. Using a five-point scale that ranges from strongly agree to strongly disagree. Likerts scale question will ask participants to express their level of agreement or disagreement with statements relevant to the research variables. The Likert scale will be used to gather data, and statistical software, specifically SPSS (Statistical Package for the Social Sciences), will be utilized to analyze that data. Descriptive statistics, such as means, standard deviations, and frequencies, will be used to provide a succinct summary of the data. Inferential statistics, such as correlation analysis and multiple regression analysis, will also be used in testing the study hypotheses. Data screening methods will be used to look for missing data, outliers, and assumptions about the normality of the data. Furthermore, reliability and validity tests will be performed to assess the standard of data collected through the

use of the Likert scale, as well as its precision. In general, the Likert scale will give a valid and effective way for measuring respondents' valuation toward the research variables and answering research questions.

RESULTS AND DISCUSSION

Internal Analysis

Segmentation, Targeting, and Positioning

Segmentation, targeting, and positioning (STP) is a marketing strategy framework used to discover and satisfy the needs and preferences of distinct client segments. Most companies have moved away from mass marketing and toward *target marketing*: identifying market segments, selecting one or more of them, and developing products and marketing programs tailored to each. Instead of scattering their marketing efforts, firms are focusing on the buyers who have greater interest in the values they create best approach (Kotler and Armstrong, 2011).

Segmentation

To be able to make a marketing program that recognize customer needs, there are key segmentation variable such as demographic, geographic, psychographic, and behavioural segmentation. Table below is the current market segmentation of IndiHome in Witel Jakarta Pusat:

Table 1. Segmentation of IndiHome in Witel Jakarta Pusat

Segmentation	Segmentation Factors	Description
Geographic	Region	Central Jakarta
	Density	Urban & Suburban
Demographic	Gender	Male & Female
	Age	15 - 55 years old
	Occupation	Students, Private Employees, Civil Employees, Teacher, Entrepreneur
	Education	Elementary School - Post Graduate
	Expenses per month	2.000.000 - > 8.000.000

	Social Class	Middle - High
Psychographic	Lifestyle	Digital & Tech-savvy
	Interest	Social Media, Browsing, Streaming, WFH/SFH
Behavioral	Internet usage	Medium - heavy user

(Source: Survey Questionnaire, 2023)

From the table above, IndiHome demographic segmentation vary from male to female customers from age 15 – 55 years old with educational background from elementary school until post graduate. In psychographic variable, customer lifestyle as a digital and tech savvy plays an important role. Also their interest in social media, browsing and streaming.

Targeting

Targeting entails deciding which market segments to focus on based on their compatibility with the company's capabilities. IndiHome may target densely populated urban regions with significant disposable wealth, as these places may have a higher demand for high-speed internet and advanced digital services. They may target urban regions with a large population of professionals that want dependable and fast internet connectivity. Another target segment for IndiHome is family oriented household which are several members with varying internet requirements, from online education requirement to entertainment. IndiHome also could be aimed towards small and medium-sized businesses (SMEs) that demand fast and dependable internet connections for day-to-day operations.

Positioning

IndiHome would distinguish itself from competition by emphasizing its own features, benefits, and value offer. This could include dependable and fast internet access, a wide range of digital entertainment options, reasonable pricing, 24-hour customer service, or

value-added services like bundling with gaming apps and smart home integration.

Marketing Mix 7P

Product

A service product consists of three components: core product delivers the principal benefits and solutions customers seek, supplementary services facilitate and enhance the core product, and delivery process determine how the core and supplementary service elements are delivered to the customer. The core product often becomes commoditized, and differentiation then centers on supplementary services and service delivery processes (Wirtz and Lovelock, 2011). IndiHome is a digital service that provides internet, home telephone, and interactive TV with a wide selection of packages and additional services to choose from according to your needs. Now, the IndiHome network has spread throughout Indonesia and continues to innovate to meet the best internet needs for the community.



Figure 3. Core Product of IndiHome
(Source: indihome.co.id)

IndiHome divided the core product into 3 main services: Single Play (1P) consist of Internet service only, Dual Play (2P) consist of Internet and Phone service, or Internet and TV

service and Triple Play (3P) consist of Internet, Phone and TV service. Compared to competitors, IndiHome is the only internet service provider that provide Plain Ordinary Telephone Service (POTS). This can be one of the strengths of IndiHome. There is a difference in internet speed in each package starting from 30 Mbps up to 300 Mbps. To complement the core product, IndiHome offers variety of supplementary product known as “add-on”. Add-Ons are features that are not included in the monthly subscription but can be activated at the customer's request. There are various sorts of Add-Ons with varying component values and active periods, such as *speed on demand* to increase internet speed as desired temporarily, *Wifi Extender* to extend the range of the wifi signal at home to every corner, without additional cables. Even customer can upgrade their internet speed permanently with add-on. For the TV service, customer can add a variety of favorite channels according to their wishes. They can also add OTT services like Netflix, ViU, Catchplay, Vidio, Mola TV, Vision+ etc.

Price

There are differences in IndiHome prices according to the type of service and package the customer chooses, which are Single Play (1P), Dual Play (2P) or Triple Play (3P). Indihome provides the following price ranges based on internet speed:

50 Mbps : Rp. 350.000 – Rp. 620.000
 100 Mbps : Rp. 425.000 – Rp. 965.000

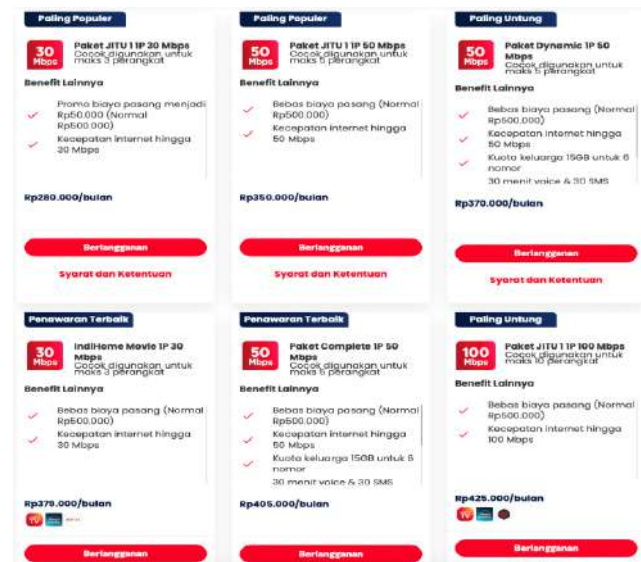


Figure 4 Variety of IndiHome Package and Price

(Source: indihome.co.id)

Place

Marketing channel or distribution channel is a set of interdependent organizations that help make a product or service available for use or consumption by the consumer or business user. (Kotler & Armstrong, 2011). Telkom uses various sales channels for IndiHome, both direct sales through sales agents, and through digital channels such as Web In and Landing Pages. The main channel for selling IndiHome is through Sales Agents. IndiHome Sales Agents can be found at the IndiHome counter (Open Table) located in crowded centers such as markets, squares, apartments, clusters and various events at schools to offices.



Figure 5. IndiHome Counter (Open Table)
(Source: Internal report Witel Jakarta Pusat)

IndiHome also uses MOBI (IndiHome Car) as a customer touch point. Basically, MOBI is a sales car equipped with sales team and mechanics. potential customers can experience using IndiHome through trial devices in MOBI before they decide to buy. Nowadays, Telkom began developing the IndiHome digital channel with the goal of providing an accessible and user-friendly digital experience for individuals seeking IndiHome information or services. These channels provide as virtual touchpoints for users to gather information, make informed decisions, and maybe engage with Indihome's services.



Figure 6. IndiHome Official Website
(Source: indihome.co.id)

Promotion

Indihome may use direct marketing tactics such as distributing promotional materials, pamphlets, or newsletters to the potential consumers through Sales Agent. This method provides recipients with thorough information about Indihome's services and invites them to consider subscribing. through direct marketing, Telkom also puts up advertisement in banners at crowded points.

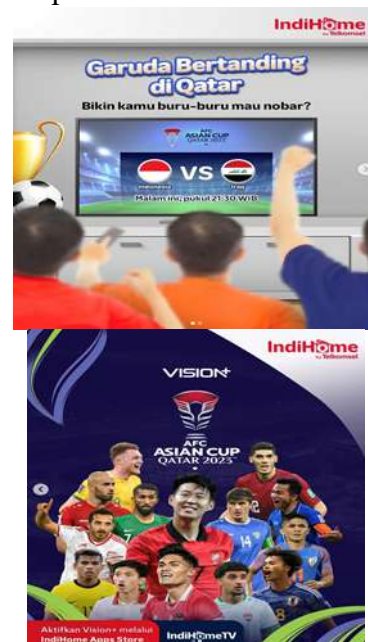


Figure 7. IndiHome Official Promotional Materials

(Source: IndiHome Instagram Official)

Indihome advertises online via channels such as search engines, social media networks, and display advertising. To reach a certain audience segment, they may build customized ads based on user demographics and preferences. Indihome can display their services, specials, and discounts to a larger internet audience with online advertising.

People

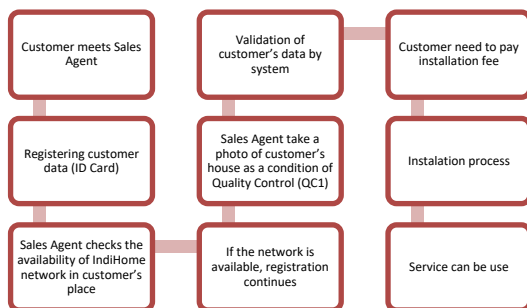
According to Kotler (2011), people are actors who play critical roles in providing services in order to affect client perceptions. People's aspects include the company, employees,

distributors, and others. The people aspects in IndiHome consist of Management and Support Staff which responsible for ensuring the smooth functioning of the business, Sales Agent which responsible for promoting and selling IndiHome, Technicians to install the services, also Customer Services which responsible for communicating with clients, addressing their concerns, resolving difficulties, and giving support throughout the customer journey.

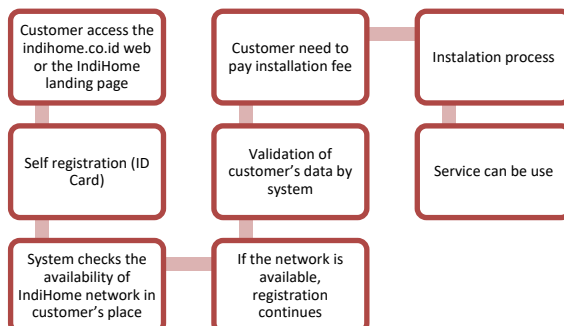
Process

Processes describe the method and sequence in which service operating system work, specify how they link together to create the value proposition promised to the customers (Wirtz & Lovelock, 2016). Below is the IndiHome business process based on different channel.

Registration Via Sales Agent:



Registration Via Web IndiHome or Landing Page (Digital Channel)



Through digital channels, customers are directed to find information about IndiHome via Web In or Landing Pages and finally determine the chosen internet package. after that the customer performs self-registration. This is very different than through a Sales Agent where the Sales Agent's role is to help customers get product information until register for IndiHome.

Physical Evidence

Physical evidence is visual or tangible clues that provide evidence or service quality (Wirtz & Lovelock, 2016). The physical form of IndiHome service known in Plasa Telkom. In the operational area of Witel Jakarta Pusat there is 1 location of Plasa Telkom Kebon Sirih located in Gambir, Jakarta Pusat. Plasa Telkom is a dedicated retail location where clients may get a variety of Telkom products, services, and solutions.

Porter Value Chain

Michael Porter created the Porter's value chain framework to help examine a company's operations in creating value for its consumers and acquiring a competitive edge. It comprises of a sequence of primary and secondary operations that contribute to the overall value generation process of a company. According to Porter (1985), the value chain consists of primary activities and secondary activities.

Primary activities

a. **Inbound Logistics.** IndiHome's inbound logistics include the acquisition and delivery of the equipment and supplies required for the establishment and maintenance of its telecommunications services. Coordination with suppliers, inventory management, and assuring timely delivery of equipment to support client installations and service providing are all part of the

job. Telkom uses e-Procurement system to make digital inventory and procurement of goods and services.

- b. **Operations.** The operations component of IndiHome's value chain refers to the actions involved in successfully and efficiently delivering telecommunications services to clients consist of: infrastructure development where Telkom invests in the development and maintenance of its infrastructure; installation and provisioning for customer who installing IndiHome involving setting up the necessary items such as router, ONT, STB and modem; service maintenance to fix any problems or inconveniences that consumers may face. This includes debugging connectivity issues, detecting and fixing technological issues, and so on.
- c. **Outbond Logistics.** IndiHome seeks to offer quick and hassle-free service provisioning by effectively managing service activation, equipment distribution, delivery, installation, maintenance, and post-installation assistance. This includes in after sales services.
- d. **Marketing and Sales.** Telkom uses two marketing approach to IndiHome namely conventional promotion through Sales Agent, where they become the main promotional agent by making IndiHome offers to potential customers by distributing brochures or flyers and visiting crowd centers. The second one is digital channel promotion using websites, landing page, e-commerce, social media campaigns and endorsement of KOL. Telkom also develop a multi-level marketing program through Sobat IndiHome.
- e. **Customer Services.** IndiHome's customer service is responsible for assisting customers, resolving problems, and responding to

consumer questions and complaints. IndiHome strives to deliver timely and effective customer service across a variety of channels, including phone assistance, online chat, and in-person contacts with Plasa Telkom. for customers who cannot come to Plasa Telkom in person, they can contact call center 147 by telephone.

VRIO and RBV Analysis

The VRIO framework assesses if a company's resources are valuable, rare, imitable, and well-organized to capitalize on opportunities and establish a sustained competitive advantage. Below is the VRIO Analysis of IndiHome:

Table 2. VRIO Analysis of IndiHome

Resources	Valuable	Rare	Imitable	Organized	Conclusion
Fiber Optic	Yes	Yes	Yes	Yes	Sustained Competitive Advantage
Network Coverage	Yes	Yes	No	Yes	Temporary Competitive Advantage
Brand awareness	Yes	No	Yes	Yes	Competitive Parity
Strategic Partnership	Yes	Yes	No	Yes	Temporary Competitive Advantage
Financial Support	Yes	Yes	No	Yes	Temporary Competitive Advantage
Customer Service Excellence	Yes	No	Yes	Yes	Competitive Parity
Technological Expertise	Yes	Yes	Yes	Yes	Sustained Competitive Advantage
Number of Sales Agent	Yes	No	Yes	Yes	Competitive Parity
Strong social media engagement	Yes	No	Yes	Yes	Competitive Parity

BUSINESS SOLUTION

Clustering Analysis

Cluster analysis is a multivariate technique which has the main objective of grouping objects/cases based on their characteristics. Cluster analysis

classifies objects so that every object that has similar properties (closest in similarity) will group into the same cluster (group). In this research, researchers used a hierarchical -

Table 3. Discriminant Analysis Table

Classification Results

		Average Linkage (Between Groups)	Predicted Group Membership				Total
			1	2	3	4	
Original	Count	1	132	0	0	0	132
		2	0	6	0	0	6
		3	0	0	1	0	1
		4	0	0	0	1	1
	%	1	100.0	.0	.0	.0	100.0
		2	.0	100.0	.0	.0	100.0
		3	.0	.0	100.0	.0	100.0
		4	.0	.0	.0	100.0	100.0
Cross-validated ^b	Count	1	132	0	0	0	132
		2	3	3	0	0	6
		3	1	0	0	0	1
		4	1	0	0	0	1
	%	1	100.0	.0	.0	.0	100.0
		2	50.0	50.0	.0	.0	100.0
		3	100.0	.0	.0	.0	100.0
		4	100.0	.0	.0	.0	100.0

Based on the discriminant analysis cross validation table above, from a total of 140 respondents, the number of samples in cluster 1 is 132, means total of 132 sample respondents had similar or homogeneous characteristics as cluster 1 while the number of samples in cluster 2 is 6, cluster 3 is 1 and cluster 4 also 1. The cross validation results show that the level of prediction accuracy is 96.4%.

The characteristics of sample members based on each grouping resulting from cluster analysis (using z score data). Based on the table above, the characteristics of each cluster can be assessed based on the parameters used. Cluster 1, the characteristics are: parameter values X1.1 to X8.5 are all

agglomerative method where each object was considered as a separate cluster. In the next stage, two clusters that are similar are combined into a new cluster and so on.

medium or within average and slightly above average. Meanwhile, cluster 2 has the opposite characteristics of cluster 2, namely values that are below the average for almost all parameters. Cluster 3, the characteristics are low or below average values for parameters and Cluster 4 its characteristic is a value slightly above the average for the parameter. Based on the characteristics of each cluster, the researcher chose to focus on Cluster 1 because it had the largest number of respondents and medium to above average parameters.

Detailed Characteristics of Cluster 1

The following is a profile analysis of respondents categorized into cluster 1. In terms of age, 102 respondents in cluster 1 were aged 25 -

35 years with a diploma or bachelor in educational background. The job profile of respondents in cluster 1 is mostly private employee/BUMN employees. Respondents in cluster 1 have an average monthly expenditure of more than 8 million, which is above the average. From the results of the analysis it can be seen that the respondents' daily internet usage vary from 7 – 12 hours per day. Respondent in cluster 1 internet preferences are mostly used for listening to music (Spotify/Joox), accessing streaming (Youtube / Netflix) and social media (IG/FB/Twitter/Tiktok). For this reason, IndiHome needs to provide internet services that can meet market preferences.

In terms of product, respondents in cluster 1 stated that they chose IndiHome because they were considered to have quite good quality. It is proven that IndiHome has a wide coverage area, strong signal inside and outside the home, a choice of internet packages that suit customer needs and the best video streaming quality. Respondents in cluster 1 felt that IndiHome had attractive bonuses and promotions, and this product had a price commensurate with the quality offered. Respondents also know how to pay IndiHome bills via ATM, Indomaret / Alfamart and Link Aja. Regarding IndiHome counters, respondents in cluster 1 assessed that IndiHome counters could be found easily. This counter is usually located on the side of the road, making it easier for respondents to reach it. However, some respondents in cluster 1 felt that subscribing to IndiHome via digital channels was still difficult to find.

From the results of the analysis, it is also known that respondents in

Table 4. SWOT Matrix

cluster 1 think that IndiHome ads are interesting. Their advertisement often appear on TV. Thereby they also actively advertises on social media such as Facebook and Instagram. Respondents also felt the benefits of IndiHome which provides special promos for certain days, for example on national holidays. Promos may vary from free monthly fees to open access for all TV channels. In terms of people, according to respondents in cluster 1, IndiHome Sales Agents are easy to find along with the counter. They have enough product knowledge to help provide clear information about the product. Sales Agents also serve politely and kindly. In terms of handling disruptions, customer service can respond quickly. Along with the process, respondents find It's easy to subscribe to IndiHome, but they feel like they don't get updates regarding the stages of subscribing, making them wonder where the registration has reached. Respondents are also worried about the security of personal data used in subscriptions (ID cards, etc). In relation to physical evidence in the form of Telkom Plaza and the counter, respondents felt that this place was easy to find, was always clean and tidy, and had a comfortable parking area.

SWOT – TOWS Matrix

Based on the explanation of the problems above, an internal analysis of IndiHome namely analysis of Strength (S) and Weakness (W) and external analysis which identify about Threats and Opportunities. The results of which can be seen in the following SWOT Matrix.

SWOT Matrix	Strength (S)	Weakness (W)
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	<ol style="list-style-type: none"> 1. IndiHome has a fairly good brand image. 2. IndiHome has the broadest network coverage among competitors. 3. IndiHome is the only internet service provider that can provide Triple Play Service (internet, telephone, IPTV) 4. IndiHome has the greatest number of customer relationship touch point. 5. Telkom has a big capital and reputation. 	<ol style="list-style-type: none"> 1. Centralized marketing strategy not suitable for other regions with different characteristics. 2. The price is quite high compared to competitors. 3. There are not many channels that can be provided on IPTV. 4. Customers' preferences to choose to registration via a sales agent compared to other channels.
Opportunity (O)	Strength – Opportunity (SO)	Weakness – Opportunity (WO)
<ol style="list-style-type: none"> 1. Massive changes to online lifestyle. 2. Number of internet user in Indonesia 3. Positive trends in Indonesia's economic growth. 	<ul style="list-style-type: none"> • (S1, S2, S5, O1, O2) Expanding market in telecommunication business. • (S2, S4, O1) Strengthen marketing activities to increase subscribers. By increasing visibility of Website, Landing Page and Social Media 	<ul style="list-style-type: none"> • (W4, O1, O2) Increase awareness about digital channel touch point to customers. • (W1, O1, O2, O3) Considering creating a thematic promo that can be implemented in all areas, such as providing discounts on installation fees or discount price for pay-upfront • (W3, O1, O2) Contemplating strategic collaboration with prominent OTT services, as well as making their own OTT more appealing
Threat (T)	Strength – Threat (ST)	Weakness – Threat (WT)

<ol style="list-style-type: none"> 1. High competition in the telecommunications industry. 2. Customers feels that IndiHome rarely provided attractive promos or gimmicks. 3. Telkom networks and assets in the field are prone to theft and vandalism, which can degrade product quality. 4. The emergence of Starlink in Indoneisa market 	<ul style="list-style-type: none"> • (S1,S2,S5, T1) Carry out market intelligence regarding competitor performance • (S1,S4,S5,T2) Provide promotions by prioritizing the strengths of each customer touch point 	<ul style="list-style-type: none"> • (W1,W4,T1) Create activation promos (example: discounts, special prices, special packages) for subscribers who register via digital channel registration
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Proposed STP

After conducting a clustering analysis, it was discovered that 132 respondents in cluster 1 had average or above average characteristics for each variable vary from internet usage preferences, product, price, place, promotion, people, process and physical evidence. This analysis was then developed by researchers to create a proposed STP based on those characteristics. STP marketing marks a move from product-focused to customer-focused marketing. This change enables organizations to better understand who

their ideal consumers are and how to contact them. In short, the more tailored and focused your marketing efforts, the more effective they will be.

Proposed Segmentation

The STP marketing model's initial phase is segmentation. The main purpose here is to establish distinct customer groups depending on the characteristics shown in Cluster 1 and 2. The five primary forms of customer segmentation can be described as below :

Table 5. Proposed Segmentation

Segmentation	Segmentation Factors	Description
Geographic	Region	Central Jakarta
	Density	Urban
Demographic	Gender	Male & Female
	Age	25 - 55 years old
	Occupation	Entrepreneur, Private Employee / BUMN, Lecturer
	Education	Diploma - Bachelor
	Expenses per month	2.000.000 - 8.000.000
	Social Class	Middle - High
Psychographic	Lifestyle	Digital society
	Interest	Social Media, Browsing, Music Streaming, Watching Movies
Behavioral	Internet usage	7 - 12 hours per day

Based on table above, geographic segmentation for IndiHome customers is those who live in Central Jakarta. In terms of demographics, IndiHome sets its segmentation to all genders, both men and women aged 25-55 years old, with various types of work ranging from private employees, entrepreneur, lecturer or BUMN employee. By segmenting the type of work and educational background, it can provide information about the type of audience or prospective customers who will be targeted with advertising. By segmenting customer spending every month, IndiHome can adjust service prices to customer capabilities and their willingness to spend money on internet costs. IndiHome customer segmentation is a digital society that needs the internet to always be present in their life. Digital society is people who are always

connected, whether to a computer or smartphone. This is related to customer usage preferences and interests in using social media such as Instagram/Facebook/Twitter/TikTok, browsing, music or video streaming and binge watching via OTTs.

Proposed Targeting

The subsequent phase in suggested targeting involves examining previously developed segments to ascertain which of those segments have the highest probability of producing the intended conversions. For IndiHome marketing campaign, targeting is needed to determine whether advertising can be right on target. Apart from that, it also determines ad placement. A category with strong profitability, minimal acquisition costs, and active growth is ideal to be a target can be seen as below :

Table 6. Proposed Targeting

Targeting	Description
Region	Central Jakarta
Gender	Male and Female
Age	25 – 35 years old
Occupation	Private Employee / BUMN
Education	Diploma – Bachelor
Expenses per month	>8.000.000
Internet usage	7 – 12 hours per day
Internet preferences	Music Streaming, Social Media, Watching Movies

IndiHome's target is targeting residential communities, apartments and micro businesses domiciled in Central Jakarta with medium to heavy levels of internet usage. Consider of those segments that are willing to spend their “internet expenses” to IndiHome packages and services. IndiHome targets customers who prioritize quality commensurate with price, not just a cheap product. Apart from residential customers, IndiHome also targets places

of worship such as mosques, churches, temples and monasteries.

Proposed Positioning

Positioning is the act of planning a marketing product to give a certain effect in the hearts of customers. In the eyes of the target market, positioning enables businesses to differentiate their goods and services from those of their competitors. IndiHome has to figure out what sets them apart from the many companies that offer comparable

services. IndiHome's positioning as a stable internet service provider, the only provider that provides Triple Play which consist of internet, home telephone services and the most popular interactive TV shows. The need to stream a variety of TV shows and sports competitions has made IndiHome collaborate with several OTTs to improve the quality of their

Table 7. Proposed Marketing Mix

Proposed Marketing Mix	Description
Product	<ul style="list-style-type: none"> • Triple Play Service still has the advantage compare with other providers by giving the most complete service (Internet, TV and phone cable) • Improving product quality by adding services according to customer preferences, example by adding various OTT bundling to enrich product services (<i>e.g : Netflix, Vidio, Mola TV, Prime Video, Disney+</i>)
Price	<ul style="list-style-type: none"> • Levelling prices according to products and segments • Discount price for pay-upfront (<i>6 and 12 months upfront</i>)
Place	<ul style="list-style-type: none"> • Determine channels to subscribe to IndiHome, namely conventional (through Sales Agent) and digital channels • Digital channel subscription can be provided from Web IndiHome, landing page or social media
Promotion	<ul style="list-style-type: none"> • Actively advertises through social media (IG, FB, TikTok, Twitter) and offline location by banner / flyer. • Still provides sales promotion such as a free installation fee, discounted price for new OTT bundling • Loyalty program for customers • Increasing visibility of Website, Landing Page and Social Media through SEO and SEM • Event activation "IndiHome Grebek Pasar"
People	<ul style="list-style-type: none"> • Improve sales agent and customer service skills in consultative selling by giving them training regularly • Sales agents are equipped with digital marketing skills
Process	<ul style="list-style-type: none"> • Escalate customer journey experience by providing updates on subscription stages via WhatsApp and e-mail • Ensure the security of customer data used for IndiHome subscriptions
Physical Evidence	<ul style="list-style-type: none"> • Improve the quality of service at Plasa Telkom

CONCLUSION

From the results of research conducted by researchers, it can be

services and provide a strong positioning.

Proposed Marketing Mix

Based on the characteristic of the cluster members, below is the description of the proposed marketing mix that can be provided for those respondents :

concluded that several factors were found that influenced the decline in IndiHome's sales results at the Witel Jakarta Pusat. Internal and external variables that

influenced the decline in IndiHome sales are apart from the fact that IndiHome prices are more expensive than other internet providers, customers find it difficult to subscribe to IndiHome via digital channels so they still choose sales agents as a more convenient way. Customers also find it difficult to get updates regarding subscription stages. Apart from that, customers are also worried about the security of the personal data they upload to the system when making a subscription. Witel Jakarta Pusat needs to implement Integrated Marketing Communication to penetrate the IndiHome market, starts from actively advertise both in online and offline channels, provide sales promotions also collaborations with KOL or buzzers. The implementation plan for Integrated Marketing Communication will be conducted in Witel Jakarta Pusat in Q3 starting from July until end of Q4 2025.

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