DETERMINING BAKRIE TELECOM'S BUSINESS STRATEGY TO BOOST THE REVENUE FROM INTERNET DATA BUSINESS

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Abstract— The study is aim to explore & analyze business model and business strategy for Bakrie Telecom (BTEL) in order to increase the revenue from internet data business. Trend of internet/telecommunication such as the use of smartphone (Android, IPhone, and BlackBerry) are giving significant revenue for operator. But total revenue earned by Bakrie Telecom, not quite able to offset current funds out. Issues facing Bakrie Telecom in internet data business can be overcome by applying a Business Model Canvas, which has nine factors that include improvements in Customer/Client, Brand Development, campaign activities to increase product awareness, product delivery by the supplier, resources development, budget/fees management, and which revenues to be gained. This research will get excellent result if capable of forming Canvas business model measured its success by applying Diamond business strategy in Bakrie Telecom. Those strategy is expected to increase corporate earnings especially from internet data business and able to earn internet market widespread in Indonesia. The recommendation to implement business model and business strategy are began by providing employees upgrading/training skills, improvements in terms of finances, expansion and infrastructure's development and build the programs that can make customers interested in using internet products of Bakrie Telecom.

Keywords: internet data business, canvas business model, diamond business strategy.

1. Introduction

The demand of internet is getting higher year on year, especially in Indonesia. GSM and CDMA operators have struggled to provide internet connection and services within their products, also Indonesia peoples desire an affordable price with good quality of internet connection. In-line with the internet booming in Indonesia, at first it was really expensive to afford an internet connection. The usage of internet in Indonesia are increasing and most of Indonesia citizens are using their GSM number to surf internet compare to CDMA. It happened because GSM access are mostly available in every corner within the country, so that many people still using their GSM number to subscribe the internet.

Bakrie Telecom as a CDMA provider takes place to turn the business into the internet business. In 2010, BTEL began its transformation focusing on internet business by providing data services through broadband wireless access (BWA), which will driving the growth of the company in the future. GSM (Global System for Mobile Communication) and CDMA (Code Division Multiple Access) are two dominant technologies for mobile communication. These two technologies differ in the way calls and data travel over the mobile phone networks take place. On comparing both the technologies GSM has some limitation when the call quality is concerned, but still has more flexibility and an easy implementation relative to the CDMA technology. The major differences between the two lies in terms of: (*Sisodiya Shurvi. 2012*)
a. Technology
b. Security
c. Global reach
d. Data transfer rate

Those four factors are the main concerns for Bakrie Telecom as a CDMA provider on how to increase the revenue by ensuring the market that CDMA technology is better on surfing the internet. Moreover, Bakrie Telecom, as a CDMA provider, is trying to give more values on its internet products/services.

At the last, we'll see that every GSM and CDMA operators are providing internet services/products such as internet packages, smartphone bundling with devices (handsets/tablet/etc.). Operators are competing each other to grab Indonesia market share and to boost their revenue not only from voice and SMS income, but also from internet data business. The question appear how can every operator can grab large portion of Indonesia market from internet data-service ?

2. Business Issue Exploration

As quoted from Frost & Sullivan about the "*The Indonesian Telecommunication Industry*", Indonesia is the 3rd largest wireless market in Asia, behind China and India in terms of number of subscribers that by end of 2010 Indonesia had an estimated 235.8 Million wireless subscribers (Frost & Sullivan, 2011). This can be an opportunity for every operators, especially for BTEL to grab the internet market in Indonesia. It's a challenge for Bakrie Telecom to be exists in data service competition. Since company announced the competitive strategy in 2010, focusing on data-internet business services, as a business requirement to fulfill sustainable competitiveness within the company's long-term objectives. Broadband Wireless Access (BWA) will be a trend for several years ahead. This happened due to the increasing of middle class buyer in Indonesia, but until the end of 2012, BTEL's active subscriber & ARPU (Average Revenue Per User) for internet users are slightly declining time to time. (*Bakrie Telecom Annual Report, 2012*).
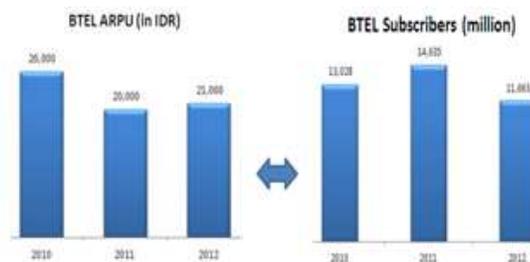

Figure 1. BTEL's ARPU & Subscribers

Bakrie Telecom's gross operating revenue from Y2010 – Y2012 is getting more decrease (Bakrie Telecom Annual Report, 2012). This financial issue has been appeared due to the declining performance from basic services (voice and SMS), plus the declining of ARPU & subscribers have affect the financial performance for BTEL, especially to expand the market in internet data business. Meanwhile, the data revenue showing the positive result in Y2011, but declined a little bit in Y2012. (*figure 2*)

Figure 2. BTEL's Gross Operating Revenue

A. Conceptual Framework

Naturally, Bakrie Telecom as a profit oriented organization, always trying to create an innovation business plan/model & strategies in order to be more competitive in telecommunication market. Unfortunately, since basic services (voice & SMS) currently no longer a "hot" products and services anymore, BTEL must take an attention of the booming from internet-data usage among Indonesia customers. But on the other hand, the revenue from data services still doesn't give good expectation. BTEL must set a best business model and business strategies to boost the revenue, especially from internet-data business.

On figure 3, the research starts to find the business issue. This covers competitor benchmarking, while hopefully it guide to create a conclusion for what business model/strategy to be applied, what products to be innovate, what prices to be created on Internet packages, etc. From internal analysis, covers the revenue analysis, infrastructure condition, currents data product of Bakrie Telecom (Esia) and also current business model/strategy. From these internal analysis, hopefully it will get the root-cause of problems.

After internal analysis gathered, the thing to be accomplished is external analysis research on data packages benchmarking. In these part, the study is research on competitors products, Telkomsel and XL Axiata, since their products hold bigger percentage on number of subscribers in data business in Indonesia. These as a foundation for Bakrie Telecom to enhance their current products to create more benefits and revenue for the company. Customer's behavior also being analyzed, in order to prevent high rate of churn and predicts for the future business of data, since internet is growing so rapidly nowadays. At the last, the study hopefully can create several proposal in regards to enhance the business model and business strategy for Bakrie Telecom, especially to compete in internet data business, and to increase the revenue from internet data business.

B. Method of Data Collection and Analysis

For literature review, this final project gets supporting data from enhancing the concept/theory of Canvas Business Model and Diamond business strategy, conduct product benchmarking, and doing market insight of competitors products. This *Canvas Business Model & Diamond business strategy* as a tool to be attempted to solve the problems in the organizations, what are the things must be evaluated & maintained the service quality. Besides that, the author used field research by interview several key people in Bakrie Telecom and outside Bakrie Telecom. This field research to support business analysis for this final project.

C. Analysis of Business Situation

Internet data business, is a promising business for all telecommunication operators in the world. In Indonesia, more than 55 million subscribers (June 2012) already subscribe to internet packages. (*Internet World Stats, 2012*). Furthermore, Internet trend in Indonesia, captured since 2000, has created significant growth of people penetration who use the internet. From Bakrie Telecom itself, the company focusing on internet data business as an expected main-revenue for several years ahead, instead of voice revenue. Since the growing of internet usage in this country is getting higher, so that Bakrie Telecom giving the best effort to provide internet services with various products/services with affordable prices.
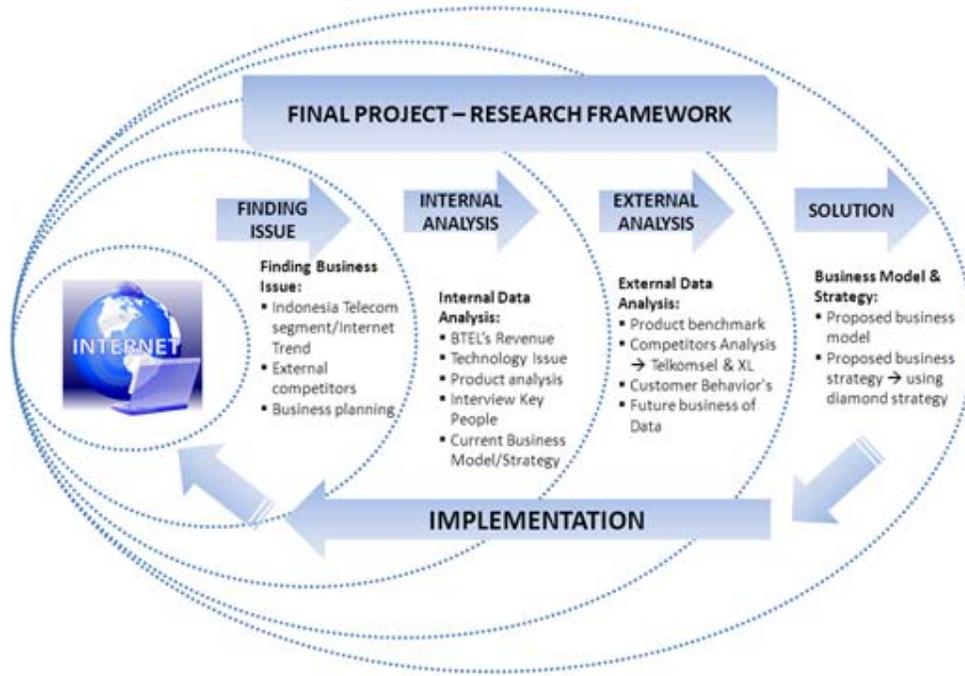
Figure 3: Research Framework

In 2012-onwards, based on Frost & Sullivan findings, mobile internet will takes great place as a media of internet access, besides using dongle. Every Smartphones user will subscribe for internet packages via their mobiles phone. So that every single operators in Indonesia bundling their data-internet packages with another principle smartphone manufacturers (RIM, Samsung, Apple). (*Frost & Sullivan, 2012*)

Frost & Sullivan show that (figure 4) voice revenue slightly decline since all operators in Indonesia are introducing data-services business as their mainstream revenue for several years ahead. Starting from 2009 – 2011, in the year of 2011 voice revenue get 60% of operators revenue in Indonesia. While Non-Voice revenue (SMS, Data, VAS) trend is growing rapidly nowadays in Indonesia. Data revenue (Non-SMS) slightly increase from year to year. This result support by Indonesia netizens that all Indonesia people are aware now of using internet as their media to get all the information easily.
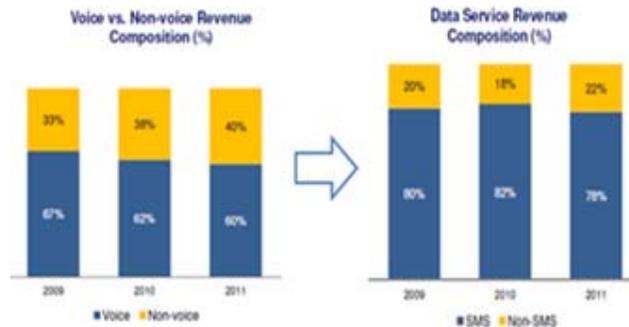

Figure 4: Voice & Data Revenue Analysis

Revenue comparison from BTEL, XL, and Telkomsel showing that these three operators are focusing to increase the revenue from data. Figure 5 is the highlight on data revenue in annual report until FY 2012, where data services revenue from three operators are increasing incrementally from year to year. Except for Bakrie Telecom in FY 2012, while data services revenue is decrease. On the other hand, Voice/Non-voice revenue showing the positive result for Telkomsel and XL, while BTEL is slightly decline for voice revenue in FY2012.

In data services revenue, it is clear that Bakrie Telecom is quite far from the data revenue compare to Telkomsel and XL. Enhancement on data business is needed to get more revenue from internet data business and making effort to expand the market immediately.
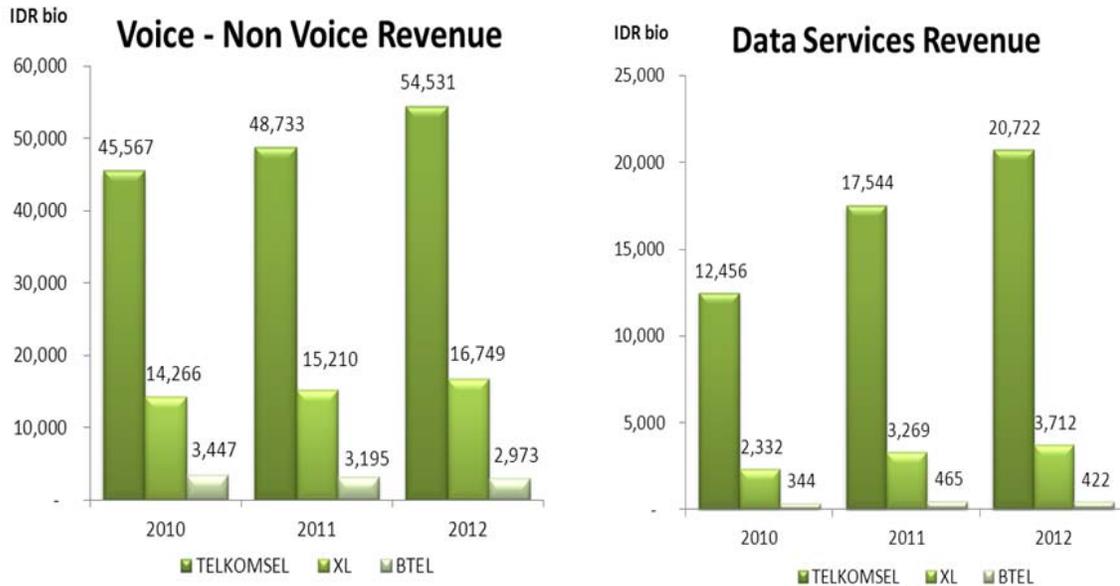
Figure 5:Revenue Comparison: Telkomsel, XL, Bakrie Telecom

Table 1. Business Strategy Analysis from three operators

No	Strategy	Bakrie Telecom	Telkomsel	XL Axiata
1	Product Diversification	√	√	√
2	Innovation to launch differentiation	√	√	√
3	Mobile Advertising	?	√	√
4	VAS synergy	√	√	√
5	Revenue Sharing through partnerships	√	√	√
6	Customer Loyalty	√	√	√
7	Customer Services Support	√	√	√
8	Technology Evolution	?	√	√
9	Device Bundling (BlackBerry, Android, Iphone)	?	√	√
10	Various Internet Package & Benefits	√	√	√

<u>**Strategic Analysis**</u>

Based on market research and analysis (Table 1), several strategic action/product benchmarking has been researched to make future strategic action in order to make up new business model/business strategy for Bakrie Telecom. It shows that Bakrie Telecom (BTEL) has a **gap** on:

o **Mobile Advertising**
➔ BTEL data products has a low innovation to make a mobile ads, compare to TSEL & XL. To mix internet package from Esia, BTEL currently must to make great effort on improving mobile Ads. And this is one of the point to get the revenue. Mobile Ads still in low improvement & development because several internal issues on alliances with several vendors.

o **Technology Evolution**
➔ Based on Company's Annual Report & several research, Telkomsel and XL are want to implement GSM internet evolution into 4G connection. And it could be one of the strategic step to enhance data-business in the future. CDMA operators are face some difficulties while migrating from 1x & EVDO technology into LTE. The transformation needs great infrastructure development in order to blended with GSM operators like TSEL, XL, etc

o **Device Bundling**
➔ So far, BTEL doesn't have an agreement with several principals to bundle its internet package with the smartphone especially for Iphone. Esia doesn't launch the device bundling with Iphone, because some obstacles doesn't achieved to launch the product.

<u>**Product Benchmarking Analysis**</u>

For pricing analysis of data-products from BTEL compare to TSEL & XL, there are several points that can be summarized. Strongly shown on table below for pricing & product benchmarking.

1. **Internet Package Benchmarking**

Table 2. Internet Package Benchmarking

Price	ESIA	XL	TSEL
25K	Monthly 600 MB Up to 3.1 Mbps	Monthly 200 MB + 400 MB in 3G Up to 7.2 Mbps	Monthly 150 MB + 450 MB in 3G Up to 7.2 Mbps
50K	Monthly 2 GB Up to 3.1 Mbps Free Call and SMS Onnet	Monthly (49K) 500 MB + 1 GB in 3G Up to 7.2 Mbps	Monthly 600 MB + 600 MB in 3G Up to 7.2 Mbps
100K	Monthly 7 GB Up to 3.1 Mbps	Monthly (99K) 1.2 GB + 2.4 GB in 3G Up to 7.2 Mbps	Monthly 1 GB + 2.5 GB in 3G Up to 7.2 Mbps
200K	Monthly 10 GB (FUP) Up to 3.1 Mbps	Monthly 3 GB Up to 7.2 Mbps	Monthly (225K) 3 GB Up to 7.2 Mbps
500K	2 Months 35 GB (FUP) Up to 3.1 Mbps	-	-

Source: link website from three operators above as of Dec 2012

o From the table 2, BTEL has more benefits of data package. This is one of the best strategy to make various prices with same speed (Up to 3.1 Mbps) plus free Call & SMS (on-net) as the stimulation package .

o The question is, active data subscriber and revenue from BTEL is slightly declining and this is the challenge for BTEL on how to increase the revenue or active subscriber from data-services. It will produce a revenue mainstream for data revenue.

Table 3. BlackBerry Package Benchmarking

Blackberry Internet Service Comparison (Prepaid & Postpaid)	Package	Daily	Weekly	Monthly	3 Months	6 Months
ESIA						
EMD BB All in One (BBM YM Gtalk MSN AIM ICQ, socmed FB Twitter Youtube & browsing + 10 emails account + 1GB + Unlimited Voice & SMS)	FULL BIS+	-	-	99,000	-	-
EMD BB MAX (Chatting bbm YM Gtalk MSN AIM ICQ, socmed FB Twitter Youtube & browsing + 10 emails account + 2MB/day & 650MB/month)	FULL BIS	3,500	-	69,000	-	-
EMD BB Social (Chatting bbm YM Gtalk MSN AIM ICQ, socmed FB Twitter Youtube & browsing + 1 email)	SOCIAL1	2,000	20,000	40,000	99,000	-
EMD BB BBM + 10 SMS/day	BBM	1,500	10,000	30,000	-	99,000
TELKOMSEL						
BlackBerry Unlimited (Full Services - BBM, Facebook, Twitter, Browsing, Push Email)	FULL BIS	5,500	35,000	90,000	-	-
BlackBerry Lifestyle (BBM, YM, GTalk, Windows Live Messenger & Social Networking - Facebook, Twitter, My Space)	SOCIAL2	2,500	15,000	60,000	-	-
BlackBerry Business (BBM, YM, Google Talk, Windows Live Messenger & Unlimited Push Mail.)	SOCIAL3	3,000	20,000	80,000	-	-
BB Sosialita Simpati (chat BBM, social networking, Internet browsing)	SOCIAL1	3,500	20,000	70,000	-	-
BB Promo 3months	FULL BIS	-	-	-	90,000	-
Promo New BB Sosialita (BBM+Browisng BB Browser+SocMed+Streaming 600MB) until March 30th, 2013	Sosialita	-	-	-	60,000	-
XL AXIATA						
XL BIS - 3 in 1 Unlimited (Free on net call to 3 DN that registered & unlimited SMS all operator)	FULL BIS+	-	-	125,000	-	-
XL BIS - Full Service	FULL BIS	5,000	-	90,000	-	-
XL Blackberry Gaul (Chat - BBM, YM, Gtalk, etc & Social Networking - FB Twitter)	SOCIAL2	2,000	-	49,000	-	-
XL BB BIZZ (Chat - BBM, YM, Gtalk, etc & Push Mail)	SOCIAL3	2,000	-	50,000	-	-

Source: link website from three operators above as of Jan 2013

2. **BlackBerry Package Benchmarking**

o Since BTEL still focusing on lower market/mass market, so BTEL creates BBM packages starting from IDR 1500/day until IDR 99.000 for BIS package as the higher price of BlackBerry package, ranging from 3 – 6 months period package. (Table 3)

o Hopefully for premium packages of BlackBerry Package, can contribute high revenue since the higher package of Esia BlackBerry package offer many benefits, so it can attract new and existing customers to subscribe.

Strategic Positioning for Bakrie Telecom

A critical step in defining the strategy of a business is to determine its strategic positioning – the essence of how it competes and serves customers in its markets. Adopting from *Porter's Strategic Positioing in Challeging World*, to create a succesfull strategic positioning, therefore, an organization like Bakrie Telecom should has:

1. *Start with the right goal*

Bakrie Telecom has a goal to increase revenue from internet business, so it should has a clear objective actions to be more productive in creating strategy or business model and bring a positive result. Sustainable profitability will produce an economic value be generated .

2. *Unique value proposition compared to others.*
   To generate the revenue stream to make positive outcome, Bakrie Telecom should proposed premium prices in specific products/features. Also increasing the network quality will bring positive image for customers to choose.

3. *A distinctive value chain of operation activities*
   Based on the capability of generating big income especially in specific area / region, it'll give more competitive advantages for BTEL to be focused on implementing the business operation in specific region. Since in Java island (specifically in Jabodetabek region and West Java region), BTEL has to maintain and to increase the best operational activities, especially creating the target market in the specific region.

4. *Making clear tradeoffs, and choosing what not to do*
   Trade-off s create the need for choice and make a strategy sustainable against imitation by the rivals . When improvements in the product packages or in the value chain do not require trade-offs, they often become the new best practices that are imitated because competitors can do so with no sacrifice to their existing ways of competing. (Haig Bedrossioan, 2010). So Bakrie Telecom should be aware for trade off activities while the product packages launch to the market.

5. *Activities chosen across the value chain that fit together and reinforce each other*
   While Bakrie Telecom producing new product features with unique benefits, must reinforce its approach to the production process. Both activities should blended and leverage the ways of conduct after-sales service. Fit not only increases the competitive advantage but also makes a strategy harder to imitate. Rivals can copy one activity or product feature fairly easily, but will have much more difficulty duplicating a whole system of competing. Without fit, discrete improvements in manufacturing, marketing, and distribution are quickly matched (Haig Bedrossioan, 2010).

6. *Continuity of Strategic direction*
   Without continuity of direction, it is difficult for companies to develop unique skills and assets or build strong reputations with customers. Continuous improvement is a necessity, but it must always be guided by a strategic direction.

3. **Business Solution**

Determining on the business solution for Bakrie Telecom in order to increase revenue from internet data business, Canvas business model is developed and implied with the implementation of Diamond business strategy.

D. ***Business Model Analysis (Canvass Model)***
   Figure 6 is current condition of Canvass business model (*Alexander Osterwalder, 2005)* in Bakrie Telecom, which has been used as a review / feedback to develop an appropriate and effective Canvass business model in the proposal of this study. Bakrie Telecom's current Canvas Business Model has a value proposition to offer to the market with *various prices*. Bakrie Telecom still segmented its customer segments who has low purchasing power and maintained the customer relationship by giving CRM program.
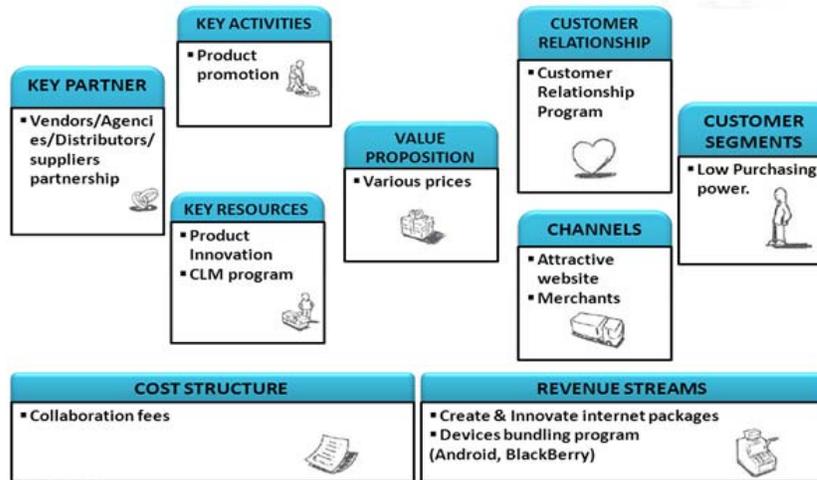
Figure 6. BTEL business model summary (Current)

To reach the clients to offer the value proposition, BTEL using attractive website and cooperate with merchants to distribute the products. Bakrie Telecom still using product promotion as the key activity. Cooperate with vendors/agencies/distributors/suppliers as the channel to participate in delivering the products. BTEL has some resources to make the business model possible: creating product innovation & provide CLM (Customer Lifecycle Management) Program. Cost structure resulting from business model consist of collaboration fees with other key partners. The revenue stream generated from this business model are creating innovative internet packages and making devices bundling program.

Figure 7 is the proposal of Canvas business model for Bakrie Telecom. Hopefully this proposal will bring positive impact to increase revenue from internet business of Bakrie Telecom. Bakrie Telecom's proposal in Canvas Business Model give a value proposition to offer to the market with *longer active packages and educate market with good perception on CDMA technology*. In the proposal, BTEL segmented customers to the corporate clients who will be charged on premium prices. Customer Loyalty Program is a tool to build good relationship with customer and to decrease the retention of the products. The channels to distribute the products are direct selling activity which can build direct relationship with customers & single distributor who will arrange all the delivery activities. Key partner with BTS providers are aim to expand the network coverage. Since the BTS expansion is on the schedule, BTEL can build TV/Media partnership activities to promote the products. BTEL should has some resources on marketing campaign, people development, and technology upgrade. So the cost structure will consists of infrastructure expansion and marketing activities. The revenue stream will comes from creating new data business and contents development.
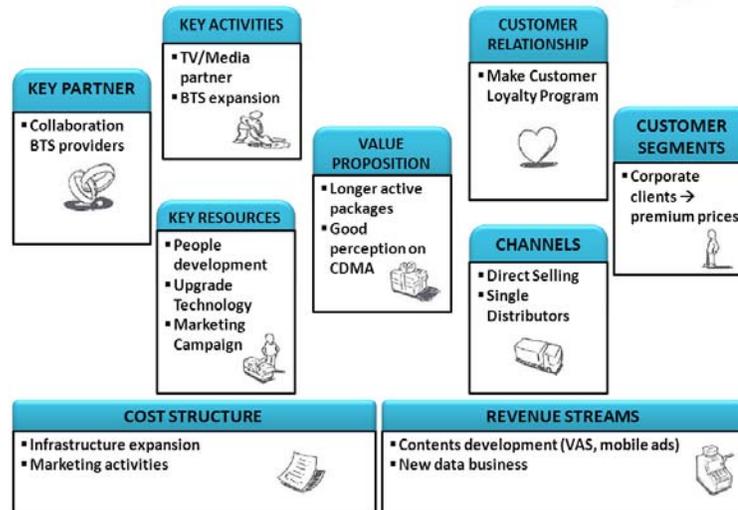
Figure 7. BTEL business model summary (Proposed)

E. ***Business Strategy Analysis (Diamond Strategy)***

After canvas business model developed, now it turns to the implication of Diamond business strategy *(Hambrick and Fredrickson, 2005)*. Hopefully by the chosen Diamond model of business strategy, will give succeed to boost the revenue from internet data business.

From **figure 8**, there are several proposal business strategy generated from the idea/concept of Diamond strategy for Bakrie Telecom.

1. **Arenas → *where will we be active?***
   → Focus on Java island to distribute the products, such as JBJB (Jakarta, Banten, Jawa Barat) region. Since this regions are profitable and contribute high revenue every year for BTEL.

2. **Vehicles →*how will we get there?***
   → For this factor, BTEL along with HR department must apply internal development by giving training to the employees to create ideas on product innovation, also making some vendor alliances will help BTEL to accelerate on market trend.

3. **Differentiators → how will we win in the marketplace?**
   → Unique criteria for Bakrie Telecom to boost the revenue, especially from internet data business by giving good network quality, create premium prices on the packages. So that BTEL can increase the revenue and able to compete with the market.

4. **Staging → *what will the speed and sequence of moves?***
   → While *Staging* is the speed to goal company's objectives, in these factor, BTEL must strengthen the brand of ESIA, especially on the internet product by developing various internet packages for smartphone users, dongles, etc. Moreover, by improving *customer relationship management* (CRM), BTEL hopefully can maintain & increase good relationship to the new & existing customers, so that they tend to be loyal to use ESIA internet products. BTEL doing cooperation with vendors/distributors/suppliers can make the business running with well. This can speed up the delivery of customer's needs.

5. **Economic Logic → *how will we obtain our returns?***
   → The returns for increasing economic revenue in these factor can be done by creating incentive programs with various advantages on the products. Of course, it supported by several premium prices on several packages.

By applying the business strategy above, the author hopefully can contribute to the company on enhancing business activities of Bakrie Telecom on internet data business.

4. Conclusion and Implementation Plan

A. *Conclusion*

Since internet/data business still growing in the future, every telecommunication companies in Indonesia strive to make new data product features with various benefits. Bakrie Telecom (BTEL) along with the goals to increase the revenue from internet business, not only to create innovative data products, but also need the best business model/strategy to achieve the goals & objective.
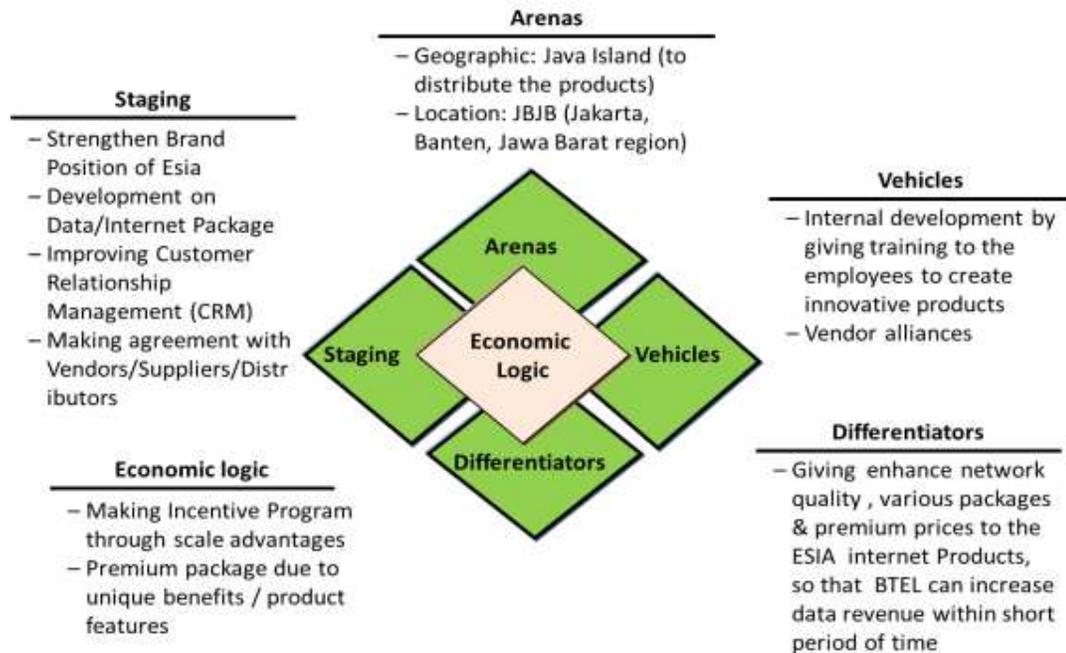

Figure 8: BTEL Diamond Business Strategy

Looking into tight competition and price war in internet products, Bakrie Telecom must be aware to provide the new business model/strategy and quick to implement and synergy. Network Expansion by enhancing infrastructure to support the spread of Esia internet products within the country, especially on the island of Java (Jabodetabek & West Java region), can be an important thing to be accomplished. While other side like Marketing activities (mainly focus on TV campaign, which is the main source of to attract new customers and inform existing customers), agreement with other parties (vendor/principal/supplier), good distribution channel also take an important role to be accomplished.

As we have seen from the Diamond Model, there is one important pillar called *Differentiator*. So far in BTEL, the main differentiators has been *pricing*. This is not sustainable alone as it affects profitability. Since we have to provide many more features and technology, it is important that the range of differentiators is expanded beyond prices. In my thesis, I believe BTEL has to enhance network quality, giving various packages with premium prices, and make internet and mobile based on Data easy and fast.

The benchmarking shows that our competitors like XL Axiata, is making attractive packages and growing fast. This gap getting bigger and BTEL has to take strategic action to close this. The main gap relates to aggressive marketing and communal activation very intense. In terms of business requirements which has been mentioned in business model & business strategy, Bakrie Telecom should strengthen the brand of its internet products, improving the services & delivery channels to the customers that will create positive results, and making internal development within the company.

Hopefully this requirements will integrate all business activities to achieve organizational objectives to boost the revenue from internet data business.

B. Implementation Plan

In order to increase data revenue based on previous data analysis, business model and business strategy analysis in previous chapter, **Table 4** are the steps to be achieved in implementation plan for Bakrie Telecom in order to boost the revenue from internet-data business.

C. Resource Requirement

Below is the points for resources requirement to implement in Bakrie Telecom to achieve the objective:

1. Human Resources

HR team in Bakrie Telecom should make and provide a parallel training to be conducted. So that every employee really knowing the knowledge to be improved (Soft/Hard Skill). Meanwhile, the HR team should bridge the gap between leader and staff. This one very important part to enhance the cooperation between team to speed up the working process to be accomplished.

2. Finance

Financial situation within the company is one of important strategy to accelerate business requirement. Since all the plans need some adjustment from finance to be fulfilled. So that BTEL should look for another giant investor to invest their money to support long-term plan business. It'll take huge concern for the company because in the future data business competition will need huge expenses on infrastructure, marketing, human resources, etc.

Table 4. BTEL Implementation Plan

IMPLEMENTATION PLAN

No	Activity	Q3 2013			Q4 2013			Q1 2014			Q2 2014			Q3 2014			Q4 2014		
		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	**MARKET RESEARCH OF CDMA SUBSCRIBER**																		
	- CRM team will apply customers behaviour	■																	
	- Field survey for existing Esia EVDO subscriber	■	■	■															
	- Benchmarking analysis with competitors	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2	**PARTNER & DISTRIBUTION CHANNEL ANALYSIS**																		
	- Develop relationship with partners/vendors/suppliers/etc	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Creating single distributor to deliver the goods/services	■																	
3	**MARKETING CAMPAIGN FOR BRAND POSITIONING**																		
	- Get the result from market research		■	■															
	- Campaign analysis to produce best campaign			■	■	■	■												
	- Brand awareness by giving market education	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4	**FINANCE RESTRUCTURING**																		
	- Recruiting local and global investors	■	■	■	■	■	■	■	■	■									
	- Project budget optimization	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5	**HUMAN RESOURCES**																		
	- Training activities	■	■																
	- Find a way to reduce gap between the employees	■																	
	- Social awareness of Company's rules to employees	■																	
	- Employees Award for those achieve excellent performance					■													■
6	**IT SYSTEM & NETWORK INFRASTRUCTURE**																		
	- Improving Charging & Billing System	■	■	■	■	■	■	■	■	■									
	- Planning to develop network technology by integrating LTE				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- BTS expansion, especially in West Java & Jabodetabek region							■	■	■	■	■	■	■	■	■	■	■	■

3. *Infrastructure Technology*

Technology trends always developed from time to time. To engage with this condition, BTEL should make some strategy to improve current technology in order to support data business requirement. BTEL's planning to adopt enhance technology like LTE for CDMA technology, BTEL supposed to be more competitive in data-business. BTEL actions by pursuing enhancement technology, hopefully for the customers will have the new experience from internet package of Bakrie Telecom.

4. *Customer Lifecycle Management & Customer Relationship Management*

Customer Lifecycle Management (CLM) and Customer Relationship Management (CRM) are key strategy to strengthen the brand of Esia to the customers. CLM & CRM support marketing/brand activities to make awareness or stimulation program to the customers. So that this two elements can provide more benefits to the customer, so that they become loyal customers by using the stimulation program from CLM & supported by CRM team to handle the complaints arrived.

In summary, this thesis shows that BTEL strategy needs to become more competitive and focused. If the above suggestion are implemented in 2013-2014, the company should be able to recover and take advantage of second phase of telecom revolution in Indonesia which will be based on Data.

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