

PROPOSED MARKETING STRATEGY OF WIFI.ID SEAMLESS – AN ADDITIONAL SERVICE FOR INDIHOME IN PT.TELKOM WITEL BANGKA BELITUNG

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Abstract. Internet revenue growth of PT. Telkom Regional 1 Sumatera continues to decline since October 2018. It is important for corporate to strengthening revenue from its additional services. Wifi.id seamless is one of many additional services for IndiHome subscriber. However, problems related to limited coverage, weak marketing strategy, and the hardest one was the trouble on registration process, are problems that need to be solved. This research proposes marketing strategy to strengthen revenue growth of wifi.id seamless in Bangka Belitung. This research had conducted several interviews, observation, questionnaire, and analysis to collect data related to this issue. Using SWOT analysis and TOWS matrix, the alternatives strategy is proposed as solutions for the problems. This research concluded that, even though Witel Bangka Belitung has resources in running wifi business, it has no sustainable competitive resources and capability to win over competitors. Additionally, technology advancement of mobile cellular and the new incoming 5G make it harder for wifi business to sustain. Nevertheless, this paper offers strategy to improve revenue performance. Strategic approach by focusing more on customers, customer education, free product trial, customer incentive, and the use of social media advertising to build brand will be the proposed solutions for Witel Bangka Belitung.

Keywords : customer education, IndiHome, marketing strategy, additional services, wifi.id seamless

INTRODUCTION

People are using internet almost everywhere. They used it not only at their home but also out of home. At home people now have alternatives to choose any kind of fixed internet connection through FTTH (Fiber to the Home), or the mobile cellular internet connection while they are out of home. Internet service providers look at this as a great opportunity for business. They are competing to provide excellent internet services so more people will use it and generates revenue for the business.

In addition, technology advancement bring the competition even harder. The used of fiber optic technology and advance multiple access technique make it possible to provide internet connection in more efficient way and higher value. To build *wifi* might be cheaper and easier compares to mobile cellular. However, *wifi* limited coverage and mobility features make it difficult to compete with mobile cellular network.

Since there are a lot of alternatives for internet connection available in market, people now are becoming more price sensitive and having stronger power over company. They also can easily switch from provider to provider without any meaningful cost. These surely will increase risk for company revenue. Therefore, customer knowledge on product will be very important so market can choose which product would best satisfy their need. It is customer education that should be taken effectively in order to increase the customer knowledge.

IndiHome is already known as the main brand of PT.Telkom. It offers high speed internet access through FTTH (Fiber to The Home) access network. From each subscriber, IndiHome generates internet revenue for PT. Telkom. However, especially in Telkom Regional 1 of Sumatera, the growth of internet revenue is declining since October 2018. Latest data showed the growth had declined from 3.78% on October 2018 to only 1.78% on transition of March to April 2019. This situation indicated that IndiHome sales revenue was not strong enough to provide the desired internet revenue growth. In responding to the situation, corporate has to strengthen another potential income based on its existing customers. Additional services that are dedicated to IndiHome customers are potential revenue that has to be taken more seriously by the corporate.

Witel (Telkom Wilayah), as branch office of PT.Telkom, have an important role in managing brand and generates sales locally from IndiHome and its additional services. It manages selling the additional service to the market in their territory. One of the additional services is Wifi.id seamless. Wifi.id seamless give privilege for IndiHome customer to seamlessly connected to wifi.id network all around Indonesia, by paying only Rp 10.000,-/month/device (max.5 device for each IndiHome account). Through this wifi.id network, customer could experience the high speed internet access just like using IndiHome at their home. IndiHome subscriber who want to use wifi.id seamless have to register using myIndiHome application. It is a mobile based application that

help market interact with the company. Currently, Witel Bangka Belitung is the one with the smallest number of Wifi.id seamless users among all Witel in Sumatera. Even though there is a number of new wifi.id seamless users each month, the growth is declining month-on-month since January to March 2019. Concern with the importance of wifi.id seamless to strengthen the internet revenue growth, Witel Bangka Belitung has to evaluate how they marketed this service. It is believed, by carefully identify the root cause of the declining growth, Witel Bangka Belitung could implement the best strategy on marketing wifi.id seamless.

One of the most basic concepts in marketing was the marketing mix. Marketing mix was defined as the elements an organization controls that can be used to satisfy or communicate with consumers. The traditional marketing mix was composed of the four Ps : product, price, place, and promotion” (McCarthy, Perreault, 1993) (Zeithaml *et.al*, 2006, p.25). An expanded concept of marketing mix was then developed for service marketing. In addition to the basic marketing mix, the service marketing mix are *people, physical evidence, and process* (Zeithaml *et.al*, 2006, p.26). As a respond to the marketing mix, customers will interact with company through multiple touch point. This is resulting more complex consumer journey that shapes different customer experience among consumers. In order to give excellent experience to the customer, firm need to evaluate the journey along the interaction between consumer and firm. Lemon and Verhoef defined the customer experience as a customer’s “journey” with a firm over time during the purchase cycle across multiple touch point (2016, p.74). Furthermore, the customer experience is a process flows from prepurchase (including search) to purchase to postpurchase, which is iterative and dynamic. Basically those are the 3(three) broad stages of consumer decision making and evaluation for services : consumer choice, consumer experience, and post experience evaluation (Zeithaml *et.al*, 2006, p.53). This research will use this stages to evaluate the consumer journey of consumer using seamless wifi.

As a branch office of Telkom, Witel Bangka Belitung has limited responsibilities in managing the 7Ps of marketing mix. It is only the promotion, people, place, and the physical evidence that could be controlled by Witel Bangka Belitung locally. This research tried to identified weakness in marketing mix items that that possibly caused the declining growth. In addition, internal and external analysis, and competitor analysis was conducted to comprehensively understand the business situation. This research also conducted some interview to gather relevant information from customers and employee. All these information were used as data for SWOT analysis. Finally, alternatives strategies were then formulated using TOWS matrix.

This research found that there were difficulties in using myIndiHome application for customers. It need competent customers to be successfully fulfill the procedures. In addition, weak promotion strategy resulted in wrong approach on target, and lack of information of places that provide wifi.id seamless. On the other hand, the advancement of mobile cellular technology increases threats for wifi business because of its strong coverage and features.

LITERATURE REVIEW

Marketing Mix

Services defined in the *Service Marketing* book Chapter 1 are “*deeds, process, and performances*” (Zeithaml *et.al*, 2006, p.4). Furthermore, still in the book Zeithaml cited that services includes “*all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produce, and provide added value in forms (such as convinience, amusement, timeliness, comfort, or health) that are essentially intangible concern of its first purchaser*” (Quinn *et.al*, 1987, p.50-58). Based on this definition wifi.id seamless is categorized as service because it offered fixed wireless broadband internet access, which is intangible to consumers. PT. Telkom as telecommunication operator, provides the infrastructure, designs the process, and offers the performance so consumer could experience the fixed wireless broadband internet access through wifi.id seamless. That is why this research included *people, physical evidence, and process* in the analysis.

For the first 4Ps ; **Product** is the good or service for the target’s need (Cannon *et.al*, 2008, p.36). Wifi.id seamless is a final product from the Telkom corporate. This product is dedicated only to IndiHome customers. The corporate totally handles the product development while Witel Bangka Belitung just have to offer it to consumers in their territory. **Price**, in the narrowest sense, is the amount of money customers have to pay to obtain the product (Armstrong, Kotler, 2003, p.63). Customer who want to subscribe for seamless wifi.id is charged Rp 10.000,- per device each month (max. 5 devices per IndiHome account).

In this case, the price is amount detemined by the corporate. Witel Bangka Belitung have no authority to modified the price. **Place** is concerned with all the decision involved in getting the “right” product to the target market’s Place (Cannon *et.al*, 2008, p.37). It is about where and when the product will be wanted. Witel Bangka Belitung provides seamless@wifi.id in public areas or places like airport, cafe or restaurant, city park, government office, hotel, public services, etc. In this places, wifi.id seamless’s users could seamlessly connected to ssid : seamless@wifi.id, each time they are inside the coverage. **Promotion**, is concern with telling the target market or others in the channel of distribution about the right product (Cannon *et.al*, 2008, p.37). Locally, Witel Bangka Belitung has authority to do any promotion activities needed related to wifi.id seamless. Currently, Witel Bangka Belitung

offers seamless@wifi.id through direct marketing. Witel Bangka Belitung contacts IndiHome subscribers directly by phone and offers them additional services including wifi.id seamless or any upgrades plan of IndiHome. On the other hand, Telkom in a bigger scope also do promotion activities of wifi.id seamless through social media advertising.

In addition for service marketing mix ; **People** is all human actors who play a part in service delivery and thus influence the buyer's perception (Zeithaml *et.al*, 2006, p.26). In running its wifi business, Witel Bangka Belitung has 3(three) teams : **sales team, operation and maintenance team, and customer care team**. Sales team offers wifi.id to customers or venue owners so there will be wifi.id seamless at those places. When the offering has a deal, the operation and maintenance team will execute the installation of wifi.id equipment. On the other hand, the customer care team offers wifi.id seamless to IndiHome customers. These teams are working together to provide coverage of wifi.id seamless and attract more IndiHome customer to subscribe for wifi.id seamless. **Physical evidence** is the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service (Zeithaml *et.al*, 2006, p.27). IndiHome subscriber who want to subscribe for wifi.id seamless will interact with the company through myIndiHome application and then use it inside wifi.id area (signed by wifi.id logo on access point). **Process**, is the actual procedure, mechanisms, and flow of activities by which the service is delivered (Zeithaml *et.al*, 2006, p.27). The crucial step after IndiHome was installed in customer's house is to register the IndiHome account into myIndiHome application. Without doing this, customer will not be able to manage their IndiHome account, and get benefit from myIndiHome application. On the other hand, it will be easier for Telkom to do offering of additional services, if the customer already used myIndiHome application.

METHODOLOGY

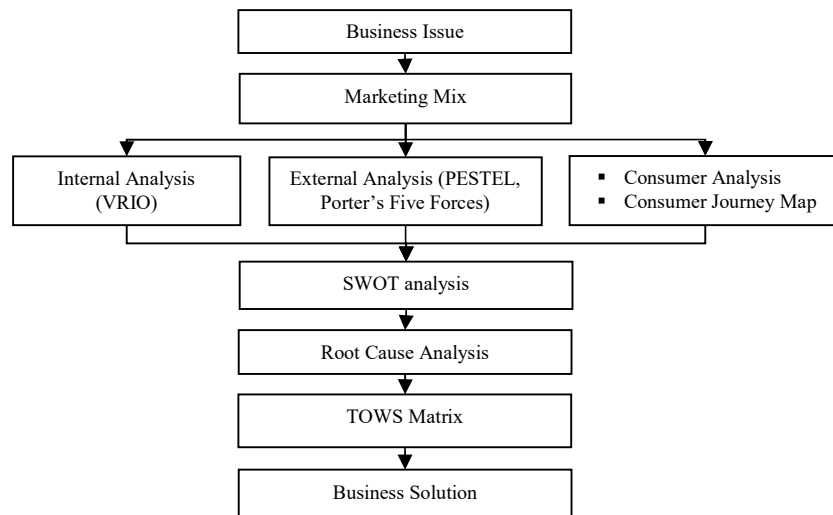


Figure 1 Conceptual Framework

Figure 1 shows the conceptual framework of how this research explores business issues and finally proposes business solution. This research was started with elaborating marketing mix of wifi.id seamless in Witel Bangka Belitung. After that, to evaluate business situation there are internal and external analysis using VRIO, PESTEL, and Porter's Five Forces analysis. In order to learn customer's experience and perspective on wifi.id seamless, this research do consumer analysis and provides a consumer journey map of wifi.id seamless.

Information and analysis gathered from evaluating the business situation and the customer experience will be mapped on SWOT table by classifying them as strength, weakness, opportunity, or threats. These data will then be used to identify possible root cause related to business issue, especially to identify weaknesses and threats that contributes to the declining revenue growth of wifi.id seamless. Finally, TOWS matrix will be used to provide alternatives strategy that could improve weakness and minimize impact of threats on business. There will be evaluation and recommendation on alternatives strategy before it comes out as a propose business solution for company.

There are two basic ways of collecting data : communication or observation (Moutinho *et.al*, 1998, p.8). This research used communication methode to get primary data from the insight come out of comments or answers from respondents. Observation was done through test marketing in order to identified difficulties facing by customers. Then a questionnaire was designed to

collect relevant data from the market. Secondary data came from company internal source, internet or online news, and statistics from Indonesia Statistics (BPS).

The objective of questionnaire is to identify market personality towards need of WiFi based on Freud's psychoanalytic theory. Freud theory is founded on a tripartite structure of id, ego and superego (Udo-Imeh *et.al*, 2015, p.100). The Id is entirely oriented toward immediate gratification. The Id is selfish and illogical. It directs a person's psychic energy toward pleasureable acts without regard for any consequences. The super ego is the counterweight to the Id. It internalizes society rules and work to prevent the Id from seeking selfish gratification. And, the ego is the system that meditates between the id and the superego. The ego tries to balance the opposing forces according to the reality principle (Solomon, 2007, p.197).

To measure the confidence level of n sample size, this research used equation (Moutinho *et.al*, 1998, p.33):

$$\text{Precision} = z \left(\sqrt{\frac{p(1-p)}{n}} \right)$$

" p " is percentage of people in Bangka Belitung with IndiHome at their home, which is the population target. *Precision* is the p 's range of tolerance (in percentage). " n " is the sample size. And, " z " is the standard errors for a certain confidence level. Since there was no data about the percentage of people of Bangka Belitung having IndiHome in their house, this research assumed " $p=0.5$ " in order to obtain the highest possible sample size (Moutinho *et.al*, 1998, p.33). Using right handed " z " normal distribution table, and assumption of " p ", with $n=208$ this research gave **91.6%** level of confidence with **6%** of absolute precision. This means, the 208 sample could represent 91.6% of people in Bangka Belitung who have IndiHome at their home, with assumption that 50%(±6%) of people in Bangka Belitung have IndiHome at home.

This research gathered primary data from questionnaire and interview, and secondary data from company internal source, Indonesia Statistic, and the internet. Both qualitative and quantitative analysis were used to build insight and idea regarding business issue. Internal analysis was developed using VRIO (Value, Rare, Inimitable, Organization) based analysis to determine company competitive potential resources. For the external analysis, PESTEL and Porter Five Forces were used to analyze the business situation. All the information and insight were then used to develop a fishbone root cause analysis and to identified possible root cause related to business issue. At the end, SWOT/TOWS matrix were used to develop alternatives strategy based on previous analysis.

FINDINGS AND ARGUMENT

Internal Analysis

In order to understand the business situation, it is important to do the internal and external analysis. According to Barney, in order to have a sustainable competitive advantage, firm need to have resources that is valuable, rare, inimitable and non-substitutable (VRIN) (1991, p.106-111) (Cardeal & Antonio, 2012, p.10160). However, the way firm manage their resources also determines whether the resource and capability become its sustainable competitive advantage. A modified framework of resource and capabilities evaluation named VRIO were then developed to consider the organizational factor. This creates a new modified VRIO analysis that includes *valuable*, *rare*, *inimitable*, and *organization*.

According to Cardeal and Antonio, the resource creates *value* when it allows the company to devise and implement strategies that will improve its efficiency and effectiveness (Cardeal & Antonio, 2012, p.10160). This means, every valuable resources are those that owned by the company, and give benefit to company related to particular business. However, if most competitors hold the same valuable resource, then they will likely explore their use in similar ways, thus implementing the same value creating strategy (Cardeal & Antonio, 2012, p.10161). According to this, the *rareness* of valuable resources improves competitiveness of the company. Furthermore, if valuable and rare resources are easily imitable, competitors would quickly copy them and the potential for competitive advantage would disappear (Cardeal & Antonio, 2012, p.10161). According to Lippman and Rumelt (1982:418-438) (Barney, 1986a;1986b), *inimitable* is also defined as impercetly imitable because it is almost impossible to obtain resources with exactly the same size and quality. Finally, VRIO methode considers that it is through the firm's internal organization that resources are transformed into competitive advantage (Barney, 1995, 1997) (Cardeal & Antonio, 2012, p.10160).

External Analysis

PESTEL analysis is used to analyze the impact of politic, economic, sociocultural, technology,environment, and legal/regulation to industry. There are situations in Province of Bangka Belitung Island that affect telecommunication industry in this area. However, the situation might be different from other area in Indonesia. Political factor affects telecommunication industry in Indonesia

through its policy. It is a political decision of the government to give permission for Google Station to enter Indonesia. The coming of giant global player like Google to Indonesia would increase the competition in wifi business. The presence of Google Station would make competition become harder, because free wifi will be available widely for public access. Players in this business will have to maintain their cost to be competitive with Google Station. Many option for market to choose will increase the power of buyer. However, this also will create opportunity because a new behavior towards internet will be formed and create demands for wifi connection.

Economic. According to 2017 data from Ministry of Coordinator of Economic, internet is still luxurious good and consumed by higher spending group of people. At a higher spending, more people will access internet. People at lower spending might perceived internet not as important as people in higher spending. In addition, Bank of Indonesia (BI) believe that our economy still on the right path. It predict this year Indonesia economic growth will be around 5-5.4%. (<https://fokus.tempo.co>). Based on this data, national economy growth might could indicate an increasing need of internet connection as well as wifi connection.

Table 1 Percentage of people older than 5 years old, who accessed Internet in the last 3 month based on Province and Place of Access (<https://www.bps.go.id>)

PROVINCE	2017				
	(%) AT HOME	(%) NOT AT HOME	OFFICE	SCHOOL	PUBLIC AREA
KEP. BANGKA BELITUNG	96.18	32.78	29	13.44	29.07

Sociocultural. According to Statistic Indonesia, in 2017, 32.78% of people older than 5 years old in Bangka Belitung had accessed the internet not from their house (see Table 1). 29% of accessed the internet from their office or public area. This shows a kind of lifestyle that indicates more public internet access outside customer's home are demanded.

Technology. Wireless Fidelity (WiFi) technology has been widely known as media to access internet. It becomes a universal standard and the device is on a rapid cost reduction curve as volume increase (Al-Alawi, 2006). Supported by fiber optic technology, providing high speed internet access are now more efficient for telecommunication operators. WiFi technologies give easiness for people to access internet. The easier it is the more data consumers will consumed and they become more dependent on internet access. It is fact that number of internet user are continue to increase year by year.

However, the fifth internet generation or 5G technology will no longer be available in market. Four telcos operator in Indonesia has done trial of this new technology (<https://tekno.tempo.co>). 5G will enable user to experience higher speed and wider coverage than current 4G technology. 5G techonology will provide far better internet connection compare to current wifi technology.

Environment. Bangka Belitung has a promising asset to become one of new tourist destination in Indonesia. The development of tourist destination in Bangka Belitung will create new opportunity for telcommunication company to build internet access there. The internet has had a significant impact on the tourism sector and this has been reflected in the number of research studies examining various issues related to the topic (Law, 2010, p.298-313) (Standing, 2014, p.82).

Legal/Regulation. Indonesia government has regulation related to telecommunication industry and also for implementation of WiFi technology in Indonesia. Telecommunication subject is regulated in Law Number (No). 36 of 1999 on Telecommunication, while the WiFi is regulated in Ministry of ICT's Ministerial Decree Number (No). 28 of 2015 on Technical Requirement of Telecommunication Devices to be Operated on 2.4GHz and/or 5.8GHz radio frequency. Any telco companies in Indonesia has to comply with these regulations.

From PESTEL analysis, Author concluded that even though political factor from government regulation could make global player to enter Indonesia and make the competition harder, the opportunity still large on this business. Author believe that, the coming of new player in local area such as Bangka Belitung will accelerate demand and create stronger behavior toward wifi connection. Unfortunately, the competition will even harder by the incoming of 5G technology. 5G mobile cellular network will be available in wider area and in greater quality in term of speed and coverage. At that time, wifi technology as substitute for internet connection will be left behind, or might be moved to serve rural area that are not covered yet by 5G network. However, based on PESTEL analysis, there is still opportunity for wifi business to grow. Supported by a stable national economic growth, the internet lifestyle, and and new opportunity from the development of tourist sector in Bangka Belitung, wifi is still a promising business for now.

PORTER's Five Forces Analysis

PORTER's five forces was used to analyze the competitive forces in the industry. The competitive pressures on company within an industry comes from five sources : 1) Competition from rival sellers, 2) Competition from potential new entrants to industry, 3) Competition from producers of substitute products, 4) supplier bargaining power, and 5) Customer bargaining power.

Competition from rival sellers. The intensity of rivalry is moderate-to-high. There are number of internet access provider in the industry. They invest on fiber optic network infrastructure, BTS (Base Transceiver Station), or even satellite connection to provide internet connection to their customers. However, they are not equal in size and capability. In a certain region, there are some dominant players, while the others are smaller in term of size and capability. Moreover, players in this industry intensively create aggressive marketing programs and offering packages to attract new subscriber and enlarge their market share. It really need a large investment to build the telecommunication infrastructure and to maintain its commercialization. Since large scale of investment is needed in this industry, any player would not be easily leaving the industry.

Potential of new entrants. There is high potential of new entrants in this industry. Telecommunication is now actually become a global business. Global players have entered Indonesia through acquisition or joint venture. A growing and relatively young population with rising disposable income make Indonesia a highly attractive country for telecommunication services (www.gbgindonesia.com)

Additionally, the government is continuously trying to push investment in Indonesia through many strategies to attract the investors. Government is also taking initiative to improve investment competitiveness of Indonesia globally. For example is the *tax holiday* by Ministry of Finance. Of course, this would give positive signal for investor to come to Indonesia. The result is good, BKPM (Badan Koordinasi Penanaman Modal) was reported that transportation, warehouses, and telecommunications sectors were one of the biggest 5 (five) sectors in 2018, with investment realization Rp 14,7 trillion (7,9%) (www.investindonesia.go.id).

Substitutes product. WiFi connection would be the substitute for mobile cellular data services. Recently, the mobile cellular data services could deliver broadband internet access using their 4G LTE network, making it become more superior compare to wifi. It was reported 97% of Indonesia population had enjoy the 4G LTE services (<https://inet.detik.com>).

However, research by opensignal.com on December 2017 reported that, 4G availability in Indonesia is high, but speeds are still sluggish. No operator in Indonesia averaged 4G downloads above the global average of 16.6 Mbps in its results. The closest was Telkomsel with a tested LTE speed of 14.6 Mbps, but most operators' 4G speeds were barely faster than 3G connections. (<https://www.opensignal.com>)

Even though, people have alternative to use mobile cellular network instead of WiFi, the price of data package will be their next consideration. As long as price of mobile data package is perceived expensive, then wifi will be the best alternatif for internet users. However, the best part of current mobile cellular technology is the coverage, and the technology is continuously developed that increase pressure on wifi business. Based on these situations, the pressure from the substitute product is moderate-to-high.

Supplier bargaining power. There are few large suppliers and providers in telecommunication industry. Usually, they supply the devices and/or the network monitoring system also. Telecommunication itself need an integrated network in order to keep efficient in operational cost. Switching from one supplier to another would probably incur additional cost for reviewing or redesigning the network and also new training about the new adopted one. However, there are a lot of suppliers of WiFi devices in the industry who offer lower prices for lower technical specification, or others proposals that might be attractive for service providers.

Service providers are the major customers of suppliers. The superior quality and the strong network coverage of service provider would be seen as an great opportunity by suppliers. In this case, the well-being of suppliers is closely tied to the well-being of service providers, and their dependence upon them increases (Thompson *et.al*, 2016, p.59). That is why, the supplier bargaining power is low-to-moderate.

Customer bargaining power. Indonesia Statistic on 2017, reported that people living in cities of Bangka Belitung spend 50.3% of their purchases on non-food category (see Table 2). This might indicate that people in Bangka Belitung would become more price sensitif in the future. Moreover, customer bargaining power is seemed to be stronger since cost of switching is low and wifi products are standardized and undifferentiated. Furthermore, since there is alternatif way to access internet, buyer has ability to postpone the purchasing. These situation lead us to assume that the bargaining power of customer is high.

Table 2 Average Monthly Spending for Food and Non-Food for City in Sumatera (2017) (<https://www.bps.go.id>)

Province	Food	Non-Food	Total	Food (%)	Non-Food (%)
Kepulauan Bangka Belitung	784,862	795,827	1,580,689	49.7%	50.3%

As the conclusions of Porter Five Forces analysis, the high potential of new entrants indicates this is a highly attractive industry. In addition, the high bargaining power of customer creates a hard competition. However, players holds out on this industry since Indonesia still has a great opportunity as market base for better internet access services.

Competitor Analysis

The most common competitor for seamless wifi.id is the mobile cellular connection or the private hotspot. Customer who choose not to use seamless wifi.id can access the internet using their own mobile cellular connection or any private hotspot around them. There are 5(five) mobile telecom providers that are available in Bangka Belitung : Telkomsel, Indosat, XL-Axis, 3 Tri, and Smartfren. According to Frost & Sullivan Wireless Tracker data reported on 2017 Telkomsel had 45.03% of mobile subscriber market share, that brought Telkomsel to be market leader in this industry. Following Telkomsel there were Indosat (22.19%), XL-Axis (12.03%), H3I (17.63%), and Smartfren (2.87%).

There are also fixed wireless internet provider who had enter Bangka Belitung. There are Faznet and My Republic who offer broadband internet connection through its FTTH network. Faznet is a highspeed internet provider from West Java and had expanded their network in some cities of Indonesia. Faznet offer a low price internet connection on their very limitted FTTH coverage, which is only available in some sub-district in Pangkal Pinang.

Table 3 provides comparison of service alternatives in this business. It could be classified into 3(three) groups including Wifi.id seamless, the private hotspot, and the mobile cellular network. They are differentiated in charging type, scale of users, availability, speed, and data plan policy.

Table 3 Product Comparison

Product	Charging type	Scale of Users	Availability	Speed	Data Plan Policy
Seamless Wifi.id	Flat Rp 10.000/month	Public/Mass users	Office / Store / Residential Area, Public Area, Public Facilities, City Point of Interest (POI)	Up to 100Mbps	Unlimited (No Data Plan Limitation)
Private Hotspot	Mostly Free for users/visitors	Small number of users	Office / Stores / Residential Area	Up to 100Mbps	Limited Data Plan
Mobile Cellular Network	Based on usage or postpaid (Monthly subscription)	Public/Mass users	Almost anywhere	Up to 40Mbps	Limited Data Plan

All players are seemed to have similar perspective on this business. In line to what was found in Porter Five Forces analysis, players are seeing this as an attractive and profitable business. Especially for mobile operators, they are continuing to strengthen and expand their network coverage in order to protect their market share, and increase more revenue. They are now widely available in Bangka Belitung. In addition, mobile technology development is also a never ending story, which will continue to provide better internet connection for human being.

Consumer Analysis

Seamless wifi.id is offered only to IndiHome subscribers. IndiHome subscriber who want to use seamless wifi.id have to follow some registration and activation procedures from their own IndiHome network. All the process is done using myIndihome application. So they have to install the application first and registered it to their IndiHome number, and then they will be able to register for seamless wifi.id.

However, there are some difficulties when using myIndiHome application. Some customers do not even use it since they subscribed for IndiHome. The others had used it once, but then uninstalled it for some reasons. The others forget the email for login and password. Customer who had already used myIndiHome application, also found difficulties to register for seamless wifi.id. They found it was difficult to understand and somehow confusing. Research also found that, there are customers who was not satisfied by wifi.id seamless coverage. They only found wifi.id seamless mostly in the airport. Then they made decision to deactivate the seamless wifi.id, because for some periode they have no plan to travel using airplane. Unfortunately they did not know other places that provide wifi.id seamless except the airport.

It is found from consumer analysis, that customer still find difficulties in using myIndiHome application. The one who can smoothly fulfill the wifi.id seamless registration procedure is those who already used myIndiHome application. However there still comments that it was an uneasy procedures. On the other hand, those who already activated their wifi.id seamless did not have enough information of others places that provide wifi.id seamless. Using consumer journey map, it was identified that the hardest part of service purchasing is in fact the IndiHome registration procedures.

After doing interview and observation, the root causes of why revenue growth of wifi.id seamless declines are : fail to recognize need, wrong approach of finding buyers, difficulties to accomplish the registration process, weak promotion strategy, and lack of operation management. Fail to recognize need resulted in failure to provide seamless wifi.id in the right place. Customers do not interested to the places where wifi.id seamless is available. Customers decided to deactivate wifi.id seamless because they do not get the benefit of it. Even though wifi.id seamless is available in the airport, it might be not an interesting offer for those who do not frequently go to airport. In addition, wifi.id seamless is less attractive for customer who have unlimited cellular data plan since they do not have to worry about their internet usage.

Wrong approach to find buyers caused customers easily reject the offers. Customer did not receive the message as something that will fulfill their need. Company has data base about the owner of an IndiHome account. But it does not mean that the owner are the right target of every additional services (*add on*) offered through direct marketing (phone call). Especially for wifi.id seamless product, company did not have data about the need of every family member towards wifi.id seamless. The way to reach family member who would probably need wifi.id seamless is by providing wifi.id seamless at their favourite places.

For customer who need wifi.id seamless, there is difficulties to accomplish all the registration procedure without companion. For those who currently do not have myindihome account, registering for myIndiHome account might be not an easy task. It requires customers to have a valid email address, mobile phone number, and personal ID (KTP) number. After being successfully registered to myIndiHome account, then customer still have to register for the wifi.id seamless. Customer journey map shows that the hardest part of this procedures is the account verification before customer received username and password for wifi.id seamless. In other word, it is important to make sure customer is able to completely register their IndiHome account before offer them the wifi.id seamless.

Weak promotion strategy caused customer hard to find any other place except the airport where they could use seamless wifi.id. Lack of sign or physical evidence might cause customer did not know that seamless wifi.id is available in a particular places. Furthermore, not all customers use to check if there is a WiFi, or wifi.id seamless in that place. Finally, the operation and maintenance team has to define priority site which is the most popular site for customer. Special attention has to be given to this site because most customers are supposed to use wifi.id seamless at that place. Together with customer care and sales team, this priority site has to be communicated to customer. As more favourite places are covered by wifi.id seamless, and customers are well informed about it, this will attract more customer to use wifi.id seamless.

Consumer Analysis

This research had identified company's strengths and weakness based on internal analysis and root cause analysis. As well as opportunity and threats based on external analysis. Using the SWOT/TOWS matrix, this research proposes marketing strategies related to business issues. This strategy should starts with identifying popular places in Bangka Belitung and providing wifi.id seamless at the high priority site. Parallel with this, company has to advice customer to used myIndiHome application. In order to reach the potential buyer, it is suggested to do customer education right at places where wifi.id seamless is available. This acitivity aims to inform customer about wifi.id seamless and gives them experience of using it by offering trial program.

Table 4 TOWS Matrix

	Internal	STRENGTHS (S1) Numbers of ODPs (S2) Numbers of access point (S3) Number of IndiHome subscriber (20,503 subscribers on March 2019)	WEAKNESSES (W1) Wrong approach on selling wifi.id seamless. (W2) Weak capability to manage access point. (W3) Customer having trouble in using myIndiHome application.
	External	SO (O1) Development of tourist sector	SW (1) Do customer education right at

		seamless on attractive places for people in Bangka Belitung to visit. (S1,S2,O1)	(2) places in SO strategy. (W1,W3,O1) Classified places in SO strategy to high priority places, and manage it exclusively by operation and maintenance team. (W2,O1)
	THREATS	ST	WT
(T1)	The coming of Google Stations	(1) Provide information about availability of wifi.id seamless especially at places in SO strategy. (S1,S2,T1,T2)	(1) Do re-training to upgrade selling skill of wifi.id sales team (W1,T1,T2)
(T2)	Stronger mobile cellular coverage	(2) Offer one month free wifi.id seamless 1(one) device for one IndiHome account (S3, T1,T2)	(2) Upgrade knowledge of managing wifi operation and maintenance. (W2, T1,T2) (3) Advice customer, and help them to install myIndiHome apps and register their IndiHome account unto it. (W3, T1,T2)

CONCLUSIONS

Even though internal analysis shows that Witel Bangka Belitung do have sustainable competitive advantage in wifi business, company need to find the right marketing strategy to maximize its market potential which is the customer base. It might be not so easy for people to spend more money (Rp 10.000,-/month/device) for internet connection while they already have enough mobile data plan and a great network coverage. Maximizing market potential should be done through minimize the difficulties when registering the wifi.id seamless and providing information about popular venues with wifi.id seamless. However, the increasing threat from mobile cellular technology is something that cannot be avoided. Wifi.id seamless is likely to be the best substitute for mobile cellular services.

Improvement is still needed to provide easier wifi.id seamless registration process. While in Bangka Belitung area, company need to do more customer education related to wifi.id seamless product. It is through customer education, company could encourage customers to use myIndiHome application and its additional services. When customer already familiar with myIndiHome application, greater opportunity it is for company to offer wifi.id seamless. Customer education will help to increase customer's competence that help them overcome the difficulties in registration process.

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