

Telecommunication providers exit strategy from declining industry (a case study on Telkom Flexi CDMA Service) (article on proceedings of The 1st International Conference on Business Administration and Policy 06 - 07 October 2015)

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Abstrak

This research analyzes exit strategy of telecommunication company from a declining industry. The research uses a post positivist approach referring to the modified Porter's notion of competitive strategy with a focus on discussing exit barriers and efforts to overcome such barriers. This research found that Telkom left CDMA industry due to the development of global CDMA technology ecosystem along with the declining number of Flexi subscribers, declining revenue, and business loss. Meanwhile, the exit barriers include assets such as infrastructure, license and frequencies, human resources and customer-related cost, employee and management emotional barriers, and political barriers. Telkom was able to overcome the exit barriers due to government support through the arrangement of frequency. Moreover, the company has a diverse business portfolio to facilitate the transfer of human resources and robust subsidiary in the field of wireless telecommunication.