

Evaluasi Model Bisnis Digital untuk Meningkatkan Customer Experience: Studi Kasus Wholesale Network Connectivity PT Telkom Indonesia, Tbk = Digital Business Models Evaluation to Improve Customer Experience: A Case Study of Wholesale Network Connectivity PT Telkom Indonesia, Tbk

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Abstrak

Pandemi COVID-19 menjadi tantangan besar bagi perekonomian global. Berbagai sektor mengalami kontraksi negatif pertumbuhan. Berbeda dengan sektor telekomunikasi yang mengalami peningkatan permintaan jaringan komunikasi dan internet yang menghasilkan kompetisi dalam memberikan pelayanan terbaik dan menjaga kepuasan pelanggannya. Termasuk PT Telekomunikasi Indonesia yang merupakan leading company industri telekomunikasi. Laporan Customer Experience Satisfaction Measurement menunjukkan perusahaan belum dapat mencapai target dalam pengelolaan kepuasan pelanggan yang diukur menggunakan Net Promoter Score (NPS), khususnya pada layanan wholesale network connectivity. Penelitian ini melakukan evaluasi terhadap model bisnis aktual perusahaan untuk peningkatan customer experience (CX) dengan melakukan transformasi digital di seluruh elemen model bisnis melalui proses wawancara kepada tiga narasumber yang berasal dari Direktorat Wholesale and Internasional Services yang bertanggung jawab dalam perumusan strategi dan kebijakan bisnis wholesale. Evaluasi model bisnis dilakukan dengan menggunakan business model canvas. Manfaat penelitian ini adalah dirumuskannya model bisnis digital baru bagi perusahaan khususnya segment wholesale yang mendukung dalam peningkatan customer experience layanan wholesale network connectivity. Evaluasi model bisnis divalidasi oleh Direktorat Wholesale and Internasional Services. Upaya peningkatan CX dilakukan melalui penyederhanaan proses-proses internal perusahaan, penawaran produk/layanan baru, kemudahan dalam delivery layanan, serta peningkatan fokus utama pada penggalan kebutuhan pelanggan. Usulan tersebut dapat dimanfaatkan perusahaan sebagai referensi dalam menyusun strategi transformasi layanan wholesale network connectivity.

..... The COVID-19 pandemic is a major challenge for the global economy. Various sectors experienced a negative contraction in growth. In contrast to the telecommunications sector, which experienced an increase in demand for communication networks and the internet which resulting in making competition to provide the best service and maintain customer satisfaction. Including PT Telekomunikasi Indonesia which is a leading company in the telecommunications industry. The Customer Experience (CX) Satisfaction Measurement report shows the company has not been able to achieve the target in managing customer satisfaction as measured using the Net Promoter Score, especially in wholesale network connectivity services. This study evaluates the company's actual business model to improve customer experience by carrying out digital transformation in all elements of the business model through an interview process to three sources from the Wholesale and International Services Directorate who are responsible for formulating wholesale business strategies and policies. The evaluation of the business model is carried out using the business model canvas. The benefit of this research is the formulation of a new digital business model for the company, especially the wholesale segment that supports the improvement of customer experience for

wholesale network connectivity services. The evaluation of the business model was validated by the Wholesale and International Services Directorate. Efforts to improve CX are carried out through simplifying the company's internal processes, offering new products/services, facilitating service delivery, and increasing the main focus on exploring customer needs. The company can use this proposal as a reference in formulating a wholesale network connectivity service transformation strategy.