

ABSTRACT

This study aims to see the performance of Telecommunication Cellular Industry in Indonesia at this time and know the competitive position of Telecommunication Industry Services in Indonesia compared with its competitors and formulate alternative competitive strategy that can be applied in marketing Telecommunication Industry Services in Indonesia by using one of the tools in management strategy. The basic method used is descriptive qualitative method. The data used are primary data and secondary data. Data analysis used is Competitive Profile Matrix (CPM). CPM was chosen because it is one of the tools in strategy management that can help companies in designing business strategy to be able to compete with competitor companies by using the critical success factors. The success factors used in this research are Marketshare, Service Quality, Customer Loyalty, Brand Reputation, Customer Satisfaction, Financial Position, Differentiation of Product, Price Competitiveness. The result of this research is from 9 determinants of success there are 2 factors that have the greatest weight and is an important factor for Telecommunication Cellular Industry in Indonesia that has a weight of 0.2 where the factor is marketshare and financial position. In this study Telkomsel became Leader with the highest total weighted score compared to its competitors which is 3.85 while for Indosat and XL has total weighted score of 3.1 and 2.55. This shows from the 9 determinants of the success of these operators are still not providing the best performance and still require improvements in quality both the quality of service, network quality and even tariff to be provided to customers, although compared with Telkomsel this operator provides a cheaper tariff to customers .