

ABSTRACT

This research is backed by the intense level of competition in the telecommunications industry. Although Indonesia has the potential society and broad target market, but Internet users are only able to 57.33 percent of the Indonesian population that has been accessing the Internet.

Constraints of PT Telkom Witel Bogor have not conducted the modernization of the network by replacing copper wires into fiber optic for all areas in the area of PT Telkom Witel Bogor. The issue has made PT Telkom Witel Bogor to maintain its business with all kinds of threats and take advantage of the opportunities, by determining the right strategy so that the business can thrive and survive in the telecommunications industry.

There are three stages in this research, namely input stage, matching stage and decision stage. Input stage is done using strategy management tools I.E. IFE matrix, EFE. Matching stage using two tools formulation strategy, namely Matrik SWOT. The Decision stage uses QSPM analysis as a tool that will determine the best strategy. The methods used are qualitative and quantitative descriptive, where quantitative is used to facilitate qualitative. Sampling is done by purposive sampling method with the number of speakers of 7 people from the line of managers and 1 person from the Telecommunications Association. In this study used test credibility through the triangulation of the source and the checking of members to test the interview instrument.

The results showed an EFE matrix score of 2.66 and a score of the IFE matrix of 2.74, so the position of PT Telkom Witel Bogor through SWOT diagram analysis obtained the value for x axis of 0,915 and Y axis of 0,78 and the SWOT diagram analysis in the Quadrant I, Aggressive strategy. The implications of the strategy used are forward, backward, sideways, market penetration, market development, product development and diversification. The strategy that is the main priority based on the evaluation with the QSPM matrix is with market development strategy.

The recommendation strategy for PT Telkom Witel Bogor to face competition is to conduct market development through fiber optic network migration service and promotion.

Keywords: EFE, IFE, telecommunication industry ,SWOT, QSPM.