

ABSTRACT

Iconnet is a flagship product of Icon Plus, designed to generate revenue in new business lines beyond the electricity sector through the Beyond kWh concept, by optimizing strategic Right of Way (ROW) assets, which include over 1.5 million utility poles across Indonesia. This study aims to provide recommendations for developing a strategic formulation for Iconnet using a qualitative approach.

Data were collected through in-depth interviews with three internal company informants and one external informant. The analysis was conducted by examining the company's internal and external factors using the Internal Factor Evaluation (IFE) matrix and External Factor Evaluation (EFE) matrix, which were subsequently combined into the Internal-External (IE) matrix. This process was followed by a SWOT analysis and evaluation of alternative strategies using the Quantitative Strategic Planning Matrix (QSPM).

The results of the study recommend improving the quality of human resources (HR) to enhance product quality and customer satisfaction, increasing customer engagement to strengthen customer relationships, and expanding target markets based on a comprehensive analysis of the customer database.

The action plan formulation to support these strategies over the next three years focuses on three main aspects. First, in the internal organizational aspect, actions include performance evaluation using a performance dashboard, HR competency mapping through AI, implementation of digital training programs, recruitment of qualified personnel, and market penetration with the micro-cluster concept. Second, in the customer interaction aspect, actions include aggressive digital-first marketing, improving integrated customer service applications, and developing a disturbance monitoring dashboard. Third, in the supplier interaction aspect, recommendations include the procurement of digital-based framework agreements, digital vendor performance evaluation, and collaboration with leading technology suppliers to enhance network and technology innovation.

Keywords: Beyond kWh, Iconnet, SWOT analysis, strategy formulation, QSP