

ABSTRACT

Indibiz is a digital business service owned by PT Telkom Indonesia that offers innovative advantages in providing internet solutions for SMEs and corporations. Based on market profile data on internet service users in the Sanur area in 2024, Indibiz is still ranked second after IndiHome by Telkomsel. Indibiz faces serious challenges from competitors who have successfully attracted business customers through lower pricing strategies and service flexibility. This situation is exacerbated by the perception among customers that competitors' services are sufficient to support their operations, meaning that the innovations offered by Indibiz are not always the primary factor in customers' decision-making. This study examines the analysis of activities within Indibiz's value chain to identify the extent to which these activities contribute to value creation from the customer's perspective. The approach used is Value Chain Analysis and Value Added Analysis, with activities classified based on value added (VA, NNVA, NVA). The analysis of activities within Indibiz's value chain shows that all primary and supporting activities play a strategic role in creating value for business customers (B2B). The results indicate that 26 out of 34 (76.47%) activities are categorized as Value Added (VA), while 8 out of 34 (23.53%) activities fall under the Necessary but Non-Value Added (NNVA) category. Activities categorized under Services, Outbound Logistics, and Operations are the primary sources of Indibiz's competitive advantage, as these three activities generate positive margins while creating differentiation that is difficult for competitors to replicate. All of these activities are value-added and directly impact customer satisfaction, service speed, and customer loyalty.

Keywords : *Value Chain, Value Added, Competitive Advantages, Indibiz, PT. Telkom Indonesia Witel Bali*