ABSTRACT

This research aims to formulate a proper business development strategy for PT Purnama Manggala Prima to adapt to the increasingly competitive Indonesian telecommunications industry, especially following the merger between Smartfren and XL Axiata in 2024. The study employs a qualitative approach with descriptive methods. Data were collected through in-depth interviews, direct observation, and company documentation.
The theoretical framework is based on strategic management using the Market-Based View (MBV) approach. The analysis proceeded through several stages: identification of internal and external environments using IFE and EFE Matrices, strategic position mapping using IE and SPACE Matrices, and ultimately, strategy formulation and prioritization using the Quantitative Strategic Planning Matrix (QSPM).

The results show that PT Purnama Manggala Prima is positioned in the aggressive strategy quadrant, as indicated by the SPACE Matrix, while the IE Matrix places the company in quadrant I (grow and build). The top-priority strategy identified through QSPM is market penetration and development of services based on modern technologies, achieving the highest Total Attractiveness Score (TAS) of 6.89, highlighting the urgency for technological adaptation in the post-merger landscape.

This research is expected to serve as a basis for strategic decision-making to help the company maintain competitiveness and business sustainability in a rapidly evolving industry.

Keywords: Business Development Strategy, Market-Based View, QSPM, SPACE Matrix, Telecommunications Industry.