

ABSTRACT

The Indonesian government has launched a digital transformation program that provides direction for stakeholders across various sectors, including the telecommunications industry. This shift has introduced uncertainties regarding the future of the telecommunications sector and for Telkom Akses as one of its key players. Telkom Akses must prepare adaptive strategies to face these future uncertainties, and scenario planning is an appropriate approach to utilize. The objective of this study is to develop scenarios, implications, and strategic options for Telkom Akses in addressing future business challenges. The background of this research stems from the bankruptcy risk indicated by the company's Altman Z-Score trend, which falls below the healthy threshold.

Using a qualitative research method, the researcher identified key driving forces and critical uncertainties through literature reviews and in-depth interviews with key stakeholders, both from the telecommunications industry and within the company. This analysis resulted in two primary uncertainties: the government's commitment to setting national policies and regulations, and the industry's capacity for technological adoption. These two uncertainties form four possible scenarios: Integrated Digital Collaboration, National Digital Leap, Stalled Innovation, and Systemic Lag. The implications and strategic options identified for each scenario will enable Telkom Akses to implement appropriate and adaptive strategies should any of these scenarios materialize.

Keywords : *Scenario Planning, Management Strategy, Telkom Akses, Qualitative Method, Future Study*