

Strategy to Increase B2b Readiness in PT Telkom Indonesia Regional 3 During Organizational Transformation

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ABSTRACT

PT Telkom Indonesia implemented a strategic restructuring plan to boost its competitive advantage and reinforce its position in the Indonesian telecommunication industry. The first strategy is fixed mobile convergence (FMC), which changed all Telkom Regional target markets and business models from B2C to B2B. Telkom Regional 3, which served customers in the West Java region, was designated by management as a pilot for Telkom Regional in its transformation to B2B.

During the organizational transformation process, B2B readiness survey was conducted to see whether employees in each region are ready for transformation. The result showed that Telkom Regional 3 has the lowest score in B2B readiness compared to the average score and the other six regions. The area that needs to be improved by Telkom Regional 3 is related to capability subject matter expert (SME), territory leadership, and partnership policy model.

The framework used in this research is the KPMG six-layer target operating model. The data was collected by interview to validate the business issue and gain more comprehensive insight based on KPMG six-layer target operating model variables. The result showed that the first issue occurs because of the gap between subject matter expert (SME) expectations and reality regarding B2B business. Also, no figure leader B2B can give an example of an ideal B2B business. The second issue occurred because there is a need for a shift in mindset from B2C to B2B for teams in the territory, and the last issue arose because of rigid partnership policy. This research is expected to provide an overview of the causes of the low B2B readiness score in Telkom Regional 3, along with suggestions for further improvement.

Keywords: *Organizational Transformation, B2B Readiness, Target Operating Model*

ABSTRAK

PT Telkom Indonesia menerapkan rencana restrukturisasi strategis untuk meningkatkan keunggulan kompetitif dan memperkuat posisinya di industri telekomunikasi Indonesia. Strategi pertama adalah *Fixed Mobile Convergence* (FMC), yang mengubah seluruh target pasar dan model bisnis Telkom Regional dari B2C menjadi B2B. Telkom Regional 3 yang melayani pelanggan di wilayah Jawa Barat ditetapkan oleh manajemen sebagai pilot bagi Telkom Regional dalam transformasi menjadi B2B.

Selama proses transformasi organisasi, dilakukan survei kesiapan B2B untuk melihat apakah karyawan di setiap wilayah siap untuk transformasi. Hasil penelitian menunjukkan bahwa Telkom Regional 3 memiliki skor kesiapan B2B terendah dibandingkan dengan skor rata-rata dan enam wilayah lainnya. Area yang perlu ditingkatkan oleh Telkom Regional 3 adalah terkait dengan *capability subject matter expert* (UKM), kepemimpinan wilayah, dan model kebijakan kemitraan.

Kerangka kerja yang digunakan dalam penelitian ini adalah model operasi target enam lapis KPMG. Data dikumpulkan melalui wawancara untuk memvalidasi masalah bisnis dan mendapatkan wawasan yang lebih komprehensif berdasarkan variabel model operasi target enam lapis KPMG. Hasil penelitian menunjukkan bahwa isu pertama terjadi karena kesenjangan antara ekspektasi *subject matter expert* (UKM) dengan kenyataan mengenai bisnis B2B. Juga, tidak ada tokoh pemimpin B2B yang dapat memberikan contoh bisnis B2B yang ideal. Masalah kedua terjadi karena perlu adanya pergeseran pola pikir dari B2C ke B2B untuk tim di wilayah tersebut, dan masalah terakhir muncul karena kebijakan kemitraan yang kaku. Penelitian ini diharapkan dapat memberikan gambaran penyebab rendahnya skor kesiapan B2B di Telkom Regional 3, beserta saran untuk perbaikan lebih lanjut.

Kata Kunci: Transformasi Organisasi, Kesiapan B2B, Model Operasi Target

INTRODUCTION

Background

Today, the business environment is characterized by increasing competition and rapid changes in customer expectations (Altschuller, Shoshana; Gelb, David S.; and Henry, 2010). Fast-paced technical advancements, shifting consumer preferences, introducing new products, and escalating rivalry all contribute to the speed of change and uncertainty about the future, making it more challenging and uncertain and creating turbulent business settings. This condition can threaten the competitiveness and competence of current businesses (Carnahan et al., 2010).

One of the industries that experienced remarkable growth and a challenging business environment is telecommunication, as shown by technological advancements, regulatory changes, and shifting consumer demands (Nashiruddin, 2018). The telecommunication industry plays a crucial role in economic development and societal transformation in many countries, including Indonesia. The communication and information sector contributes Rp 748.75 trillion to the GDP and is expected to continue its rapid growth and development (Statista, 2023).

In the dynamic landscape of Indonesia's telecommunications sector, PT Telkom Indonesia emerges as the most prominent entity. As a state-owned enterprise, PT Telkom Indonesia has acknowledged the industry's escalating competitive dynamics and challenges. These challenges include subdued revenue growth, negative market trends, stagnating profits, and a surge in capital expenditure investments.

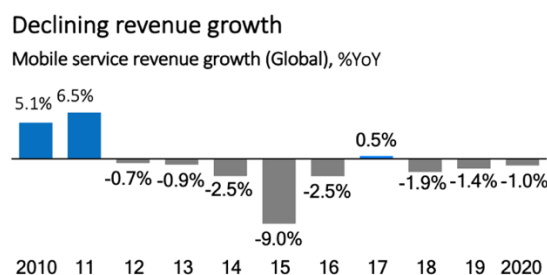


Figure 1. Declining Revenue Growth (Internal Telkom, 2022)

Negative headwinds

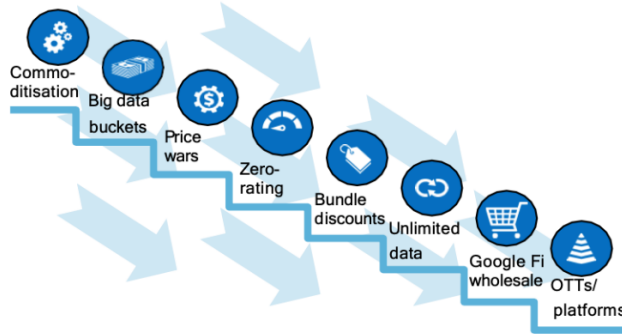


Figure 2. Negative Headwinds (Internal Telkom, 2022)

EBITDA margins have been stagnant

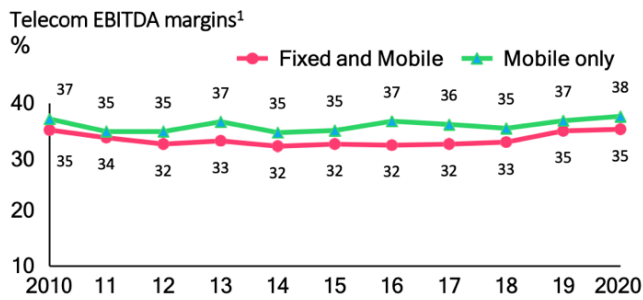


Figure 3. Stagnating Profits (Internal Telkom, 2022)

Increasing CAPEX investments to support data explosion

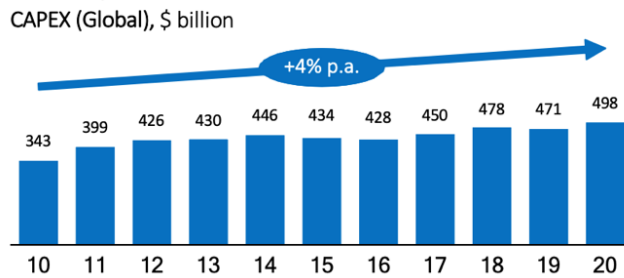


Figure 4. Surge in Capex Investments (Internal Telkom, 2022)

In response to the current market conditions, PT Telkom Indonesia has undertaken a strategic evaluation, drawing insights from the business structure delayering strategies employed by notable industry peers such as Axiata Group (Linknet, 2023), Telefónica S.A. (McKinsey, 2022), Jio, and AT&T (Smith Paul, Binder-Le Pape Jennifer, Blum, 2023). This strategy opens up greater opportunities to enhance value creation than the integrated telecommunications company approach. Previously, Telkom Indonesia using an integrated telecommunication model, where all business units and assets were treated as a cohesive entity within the telecommunications sector, despite ownership of some businesses by non-telecom

players. This approach has led to disparities in profit margins, capabilities, and customer expectations.

Seeing current condition, PT Telkom Indonesia has implemented a strategic restructuring plan known as the "Five Bold Moves" to boost its competitive edge and reinforce its position in the Indonesian telecommunications industry. The strategy is multifaceted, consisting of the Fixed Mobile Convergence (FMC), which separates the business to customer (B2C) and business to business (B2B) market segments to strengthen market penetration, operational excellence, and cost efficiency, aiming to deliver the optimal customer experience. Business to customer or B2C is a sales model where a business sell their products or services directly to customer, meanwhile business to business (B2B) is a sales model where a stakeholder do transaction with another stakeholder.

The Infrastructure Company (InfraCo) initiative also focuses on asset infrastructure consolidation. At the same time, the Data Center Co (DC Co) strategy seeks to consolidate data center assets under three subsidiaries and introduce a new hyperscale data center. Furthermore, the B2B IT Service strategy aims to transform PT Telkom Sigma into a leader in B2B IT services across Indonesia and Southeast Asia. Lastly, the Digital Company (DigiCo) strategy concentrates on building a digital company that serves both B2B and B2C segments to create substantial growth.

The "Five Bold Moves" approach is now a priority for PT Telkom Indonesia because it is a key strategy designed to fortify its market position. This initiative is important in hastening the company's journey toward becoming a dominant player in the digital telecommunications sector. Additionally, this strategy aligns with Telkom's broader objective of promoting digital equality and sovereignty, ultimately enhancing Indonesia's overall development.

The first "Five Bold Moves" strategy, Fixed Mobile Convergence (FMC), which is currently being implemented in all Telkom Regional, not only changes the target market from B2C to B2B but has an impact on reducing the number of employees so the organization will be more lean and agile in facing challenges in the telecommunication industry. However, this employee reduction must be considered, as well as whether the remaining employees are sufficient to carry out the work with the current workload and targets.

Company Profile

Telkom Indonesia, officially known as PT Telkom Indonesia (Persero) Tbk, is a leading telecommunications and information technology company based in Indonesia. Founded in 1856, it has a rich history and has evolved to become a major player in the telecommunications sector. As a state-owned enterprise company, the government of Indonesia is the majority shareholder with total of 52,09% shares, while the rest belong to public shareholders. Telkom shares are listed as "TLKM" on the Indonesian Stock Exchange (IDX) and "TLK" on New York Stock Exchange (NYSE).

As of December 31st, 2022, Telkom has 37 subsidiaries with direct and indirect ownership directly and the ownership percentage is more than 50%, so that

the financial reports consolidated with Telkom as the parent company. In addition, there are 9 subsidiary entities unconsolidated (affiliate).

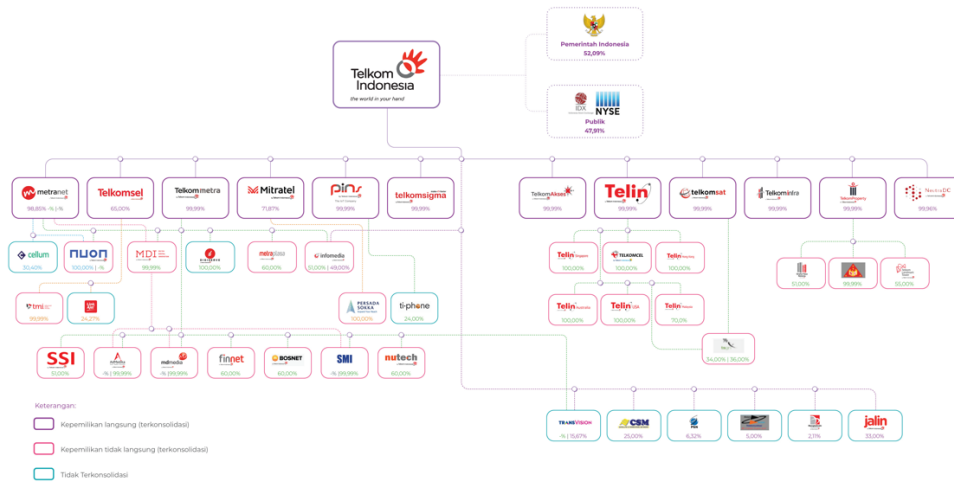


Figure 5. PT Telkom Indonesia and Subsidiaries (Company Profile 2023)

Telkom Group implements a customer-oriented company business and operational strategy in line with its transition to become a digital telecommunications company. This transformation aims to make the Telkom Group organization leaner and more flexible to quickly adapt to the rapidly developing telecommunications industry. The new company is expected to increase productivity and provide better customer service.

Telkom Group's activities are increasingly expanding and shifting with advances in new technology, information and digitalization, while remaining within the boundaries of information technology and telecommunications. Newly established business lines, which leverage the company's legacy businesses, demonstrate this.

Telkom has 3 digital business domains in its portfolio:

- Digital Connectivity
- Digital Platform
- Digital Services

A value delivery model, including portfolio optimization strategies, technology, organization, synergy and operational excellence, talent management and company culture, inorganic initiatives, and corporate governance support the portfolio direction strategy in this business domain. In general, Telkom's long-term strategy is contained in the acronym WINDIGITAL, which includes:

- Win Broadband Connectivity Business to Maximize Cashflow
- Invest to Scale DC/IaaS and Smart Platform BIZ to Maximize Value
- Nurture Selective Digital Services to Maximize Synergy
- Drive continuous and strict optimization of business and asset portfolio
- Increase group technology integration and digitization

- Gear up for streamlined lean digital-ready organization
- Improve synergy and quality for cost leadership and better customer experience
- Transform digital telco talents and incorporate digital culture
- Acquire digital capabilities inorganically and accelerate ecosystem partnership
- Link up group strategic planning and implementation and enhance risk management and compliance

Logo



Figure 6. PT Telkom Indonesia's Logo (www.telkom.co.id)

The figure above is Telkom Indonesia's logo after its six-time transformation. As a state-owned digital telco company, its determination and belief is symbolized by logo as a company image consisting of a circle shape which symbolizes the dynamism of the company and also a symbol of the world, as well as a right hand in reaching that world completed with red, white, and grey as the company's identity colors, similar with Indonesia's red and white identity.

Telkom Indonesia's logo is also equipped with the tagline 'The World in Your Hand,' which explains that Telkom Indonesia is committed to making everything easier and more enjoyable by accessing the world.

Vision and Mission

Telkom Indonesia's vision is to become the main digital telco to empower the society.

Mission:

- Accelerate infrastructure development and sustainable smart digital platform that accessible for all society.
- Develop digital talent that helps drive the nation's digital capabilities and digital adoption.
- Orchestrating digital ecosystem to give the best customer digital experience.

Organizational Structure

Telkom Indonesia's organizational structure is shown below:



Figure 7. PT Telkom Indonesia's BoD (www.telkom.co.id)

Telkom Indonesia Scope of Business

Main Business

- a. Plan, build, provide, develop, operate, market/sell/rent and maintain telecommunications and information networks broadly by considering the provisions of laws and regulations.
- b. Plan, develop, provide, market/sell, and improve telecommunications and information technology services broadly by considering the provisions of laws and regulations.
- c. Make investments, including capital participation in other companies, that align with and achieve the company's aims and objectives.

Supporting Business

- a. Providing payment transaction and money transfer services via telecommunications and information networks.
- b. Carry out other activities and businesses to optimize the company's resources, including utilization of fixed and movable assets, information system facilities, education and training facilities, maintenance, and repair facilities.
- c. Collaborate with other parties in the context of optimizing information, communication or technology resources owned by other parties in the information, communication, and technology industry, in line with and to achieve the aims and objectives company.

Products

In general, Telkom's business activities align with the articles of association (*anggaran dasar*), which consists of provisions of telecommunications services, informatics, and networks. Telkom has developed this activity into various business segments by digital transformation strategies and industrial developments telecommunication. Currently, Telkom has the following product portfolios:

Segmen	Line Bisnis	Produk
Mobile	Mobile Legacy	Mobile Voice, Mobile SMS
	Mobile Data	Mobile Broadband
	Mobile Digital	IoT, Big Data, Financial Service, VOD, Music, Gaming, Digital ads
Consumer	Home Fixed Services	IndiHome Fixed BB, Non-IndiHome Fixed BB (e.g., Wifi, etc.), Fixed Voice, IPTV, Digital Services (e.g., Gaming, music, etc)
	Home Legacy	Legacy Fixed Voice
Enterprise	Connectivity	Fixed Voice (Non-Digital), Fixed BB (Digital), Enterprise Data (Digital), CPE Networks
	Satellite	Upstream (Orbital Slot, Satellite Mission, Transponder), Downstream (VSAT, Broadband Satellite), Link
	Digital IT Services	IT Service (Integration), IT Service (Vertical), Big Data, IoT, Cybersecurity, Cloud (IaaS, PaaS, SaaS)
	Digital Adjacent Service	Financial Services, eHealth (Claim and Health Service)
	BPO	Traditional BPO (e.g., Call Center), Digital BPO, Shared Service Operations
Wholesale & International Service	Device	CPE Trading (Mobile Handset), CPE Managed Service
	WS Network	International Network, Domestic Network
	WS Traffic	International Voice, Domestic Voice, Internet Traffic
	WS Intl, Platform & Services	SMS A2P, DC & CDN
	DC	Collocation & Hosting, Integrated DC Services, Hyperscale
Digital	Tower	Tower Owned (Macro, Micro, etc.), Reseller, Managed Service, Project
	Infrastructure	Infra & Network Managed Service, Submarine Cable Service, Power Solutions
	Smart Platform	Financial Service, Big Data, IoT Platform, Cybersecurity, Digital Advertising
Other	Digital Content	Music, Gaming, Video
	e-Commerce	B2B e-Commerce
Other	Non-portfolio	Digital Investment, Property Development, Property Management, Hospitality

Figure 8. PT Telkom Indonesia's List of Products (Company Profile 2023)

However, all Telkom Regional including Telkom Regional 3 now focus on products in enterprise segment under master brand/umbrella brand called Indibiz which is divided into branded houses or ecosystem such as Indibiz School, Indibiz Multifinance, Indibiz Hotel, Indibiz Health, Indibiz Energy, Indibiz Shophouse, and Indibiz Forwarding.

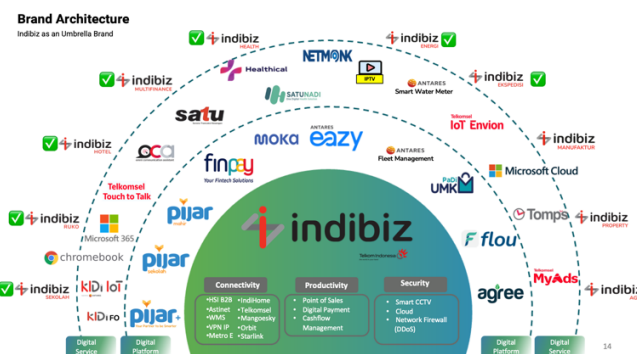


Figure 9. Brand Architecture Indibiz (Internal Telkom, 2024)

First, Indibiz School is a digital educational solution that provides convenience in the learning process and educational ecosystem. Second, Indibiz

Shophouse is a digital solution that provides convenience and adds efficiency value to the shopping business. Third, Indibiz Hotel focuses on solutions to increase guest comfort and operational efficiency of hotel management. Fourth, Indibiz Multifinance provides digital solutions that make accessing financing easier and increasing financial management efficiency. Fifth, Indibiz Health provides digital solutions to improve the quality of services in the health sector. Sixth, Indibiz Energy provides digital solutions to increase productivity, sales value and efficiency in the energy sector. Lastly, Indibiz Forwarding provides digital solutions that speed up the shipping process and increase logistics management efficiency.

Each branded house has different segments, so the products offered as solutions vary depending on customer needs. The products are categorized into digital platform, service, and connectivity. Telkom accelerates the digital platform by developing data center & cloud services, digital services for services to help digitize ecosystems such as schools and Micro Small Medium Enterprise (MSMEs), and digital connectivity by providing a quality internet network that covers a wide area. The product details are shown in the figure below which divided based on each segment:

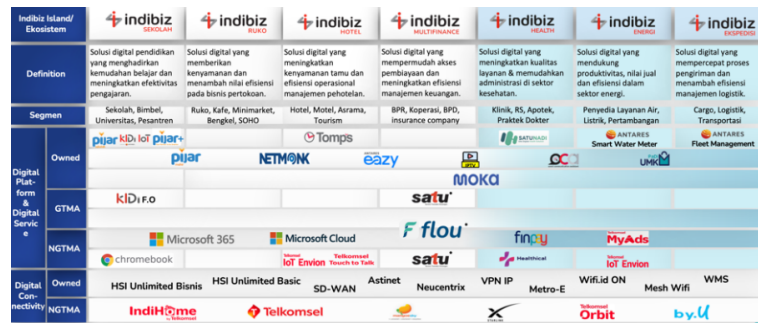


Figure 10. Indibiz Ecosystem and Each Digital Solution (Internal Telkom, 2024)

Those products and services were delivered to customers through several working areas in Indonesia. The area details are as follows:

Table 1. PT Telkom Indonesia Regional and Witel Office Location

Regional 1	Regional 2	Regional 3	Regional 4	Regional 5	Regional 6	Regional 7
Bangka Belitung	Jakarta Barat	Bandung	Kudus	Denpasar	Balikpapan	Gorontalo
Riau Daratan	Jakarta Selatan	Bandung Barat	Magelang	Jember	Kalimantan Barat	Makassar
Bengkulu	Jakarta Timur	Cirebon	Pekalongan	Kediri	Kalimantan Selatan	Maluku
Riau Kepulauan	Jakarta Utara	Karawang	Purwokerto	Madiun	Kalimantan Utara	Papua

Sumatera Barat	Jakarta Pusat	Sukabumi	Semarang	Madura	Kalimantan Tengah	Papua Barat
Sumatera Utara	Bogor	Tasikmalaya	Solo	Malang	Samarinda	Sulawesi Selatan Barat
Aceh	Banten		Yogyakarta	NTB		Sulawesi Tengah
Medan	Bekasi			NTT		Sulawesi Tenggara
Lampung	Tangerang			Pasuruan		Sulawesi Utara
Jambi				Sidoarjo		Maluku Utara
Sumatera Selatan				Singaraja		
				Surabaya Selatan		
				Surabaya Utara		

Telkom Regional 3 Jawa Barat, as one of Telkom Regional, is responsible for targeting markets in Bandung, Bandung Barat, Cirebon, Karawang, Sukabumi, and Tasikmalaya area. Its office located in Bandung but its branch or usually called *wilayah telekomunikasi* (witel) spread across those six areas. Below is the organogram in the Telkom Regional 3 office.

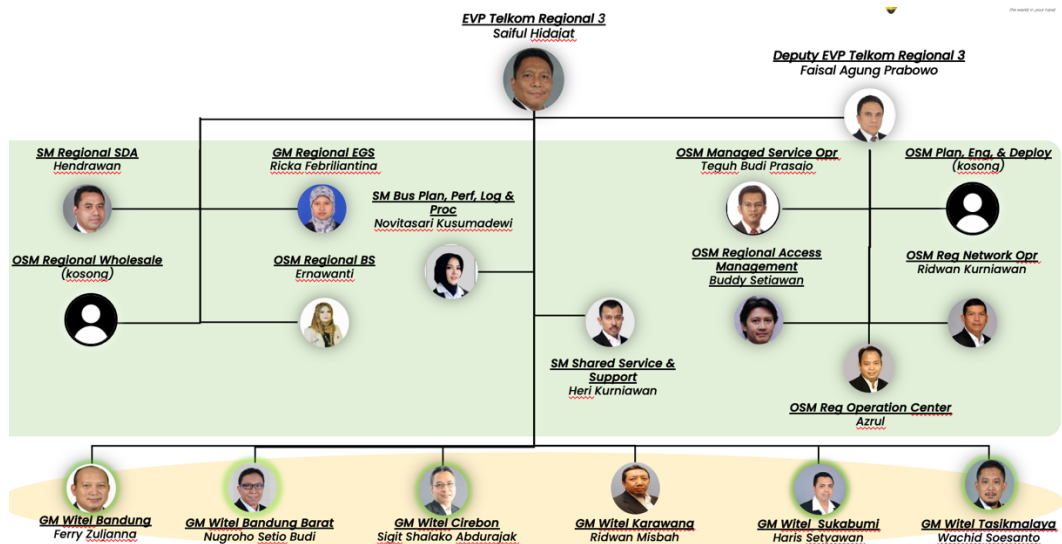


Figure 11. Telkom Regional 3 Organizational Structure (Internal Data, 2023)

Telkom regional 3 is led by an Executive Vice President (EVP) who is assisted by a Deputy Executive Vice President (DEVP) to supervise 9 senior managers and 6

general managers. The number of employees in Telkom Regional 3 now is 569 people, which consist of 343 permanent employees and 226 outsourced employees that spread in various unit such as infrastructure (managed service operations (MSO), regional access management (RAM), regional network operation (RNO), and regional operation center (ROC), general support (business planning performance, logistic, and procurement (BPPLP) and shared service & support (SSS), and last is marketing (regional solution delivery assurance (RSDA), regional enterprise & government service (REGS), regional business service (RBS), and regional wholesale service (RWS)). The infrastructure department plays a role in ensuring the availability of production equipment and smooth broadband and WiFi access for B2B Telkom Regional 3 customers. General support or general affairs department is responsible for all Telkom Regional 3 headquarter operations starting from managing people, facilities & assets, funds, and information. Last, marketing department responsible for planning and executing promotional activities such as digital marketing, event marketing, advertisement, branding, and managing marketing budget. Telkom Regional 3 headquarter's marketing department divides into four units targeting different customers. First units called Regional Support Delivery Assurance (RSDA) that responsible ensuring smooth delivery of services to customers while at the same time monitoring the processes and controls. Second, Regional Enterprise and Government Service (REGS) targets customers from government and enterprise. The government customers are government institutions whose funding comes from the state budget/local government budget (*APBN/APBD*). At the same time, enterprises are customers with legal entities that meet the criteria as companies or institutions that manage large-scale businesses with revenues >5 billion in a year, such as state-owned enterprises and private enterprises. Third, Regional Business Service (RBS) is responsible in targeting customers from small medium enterprises, namely customers from companies with characteristic product/service needs that are business solutions, community solutions, and mass customized solutions that require a semi-personalized customer relationship pattern and have an income of <5 billion in a year. Last, Regional Wholesale Service (RWS) provides wholesale customers with other licensed operator (OLO) connectivity and business.

During the transformation, management designated Telkom Regional 3 as the pilot for the B2B transformation. Looking at internal and external conditions, Telkom Regional 3 has great opportunities, but some challenges need to be faced and resolved. This opportunity is the market size of the Corporate Customer segment (Business, Government, Enterprise) of 11.6 trillion Rupiah. All units in Telkom Regional 3 are responsible for grabbing the B2B market opportunity in West Java area.

Business Issue

The first of five bold moves strategy fixed mobile convergence (FMC) was implemented on July 1st 2023, resulting in a change in the target market between PT Telkom Indonesia and Telkomsel. Previously, PT Telkom Indonesia focused on selling products for the business to business (B2B) and business to customer (B2C)

segments, while Telkomsel only focused on the business to customer (B2C) market. After legal day-1 on July 1st 2023, PT Telkom Indonesia officially only focuses on selling business to business (B2B) products. This change has an impact on many things. One example is a leaner organizational structure with the hope of increasing employee agility in facing current competition.

Telkom Regional 3 is one of Indonesia's seven PT Telkom Indonesia offices. It oversees operations in six areas within the West Java region: Bandung, Bandung Barat, Cirebon, Karawang, Sukabumi, and Tasikmalaya. Following the implementation of Fixed Mobile Convergence (FMC) on July 1st 2023, Telkom Regional 3 was designated by management as the pilot for Telkom Regional in its transformation to B2B.

In facing business challenges and transformation to B2B, Telkom Regional 3 uses the B2B Readiness Framework which has the objective of winning B2B IT & Digital Services with a market size of 11.6 Trillion Rupiah through 3 (three) important aspects, these three aspects include the People, Product and Process, and Policy/IT Tools.

In the people aspect, Telkom Regional 3 uses an agile mindset which starts by conducting a growth & agile mindset assessment/survey on all employees and makes senior leaders as role models in its implementation. Then, Telkom Regional 3 management conducted a roadshow to all regions to ensure the implementation of the agile mindset at all levels, foster openness, and gain insight regarding what the teams in the field felt in implementing the B2B transformation.

During this transformation, the complexity of challenges has escalated due to the shift from serving both B2C and B2B markets to an exclusive focus on the B2B sector, which is inherently more intricate than the B2C market. Grewal & Lilien (2023) assert that B2B markets typically concentrate on a smaller client base, employing more sophisticated marketing strategies than those used in B2C markets. Additionally, B2B transactions are characterized by larger order sizes, higher values, and more complicated processing, all contributing to increased risk (Rèklaitis & Pilelienè, 2019).

Director of Human Capital Management PT Telkom Indonesia, Afriwandi, said that people are an important aspect in creating a sustainable B2B business. Productive and quality employees can certainly help the company achieve its goals. Therefore, to see whether employees in each region are ready to face transformation, the Directorate Group of Transformation in collaboration with Telkom Corporate University conducted a B2B readiness survey in 2023 to 59 informants from Telkom Regional 1 to Telkom Regional 7. The chosen informants are senior leaders (General Manager or Senior Manager).

Unfortunately, Telkom Regional 3 has the lowest score in B2B readiness compared to the average score and other 6 regional. The score is shown below.

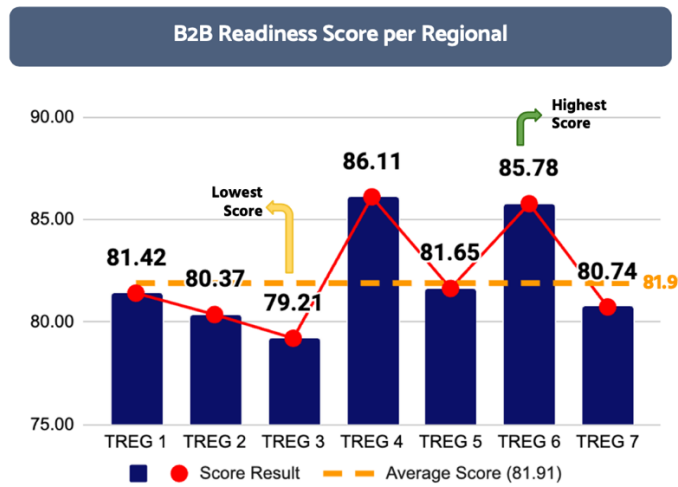


Figure 12. B2B Readiness Score per Regional (Telkom B2B Readiness Survey Report, 2023)

Telkom Regional 3 needs improvement since it has the lowest score compared to another 6 Telkom Regional (79.21) and the average score (81.91). It means Telkom Regional is not ready yet to transform into a B2B business. In fact, readiness in running a B2B business is very much needed because the market size for the enterprise segment is the largest, namely 47% compared to the consumer segment at 31% and the digital segment at 21%. In the enterprise segment, there is still an opportunity of 70% for the MSME market, 20% for large enterprise, and 10% for government that can be targeted. Moreover, based on the latest key performance result, it was found that Telkom Regional 3's year-end sales prognosis has not been achieved. This is the biggest pain point for Telkom Regional 3.

The survey also shows various percentages because of B2B readiness survey in Telkom Regional 3 headquarter from three aspects that being assessed (People, Product and Process, and Policy/IT Tools) as shown below.

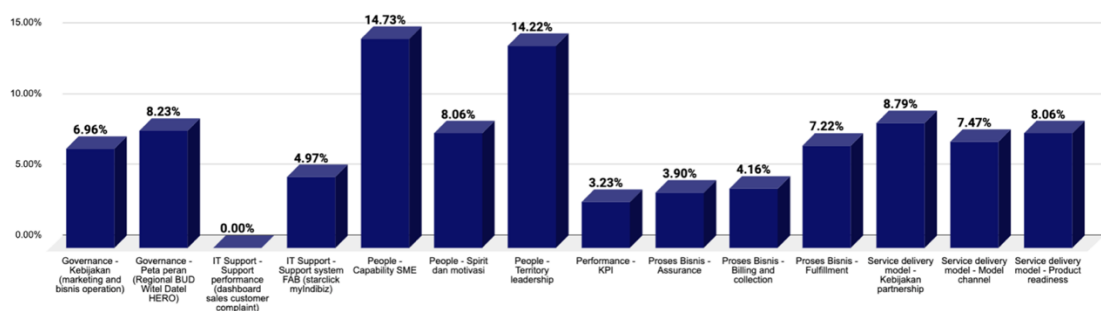


Figure 13. Areas Need Improvement (Telkom B2B Readiness Survey Report, 2023)

The higher the score means the more improvements need to be made. Since many areas need further improvement, the Pareto theory (80/20 rule) was used to decide which areas of improvement were highlighted for this research. Pareto theory

developed by an Italian economist, Vilfredo Pareto. According to his findings, for some event, 80% of the effects stem from 20% of causes (Abyad, 2021).

Using Pareto analysis, this research focuses on the 20% improvement areas to figure out the 80% result related to B2B readiness in Telkom Regional 3. However, since 20% is too small for this research, author choose top 30% of areas of improvement or equals 3 aspects with the highest scores for further analysis. Those aspects are capability subject matter expert (SME), territory leadership, and partnership policy model.

Subject matter expert (SME) is people who has knowledge, experience, and specific skills in a particular field (Hopkins, P. & Unger, 2017). Hence, the capability of subject matter expert (SME) in this research refers to the ability of subject matter expert (SME) to give in-depth analysis, knowledge, and experience related to B2B in Telkom Regional 3. Territory leadership refers to the ability to master sales activities in a specific area, build & manage client relationships, and create strategies that can be specifically implemented in that area.

Last, the partnership policy model clarifies partnership policies with B2B customers from small medium enterprise (SME), enterprise, and government segments. In Telkom Regional 3, the collaboration related to procuring goods or services can be carried out with internal (inbound logistics) or external (outbound logistics) parties. The internal party is division in Telkom itself for example Division of Business and Technology (DBT). In contrast, the external party is procurement cooperation between Telkom Regional 3 and its subsidiary which is called outbound logistics (OBL).

Now, there is an issue related to partnership policy model, especially related to procurement to external parties. Sometimes in daily operational activities there are problems with differences in policy between the procurement schemes for goods or services made by Telkom Regional 3 and those made by external parties so that delivery times become long due to the need for adjustments and negotiations between Telkom Regional 3 and external parties. It is not uncommon for customers to cancel because they feel that the negotiations have not found common ground and consider Telkom's procurement procedures for goods or services quite complicated and rigid. Therefore, increasing the B2B readiness in Telkom Regional 3 is important to support daily operational activities.

In Telkom Regional 3, the human resource unit is responsible for creating policies regarding employee management including the quality of its employee. In facing transformation, human resource unit already conducted several trainings to prepare employees. However, the survey still shows a need for improvement regarding B2B readiness for all employees at Telkom Regional 3.

Research Question

The research questions for this research are:

1. What causes Telkom Regional 3 to have a low B2B readiness score?
2. What are factors that causing low score in capability subject matter expert (SME), territory leadership, and partnership policy model?

3. What recommendations can be given so Telkom Regional 3 will be ready in facing B2B transformation based on its B2B readiness score?

Research Objective

The objectives of this research are:

1. To figured out why Telkom Regional 3 have low B2B readiness score.
2. To find out why capability subject matter expert (SME), territory leadership, and partnership policy model has low score in Telkom Regional 3 B2B readiness survey.
3. To provide recommendations for Telkom Regional 3 to have better preparation in facing B2B business.

Research Scope & Limitation

The limitation for this research is:

1. The research is applied for all PT Telkom Regional 3 Jawa Barat headquarter units.
2. The research will be focusing on improving B2B readiness based on pareto analysis as stated in business issues, there are three dimensions that should be addressed: capability subject matter expert (SME), territory leadership, and partnership policy model.
3. The recommendation will be provided but not included the implementation evaluation

Literature Review

This part discusses the theory used to support research regarding B2B readiness in Telkom Regional 3. Several theories used as fundamental in this research are change management, B2B vs B2C market, business to business (B2B) readiness, and KPMG's Six Layer Target Operating Model.

Change Management

Organizations today require changes to keep up with market dynamics such as shift in customer taste, fierce competitors, and variety of workers. It causes changes to be a part of regular business practices (Fritzenschaft, 2014). An organization's vision has the full mandate of identifying the need for change or that which maintains the status quo. To characterize an organization as being successful, it must have several features. Among these features is the ability of an entity to adapt to new processes (Mattessich et al, 2018).

This adaptation process needs support from employees so the company can reach the desired destination and goals since employees are also responsible for any change in an organization. Businesses that undergo frequent change do not believe change is an impersonal process that must be managed. As a result, they benefit from having an advantage over rivals and seizing market opportunities. The current world is experiencing a "avalanche of change" due to the focus on people, processes, products, and the market as a whole.

Just like humans, businesses have a life and reason to exist. Therefore, change management must be implemented at the very beginning stage and implemented in every project phase. The change process encompasses stable and unstable states, which Lewin (1951) categorized as unfreezing, change, and refreezing.

Kurt Lewin was known as a leader in change management with his popular concept in organizational change called Lewin's three step model: unfreezing-moving-freezing. It has become the best known and influential approach regarding organizational change (Bartunek J. M., 2015). Lewin mentioned that change is a continuous process that takes time (Nistoreanu, Puiu & Nistoreanu, Bogdan & Remus, 2010), hence, the 3 stage model comes up with recommendations on how changes can be learned. The 3-stage model ultimately becomes a tool organizations use when experiencing change or transformation.

The first step of 3 stage model by Lewin is 'unfreezing' (Tripon, C., &Ghiolțan, 1999). At this stage, the company must prepare a strategy and change plan. In the first step of change, people are forced to abandon their old habits, leading to increased stress levels (Jackson, 2020). Therefore, communication is a highlight in the unfreezing stage because people must understand that change requires them to leave their comfort zone and enter the "danger zone" or zone of uncertainty.

The second step called 'moving' shows the change or moving in company. In this stage, people adapt to their new behavior and slowly leave the previous one to make the change work properly. However, feelings of insecurity can arise even though the first stage has been successfully carried out so that in the second stage management no longer makes plans and communicates changes, but instead motivates new habits to be implemented (Christensen et al., 2005) and eliminating any potential feelings of insecurity both material and psychological that could have an impact on people's behavior during change.

The final stage is called 'refreezing'. Refreezing means ensuring that the changes that occur, especially regarding people's behavior, can be carried out sustainably. A change is incomplete without this step because without the 'refreezing' stage, people can return to old habits before the change occurred. When an organization undergoes change, the new behavior must be maintained consistently to replace the previous norms and habits and become the new routine. One of the keys to successful change in an organization is giving enough time for people to adapt to new behavior and adopt it as a new way of doing things.

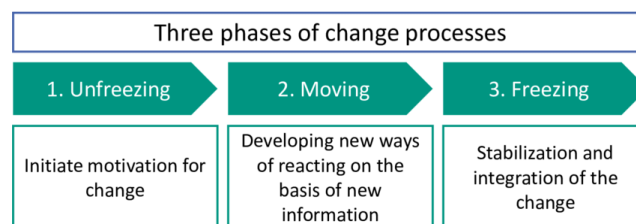


Figure 14. The 3-step Model of Change by Kurt Lewin (1947)

B2B vs B2C Market

B2B or Business to Business and B2C or Business to Customer are two major marketing company segments. Business to Business (B2B) emphasizes transactions between companies or businesses who want to sell their product or service limited to other businesses and not to consumers. On the other hand, Business to Customer (B2C) is a business that sell their product or service to consumer. The primary distinction between the two is that Business to Business (B2B) doing the transactions with other businesses. Meanwhile, Business to Customer (B2C) transactions are conducted directly with customers, bypassing the customer middle person (Kumar & Raheja, 2012).

Both business models have its benefit. Some companies using the business-to-business (B2B) transaction model have benefited as efficient inventory management, cost reduction, received cheaper supplies, and adapted to customer requests more quickly and flexibly. Meanwhile, companies who using Business to Business (B2C) model claimed they received benefits such as less expensive to set up & operate, a wider potential customer, and more general product or services offered unlike Business to Business (B2B) which is more personalized.

Business to Business (B2B) Readiness

Business-to-business (B2B) readiness refers to an organization's preparedness to engage in transactions and relationships with other businesses effectively. It encompasses a variety of factors, including market understanding, product suitability, operational efficiency, financial stability, sales and marketing strategies, technological infrastructure, legal compliance, and customer support. This literature review synthesizes research on the critical components of B2B readiness, highlighting frameworks, assessments, and best practices to ensure successful B2B operations.

Understanding the target market and customer needs is fundamental to B2B readiness. A study by Kandampully (2002) emphasizes the importance of market orientation in B2B contexts, noting that firms must continuously gather and analyze market intelligence to align their offerings with client demands. Customization of products and services to meet the specific requirements of business clients is also highlighted as a critical factor in achieving B2B readiness (Kandampully, 2002).

Operational Readiness

Operational efficiency is crucial for B2B transactions, which often involve complex supply chains and large-scale orders. According to Chopra, S., & Meindl, 2016, effective supply chain management and the ability to scale operations are essential to operational readiness. They argue that companies must develop robust supply chain strategies to ensure timely delivery and quality assurance.

Financial Preparedness

Financial stability and competitive pricing strategies are pivotal in B2B markets. A report by the NIST (2011) outlines the importance of maintaining financial health to support large and ongoing B2B transactions. The study suggests

that firms should adopt flexible pricing models to cater to the diverse needs of business clients.

Sales and Marketing Strategies

Effective sales and marketing strategies are essential for B2B readiness. Kotler, P., & Keller, (2016) discuss the need for a well-trained sales team knowledgeable in B2B sales techniques. They emphasize the importance of developing targeted marketing campaigns that leverage digital channels to reach business clients. Content marketing, trade shows, and relationship-building activities are identified as key components of a successful B2B marketing strategy (Kotler, P., & Keller, 2016).

Technological Infrastructure

The integration of advanced technological infrastructure is vital for B2B readiness. Venkatesh et al. (2012) propose the Technology Readiness and Acceptance Model (TRAM), which combines elements of technology readiness with the Technology Acceptance Model (TAM) to assess organizational readiness for technology adoption. They highlight the need for robust e-commerce platforms, customer relationship management (CRM) systems, and seamless integration with client systems to facilitate efficient B2B transactions.

Legal and Compliance

Ensuring legal compliance and having well-drafted contracts are essential for mitigating risks in B2B relationships. According to a study by Alford, P., & Greve (2017), clear and comprehensive contracts that address all aspects of the business relationship are crucial for preventing disputes and ensuring smooth operations. Compliance with industry regulations and standards is also emphasized as a key factor in B2B readiness.

Customer Support

Providing dedicated customer support is critical in B2B environments. Homburg, C., Jozić, D., & Kuehnl (2017) discuss the importance of after-sales service and support in building long-term relationships with business clients. They suggest that companies should invest in customer support teams trained to handle the specific needs and issues of B2B clients.

Frameworks and Assessments

Several frameworks and assessment tools have been developed to evaluate B2B readiness. For instance, the "E-Commerce Readiness in Ethiopia: A Macro-Level Assessment" comprehensively analyzes the challenges and opportunities businesses face in adopting e-commerce (Belay, 2012). Another valuable resource is the "Change Readiness Assessment" framework, which outlines critical elements for assessing an organization's readiness for change, including strategy, business impact, communication, digital maturity, organizational culture, training needs, and overall readiness (WalkMe, 2020).

B2B readiness is a multifaceted concept that requires a holistic approach encompassing market understanding, product suitability, operational efficiency, financial stability, sales and marketing strategies, technological infrastructure, legal compliance, and customer support. By leveraging frameworks and assessment tools, organizations can systematically evaluate and enhance their readiness for B2B transactions, improving their competitiveness and success in the marketplace.

KPMG's Six Layer Target Operating Model

Functional transformation programs such as human resource, finance, etc may create challenges during their implementation especially in the initial stage. It is because most big decisions and where the company wants to end up are being discussed in early stages. The quality of the transformation outcome is determined by how people in executive positions understand where the company will be directed.

Transformational approach can help as guidance and starting point for the company throughout the transformation process. Klynveld Peat Marwick Goerdeler (KPMG), one of the big four accounting organizations, created a target operating model to shape the business transformation and ensure optimum methods that can be used in the future as well as the consequences that arise from decisions taken both during transformation and after transformation. The KPMG's target operating model provide more comprehensive analysis compared with the "traditional" one. The "traditional" operating model often only covers the traditional process of people-process-technology relationship, allowing room for missed stages such as where the work will be done, how it will be measured, how it will be reported, how it will be controlled, and how it will be governed. Those stages are considered in KPMG's target operating model to be inseparable.

Successful transformation involves all those aspects mentioned. Performance, service delivery, and governance become necessary in the transformation operating model since they create a critical part of the transformation plan. The people in executive positions should see all these parts as one to get a comprehensive picture of transformation. By adding performance, service delivery, and governance, KPMG's target operating model comes up with six layers as shown in the figure below.

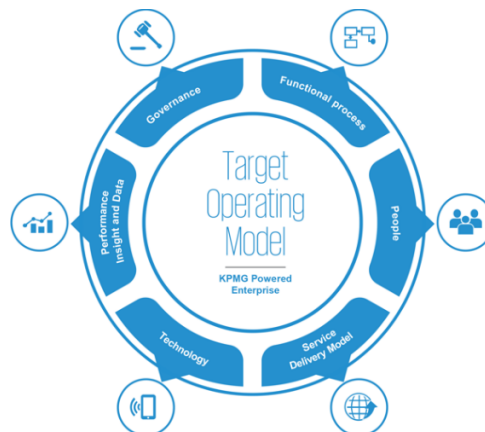


Figure 15. KPMG Target Operating Model

Functional Process

Functional process picture everything that happens during transformation in functional areas of business such as human resources, finance, IT, supply chain, procurement, and customer operations. It emphasizes how a business can combine various functions from the ecosystem to ensure that these functions continue running smoothly (Amrollahi, 2015).

People

The people component of a business encompasses how it hires talent, develops skills, manages competencies, inspires and retains employees, fosters engagement, boosts output, and creates empowerment. Keiningham et al. (2020) attempted to demonstrate that "people are our most important asset" in their research by drawing on a wealth of data. But "People"—a crucial enabler in today's operating model—have been largely overlooked in empirical studies.

Service Delivery Model

The service delivery model provides information regarding what capabilities are offered, how, and where. According to Grossman et al. (2018), service delivery is a crucial factor that influences availability, experience, speed, and agility. Optimizing the cost of operations is another benefit. Due to its correlation with numerous other dimensions, speed is crucial to the digital disruption generated.

Technology

According to Rajan (2014), technology demonstrates the application, environment, and integration that a business uses to empower its employees to deliver on its overarching strategy and requirements. Technology platforms and tools continue to spur change during transformation and help create new businesses (Blohm et al., 2018).

Performance Insight & Data

What performance indicators are relevant, what needs to be reported, what KPIs are used to quantify success, and how do they contribute to achieving crucial business outcomes? This layer outlines the data, KPIs, structure, and information requirements to support business insight and well-informed decision-making.

Governance

The ability of the company to manage risks, make decisions, set priorities, distribute resources, and strike a balance between control and trust (Jain, 2010). It also defines internal controls, regulations, and the division of labor. Most previous research studies regarded consulting firms, governance, and funding as one of the operating model's most important pillars (Hitz & Schwer, 2018).

Conceptual Framework

Conceptual framework is a concept to provides limitation or overview of theory used as the fundamental of this research. The conceptual framework for this research shown in figure 16 as follows:

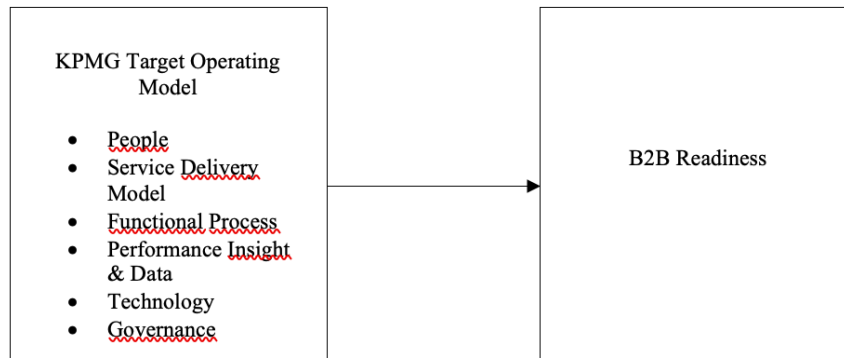


Figure 16. Conceptual Framework

Author tries to evaluate the root cause of low B2B readiness score in Telkom Regional 3 by using variables in KPMG six-layer target operating model. Besides emphasizing on business issue related to people (capability subject matter expert (SME) and territory leadership) and service delivery model (partnership policy model), another variable in KPMG six-layer target operating model will also be analyzed to give broader insight yang that influence Telkom Regional 3 B2B readiness score.

RESEARCH METHODOLOGY

Research is a process of collecting, analyzing, and interpreting information to answer questions. During its journey, there is part called research methodology which explains how to solve the research problem or issue systematically by using structured process (Goundar, 2012). This research uses qualitative method by interview to explore the social and cultural phenomena being researched with deeper understanding. The data collected will be in notes, interview scripts, and other documents. The author will gain information from primary and secondary data.

Research Design

To deepen understanding related issue in Telkom Regional 3, author create research design to be the framework of the chosen research method. The research design will be as followed:

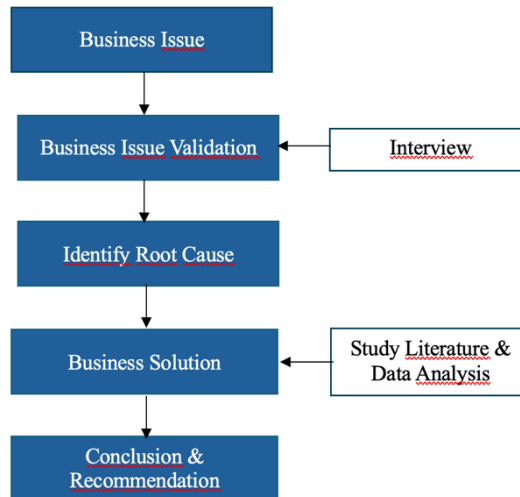


Figure 17. Research Design

Based on the research design above, after identifying the Business issue of this research, author will validate the business issue using interview to senior leaders (BP II) and manager (BP III) in Telkom Regional 3 and Directorate Enterprise Regional Management (ERM). The interview result will help the author identify the root cause, which will later be described using a fishbone diagram. The result from the fishbone diagram will help the author prepare the business solution and support from study literature. Last, author will conclude the overall research process and give recommendation for further improvement in Telkom Regional 3.

Methodology

The methodology use for this research is qualitative process. Qualitative process was chosen because it is suitable for qualitative phenomenon that needs to be discovered using in-depth interview (Kothari, 2004). Author will extract information from senior leaders (BP II) and manager (BP III) in Telkom Regional 3 and Directorate Enterprise Regional Management (ERM). The result will validate the business issue and outline the solutions for Telkom Regional 3.

Data Collection Method

The data collection method is carried out after the problem is well-defined and the research design has been established. There are two types of data viz: primary and secondary data. Primary data is data collected fresh for the first time, means it never been collected before by someone else, on the other hand secondary data are those data which already been collected and processed by someone else.

Primary Data

Primary data in can be obtained through observations or direct communication with informants. In this research, the primary data will be gathered through personal in-depth structured interviews. Personal in-depth structured interview requires someone called as interviewer asking several questions to other person or persons called interviewee. The activity can be conducted face-to-face or through online platform such as Zoom Meeting. Since the interview will carried out in structured way, it involves a set of predetermined questions and informants details. Below is the detailed profile of the selected informants:

Table 2. Informants Details

No	Position	Division
1	Senior Manager 1	Telkom Regional 3
2	Senior Manager 2	Telkom Regional 3
3	Senior Manager 3	Directorate Enterprise Regional Management
4	Manager 1	Telkom Regional 3
5	Manager 2	Telkom Regional 3
6	Manager 3	Directorate Enterprise Regional Management

The six informants were selected based on their experience in the B2B field. They are employees who directly involve in B2B business both before and after organizational transformation.

The interview protocol including the questions are explained below using Bahasa Indonesia in order to not change the meaning of the questions.

Interview Protocol

- *Judul riset: Strategy to Increase B2B Readiness in PT Telkom Regional 3 during Organizational Transformation*
- *Tanggal: _____*
- *Waktu: _____*
- *Lokasi: _____*
- *Informan (nama dan jabatan): _____*
- *Pewawancara: _____*

Catatan:

- *Terima kasih atas partisipasi Anda. Saya yakin masukan Anda akan sangat berharga bagi penelitian ini dan menjadi perbaikan lebih lanjut bagi Telkom Regional 3*
- *Kerahasiaan jawaban terjamin*
- *Perkiraan durasi wawancara: 45 menit*

Pendahuluan

Terima kasih atas partisipasi Anda hari ini. Nama saya Qinthara dan saya adalah mahasiswa MBA di Institut Teknologi Bandung. Wawancara ini akan memakan waktu sekitar 45 menit dan saya butuh izin Anda untuk merekam wawancara ini agar saya dapat mendokumentasikan informasi yang Anda sampaikan secara akurat. Jika sewaktu-waktu selama wawancara Anda ingin menghentikan penggunaan perekam atau wawancara itu sendiri, jangan ragu untuk memberi tahu saya. Semua jawaban Anda bersifat rahasia dan hanya akan digunakan untuk keperluan penelitian. Tujuan dari penelitian ini adalah untuk meningkatkan pemahaman kita tentang isu-isu di Telkom Regional 3 selama transformasi organisasi khususnya berkaitan dengan B2B readiness. Partisipasi Anda dalam wawancara ini sepenuhnya sukarela. Jika sewaktu-waktu Anda perlu berhenti, silakan beri tahu saya. Anda juga dapat menarik partisipasi Anda kapan saja tanpa konsekuensi apa pun. Apakah Anda memiliki pertanyaan sebelum kita mulai? Jika tidak, kita akan mulai wawancara.

Table 3. Interview Questions

No	Variable	Questions	Research Question
1	Personal Introduction	<ol style="list-style-type: none"> 1. Silakan perkenalkan diri Anda (background, experience, job title) 2. Berapa lama Anda berada di bisnis/industri B2B? 	
2	B2B Readiness	<ol style="list-style-type: none"> 1. Apakah Anda familiar dengan B2B readiness? Bagaimana Anda mendefine B2B readiness? 	RQ 1,2
3	People	<ol style="list-style-type: none"> 1. Menurut Anda bagaimana kesiapan aspek people di Telkom Regional 3 dalam menghadapi bisnis B2B? 2. Menurut Anda, apa yang menyebabkan territory leadership menjadi issue dalam aspek People di Telkom Regional 3? 3. Selain kapabilitas SME dan territory leadership, apa lagi yang menjadi issue dalam aspek people sehingga nilai B2B readiness Telkom Regional 3 rendah? 	RQ 1,2
4	Service Delivery Model	<ol style="list-style-type: none"> 1. Menurut Anda bagaimana kesiapan aspek Service Delivery Model di Telkom Regional 3 dalam menghadapi bisnis B2B? 	RQ 1,2

		<p>2. Menurut Anda, apa yang menyebabkan kebijakan model partnership menjadi issue dalam aspek Service Delivery Model di Telkom Regional 3?</p> <p>3. Selain kebijakan model partnership, apa lagi yang menjadi issue dalam aspek Service Delivery Model sehingga nilai B2B readiness Telkom Regional 3 rendah?</p>	
No	Variable	Questions	Research Question
5	Functional Process	<p>1. Menurut Anda bagaimana kesiapan aspek Functional Process seperti unit finance, HR, IT, procurement, dll di Telkom Regional 3 dalam menghadapi bisnis B2B? Apa saja yang sudah dilakukan oleh tiap unit functional?</p> <p>2. Apa yang menjadi issue dalam aspek Functional Process selama proses transformasi Telkom Regional 3?</p>	RQ 2
6	Technology	<p>1. Menurut Anda bagaimana kesiapan aspek Technology/IT Tools di Telkom Regional 3 dalam menghadapi bisnis B2B? Apa saja yang sudah dipersiapkan?</p> <p>2. Apa yang menjadi issue dalam aspek Technology/IT Tools selama proses transformasi Telkom Regional 3?</p>	RQ 2
7	Performance Insight & Data	<p>1. Menurut Anda bagaimana kesiapan aspek perhitungan performansi di Telkom Regional 3 dalam menghadapi bisnis B2B? Apa saja yang sudah dipersiapkan?</p> <p>2. Apa yang menjadi issue dalam aspek Performance Insight & Data selama proses transformasi Telkom Regional 3?</p>	RQ 2
8	Governance	<p>1. Menurut Anda bagaimana kesiapan aspek Governance di Telkom Regional 3</p>	RQ 2

		<p>dalam menghadapi bisnis B2B? Apa saja yang sudah dipersiapkan?</p> <p>2. Apa yang menjadi issue dalam aspek Governance selama proses transformasi Telkom Regional 3?</p>	
9	Solution & Recommendation	<p>1. Dari keenam aspek tersebut, aspek mana yang masih perlu ditingkatkan agar Telkom Regional 3 lebih siap dalam menjalani bisnis B2B? Apakah ada aspek lainnya yang perlu ditingkatkan selain keenam aspek tersebut?</p> <p>2. Secara keseluruhan, apa saran atau rekomendasi agar Telkom Regional 3 lebih siap dalam menjalankan bisnis B2B berdasarkan nilai B2B readiness?</p>	RQ 3

Secondary Data

Secondary data is data that have already been curated and collected by someone else. It may be in form of data that has been published or unpublished. The data has been published for example books, magazines, journals, reports prepared by university scholars, statistics, and public records. The unpublished data for example letters and unpublished biography. Secondary data used in this research was obtained from books, journals, and website.

Data Validation Method

The data obtained from informants is then validated to ensure that the data is correct according to the informants' answers. The method used to check the validity of the data is member checking. Member checking is a method where the data transcript is returned to each informant to be checked whether it is in accordance with their answers or there are changes (Mckim, 2023). Below are questions for the member checking interview. The questions use Indonesian to make it easier for informants to understand the questions.

1. *Setelah melihat keseluruhan transkrip wawancara, apakah isinya sesuai dengan pendapat atau pemikiran Anda saat ini?*
2. *Seberapa akurat hasil wawancara ini menangkap pemikiran atau pendapat Anda?*
3. *Apakah ada informasi yang ingin Anda hapus? Jika Ada, informasi apa dan mengapa Anda ingin informasi tersebut dihilangkan?*

Data Analysis

The interview responses that have been collected are then analyzed using root cause analysis (RCA), specifically with the fishbone diagram method to find out

the root problem in B2B readiness Telkom Regional 3. The root cause can be the fundamental for making solutions and recommendations that suit the underlying problem in Telkom Regional 3 B2B readiness.

Fishbone Diagram

An organized method for determining the fundamental causes of issues or incidents in various industries, such as manufacturing, healthcare, and quality control, is called root cause analysis (RCA). Rather than merely treating the problem's symptoms, the approach uses various strategies to ensure that the real root causes are found and dealt with (Gozali, L., Daywin, F. Y., & Doaly, 2020). This method's primary goal is to identify different factors that arise from specific behaviors, habits, and conditions that must be adjusted to prevent errors. These factors manifest as type, location, size, and time. The five steps of the RCA process are problem definition, data collection, data analysis, root cause identification, and corrective action identification (Groot, 2021).

Several techniques, including the Five Whys, Fishbone Diagram, Six Sigma, Cause and Effect Diagrams (CED), Pareto Analysis, and Failure Mode and Effect Analysis (FMEA), are commonly employed in root cause analysis. Fishbone Diagrams were used in this study to illustrate cause-and-effect connections. This diagram can be used to determine causal factors because it has to do with productivity and management. The causes fall into the categories of Man, Machine, Material, Method, and Environment (4M and 1E). To understand the root of the issue, these causes can be thoroughly explained.

RESULTS AND DISCUSSION

This chapter provide comprehensive overview of this research. The first part is data analysis and review from interviews conducted by researcher. The second part is formulating solution based on analysis in the first part to answer business issue addressed in chapter one. Last part is the recommendation to detail the recommendation given for further improvement.

Interview Analysis

The interview results are summarized in this section using bahasa Indonesia and the full results are available in the appendix. The purpose of using Bahasa Indonesia is not to change the meaning of the interview results.

People

“Orang yang menjadi expert di B2B merasa kondisi sekarang masih kurang karena ekspektasinya jauh lebih tinggi sehingga ada gap” (Senior Manager 1, Telkom Regional 3)

“B2B itu panjang dan luas, mereka yang berada di territory perlu waktu untuk memahami B2B dan ada faktor kecepatan, kesiapan, dan kemampuan dari setiap individunya” (Senior Manager 1, Telkom Regional 3)

"Ekspektasi terlalu tinggi sehingga ketika menemukan hal yang tidak sesuai ekspektasinya menjadi kecewa"(Senior Manager 2, Telkom Regional 3)

"Sudah terbiasa dengan kebiasaan lama menjalankan bisnis B2C ketika menjual IndiHome sehingga tidak mudah untuk shift ke bisnis B2B saat ini yang cukup kompleks" (Senior Manager 2, Telkom Regional 3)

"Kapabilitas SME menjadi issue karena adanya perbedaan antara orang-orang yang dianggap expert dengan kondisi bisnis B2B yang sedang dijalani" (Senior Manager 3, Directorate Enterprise Regional Management)

"Tidak ada expert yang memiliki kendali dan fokus untuk masing-masing segmen seperti ruko, finance, education, health, dll" (Manager 1, Telkom Regional 3)

"Kita butuh seorang leadership yang dapat mencontohkan cara manage customer B2B dan mengelola bisnis B2B dengan baik" (Manager 2, Telkom Regional 3)

"Karena sudah saking expert dan tahu mengenai B2B jadi kalau melihat ada kekurangan yang tidak sesuai dengan pengalamannya dulu menjadi kecewa" (Manager 3, Directorate of Enterprise Regional Management)

Service Delivery Model

"Load ordernya banyak sedangkan resource terbatas" (Senior Manager 1, Telkom Regional 3)

"Kebijakan belum settle sehingga membuat bingung teman-teman di territory"(Senior Manager 2, Telkom Regional 3)

"Sejak transformasi Juli 2023 lalu belum ada hukum atau kebijakan yang jelas terkait model partnership" (Manager 1, Telkom Regional 3)

"Kebijakan model partnership saat ini terlalu rigid"(Manager 2, Telkom Regional 3)

"Saya lihat memang proses deliverynya masih panjang ya" (Manager 3, Directorate of Enterprise Regional Management)

Functional Process

"Overload sehingga mengganggu ritme kerja" (Senior Manager 1, Telkom Regional 3)

"Quantity atau jumlah SDM yang terbatas di unit functional atau enabler" (Senior Manager 2, Telkom Regional 3)

"Kesiapan unit-unit functional atau disebut enabler dalam menghadapi B2B. Mulai dari knowledge sampai quantity" (Senior Manager 3, Directorate of Enterprise Regional Management)

"Masih diperlukan improvement di unit-unit functional tidak hanya bottom up, tapi juga top down" (Manager 1, Telkom Regional 3)

"Issuena sama, mindset saat ini masih ke arah consumer based yang sangat B2C" (Manager 2, Telkom Regional 3)

"Aspek legal untuk saat ini perlu diperhatikan juga terutama terkait legal bisnis" (Manager 3, Directorate of Enterprise Regional Management)

Technology

"IT tools belum end-to-end, data yang ditampilkan belum real time" (Senior Manager 1, Telkom Regional 3)

“Dashboard belum terintegrasi sehingga menimbulkan double input” (Senior Manager 2, Telkom Regional 3)

“IT Tools masih sering error” (Senior Manager 2, Telkom Regional 3)

“Dashboard untuk pengambilan data belum terintegrasi” (Senior Manager 3, Directorate of Enterprise and Regional Management)

Performance Insight & Data

“Data yang masih manual dan belum terintegrasi membuat pekerjaan menjadi dua kali lipat lebih banyak dan memakan waktu” (Senior Manager 1, Telkom Regional 3)

“Performansi account manager (AM) ketika melakukan skema new go to market alignment (NGTMA) belum dapat terakomodir” (Senior Manager 3, Directorate of Enterprise Regional Management)

“Performansi AM perlu evaluasi lebih lanjut oleh tim HC karena ada perbedaan antara evaluasi account manager (AM) organik dan pro hire” (Manager 1, Telkom Regional 3)

“Pengukuran performansi produk digital belum lurus karena belum ada kebijakan yang menaungi dari level regional sampai aspek terkecil di witel dan datel” (Manager 3, Directorate of Enterprise Regional Management)

Governance

“Perlu tools atau guidance yang dapat menjadi center of information terkait dokumen legal yang dibaca dan dipahami oleh rekan-rekan account manager (AM)” (Senior Manager 1, Telkom Regional 3)

“Tools dan tata kelola diperbaiki agar bisa memberikan experience terbaik untuk customer” (Senior Manager 1, Telkom Regional 3)

“Telkom sudah mengikuti GCG namun masih ada kebijakan-kebijakan yang belum firm (terus dilakukan amandemen)” (Manager 1, Telkom Regional 3)

“Kebijakan yang terus berubah-ubah sehingga sering kali membuat kebingungan terutama bagi rekan-rekan di datel” (Manager 2, Telkom Regional 3)

“Kebijakan terkait pengelolaan kontrak masih perlu improvement” (Manager 3, Directorate of Enterprise Regional Management)

Fishbone Diagram Analysis

The illustration below is root cause analysis from the interview result. Four main categories or factors that cause pain which discussed in the previous interview: Man, Machines (IT Tools), Measurement, and Material.

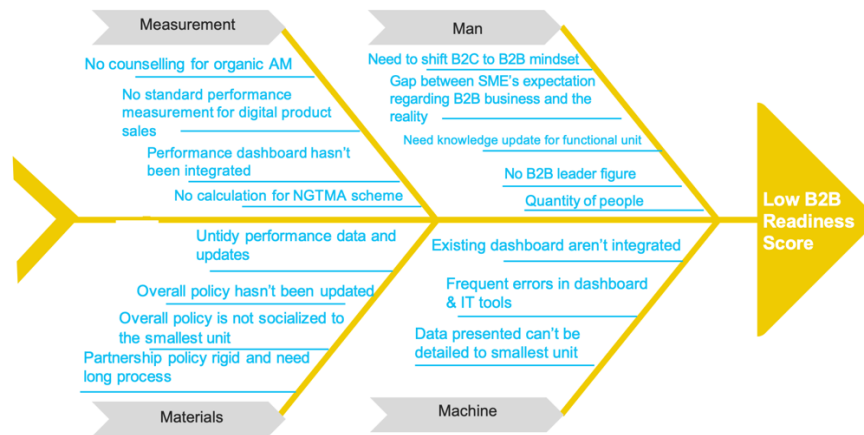


Figure 18. Fishbone Diagram Analysis

Man

The first problem is related to the shift in mindset from B2C to B2B. Almost all interviewees mentioned that the problem regarding people, especially territory leadership, is because the people in territory mostly come from B2C backgrounds and have been doing B2C business for years. When the transformation occurs, all employees must change their mindset and way of working from B2C to B2B, which is quite challenging and takes time.

The second problem related to the capability of subject matter expert (SME) occurs because people who are considered experts certainly already have experience and good B2B business management standards according to them. Unfortunately, when the organizational transformation occurred in Telkom Regional 3, some things did not match their expectations therefore they didn't give maximum recommendations related to B2B business and were deemed incapable of supporting B2B processes. In addition, interviewees also feel that currently there are no subject matter experts (SME) who can become exemplary leaders in running a B2B business.

The third issue is related with functional process or enabler. Functional process such as finance, human resource, legal, IT, etc also need to have knowledge update regarding B2B business. However, there haven't any training that focus preparing functional unit in facing B2B business, for example, legal team should understand more about legal business and payment collection team needs to know different approach on handling B2B customer since it is more complex compared with B2C customer.

Last, is related to the quantity of people. One of the goals of the transformation from B2C to B2B is to make the organization leaner, resulting in fewer employees than before. The hope is that the organization can move faster when the number of employees is fewer than before. Unfortunately, the quantity is a problem because it is not considered comparable to the breadth of the market and the need to understand information related to B2B businesses. Another issue in the people aspect is that account managers (AM) are required to master all segments (eg: health,

education, manufacturing) while before the transformation there are people who are specifically appointed as experts in these segments.

Machines (IT Tools)

There are already several IT tools to operate but it still needs more improvement. First, the issue is that the existing dashboards are not integrated. Several dashboards present data for analysis purposes including decision making carried out by top management, but the dashboards are not integrated. Second, dashboards and other IT tools often experience errors that cause users to be hampered in their work because they are waiting for maintenance. Last, the data presented on the dashboard cannot yet be presented in detail to the smallest unit in *daerah telekomunikasi* (Datel).

Measurement

Measurement in terms of B2B readiness includes performance data & analysis that has been implemented in Telkom Regional 3 after the organizational transformation. The first issue is the KPI and counselling session for organic account managers (AM). Currently, there are account managers (AM) who come from external hire (AMEX) and account managers (AM) organic who enter through direct and official recruitment from Telkom. When AMEX fails to achieve the target for three consecutive months, they will receive counselling. In contrast, when organic account managers (AM) fail to achieve the target for three consecutive months, there is currently no counselling.

The second issue is that Telkom's digital sales products do not have standard performance measurements. The measurements currently used are not integrated between one product and another and are not comprehensive to the smallest unit in *wilayah telekomunikasi* (Witel) or *daerah telekomunikasi* (Datel). It causes the performance data for the smallest unit in *wilayah telekomunikasi* (Witel) or *daerah telekomunikasi* (Datel) to not be fully updated.

The third issue related to machine or IT tools. The dashboard for measuring the performance of account managers (AM) has not been integrated, and the data is not in real time. This requires a manual backup dashboard to be created using other tools. In addition to being time-consuming because it has to process data manually, the data displayed is also outdated. The last issue is there is no calculation for new go to market alignment (NGTMA) scheme so the account managers (AM) performance is not recorded when they sell Telkom subsidiary products directly to customers. This will also impact the Telkom subsidiary because account managers (AM) tend not to prioritize new go to market alignment (NGTMA) scheme since their performance is not counted.

Materials

The material referred to in the B2B readiness issue is information or policy needed by Telkom Regional 3 in making B2B readiness a success including the partnership policy model and governance. The first issue is untidy performance data and updates which result in poor quality information. Second issue is some policy

haven't been updated with existing condition after organizational transformation. Third, people in territory do not get comprehensive information regarding the latest policy because it is not socialized so misinformation often occurs. The next issue is that the existing policies often change, especially regarding product sales policies. Sometimes the product has been sold but a new policy appears to suddenly stop the product, finally the team in the field must negotiate again with the customer to replace the product. Last, the current partnership policy is rigid and the process is long which affects service delivery to customers to takes longer time.

Business Solution

Based on the analysis using fishbone diagram above with aims to find root cause on why Telkom Regional 3 has low B2B readiness score, this section provide solutions to improve Telkom Regional 3 B2B readiness score based on six layers of the target operating model by KPMG. The solutions are:

People

The first issue in the people aspect concerns the urgency of shifting mindset from B2C to B2B. Telkom Regional 3 can combine training, employee empowerment, strategic leadership, and cultural transformation to slowly change the mindset of all employees. Targeted training programs in collaboration with experts from Telkom University can help employees better understand the business model differences between B2C and B2B and the value of each business model. Training that can be provided includes understanding B2B dynamics to develop employee's deeper understanding regarding B2B customer needs, marketing approaches, and strategic selling, consultative selling training to shift the sales approach from product focused to solution focuses which is important for B2B selling, relationship building training for account managers with aims to build stronger and long-lasting relationships with B2B customers, and collaborative teamwork training because delivering B2B solutions involve different divisions of the company.

In addition to training shared by experts from Telkom University, Telkom Regional 3 can also conduct targeted pro hires for people who previously worked at Telkom's competitor companies or state-owned enterprise (SOE) company that have successfully run B2B businesses and transformed their organizations, such as PLN, which also has connectivity products.

Second, employee empowerment aims to ensure that all employees in Telkom Regional 3 have a sense of ownership of the company, especially during organizational transformation. Employees involved in the decision-making process are more motivated to adapt to new behaviors because they understand the reason behind organizational transformation and feel inspired to contribute in new changes (Islam et al., 2021). Activity that can be done is engaging all employees through workshop, feedback loops, and learn through cross-functional teams.

The third solution, strategic leadership, is related to the issue of not having a leader who can exemplify B2B. All senior leaders in Telkom Regional 3 need to understand transformational leadership, a leader who can inspire and motivate

employees to go beyond their current abilities and drive successful cultural change. Leaders play a crucial role in organizational transformation and the shifting of organizational culture. Therefore, all senior leaders in Telkom Regional 3 need to understand transformational leadership. Telkom Regional 3 can collaborate with Telkom Corporate University to hold sharing sessions with leaders of other state-owned enterprise (SOE) companies that have successfully carried out transformations, such as PLN or KAI, to increase knowledge.

Fourth, the issue of the number of employees in each unit that is considered lacking can be resolved by utilizing technology to help the daily operational process to minimize the process that needs to be done manually. Hiring new pro hire staff from competitors also helps Telkom Regional 3 to gain new insight regarding B2B business from competitors' point of view and use their network to grab wider market.

Functional Process

The issue in the functional process aspect is the need for employees in functional or enabler units (human resources, finance, legal, etc.) to understand the B2B business together. For example, employees in the legal unit need to improve their knowledge related to legal business, employees in the finance unit need to improve applications that support financial operations so that payments to partners remain smooth and on time with limited resources. The first solution is to upskill and improve knowledge related to B2B for all employees in functional units so that they have the same understanding as the striker unit according to their respective positions. For example, for the legal unit, special training is needed related to legal business and the finance unit needs to improve knowledge related to payment collection in the B2B industry. The second solution is developing applications that can support operational activities in functional units and ensure the smooth running of these applications. For example, an integrated dashboard for subscription contracts and service contracts for the legal unit, a dashboard for monitoring employee performance and working hours for the human resource unit, and a dashboard for payment operations for the finance unit.

Service Delivery Model

The existing policies are changing while the B2B business is complicated and prone to audits. In addition, the partnership model currently being determined is also too rigid, so it takes a long time for delivery, both service delivery to customers and payments to partners. Telkom Regional 3 needs to escalate to the relevant directorate for a definite delivery policy umbrella to cover regional, *wilayah telekomunikasi* (Witel) and *daerah telekomunikasi* (Datel) by considering the issues that are currently occurring in Telkom Regional 3 and the policy should be made more flexible and lean such as maintaining regular contacts with partners and customers, quick, professional, reliable, willing to respond to change by customer requirements, and agree to the supply and services. Research by Lostakova & Pecinova (2014) emphasizes that the importance of flexibility in partnerships leads

to stronger relationships and mutual trust and increases company competitiveness in the market.

Technology

The issue related to technology or the use of IT tools in Telkom Regional 3 is the dashboard that currently cannot accommodate the business's operational needs after the organizational transformation. Therefore, the solution that can be provided is to create an integrated dashboard that can display real-time data according to the needs of each unit in Telkom Regional 3 down to the smallest unit. In addition to creating a dashboard, maintenance and monitoring are also needed so that no errors occur.

Performance Insight & Data

Currently, the performance calculation and data are available, but the calculation of account managers' (AM) performance needs to be adjusted. The solution is to form an account manager (AM) performance calculation, especially in selling products with the New Go To Market Alignment (NGTMA) scheme, a scheme that allows Telkom subsidiaries to have direct contracts with Telkom corporate customers and Telkom acts as a facilitator. The calculation is made to ensure that the account manager's (AM) performance is recognized to foster fairness and engagement. Furthermore, standard performance measurement for digital product sales also needs to be prepared and adjusted by the directorate and socialized to regional, *wilayah telekomunikasi* (Witel) and *daerah telekomunikasi* (Datel).

Next solution, counselling is also needed for organic account managers (AM) if they do not achieve their targets for three consecutive months before transferred to become officers. Now, organic account managers (AM) who do not achieve their targets for three consecutive months will be immediately transferred to become officers. For them, it is a reward not a punishment since they didn't want to be account managers in the first place. It is also a note for the human resource team to filter people who will fill the account manager (AM) position so there is no high turnover. Lastly, the performance dashboard is also related to the technology aspect, namely the need to create a dashboard that is integrated, updated, and can display good quality data down to the smallest unit for management needs in decision making.

Governance

Telkom Regional 3 is committed to implementing Good Corporate Governance (GCG) as a rule and guideline to maximize company value and improve performance, especially in the middle of organizational transformation. The policies currently set must be continuously updated by team in directorate to adjust to the current company conditions. Telkom Regional 3 must update and set existing policies and socialize them to the smallest units in the *wilayah telekomunikasi* (Witel) and *daerah telekomunikasi* (Datel). The second solution is hiring a consultant to make more structured policy recommendations that accommodate everything from the directorate level to the *daerah telekomunikasi* (Datel). Last solution is to utilize the

involvement of technology in this case Artificial Intelligence (AI) to understand legal documents that need to be known by all Telkom Regional 3 employees. Artificial Intelligence (AI) can be a center of information related to governance in Telkom Regional 3 during organizational transformation. Implementation Plan

This section will provide implementation plan based on business solution above. The duration of the implementation is three months from Januari 2025 until March 2025. The plan is shown below:

Table 4. Implementation Plan

No	Strategy	Action Plan	Month																											
			Jan-25				Feb-25				Mar-25				Apr-25				May-25				Jun-25							
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1	Training	Training for AMEX & AM Pro																												
		Training for Head of Telkom Daerah (HOTDA)																												
		Training for legal team																												
		Training for finance team																												
		Training for human resource team																												
2	Sharing session from expert in another B2B companies	Training for support team (non organic)																												
		Sharing session for account manager																												
		Sharing session for senior leader																												
3	Counseling session	Sharing session for marketing & support team																												
		Counseling for AMEX & AM Pro by HR Team																												
4	Townhall meeting	Townhall meeting with all employee both organic and non organic																												
5	Helpdesk	Helpdesk for issue related to IT tools																												
6	Rewards	Rewards for account manager both organic and non organic from BUS																												
7	Dashboard integration	Integrating dashboard for displaying performance data																												
8	Policy update	Collect issues regarding policy in regional, witel, and datel																												
		Identify the issue, formulate new policy, update existing policy																												
		Socialize the policy to regional, witel, datel																												

CONCLUSION & RECOMMENDATION

Conclusion

This research study aims to figure out why B2B readiness score in Telkom Regional 3 is low compared with other Telkom Regional. The author selects the top 3 aspects that need improvement to increase the B2B readiness score: people-subject matter expert (SME), people-territory leadership, and service delivery model-partnership policy model. Further analysis was done using KPMG's six layer of target operating model, which also includes three aspects mentioned before. The six layers of target operating model consist of people, functional process, service delivery model, technology, performance insight & data, and governance.

The methods chosen to gain insight related to Telkom Regional 3 B2B readiness score is qualitative analysis by using interview with the manager and senior manager from Directorate of Enterprise and Regional Management (ERM) and Telkom Regional 3. The questions given to them are not limited to three aspects that need to be improved, but all six layers in KPMG's target operating model to get wider insight. The next section will provide answers regarding research question in this study.

RQ 1: What causes Telkom Regional 3 to have a low B2B readiness score?

Telkom Regional 3 uses the KPMG target operating model as its transformational guidelines: People, Functional Process, Service Delivery Model, Performance Insight & Data, Technology, and Governance. According to survey by the Directorate Group of Transformation in collaboration with Telkom Corporate University, Telkom Regional 3 needs more improvements on people and service delivery model specifically related to subject matter expert (SME), territory leadership, and partnership policy model. Author conducted deep interview to validate those three issues and the reason why those issues can occur.

Besides validating those issues, the author also validated other variables such as functional process, performance insight & data, technology, and governance. The result also shows that other variables influence the B2B readiness score in Telkom Regional 3. Starting from the issue of functional process, the employees in functional or enabler units (human resources, finance, legal, etc.) need to increase knowledge in the B2B field, especially related to legal business. The issue in performance insight & data in the form of the absence of calculation for NGTMA scheme, no standard performance measurement for Telkom's digital sales products, no counseling sessions for organic account managers (AM), and the absence of dashboard that displays integrated digital product sales performance data for all marketing units, the issue in technology related to IT tools that often error and dashboards that cannot display data down to the smallest unit, and last related to the issue in governance is the policy that often changes and not socialized down to the smallest unit.

RQ 2: What are factors that causing low score in capability SME, territory leadership, and partnership policy model?

The results show that the issue related to subject matter expert (SME) occurs because there is a gap between B2B as understood by the subject matter expert (SME) and the reality in Telkom Regional 3. It caused disappointment and uncertainty among subject matter expert (SME) regarding B2B readiness at Telkom Regional 3 therefore they didn't give maximum recommendations related to B2B business and were deemed incapable of supporting B2B processes. In addition, there are no subject matter experts (SME) who can become exemplary leaders in running a B2B business.

The second issue related to territory leadership occurs because previously, people who led territory in Telkom Regional 3 were under the consumer directorate, which uses a B2C business model. Hence, they don't understand B2B and a shift in mindset and behavior from B2C to B2B is needed. Last, the issue related to the service delivery model is that it is a rigid, long process with a constantly changing partnership policy model. It causes the partnership flow with Telkom partners, most of whom are subsidiaries, to be long and inconvenient. The constantly changing policy also creates confusion for employees in the *wilayah telekomunikasi* (Witel) and *daerah telekomunikasi* (Datel).

RQ 3: What recommendations can be given so Telkom Regional 3 will be ready in facing B2B transformation based on its B2B readiness score?

Telkom Regional 3 needs to improve all aspects of its end-to-end business, starting from people, functional process, service delivery model, performance insight & data, technology, and governance. Starting from people, there is a need for a change in mindset for all employees from B2C business to B2B. Then, Telkom can also consider recruiting pro-hire employees who have worked in competitor companies. In addition, a sense of empathy and collaboration are also needed to ensure the current running of the B2B business. Next, regarding functional process or enablers, Telkom Regional 3 needs to create further training related to the skills and knowledge needed in dealing with B2B business because current training is mostly given to account managers (AM) only.

Regarding the service delivery model, Telkom Regional 3 needs to consider improving the long and rigid delivery flow and communicate with the relevant directorate regarding the policy currently used to cover business operations down to the smallest level. Regarding performance insight & data, Telkom Regional 3 needs to evaluate the dashboard currently used and ensure that all data is integrated and updated. Regarding technology, IT tools monitoring needs to be carried out so IT team can solved the issue immediately and does not disrupt operations. Last related to governance, Telkom Regional 3 can consider hiring a consultant to make more structured policy recommendations that accommodate everything from the directorate level to the *daerah telekomunikasi* (Datel).

Recommendation for Telkom Regional 3

Telkom Regional 3 must consider all aspects from pre-sales to post-sales. In terms of people, there needs to be a change in the mindset of employees who were previously involved in the B2C model through targeted training programs. In addition to training, employees must also be involved in decision-making to understand the reasons behind organizational transformation through workshops, feedback loops, and cross-functional team learning. The employee include leaders who need to understand transformational leadership.

Furthermore, from a functional process perspective, Telkom Regional 3 needs to start focusing on aligning the B2B mindset with employees in functional units or enablers and updating knowledge, especially for the legal team. Regarding the service delivery model, Telkom Regional 3 needs to evaluate existing policies so that they are not too rigid but can still accommodate the needs of partners in Telkom's subsidiaries and customers. Regarding technology, Telkom Regional 3 needs to create an integrated dashboard to accommodate updated data and produce good quality information for decision-making management processes and also carried out IT tools monitoring. Furthermore, for insight & data performance, further evaluation is still needed for the organic account managers (AM) counseling session, calculation of the NGTMA scheme, create standard performance measurement for Telkom's digital sales products, and preparing integrated dashboards to display performance data. Last, regarding governance, it would be great to have technology in the form of artificial intelligence (AI) application to help understand B2B policies in Telkom Regional 3 and hire a consultant to help Telkom Regional 3 redesign and integrate its policy.

Recommendation for future research

This research is not the end solution to low B2B readiness issue in Telkom Regional 3, but it is the trigger for top management to keep an eye more on the B2B readiness score in Telkom Regional 3 compared with other Telkom Regional through three aspects that need more improvement: People-Subject Matter Expert (SME), People-Territory Leadership, and Service Delivery Model-Partnership Policy. There is still room for further research to figure out the rest of the aspects that need more improvement by interviewing customers or benchmarking other B2B companies both at national and international levels. Furthermore, further research could also improve the analysis by using different theoretical approaches.

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