

ABSTRACT

There is a phenomenon at PT. Telkomsel where companies must always invest in additional infrastructure to meet customer bandwidth needs, but this additional investment is not linear with the company's revenue growth, so a company strategy is needed to create new competitive advantages as a solution to the problems that occur. PT. Telkomsel will implement fixed mobile convergence (FMC) services to increase the company's competitive advantage, but in implementing FMC services companies must anticipate conditions that are changing (volatility), uncertain (uncertain), complex (complex) and unclear (ambiguity). .) (VUCA) to minimize future business risks, therefore scenario planning is needed to create a corporate strategy.

This research uses a scenario planning method which aims to identify the driving forces for the future of the telecommunications industry in Indonesia in 2030, then formulate a scenario for the future of telecommunications services in Indonesia which is then used as the basis for recommendations for the company's business strategy for implementing PT. Telkomsel's FMC services. The research method that will be carried out is a qualitative method. The collection technique will be in-depth interviews with sources with operational variables adopting a foresight framework and collecting secondary data that supports the research.

The research results found that in the future network coverage and technology will no longer be a competitive advantage for telecommunications companies in Indonesia. Telecommunications companies in Indonesia must be able to act as drivers of the telecommunications ecosystem as integrated solutions for customers. The research results four future scenarios for the telecommunications industry in Indonesia, namely New Glory, Win Back Domination, Digital Colonialism and Business as Usual.

Keywords: Scenario Planning, Fixed Mobile Convergence (FMC), Strategy Management