ABSTRACT

The rapid growth of Information, Communication and Telecommunication (ICT) in this digital era has been able to connect resources among humans, service offering, device, network and application to build a business ecosystem that make the world becomes convergence and borderless. The domination of various research and development activityøs ICT in Asia, include Indonesia, shows that all of stakeholders in this industry have to continually indentify the innovative solution either technology, business or product and services to have a significant role in the formation of end-to end ICT ecosystem. TIMES service, especially IMES is a new business developed by Telkom in the New Economy Business with the form of New Digital Services. Hereafter, Telkom formed Digital Services Division (Divisi Digital Services) to manage Telkom Innovation (Group) by performing the principles of creating, choosing, composing, chanelling and commercing to create the digital startups innovation that will be managed to achieve maximum result in the incubation programe of Telkom Group (Indigo). The management process is carried out through that stages to achieve the success of innovation.

The aim of this study is to identify the success of Startup in incubation program of Telkom Group (Indigo) producing the successful digital product. The approach carried out in this study is qualitative method that the researcher previously has carried out several literature studies on startup and innovation in general and tried to explore in detail together with the experts and the startups that is assessed to have succeeded producing digital product in the market in Telkomøs Incubation Program. The group of variable is examined by *Sustainable Competitive Advantage* Model on the service industry as resources variable and skill that affects *Sustainable Competitive Advantage* including synergy, product, process, innovation management, communication, culture, experience, information technology, innovation skill, functional skill and implementation skill.

Reviewing the variable of this study, the researcher has taken discussions with four personel experts that are considered having capability and supported by direct assignment to manage indigo program. The personnels are composed of the manager-level officials, general manager and Director of Telkom Group. The next stage, variables gained from the joint review with the expert are reconfirmed to the startup to get validity and implementation patterns of those variables. In accordance with the topic of study then the selected startup is startup that has been assessed having competitive advantage in digital era and successfully developing product in Incubation process. Startups selected as the participant/information interview are AMRSE, Sonar, Infokes, XIgent and Kakatu.

From the results, it is obtained that all of defined variables had an effect on the success of Startup. Especially for information technology for digital startup becomes a factor that is easier and does not become an issue because some of the completeness of IT and other support systems such as access, infrastructure, storage, server, and application interface have been met by several company

platforms using lease pattern with hosting/collocation mechanism in relatively low cost. From the result of the study, it is also found a new factor, namely *Passion*, it is an interest and attraction of Startup on a certain problems so that it can encourage Startup to provide the best solutions to the problems perceived by users.

From the results obtained, it is advisable for business people of both Startup and Indigo Program Managers to create mechanism of how the Startup always start from finding the existing problems of the customer, and then highly committed to jointly realize the solutions through a review process, adaptation and continue to learn facing the changes that may occur. The results also show that the management of innovation through the development process which is carried out in stages using the lean process and project management as defined by the Indigo Managers becomes an important thing to do. The Indigo managers also need to consider how Startup is able to establish *Culture* to encourage the climate of company innovation.

Kata kunci: innovation; startup ; competitive ; factors