

ABSTRACT

In 2019, Telkomsel Jabotabek Jabar has listed as the operator with the highest number of subscribers compared to its competitors with a contribution of 35.9%. Telkomsel Jabotabek Jabar's largest revenue comes from Internet usage with a contribution of 70.3%, followed by Voice&SMS usage at 22.1%, and Digital at 7.6%. Based on customer categories, Telkomsel Jabotabek Jabar categorizes customers based on the period of use (Length of Stay / LOS) and average usage for 3 months (Average Revenue Per User / ARPU) where customers with LOS > 6 months and ARPU > 100 thousand or so-called as a High Value customer, contributed 63.5% of total revenue based on data for the March 2020 period. The trend of High Value customer revenue contribution has fluctuated every month from January 2019 due to changes in customer revenue. High Value customer revenue trend has tend to decrease and it was necessary to have tactics for the right product and appropriate marketing methods to withstand with the decrease of revenue.

This research was made to examine how to increase revenue from High Value customers where segmentation activity will be carried out based on customer behavior to determine the characteristics of High Value customers, then from the results of the segmentation it will be determined what marketing tactics will be used based on the concept of the marketing mix. The target of this research was Prepaid customers who were included in the High Value category because the contribution from the number of Prepaid customers and their revenue were the largest.

The data collection method has used Prepaid High Value customers population data along with predetermined variables based on Telkomsel's Big Data, to then formed clusters using the K-Means algorithm. From the specified number of clusters, characteristics have been obtained which become the basis for determining marketing tactics. The marketing tactics that have been collected from various sources were selected based on the concept of marketing mix and then a survey was carried out to Telkomsel's data expert. The survey result become the basis for implementing marketing tactics in certain clusters.

From the results of the research, 4 characteriscs of High Value prepaid customers were produced, namely Legacy Active was addressed to customers who used Voice and SMS services dominantly, Digital Active was addressed to customers who used digital service dominantly, Socially Active was addressed to customers who used all services dominantly and almost evenly distributed, and Traditional Active was addressed to customers who used all services not too dominant compared to other clusters, based on the variables that become the main activities of customers. Various inputs from Data Experts based on survey results become the basis for consideration of all marketing activities that can increase the ARPU of High Value customers. The marketing tactics which have been determined based on the marketing mix concept as follows Product Bundling, Personalized Product, Price Up & Value Topping, Discount Price, MyTsel Channel Priority, MBanking Channel, Social Media Promotion, Referral Program, Personal Assistant, Customer Service in Grapari, Chat Bot App, MyTsel Enhancement to Replace Grapari function, Personalized View for HVC, and Digital Content Provider Collaboration.

By referring to the results of this research, Telkomsel Jabotabek Jabar could use the prepaid High Value customers profile from the clusters that have been produced and then could determine the marketing tactics based on the ease of implementation such as MyTsel Channel Priority, Social Media Promotion, and Referral Program.

Keywords: Segmentation, High Value, Personalized, Big Data, Clustering, and Marketing Mix