

ABSTRACT

Dynamics in the business world, including the telecommunications industry today and in the future, will be higher. The problems that arise are volatility, uncertainty, complexity, and ambiguity (VUCA). Scenario analysis is needed to manage or reduce the impact of uncertainty and other VUCA factors that occur in the future.

This research aims to identify baseline and alternative futures resulting from the scenario analysis process linked to the company's long-term business strategy in generating future competitive advantage with case studies at PT Len Telekomunikasi Indonesia. The aspects studied are aspects of the company's external environment, including politics, economics, socio-cultural, technology, ecology, legal in the present, and the forces of change in the future.

The method used in this study is qualitative. Data collection techniques are in-depth interviews and secondary data collection. The sources involved are internal parties of the company, including directors and structural officials, as many as five people, external parties in the telecommunication industry as many as three people, and external parties in the non-telecommunication sectors as many as four people. The next step is analyzing data retrieval results through scenario analysis, framework foresight, PESTEL analysis, and system thinking approach.

This research has found three forces of change that fall into the category of critical uncertainties, i.e., the dynamics Public-Private Partnership in Palapa Ring, new opportunities in the defense industry, and the threat of disaster. From the scenario matrix, four scenarios describe the business positioning of PT Len Telekomunikasi Indonesia in 2024, namely Palapa Ring 2.0 as the baseline future, and three alternative futures consisting of the National Telco-Defense Think Tank, Business Switch Over, and Loss of Corporate Portfolio.

Based on the scenario, the current competitive advantage of LTI is temporary, and the long-term strategy in the company's 2020-2024 LTI Long-Term Plan is insufficient because it is not strong enough against the resulting scenarios. It is necessary to carry out a strategy on scenario analysis to produce future competitive advantage.

Keywords: *Scenario Analysis, Baseline Future, Alternative Futures, Forces of Change*