

## KAMPIUN STRATEGY FORMULATION AND RECOMMENDATION FOR PT. TELEKOMUNIKASI INDONESIA Tbk.,

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### Abstract

Telecommunication said to be the process of exchanging information between two stations or entities. The result of the interpretation of information will become knowledge that is beneficially used by either of both entities. PT. Telekomunikasi Indonesia Tbk. in the future wants to hold the title of "The King of Digital". Transformation is currently happening in the organization to reach that predicate. In order to support transformation that currently happening in PT. Telekomunikasi Indonesia Tbk., they had set up several strategic initiatives. One of resources that PT. Telekomunikasi Indonesia used to be a world class company is kampiun. As the objective of this research is to propose an option of strategy for PT. Telekomunikasi Indonesia Tbk., based on the previous analysis and the current condition of kampiun portray. In formulation, the option of strategy, researcher use conceptual framework that build from GAP analysis to understand the condition of kampiun, ANP analysis for finding the best option, and Diamond Strategy Model by Hambrick to develop a strategy. All of the theory on the framework has been adjusted to match current condition of PT. Telekomunikasi Indonesia Tbk., Referring to the GAP analysis PT. Telekomunikasi Indonesia Tbk., has a GAP related to kampiun that should be solved immediately in order to maximize the innovation as the foundation for achieving their vision

**Keywords:** GAP Analysis, Analytical Network Process (ANP), Strategy.

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### 1. Introduction

Telecommunication is said to be the process of exchanging information between two stations or entities. The main objective of this process of exchanging information is so both of the parties could understand and has the same interpretation of information. The result of the interpretation of information will become knowledge that is beneficially used by either of both entities. Many kinds of knowledge transferred in this process of exchanging information and that's why knowledge is very important for everyone

As mentioned before, knowledge is important for everyone, a maintained well knowledge will lead into new development and innovation of information. This development and innovation could give us a long term benefit if implement correctly. For an organization or a company, this situation is preferable because new development and innovation will be their differentiation among the competitor in their business. To manage this knowledge, the key is to implement knowledge management that could adapt with the situation to achieve that result.

Although knowledge management, nowadays, are common application for organization worldwide, in Indonesia the practice is still rare except for several big company in Indonesia. These companies want to use this source of knowledge for their competitive advantage. But, for PT.

Telekomunikasi Indonesia Tbk. The practice of knowledge management called Kampiun is in the edge of decision

### 1.1 Company Profile

PT. Telekomunikasi Indonesia Tbk is the only state-owned telecommunications enterprise, as well as telecommunications and network service providers in Indonesia. PT. Telekomunikasi Indonesia Tbk serves millions of customers throughout Indonesia with a complete range of telecommunications services that includes fixed wireline and fixed wireless connections, mobile communications, networking and interconnection services and Internet and data communication services. PT. Telekomunikasi Indonesia Tbk also provides various services in the field of information, media and edutainment, including cloud-based and server-based managed services, e-Payment services and IT enabler, e-Commerce and other portal services.

### 1.2 Company Information

- Company Name : PT. Telekomunikasi Indonesia Tbk.,
- Line of Business : Telecommunication, information network, and data server
- Website : [www.telkom.co.id](http://www.telkom.co.id)
- Office : Gedung Graha Merah Putih  
Jl. Japati No. 1  
Bandung – 40133, Indonesia
- Telephone : +62 22 4528102

### 1.3 Company Issue

Meanwhile, PT. Telekomunikasi Indonesia Tbk, was in the phase of transformation. The transformation itself is the beginning of a process to hold the title “The King of Digital”. To support the transformation that is occurred in the organization, kampiun stands as knowledge management application that expected to generate innovation for the development of PT. Telekomunikasi Indonesia Tbk, but in reality, the situation was different. Utilization of kampiun didn't met expectation of the management, from data it's been known that the utilization was decreasing year by year. Because of that, it's still an issue what will happen with kampiun in the future.

## 2. Business Issue Exploration

### 2.1 Conceptual Framework

In order to solve the problem in PT. Telekomunikasi Indonesia Tbk. Systematically organized tool was used. Writers used a conceptual framework in this research in order to generate strategy and recommendation. The conceptual framework for this research in PT. Telekomunikasi Indonesia Tbk. Regarding the future of current kampiun, it can be described as follows:

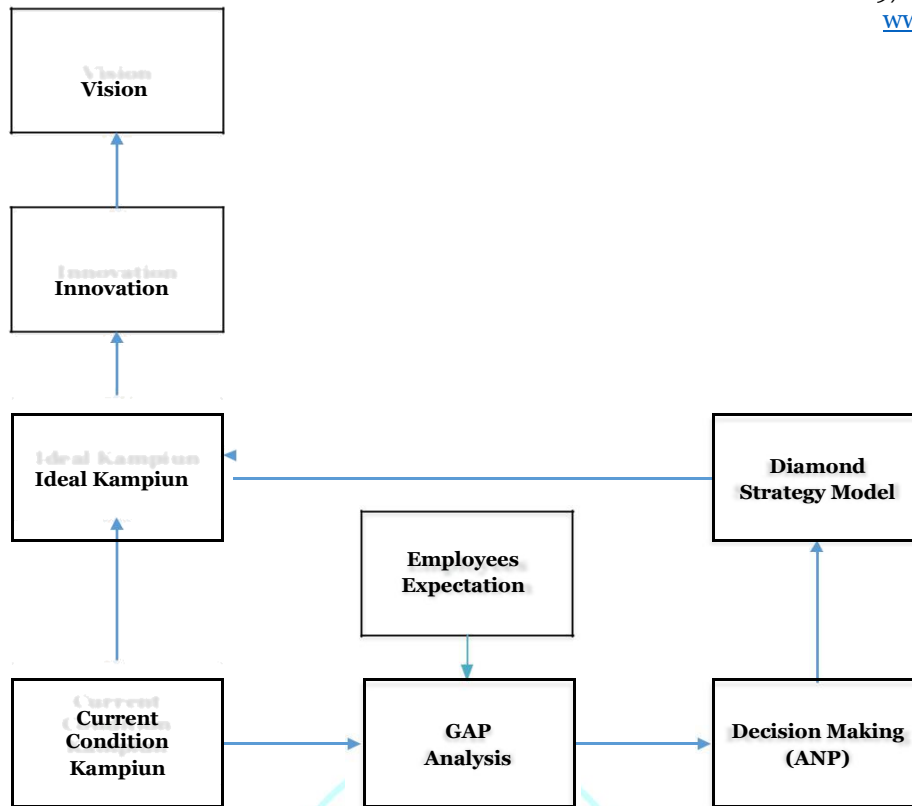


Figure 1: Conceptual Framework

## 2.2 Method of Data Collection and Analysis

In understanding how the role of kampiun and how kampiun contributes to the organization of PT. Telekomunikasi Indonesia Tbk., researchers conduct preliminary research. The researchers identify the difference of what kampiun deliver and employees expectation using GAP Analysis and capture the real situation of PT. Telekomunikasi Indonesia Tbk. Besides that, researchers also conduct an interview with some samples of employees at PT. Telekomunikasi Indonesia Tbk. to give deeper insight about the situation. After analyzing the problem and measuring the condition based on data and interview result using the conclusion of qualitative method, the researchers analyze decision making with the possibility of suggestion and recommendation using ANP analysis that has to be made in order to decide the future of kampiun and solve the problem of PT. Telekomunikasi Indonesia Tbk. as the end of the research conclusion.

### 2.3 Analysis of Business Situation

#### 2.3.1. The Summary of GAP Analysis

As mentioned above, GAP analysis was used to portray current condition of kampiun, based on what kampiun delivers for the employees of PT. Telekomunikasi Indonesia and the expectation from the employees of PT. Telekomunikasi Indonesia Tbk, itself.

Table 1: Gap Analysis

Category	Expectation	Current	GAP
Quality	<ul style="list-style-type: none"> <li>- Kampiun Repository should align with information and knowledge that occur outside of the company</li> <li>- The Topic of submitted idea should more related with daily work process</li> </ul>	<ul style="list-style-type: none"> <li>- Kampiun usually late in providing information or innovation that related with V current situation</li> <li>- Topic in kampiun mostly general issues</li> </ul>	
Culture	<ul style="list-style-type: none"> <li>- kampiun should support "safe let learning" culture that currently ongoing as the program of HCM</li> <li>- Kampiun should drive on the utilization not only to drive the upload of idea</li> </ul>	<ul style="list-style-type: none"> <li>- kampiun currently focus on drive the employee to upload, V with the help of company policy</li> </ul>	
Technology	<ul style="list-style-type: none"> <li>- reforming kampiun that connected with social media</li> </ul>	<ul style="list-style-type: none"> <li>- Kampiun right now could be accessed from anywhere through V browser but not yet connected with general social media</li> </ul>	
Process	<ul style="list-style-type: none"> <li>- There should be notification to the employee if there is update of content in kampiun</li> <li>- the should be supervision from the expert in the progress of kampiun</li> <li>- information of the idea from kampiun should be more simple and precise not too long.</li> </ul>	<ul style="list-style-type: none"> <li>- there is no guidance or supervision from the expert on ongoing innovation</li> <li>- as the standard for kampiun are formal research</li> </ul>	V

### 2.3.2. Summary of ANP

To make the decision of suggestion for PT. Telekomunikasi Indonesia Tbk, researcher used ANP as a tool to analyze the alternatives. Analytical Network Process (ANP) is a generalization of the Analytic Hierarchy Process (AHP), by considering the dependence between the elements of the hierarchy. Many decision problems cannot be structured hierarchically because they involve the interaction and dependence of higher –level elements in a hierarchy on lower-level elements. Therefore, ANP is represented by a network, rather than a hierarchy (Saaty, 2007)

To get the data for ANP analysis, the researcher used the process of group discussion with three employees from PT. Telekomunikasi Indonesia Tbk.,. All of the employees who were chosen for this group discussion were based on purposive sample by the researcher. The criteria for the sample are for all of them have working experience for more than 5 years, and all of them has managerial position that could give reasonable suggestion for kampiun itself. So, in the end researcher consider their judgment to be reliable based on their profile.

As the result from the group discussion with the sample of PT. Telekomunikasi Indonesia Tbk., ANP analysis show results as presented below.

Table 2: ANP Limit Matrix

	Goal	Process	Quality	Culture	Technology	Continue	Modify	Stop
Goal	0	0	0	0	0	0	0	0
Process	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46
Quality	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13
Culture	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Technology	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Continue	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Modify	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Stop	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02

### 2.3.3. Hambrick Strategy Diamond

The Diamond Model Strategy was proposed by Hambrick to design a strategy development for a business. The Diamond Model that created by Hambrick consist of five elements as follows: (1) Arena: in which market will the firm compete? (2) Vehicles: How will we get there?; (3) Differentiators: how will we win in the market place?; (4) Staging: what will be our speed and sequence moves?; (5) Economic logic: how will we obtain our returns?.

## The Strategy Diamond

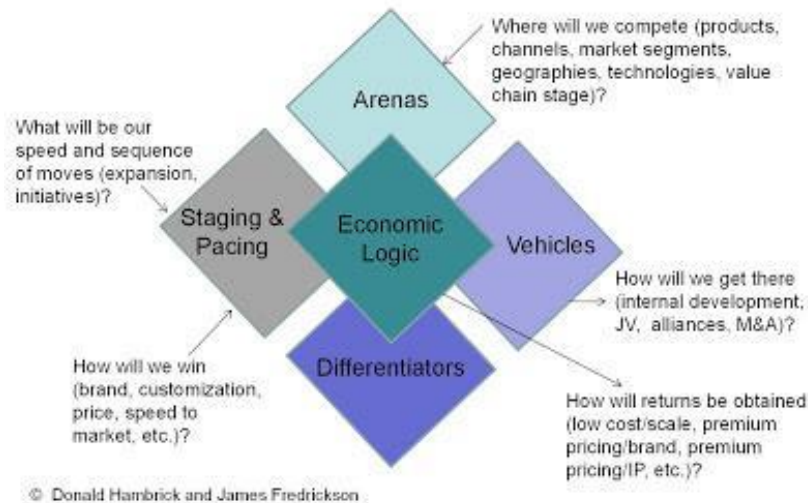


Figure 2: Hambrick's Strategy Diamond

\*source: <http://www.strategyhub.net/2012/07/framework-of-week-84-strategy-diamond.html>

Using the diamond model above, researchers analyze the situation in the scope of kampiun itself. So in this situation the researcher shows the strategy of how kampiun compete in the internal market of PT. Telekomunikasi Indonesia Tbk., where the employees are their customer which varies in background and way of thinking.

### 2.3.4. The Interview

To make sure the process of interview is systematically credible in order to get the best result for the research, researchers prepare below an interview framework:

Table 3: Interview Framework

<b>Final Framework</b>	<b>Intial Framework</b>
1. Job Description	a. Position & Unit b. Job Description Explanation
2. Kampiun	a. KM/Kampiun awareness b. Frequency
3. Conclusion	a. Kampiun & performance b. Suggestion to kampiun

The Purposive-sample interview showed result that mostly employees at PT. Telekomunikasi Indonesia Tbk. Rarely use kampiun as source of knowledge for develop their performance on their daily job. Interviewees were told that mostly what they did were going on sharing session like knowledge café or searching latest information from the internet about latest trending topics. Employees feel that a sharing session is really relevant with what they have to do in daily basis of work, they learn more by listening from expert that chosen to share their experience related to certain topics that happened currently.

### **3. Business Solution**

The primary objective of this research is to give strategy formulation and recommendation for PT. Telekomunikasi Indonesia Tbk., based on the previous analysis and the current condition of kampiun portray. Based on previous analysis result, it is important for the PT. Telekomunikasi Indonesia Tbk., to focus on modifying kampiun, especially to meet employee expectations. PT. Telekomunikasi Indonesia Tbk., should start modifying kampiun from the gap of process criteria where based on ANP analysis the criteria weighted the most. With the system which is running currently, PT. Telekomunikasi Indonesia Tbk., wouldn't produce the innovation that could support PT. Telekomunikasi Indonesia Tbk., vision to be "The King of Digital". In modifying kampiun, they have to answer the problem from the result of GAP analysis.

#### **3.1. GAP Analysis Propose Solution**

As summary from the GAP analysis that mentioned in chapter two above, researchers conclude there are four criteria that must be solved by PT. Telekomunikasi Indonesia Tbk., To solve those four criteria, researcher propose several functional strategies so that PT. Telekomunikasi Indonesia Tbk., could utilize kampiun as expected and provided innovation that lead in achieving their vision.

#### **3.2. Propose Hambrick's Diamond Strategy**

After we know the decision of the future, kampiun is to modify the kampiun so it could utilize it full purposes, using the Hambrick's Diamond strategy model the recommendation is as follow:

a. Arena

Kampium basically must be used by every employee in PT. Telekomunikasi Indonesia Tbk., but in the future, the next employees will be the one that adapt with current condition of technology and information so kampium should be focused on the relevant and reliable information that currently happening.

b. Differentiators

Kampium basically differentiate with other knowledge management in PT. Telekomunikasi Indonesia Tbk because they were documented properly. But, in the current situation, properly documented knowledge was just not enough. Kampium should be attractive and innovative enough to be used by the employees as the source of information and knowledge.

c. Vehicle

IT Division and Knowledge Management Division with collaboration of some reliable employees should working together in developing Kampium further in order to be useful and practically easy to use as daily knowledge for employees in improving their works.

d. Staging

Focused on the development and innovation of kampium, it was expected that kampium could give notification via smartphone and also accommodate sharing session which usually held every once a week. That's why PT. Telekomunikasi Indonesia Tbk., should be focusing on developing kampium that could facilitate the needs of employees. So in the end kampium could be the main source of knowledge at PT. Telekomunikasi Indonesia Tbk.,

e. Economy Logic

Effective and Efficient utilization will be the main return for PT. Telekomunikasi Indonesia Tbk., when implementing this strategy. Other than that, PT. Telekomunikasi Indonesia Tbk., will be provided with more reliable and relevant knowledge as a feedback from stored information and sharing session which in the end will be used as development and innovation of the company as a whole



### 3.3. Strategy Road Map

Table 4: Strategy Road Map

STRATEGY ROAD MAP		2016	2017	2018	2019	2020
STRATEGY M	KAMPIU	<b>S1:</b> Redesign kampiun to fit expectation of the employee, Focus on the process of Kampiun	<b>S1:</b> Socialize and deliver information of developed kampiun	<b>S1:</b> Socialize and deliver information of developed kampiun	<b>S1:</b> Evaluation of new kampiun capabilities	<b>S1:</b> Focus on Innovation Implementation
		<b>Goal:</b> Minimize GAP	<b>Goal:</b> Kampiun Awareness	<b>Goal:</b> Kampiun Awareness	<b>Goal:</b> Kampiun fit capabilities	<b>Goal:</b> Achieve PT. Telekomunikasi Indonesia Tbk., Vision
		<b>KPI:</b> Increase kampiun utilization	<b>KPI:</b> Increase Awareness of Kampiun	<b>KPI:</b> Increase Awareness of Kampiun	<b>KPI:</b> Minize GAP of kampiun	<b>KPI:</b> Be No.1 in digital business
		<b>S2:</b> Develop kampiun using Focus on User Needs principle	<b>S2:</b> Find Expertise to train employee for converting kampiun	<b>S2:</b> Find Expertise to train employee for converting kampiun		
		<b>Goal:</b> Kampiun Fit Capabilities	<b>Goal:</b> Acquire new innovation	<b>Goal:</b> Acquire new Innovation		
		<b>KPI:</b> Increase utilization of kampiun	<b>KPI:</b> Increase Innovation Quality	<b>KPI:</b> Increase Innovation Quality		



## **Conclusions**

Based on the analysis and the result of the research, researchers can conclude the conclusion described as follows:

1. Based on the GAP Analysis of current condition of kampiun with expectation of the employee at PT. Telekomunikasi Indonesai Tbk., There is still a difference that results in decreasing utilization of kampiun by the employee of PT. Telekomunikasi Indonesia Tbk.,. With current condition of kampiun utilization it would be hard for PT. Telekomunikasi Indonesia Tbk., to reach an innovation that will lead into achieving the Title of “The King of Digital”.
2. PT. Telekomunikasi Indonesia Tbk., considering the option of continuing kampiun as it is, modifying kampiun for the future, and stop the kampiun itself. From the ANP model the best choice for PT. Telekomunikasi Indonesia Tbk is modifying kampiun for the future and focusing on the process so it will meet expectation of the employees. The results of ANP come from analyzing relationship between the goal, cluster, and the alternatives.
3. The recommendation in strategy road map is a guideline for the next five years, the road map will make sure that kampiun creates an innovation that will support PT. Telekomunikasi Indonesia Tbk., to reach their vision to be “The King of Digital”. Kampiun and other knowledge management system will working together align with the perspective of strategy map and support PT. Telekomunikasi Indonesia Tbk., initiative strategy not only as a tool for learning and growth.



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