



# Plagiarism Checker X - Report

Originality Assessment

# 11%



**Overall Similarity**

**Date:** Oct 4, 2023

**Matches:** 824 / 7676 words

**Sources:** 15

**Remarks:** Low similarity detected, check with your supervisor if changes are required.

**Verify Report:**

Scan this QR Code



Volume;4No; I, March201 1 Indonesian European University Jl. Raya Dukuh Kupang No. 157 B Surabaya - 60255 - Indonesia Phone (62-3 1 ) 56G5654, 561 -957 7 Fax. (62-31) 566-5933 e-mail : info@ieu.ac.ad a IEU GtOBAt NETVIORK ITTERTICIAL. NUNMT \$ \$OiffTT ISSN:1411{014 I I I f-t"tt . ANALsIS Of PNOUJCT ATTfisUTES INILUENCT Col{ST,IMEN SANSFACTOTT TO sTIOP 5T,,PERTAAru(ET5 N SURABAYA CtrY Gdiono, R.. qr.h Eko s€tyowati . THE GROWTH SIRATEGIC AFIER FINANCIAT CRIGs IN INDO{ESIA IEIICO0t SEfIVfES IrrIDt STRYYEAn 2qE-2S9 |fardofoTcFfusrrm, lftrylti S€tlotui r THE Ax^LYS.s OF It{IEnt{Et MARGnNG MIX Ef FCCTs TO NTEI ET tiAR(FIhaG STRAIEGY OF PT. GEMSI'IG AIIT ,,CCRAH IECHOATA carc fina Kuntjoro, . Ilc Esl EusHliENr oF AccouMn c F{frofI /tno systeM AT Pr. Am{ntoo r ullIrlANS Itlrs xTAnA \$rRAEAYA Da lmb-w.ri |IClu tYirryafto t ff AMLygsof corrmBsori usriGrH€ ENlusEB coaprrru.lc s TIsFAcrp Grrcs) lllsms6fiTo rf,l\$rn s 1ts6 cllon wnH A wEB sm AM) HorEL xrosx l?{Fofiii^Tro{ KISESIIfi:l(IIE x) Itmy srrgrbr{ol I H.ru Wl.Fio2} . rltt A,l^LYSIS c qauTy PEnFm ,(E coi\*Ansora EETreN sfiEL cof,E r 7-92{ AND AID Ptfrot n x:!720 ot^cx otno roct \$(ftER Exp€cr ro DI't rDa hrtr. P.numgtas Joh.ner lrylboio . l}IE AMLY56 'n.jul Of sERVICE A'D PrcOIJcT QUAUTY IN EXELSO SUPEIMALI. PATUIIOTT NDAH sURABl.YA N CN€AIN'G CO PEIIfi'E ADT'ANI GE itiJgmf. t rir t ilne. F.6(o An&!o HonggtridioF O l}E AI{AIY56 Of A A'O B PIUS'AfFECTTHE LTAO€RSHIP STYI€ IN THE 8IG COA{MNES IEAD€R AT II'EST 5I,M8AY^ lte IrLtr ti O A' A'TALWS STUOY OI{ IHT FLU€I{CE OF PROOJCT, sERVICE, PRTE AiD LOCAT'ION OI'I THE FREqJENCY of coi6LffiBrr6r15 ol{ K NSAx n oAttan nESTof rrl S&b \rabncb lqlriarva.r. ll.rti! Yr.dbti 1

ISSN : 1411{014 TABLE OF CONTENT TAELE OF CONTENT EDITORIAL IEU GLOBAL NETWORKX INTERNATIONAL BUSINESS JOUNNAL GUIDELINE foTAUTHOR TOREWODS ANALYSTS OF PRODUCT ATTRIBUTES INFLUENCE CONSUMER SATISFACTION TO SHOP SUPERMARKETS IN SIJRABAI'II CITY Gidiooo, Rr. Dyah Eko S€tyowati THE GROWTH STRATEGIC AFTER fINANCIAL CRISIS IN INDONESIA TELECOM SERVICES INDUSTRY YEAR 206-2009 Handoyo Tejokusumq Hsryali

Setyorini THE ANALYSIS OF INTERNET MARKETING MIX EFFECTS TO INTERNET  
MARKETING STRATEGY OF PT. GEMTI.ANG AlruGERAH TECHDATA Caroline Kuntjoro  
THE ESTABLISHMENT OF ACCOUNTING INFORMATION SYSTEM AT FT.  
ARMITINDO MUTITRANS NUSANTARA SURABAYA Dian Ambanvati, Heru Wijayanto  
THE ANALYSIS OF COMPARISON USING THE END USER COMPUTING  
SATISFACTION (OUCS) INSTRUMENT TO MEASURE SATISFACTION WITH A WEB  
SITE AND HOTEL KIOSK INFORMATION (CASE STUDY : EOTEL X) Yenny Sugianto,  
Heru Wijayanto THE ANALYSIS OF QUALITY PERFORMANCE COMPARISON  
BETWEEN TELCOTE 'O AND AMD PEEM)U IT XX NO ELACK EDITION m cuslo  
insl q?EgtrATIoNs Diauarna ft.ttra Pamugkas THE ANALYSIS STUDY OF SERVICE  
AND PRODUCT QUALITY IN EXCET,SO STJPERIIIALL PAKT'WON IINDAH SURABAYA  
IN CREATING COMPETITIVE ADVANTAGE Margrreta Uma. Dianata THE ANALYSIS  
OF "A AND B PLUS" AFFECT THE LEADERSHIP STYLE IN THE BIG COMPANIES  
LEADER AT WEST SURABAYA IN 2007-2008 Ika Ir{eiga\*ati AN .A.NALYSIS STUDY ON  
THE INFLUENCE OF PRODUCT' SERVICE PRICE, AND LOCATION ON THE  
FREQUENCY OF CONSUMER VISITS ON IKAN BAXAR CIANJUR RESTAURANT  
CITRAI.AND SUIB.\*A Stella Valett(ia Kstnia'san Hcnin l'uliatl I It iii iv vl t-17 36-46 41 -65  
66- t4 85--l0l tu- 129 IEU GtOBAt NETWORK IXTERTATIOIru OURTAT CF BUOII ISSN:  
14116014 a 6i 1.'- . ,a{ Int€rnational Jot mal Of es\*.,ss Volume ;4 No; I, M:rch Fll t IE-35  
t30 - I{5 IEA GLOBAL IiET"OzuT

.,-l ' :--' -: .-:=-; Of Business : \_- : r ' ;\_- .- . \{arch 2011 Patron ChiefEditor Managing Editors  
Editorial Boards Assistaotr Editor Administrative Assistant Editorial Address IEU GtOBAt  
NET'IIORK ITTTRTATICIAI. ICURTII. CF BUTITEfo ISSN: 1411{014 : Fernanda Reza  
Muhammad Hendratno.Ds Jamhadi patrickir. Martin ffffI#\*Jil,rrl yustiani Amed Berrahat n\*i -  
.ililll\_ H.,kDijk-;;, 3r:[l,liffii'r",\*. i thn Damme Francois Wiwiek harwiki Sp1'ridon Gropas  
nupiansien , 'f,\*?li,T\*I',11ilil';,-,##i:g3:: rr'n'r.ieu.ac.id IEA GLOBAL NETWORK ISSN : I4t  
t-6014 t Fellowship Groups EDITORIAL : Head of Sekolah Tinggi Ilmu Ekonomi IEU

Surabaya : h. Haryo Santosa, SE. MM : Dn Rr., Dyah Eko Setyowati, S.Sos. SE MM. : Dr:  
Rr, Dyah Eko Setyowati, S.Sos. SE MM. Martin ( Internasional Menagemcat Institute,  
Belgia ) Haryati Setyorini, SE MM HeruWiJayanto, MM. M. MT : Ika Meigawati, MM :  
SunarirSE Nina Srirataawatie, Sp

International Journal Of Business Volume ; 4 No; I, March 2011 ISSN : 1411014 THE  
GROWTH STRAIT, GIC AT-TER FTNA}ICIAL CRISIS IN INDONESIA TELECOM  
SERVICES INDUSTRY 'EAR 2008.2009 This service offers market intelligence and  
analyst insights designed to guide service providers in making informed decisions. This  
service reviews strategies, market positioning and the future direction of several providers in  
the Indonesia telecommunications market including: PT. Indosat. PT. Bakie  
Telekomunikasi, PT. Bidlat, PT. CBN Indonesia PT. Citra Sari Makmur, PT. Excelcomindo,  
PT. Fast Media PT. Gaharq PT. Hutchison Telecommunication Indonesia PT. Indone PT.  
Indosat PT. Lintasarta PT. Mobile-8, PT. Natrindo Telepon Seluler, PT. Radnet Nusantara  
PT. Sampoerna Telecommunication Indonesia PT. Sistelindo, PT. Smart  
Telecommunication, PT. Telkomsel, PT. Telkom Indonesia" and others. Until 1989, the  
Indonesian government had a monopoly in the telecoms sector. In 2000, policies governing  
the telecoms sector were amended in order to create a competitive environment for the  
entry of new telecom players. Internet services were first introduced commercially in  
Handoyo Tejokusumo'), Haryati Setyorini') Management Departemen STIE IEU  
Surabaya') Abstract Until 1989, the Indonesian government had a monopoly in the  
telecoms sector. In 2000, policies governing the telecoms sector were amended in order to  
create a competitive environment for the entry of new telecom players. Internet services  
were first introduced commercially in Indonesia in 1994. Before 1994, Internet access was  
only available to a few universities and research institutes through 'IptekNet', the National  
Science and Technology Network. Since their inception Internet services have been on the  
rise in Indonesia increasing to serve around 30 million Internet users by early 2009.  
Indonesia liberalized cellular telecommunications business in 1995. Since that year the

government allows private companies to operate in cellular telecommunications business in open competition. 1 Cellular telecommunications operation business became more attractive after the introduction of the GSM (global system for mobile communication) technology replacing the first generations of cellular telecommunication technology used in the country such as NMT (Nordic Mobile Telephone) and AMPS (advance mobile phone system). The business expands rapidly in Indonesia placing the country the fourth largest market for that service in Asia after south Korea, china and Japan. The ranks are based on the number of subscribers from year to year. With the unique features of Indonesia mobile phone industry, the strategic alliance is for securing market resources and technical resources. Since the mobile communication operators are the leading business groups in Indonesia, they are not short of funds. It's more important for them to keep the market share and up-todated technology. The mobile communication industry is a technology-driven industry. Key words: Growth Strategic, Indonesia Telecom Services Industry.

#### INTRODUCTION IEU GLOBAL NETWORK

I ISSN : 1411-6014 InEmatiotral Journal Of Btlisircss Volume ;4 Noi 1, Mstt:eli Indonesia in 1994. Before 1994, Internet access was only available to a few universities and research institutes through IptelNet the National Science and Tecnology Network. Since tiref i"\*p,i"" Internet services iave been on the rise in Indonesia increasing to serve around 30 million Internet users by early 2009. with a total population of240 millioq Indonesia is the fourth largest country in the \^ is ranked \* oo" oi tlr" top four telecom markets in terms of scale and development potential' However, Indonesia faces some big challenges if it is to successfully continrit'e the building of telecommunications infastastructure needed to support its uniquely complex geography - an archipelago that strxuxi over more than 16,000 islands. According to forecasts by the Ministry of Comrnunlcations and Information Technology based on cutrent trnds, Internet users will continue to rise reaching almost 80 million by entl2010. However, broadband is very much in its infancy. The advent offixed wireless services, aggressively rolled out by key operators, has been important in boosting

the growth rate over the last few years. By the end of 2008, fixed wireless services represented over 50 per cent of the total fixed-line subscriber base, with a mobile subscriber base of over 130 million by early 2009, and market interest starting to focus on existing 3G services, mobile broadband is also set for rapid growth in coming years. The key players in the Indonesian market are PT Telkom and PT Indosat who further strengthened their positions by acquiring two other major telecom operators in Indonesia PT Telkom, also known as Telkom Indonesia, acquired PT Telkomsel, the largest mobile operator in Indonesia, and PT Indosat settled for PT Satelindo, the second-largest mobile operator. Indosat's 'IndoNet' was the first commercial ISP to launch ISP services in Indonesia in September 2004. In August 2007, PT Telkom announced that it would retreat from the highly competitive wireless market and invest more in providing broadband services. In Q1 2009, PT Telkom reported 716,000 DSL subscribers, up from 620,000 in early 2008. In June 2008, the sale of a 41 per cent stake in PT Indosat by Singapore Technologies Telemedia (ST Telemedia) to Qatar Telecommunications (Qtel) for USD 1.5 billion was announced. This sale was initiated because the Commission for the Supervision of Business Competition (KPPU) charged ST Telemedia's holding company (investment firm Temasek) with violation of Indonesia's antimonopoly laws by indirectly holding stakes in Indosat and PT Telkomsel. Temasek also has substantial stakes in SingTel, which owns 35 per cent of Telkomsel. Consequently, in May 2008 a court upheld the KPPU's ruling, and Temasek was ordered to either give up its stakes in one of the two telcos or reduce its stakes by half in both units within a year. The deal gives Qtel, which previously controlled 25 per cent of Indosat, the majority shareholding in the company. Several cable companies offer broadband through coaxial cable with multimedia capabilities. The forerunner in Jakarta is Kabelvision, which has the widest coverage with over 60,000 residential customers in Jakarta, Surabaya and Bali. However, in order to gain internet access through Kabelnet (broadband cable internet access), subscribers must first subscribe to Kabelvision (cable TV). Indonesia's mobile market has been growing rapidly in recent years, with the number of subscribers passing 130 million in early 2009, up from 90 million in 2007. Penetration in early 2009 was

at 55 per cent, leaving considerable room for market expansion in Indonesia. Telkomsel (in which Telkom Indonesia, majority-owned by the Indonesian government, has a 65 per cent holding and SingTel the remaining 35 per cent) is the dominant player in the mobile segment followed by Indosat. At the beginning of 2009, Telkomsel reported 71.5 million mobile subscribers, followed by Indosat. The incumbent's competitive advantage of having large subscriber and base station networks has slowly been eroding over 2000s and into 2009. With capex remaining high, market shares declining and profit margins tight, competition has become "multi-pronged", as well capitalised contenders are emerging from amongst the 11 wireless licence holders, most of which are well funded and backed by foreign telecom companies. The majority of these licences were handed out only in the last five years. Low network utilisation and a high-tariff regime currently enjoyed by the incumbents have allowed challengers to take market share through an aggressive pricing strategy. In August 2006, Indonesia became the third Southeast Asian nation, after Singapore and Malaysia, to launch 3G services commercially. The country's largest cellular operator, PT Telkomsel rolled out its WCDMA-based 3G service, making this the first commercial introduction of 3G to Indonesia. The goal of Telkomsel is to supply the entire country with 3G network services, focusing particularly on the eastern regions which are experiencing rapid economic growth. At March 2009, Telkomsel's 3G network covered more than 140 cities across the country, and the operator plans to spend IDR 1.5 billion in 2009 to further upgrade the 3G network. While 3G is steadily establishing market presence, it is still in its infancy three years after launch, with 3G subscribers representing only about 7 per cent of total mobile subscribers in early 2009. One of the challenges cited by operators is more frequency for mobile broadband.

Journal of Business Volume 34 No. 1, March 2011 ISSN : 1411-6014 and Indosat had more than a 70 per cent market share, and the top three, which includes Excelcomindo (67 per cent owned by Telekom Malaysia) held 90 per cent of the market. Telkomsel had 71.5 million mobile subscribers at the end of Q1 2009. The incumbent's competitive advantage of having large subscriber and base station networks has slowly been eroding over 2000s and into 2009. With capex remaining high, market shares declining and profit margins tight, competition has become "multi-pronged", as well capitalised contenders are emerging from amongst the 11 wireless licence holders, most of which are well funded and backed by foreign telecom companies. The majority of these licences were handed out only in the last five years. Low network utilisation and a high-tariff regime currently enjoyed by the incumbents have allowed challengers to take market share through an aggressive pricing strategy. In August 2006, Indonesia became the third Southeast Asian nation, after Singapore and Malaysia, to launch 3G services commercially. The country's largest cellular operator, PT Telkomsel rolled out its WCDMA-based 3G service, making this the first commercial introduction of 3G to Indonesia. The goal of Telkomsel is to supply the entire country with 3G network services, focusing particularly on the eastern regions which are experiencing rapid economic growth. At March 2009, Telkomsel's 3G network covered more than 140 cities across the country, and the operator plans to spend IDR 1.5 billion in 2009 to further upgrade the 3G network. While 3G is steadily establishing market presence, it is still in its infancy three years after launch, with 3G subscribers representing only about 7 per cent of total mobile subscribers in early 2009. One of the challenges cited by operators is more frequency for mobile broadband.

Operators say it is too expensive, and that the government needs to bring down the price so they can lower the cost of mobile broadband. Mobile market leader Telkomsel however, has made a huge impact on the still small 3G market with 72 per cent of the 9 million subscribers coming into 2009. Indonesia liberalized cellular telecommunications business in 1995. Since that year the government <sup>1</sup> allows private companies to operate in cellular telecommunications business in open competition. Cellular telecommunications operation business became more attractive after the introduction of the GSM (global system for mobile communication) technology replacing the first generations of cellular telecommunication technology used in the country <sup>1</sup> such as NMT (Nordic Mobile Telephone) and AMPS (advance mobile phone system). The business expands rapidly in Indonesia placing the country the fourth largest market for that service in Asia after South Korea, China and Japan. The ranks are based on the number of subscribers from year to year. According to the Indonesian Association of Cellular Telephone (ATSI), the number of cellular phone users in the country grew 49.1% annually in the 2002-2006 period. By the end of 2006, the number of cellular phone users in the country totaled 63.9 million. GSM operators dominated 95% of the market and pre-paid card system accounted for 94% of the payment system with post paid card system making up only 6%. Almost all operators recorded a fast increase in the number of subscribers. Market leader Telkomsel already had 35 million subscribers in 2006. Currently cellular phone coverage has reached rural and isolated areas. Telkomsel claims it has covered 95% of all district areas of the country and in 2008 Telkomsel targets to cover the entire sub-districts (kecamatan) of the country. The number of users of cellular phones has grown fast as the market <sup>1</sup> is still widely open and highly potential with the low ratio of users to the population in the country. The density in the country of 220 million people is around 38% much lower compared with the density in other Asean countries. Foreign investors know the potential and are keen to expand operation in the country. A IEA GLOBAL NETWORK

number of operators from other Asian countries such as Singapore Telecommunication Ltd

Singapore Techno Media (STT) from Singapore and Telekom Malaysia and Indosat from Malaysia have established their position in the country by acquiring local cellular operators Telkomsel, Indosat and Excelcomindo Pratama. Indosat, which is controlled by the state now 41.08% owned by foreign investor. Almost all world telecommunication technologies/suppliers have made their presence in Indonesia and share the potential market. Telecommunication service industry is one of the most-dynamic service industries requiring huge investment every year. Spending for the country's telecommunications networks is estimated to reach US\$ 2.9 billion in 2002. In Indonesia there are two systems of cellular telecommunications namely Global System for Mobile communication (GSM) and Code Division Multiple Access (CDMA). GSM is a digital communications technology operating at the frequency of 900 MHz. GSM has 1210 slots of carrier frequency channel bandwidth of 890 MHz--915 MHz and downlink bandwidth of 960 MHz. The share of bandwidth for each slot is 200 kHz. As the operators with this frequency will not be able to meet subscribers' demand with the fast growth of the number of subscribers the mechanism of reusing the same frequency in a Base Transceiver Station (BTS) with a certain distance, is used. The GSM technology is widely adopted and developed in Europe. GSM has an advantage over earlier invented analog systems such as in international roaming. It does not involve in making international roaming that there is no monopoly; the validity of the subscription, is examined before telephone conversation takes place; with the frequency facility of GSM, there will be no a third party illegally could be involved or overhearing the conversation; GSM is better and more sensitive; subscribers' capacity is larger and features are more advanced, as paging facsimile and ISDN. In 1995, the government issued national operating licenses to three GSM 900 operators without tender namely Indosat, Telkomsel and Excelcomindo Pratama. In addition, in 1998 the government provided regional operating licenses in several provinces. At that time there were nine companies winning operating licenses Natrindo. In order to increase GSM channel capacity, the frequency of 1800 MHz (GSM-R) is being used, known as Digital Cellular

System (DCS 1800), a personal communication network (pcN) from Eurof, is now used. GSM in the frequency of 1800 MHz is known as DCS 1800 or GSM 1800 having 3+ channels of carrier frequency, which is generally used to serve cellular subscribers. These are divided into uplinks: 1720-1785 MHz and downlinks: 1805-1880 MHz. The use of the 1800 MHz frequency will expand the capacity of GSM subscribers. DCS 1800 is generally used in city areas that need much larger number of subscribers. Higher frequency for GSM 1800 allows. In the same service area GSM 1800 could provide larger connection capacity almost three times larger than ordinary GSM. However, GSM 1800 will need more units of BTS (Base Transceiver Station) than GSM 900 because of the higher use of frequency. In addition, in urban areas, GSM 1800 has less communications disturbances from or in high rise buildings. GSM 1800 system is used by operator PT. Natrindo Telekomunikasi Seluler. With the growing demand for mobile telecommunications systems higher frequency of 1900 known as 1-1.9 Communication System) 1900 is used to serve growing number of subscribers. PCS 1900 has larger capacity compared with DCS-1800 or GSM 900. For a new GSM operator, PT. Hutchison CP Telecommunications Indonesia uses the ISSN : 1411-6014 International Journal Of Business Volume 14 No; 1, March 2011 IEU GLOBAL NETWORK

International Journal Of Business Volume 14 No; 1, March 2011 ISSN : 1411-6014 frequency of 1900 MHz PT. Hutchison CP Telecommunications Indonesia is also a licensee for third generation (3G) telecommunication technology. CDMA is also a digital technology system, which is used in both fixed and mobile telecommunications. This system is widely used in the North America. The CDMA technology especially CDMA 2000 1X especially in voice clarity and speed in data transfer. The superiority of GSM lies mainly in roaming and width of the application of the technology. The CDMA technology especially CDMA 2000 1X is superior in producing much clear voice as CDMA technology could remove noise to the minimum. The CDMA 2000- 1X technology is widely used in countries like South Korea,

China, and the United States. In Indonesia the operator of CDMA 2000 1x with cellular license is PT. Mobile-8 Telecom, others with fixed-wireless licenses are PT. Telkom, PT. Indosat and PT. Bakrie Telecom. The CDMA technology is also superior in the speed of data transfer. In Indonesia, data transfer speed is 153.6Kbps in all service areas and CDMA2000 1X EV-DO networks has data transfer speed of 2.4Mbps for Jakarta- Unlike GSM, CDMA adopts close-standard that anyone wanting to produce CDMA cellular phones have to pay royalty to the license holder Qualcomm. This is one of the reasons discouraging leading vendors to use the CDMA technology such as Siemens and Sony Ericsson, which may see CDMA not feasible because of the payment of license royalty. GSM was introduced in Indonesia for the first time in 1995 and the number of its users already exceeded 63,9 million in 2006 much larger than the number of CDMA subscribers of only around 2 million in the same year. The GSM position in the country is former as it has been introduced in almost all areas including rural areas in the country. In order to be more competitive CDMA needs an effective strategy to face GSM in market. GSM is clearly less competitive in price as extra cost is needed for additional equipment. However, GSM cellular phone offers wider alternatives than those of CDMA. The government will make CDMA and GSM technologies equal. For that purpose the decision of the communications minister No 35/2004 on the local fixed wireless networks operation with limited mobility will be revoked. The policy is to create a healthy competition in telecommunication industry and reasonable telecommunication tariff. Toward the end of 2006, the government moved the frequency tape of 3G operators. Operators of CDMA-based fixed wireless Indosat (StarOne) and Telkom (Flexi) for Jakarta and Banten were forced to move to frequency tape of 800 Megahertz to cooperate with other operators. StarOne cooperated with Esia of Bakrie Telecom, and Flexi with Fren of Mobile-8. Currently Indonesia has 8 cellular phone operators including five using GSM technology and 3 CDMA technology. **1 Operators of GSM cellular phone include Telkomsel, Indosat and Excelcomindo (XL) holding the license with nation wide coverage. The country's three largest cellular phone operators use dual band in the frequency of 900Mhz and 1800 Mhz that could serve 3G. Referring to the**

background of studies, this research is aimed to reveal these questions (problems): 1) How will broadband penetration in Indonesia grow over the past two years and what is the competitive environment for broadband? 2) What is the market share and forecast for telecom network services in Indonesia and what are the emerging trends? 3) What are the new trends in communications usage and adoption of vertical industries in Indonesia? 4) How is communications technology and services adoption among corporate organizations in Indonesia? 5) What is the state of development of hosted unified communications in Southeast Asian countries? 22 IEU GLOBAL NETWORK I

ISSN : 1411-014 TELECOMMUNICATION International Journal Of Business Volume ; 4

No; 1, March 2011 Telecommunication (Stauings, Miliam; 2004) is the transmission of messages, over significant distances, for the purpose of communication. In earlier times, telecommunications involved the use of visual signals, such as smoke, semaphore telegraphs, signal flags, and optical heliograph or audio messages via coded drumbeats, lung-blown horns, or loud whistles. In the modern age of electricity and electronics, telecommunications has typically involved the use of electric means such as the telegraph, the telephone, and the teletype, or microwave communications, the use of fiber optics and their associated electronics, and/or the use of the Internet. The first breakthrough into modern electrical telecommunications came with the development of the telegraph during the 1830s and 1840s. <sup>6</sup> The use of these electrical means of communications exploded into use on all of the continents of the world during the 19th century, and these also connected the continents via cables on the floors of the ocean. These three systems of communications all required the use of conducting metal wires. A revolution in wireless telecommunications <sup>2</sup> began in the first decade of the 20th century, with Guglielmo Marconi winning the Nobel Prize in Physics in 1909 for his pioneering developments in wireless radio communications. Other early inventors and developers in the field of electrical and electronic telecommunications included Samuel F.B. Morse and Joseph Henry of the United States, Alexander Graham Bell of Canada, Lee de Forest of the U.S.,

who invented the amplifying vacuum tube called the triode, Edwin Armstrong of the U. s. , John Logie Baird of England, and Nikola Tesla whose most important inventions were created in the united states. Telecommunications play an important role in the world economy and the worldwide telecommunication industry's revenue was estimated to be \$3.5 trillion in 2008. <sup>2</sup> The service revenue of the global telecommunications industry was estimated to be \$1.7 trillion in 2008, and is expected to touch \$2.7 trillion by 2013.

Telecommunication has played a significant role in social relationships. Nevertheless devices like the telephone were originally advertised with an emphasis on the practical dimensions of the device (such as the ability to conduct business or order home services) as opposed to the social dimensions. It was not until the late 1920s and 1930s that the social dimensions of the device became a prominent theme in telephone advertisements. New promotions started appealing to consumers' emotions, stressing the importance of social conversations and staying connected to family and friends.

THE SERVICE CONCEPT The definition of the service concept includes what the customer requires and how to design the service (Andersson and Olsson 1996; Victorino, Plaschka, Dev, and Verma, 2005). The service is produced in a context of close interaction between service provider and customer. The service function is appropriate for the specific customer's requirements (Miles and Huberman 2000). In the service activity, there is a customer in and the same customer transformed by the experience (Gieurel). I IEA GLOBAL NETWORKING

International Journal of Business Vol. 4 No. 1, March 2011 ISSN : 1411-6014 Figure 1.

The Service Activity Service Customer Sources: James Teboul. 2006 There is a relationship during the interaction between customers and employees that is shown on the service triangle (Figure 2). The firm is on the top position of the triangle, and customers and employees are on an equal level. Employees deliver, control and market their services, and clients take part in the production process (co-production), control and maybe even market the service (by word of mouth). The most important parts of the service delivery are process and people (employees and customers). Figure 2. The Service Triangle Internationa

coproducer Sources: James Teboul, 2006 New service is defined as either offering benefits to customer or supporting and improving the main service (Carmao and Langeard, 1980). From a strategic viewpoint new service can be described as multisite (several sites providing the same service to the same customer segment), multisegment (using the same site and service but attracting new customer segments) or multiservice (adding new services to the same site for the existing customer base) depending on the focus of the growth strategy (Tax and Stuart, 1997). The classification scheme identifies new service based on a new customer or new service categorization as "modification," "differentiation," "market creation," "market expansion," "market extension" and "diversification" (Scheuing, 1989). Service innovation comes from a conception of the application 24 IEA GLOBAL NENYON] Experience laboJ afd cepjia:

ISSN : 1411-6014 Dclivul, TYtr of BEiTEFIT Core IEL' CLORAL NETVORI( - International Journal Of Business Volume ; 4 No; 1, Mrrch 2011 in the product innovation. Intrinsically, service innovation is a part of the service that is provided to customers and must be adopted by them (Korsching, and El-Ghamrini, 2003). Innovation is important in services; the past researches have explored the specific opportunities and risks of service innovation that focuses on the characteristic of the process, and the challenges of models and functions (Miles, 2000; Chesbrough, 2004). The innovation processes seem to be having the transformative effect in many service firms that apply new IT (Miles, 2000). Service innovation can have an effect on the entire management systems and service production systems of the organization, as well as their features and effects on the company and the clients (Abrarnovici and Charensol, 2004). Successful new service development (NSD) firms have well structured innovation efforts, allocate substantial resources to their innovation efforts, and share a strong commitment to innovation (Nijssen, Hillebrand, Vermeulen and Kemp, 2004). According to a result, their strategic objectives focus beyond short-term success and the employees clearly understand the direction of new products and services in the organization (Johns, 1993). They tend to align cultures and systems to

their innovative processes, and provide maximum support to the innovation efforts (Nijssen, Hillebrand, Vermeulen and Kemp, 2006). There is a matrix that offers a different kind of strategic viewpoint about service innovations that can create new markets (Figure 3). There are many benefits of service innovation. Which innovations should be decided to implement by managers is not clear. Innovative service offerings: are necessary just to maintain the current market share of a firm in some cases (Victorino, Plaschka, Dev, and Verm4 2005). This phenomenon suggests that some innovations may only "raise the cost of doing business without a significant economic benefit" or preserve current business and without providing a competitive advantage (Reid and Sandler, 1992). However, firms may induce financial gains and enhance service differentiation by innovations (Victorino, Plaschka Dev, and Verm4 2005). To implement innovations which are not only economically beneficial to the firm but also desired by customers is important for managers (Reid and Sandler, 1992). Figure 3. The Service Innovation Strategic Matrix

Sources: Berry, Shankar, Parish, Cadwallader, and DoEel, 2006

11 - necessary to maintain the current market share of a firm in some cases (Victorino, Plaschka Dev, and Verm4 2005). This phenomenon suggests that some innovations may only "raise the cost of doing business without a significant economic benefit" or preserve current business and without providing a competitive advantage (Reid and Sandler, 1992). However, firms may induce financial gains and enhance service differentiation by innovations (Victorino, Plaschka Dev, and Verm4 2005). To implement innovations which are not only economically beneficial to the firm but also desired by customers is important for managers (Reid and Sandler, 1992). Figure 3. The Service Innovation Strategic Matrix

International Journal Of Business Volume ; 4 No; 1, March 2011 ISSN : 1411-6014

STRATEGICMANAGEMENT Strategic management is a field that deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources. to enhance the performance of firms in their external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. A balanced scorecard is often used to evaluate the overall performance of the business and its progress towards objectives. Recent studies and leading management theorists have advocated that strategy needs to start with

stakeholders expectations and use a modified balanced scorecard which includes all stakeholders. Strategic management is a level of managerial activity under setting goals and over Tactics. <sup>4</sup> Strategic management provides overall direction to the enterprise and is closely related to the field of Organization Studies. In the field of business administration it is useful to talk about "strategic alignment" between the organization and its environment or "strategic consistency". According to Arieu (2007), "there is strategic consistency when the actions of an organization are consistent with the expectations of management and these in turn are with the market and the context." Strategic management includes not only the management team but can also include the Board of Directors and other stakeholders of the organization. It depends on the organizational structure. "Strategic Management is an on going <sup>8</sup> process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] <sup>12</sup> to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment." (Larner, 1984:ix).

**RESEARCH METHOD** This research applies approach qualitative. Population in this research is data Indonesia telecom from Indonesia Statistic Berau report offers a comprehensive guide to the market at a national level. Common sources of secondary data for social science include censuses, surveys, <sup>13</sup> organizational records and data collected through qualitative methodologies or qualitative research. <sup>7</sup> Usually this refers to existing documents (as opposed transcripts of interviews conducted for the research). It can include newspapers, magazines, books, websites, memo transcripts of conversations, annual reports, and so on. Usually written documents are analyzed with some form of content analysis.

**RESULTS AND DISCUSSION**

Indonesia liberalized cellular telecommunications business in 1995. Since that year the government <sup>1</sup> allows private companies to operate in cellular telecommunications business in open competition. Cellular telecommunications operation business became

more attractive after the introduction of the GSM (global system for mobile communication) technology replacing the first generations of cellular telecommunication technology used in the country... such as NMT Nordic IEL' GLOBAL NETWORK :5

International Journal Of Business Volume; 4 No; 1, March 2011 (Mobile Telephone) and AMPS (advance mobile phone system). The business expands rapidly in Indonesia placing the country the fourth largest market for that service in Asia after South Korea, China and Japan. The ranks are based on the number of subscribers from year to year.

According to the Indonesian Association of Cellular Telephone (ASCI), the number of cellular phone users in the country grew 49.1% annually in the 2002-2006 period. By the end of 2006, the number of cellular phones users in the country totaled 63.9 million. Table 1.

Country	Company	Sales (million \$)
HK	China Mobile	46,942
CH	China Telecom	27,7E4
SK	KT Corp	12,848
SK	SK Telecom	12,148
SG	SingTel	8,625
ID	Telkom Indonesia	6,840
TW	Chunghwa Telecom	5,672
IN	Bharti Airtel	4,106
IN	Reliance Communications	3,208
PH	Philippine Long Distance Telephone	3,083

Source : Finance Asia is published by Haymarket Media Ltd 2009 Table 2.

Country	Company	Yogrowth
IN	Reliance Communications	59.4%
IN	Reliance Communications	28.2%
HK	China Mobile	20.9%
ID	Telkom Indonesia	14.9%
SK	SK Telecom	6.5%
PH	Philippine Long Distance Telephone	5.9%

GLOBAL NETWORKlemrtiainet

International Journal Of Business Volume ; 4 No; 1, March 2011 ISSN : 1411-6014 Source : Finance Asia published by Haymarket Media Ltd, 2009 Table 3. Telecom Company Net profit Growth by Country Source : Finance Asia published by Haymarket Media Ltd, 2009 Table 4. Telecom Company ROE (Return on Equity) by Country Telecom 1.7% Telecom 1.1% KTCorp 1.0% 0.2% Country growth Communications 545.5% Airtel 190% Mobile 1-90% ID Indonesia 30% SK SKTelecom 10.70% SingTel 75% Chunghwa Telecom 1.5% Distance Long Telephone 50% Telecom 5.30% SK Corp 19.10% ROE(%) ID Indonesia 1.60%

7.40/o Philippine LongDistance Telephone 34.7% :E IEA GLOBAL NETWORK

9.40/o Telecom Corp L IL L L1 L L L ISSN : I4I I-6014 International Journal Of Business  
Volume ; 4 No; 1, March 2011 Source : Financelasia rs published by Haymarket Media Ltd'  
2009 Table 5. Telecom Company Share Price by Country Source :Financelasia is published  
by Haymarket Media Ltd 2009 price, Nov 1, 2008 .0 157.5 Telecom Telekom I Corp 42,350.0  
33,000.0 Long Distance Telephone 3,005.0 1,995.0 Communications 790.7 7 4.0 Telecom  
212,500.0 Indonesia 11,150.0 .TI. GLQB,IL } ETIYORK -\ : \ CH lo/o 11.IYa Telecom 15.8-c6  
Telecom 13.4% 11.70/o 11.10/o Nov 1, 2007 N Mobile 6.6

International Journal Of Business Volume; 4 No; 1, March 2011 ISSN : I4I I-6014 Based on the  
latest figures released by Indonesian operators and BMI estimates, BMI has made revisions  
to our mobile subscribers and fixed-line forecasts while retaining the forecasts to the  
country's internet and broadband subscriber growth, as well as operators, ARPU. 14  
Indonesia's mobile subscriber net additions slowed down in Q210, with quarter-on-quarter  
(q-o-q) growth at just 2.5%. This was significantly less than the average growth rate of 6.5%  
in the preceding four quarters. The industry is showing signs of saturation as we expect  
market penetration to reach 90.2% by the end of 2010 due to aggressive tariff reductions by  
mobile operators in order to achieve growth in subscribers. Nevertheless, with prepaid  
subscribers accounting for 91.1% of the total mobile subscribers as of June 2010, we still  
expect this dominance in our five-year forecasts, which also suggests opportunities for  
operators to migrate subscribers to higher value postpaid contracts. Meanwhile, the  
number of fixed-lines continued to show upward potential based on the latest figures  
released by the ITU. We expect further opportunities from the potential merger between  
the CDMA arms of Telkom and Bakrie Telecom. The deal is reportedly in its final stages,  
but Indonesia's business competition supervisory commission raised concerns over a  
possible monopoly. We believe that with the government's support in the merger, a solution  
will be reached that will satisfy the commission's concerns. There were changes to our

ARPU forecasts as operators' ARPUs are generally on track to meet our expectations. However, mobile operators Indosat and Telkomsel are showing potential to halt the decline with their continued efforts to shift towards a balanced value based strategy and focus on higher value customers. Both operators posted increases in their postpaid ARPU for Q210. Mobile operator Telkomsel selected Italian incumbent Telecom Italia in September 2010 through an international tender to implement its 2011-2015 Technology plan. The five-year programme involves upgrading Telkomsel's network infrastructure along with its service platforms, customer care and computing systems, as well as assessing the impact on investments and costs. Telecom Italia managed to secure the tender after beating rival contenders France Telecom and Deutsche Telekom, who were bidding jointly with Sofrecom and DeTeCon, respectively. Indonesia rose by one place to 10th position, even though there were no changes to the country's individual score in BMI's latest Business Environment Ratings for the Asia-Pacific region. Indonesia changed positions with Pakistan due to a decrease in Pakistan's Industry Rewards score. The Telecommunication industry in Indonesia research report contains trend analysis, statistics, market size information, industry growth rates as well as major competitors. Major market segments are identified and also those forces affecting demand and supply within this industry. Performance analysis includes emerging industry trends as well as recent results and performance of each key company.

5 Drawing on the depth of information DIS also provides 5 year forecasts for this industry. The comprehensive study also examines details such as the barriers to entry, operating cost structure, technology & systems and domestic & international markets. Tables and statistics include: Industry revenue, exports, imports, wages and number of companies in the industry, Industry growth and geographic regional data

Table 6. Indonesia's Economic Condition KEYSTATISTICS	2004	2005	2006	2007	2008
Industry Revenue (Rp. Billion)	7,942	10,367	15,085	16,951	17,016
Industry Gross Product	6,784	8,560	10,995	13,016	13,689
Number of Establishments	110	130	130	130	130
Employment (Units)	109,600	104,200	85,700	81,000	85,400

0 IEU GLOBAL NETWORK  
131,689 to 276 120 r30

ISSN : 1411-6014 Source : Statistic Center of Biro, 2009 Table 7. Indonesia Telecom Income Statement Source : Statistic Center of Biro, 2009 Table E. Indonesia Telecom Company Growth West Java International Journal Of Business Volume;4 No: 1, March 2011

Exports	2,856	3,457	6,481	6,521	7,820	Imports	10,926	10,899	25,482	30,419
Inn.nition Total Wages	t,425	1,316	1,1 t4	1,010	t,109	Inn.nitno" Domestic Demand	116,012	111,809	150,690	181,9E3

197,ztl Inn.enron COSTSTRUCTURE % OFSALES COST STRUCTURE % OFSALES CostofGoods Sold 67.13 GrossProfit 32.87 Operating Expense 21.5 Profit (Loss) Bcfore Tax 11.36 Administration r.58 5 Depreciation 0.56 Electricity 0.66 Freight 1.99 Fuel, Parking, Toll & Reribution 1.62 Intercst 3.09 Land and Building Rental 2.74 2.69 Repairs and Maintenance 0.54 ServiceFee 0.7 StaffWelfare Allowance 1.38 Other Expenses 0.92 Statiojery & Inv€ntory 0.48 Telephone 0.8 Utensils and Equipment 1.24 Wages and Salaries 0.5 ESTABLISHMENTS IN (/'") ESTABLISHIIENTS IN ("/o) CentralJava 13.4 DKI lakdta 6.5 East Java 22.4 orth Sumatra Papua 2.0 Bali South Sulawesi 6.0 IEA GLOBAL NETWORK Source : Statistic Center of Biru, 2009 lua\*aiu

International Journal Of Business Volume ;4 No; 1, March 2011 ISSN : 1411{014 I itr its economy has largely recovered &om the Asian financial crisis of the 1990s, Indonesia's telecom markets are growing, but at a stower rate compsrcd to most of its South East Asian neighbors. The growth is best seen in the mobile sector, with a 5 year compound aannual growth rated (GAGR) of 34%. Competition exists. Nine national level operators had issued E2 million SIMs by 2007 end (35 SIMs per every 100 people). The fxed sector lags behind in growlh (12% CAGR for the last five years) as well as in competition. Five vendors offer fxed wireless service while the wire-line market remnins E virtual monopoly ofthe incumbent. Number of fixed connections in 2007 was only 15 million, and peoetration was 6.5 phones per 100 people. Wire-line has not grom since 2004; fixed wireless is grgwing at a rate lower than that of mobile gro\*th. Given the size of is population, Indonesia has a significantly 3 low broadband user base than countries in the region. According to ITU

statistics Indonesia has more than 13 million Internet users but the vast majority use narrowband. The growth of broadband has been hindered by the lack of adequate infrastructure. Following a similar exercise in 2006, the 2008 Telecom Regulatory Environment (TRE) survey asked informed direct and indirect stakeholders in the Indonesian telecom sector to assess the regulatory and policy environment along seven dimensions (market entry, access to scarce resources' tariff regulation, universal service obligations, regulation of anticompetitive practices and quality of service), on a Likert scale of 1 to 5 (1 being highly unsatisfactory 5 being highly satisfactory with 3 being considered average). The respondents are selected from 3 categories: those directly impacted by the sector's performance (operators, equipment vendors), those who broadly follow the sector (consultants, lawyers), those who represent the public interest in the telecom sector (consumer group, other government officials, journalists, etc). The study analyses the results in the light of recent regulatory incidents. Below-average scores received in all sectors and across dimensions reflect general dissatisfaction. Most scores have also declined (albeit slightly) from 2006. However, this does not mean the respondents have ignored recent developments. The relatively healthy growth in mobile sector is reflected in the higher TRE scores received by the sector for most dimensions, when compared to the fixed sector. On average, the mobile sector scores best, with fixed and broadband following. CONCLUSION Mobile communication industry is intensive in technique, capital and human resources. The result of the government control on the GSM licenses has caused the lagging behind of Indonesia communication industry development. It forced the operators to cooperate with foreign firms, in equipment of operation as well as management skills after the opening of licensing. The obligation of the roaming agreement among island-wide and regional operators enables the regional operators to utilize their services to the end subscribers. In the very beginning of the operation the operators have to cooperate with other who has wide radio coverage. With the unique features of Indonesia mobile phone industry, the strategic alliance is for securing market resources and technical resources. Since the mobile communication operators are the leading business groups in Indonesia

they are not short of funds. It's more important for them to keep the market share and up-to-date technology. The mobile communication industry is a technology-driven industry. In marketing strategy, the operators obtained resources and channels through alliance and emerged with various market strategies combination. In product strategy, the services provided by the operators are similar, with emphasis in the convenience to daily life of subscribers. In price strategy, immediately from the opening for private mobile operators the subscription fee has been downward adjusted continuously and accompanied the improvement in price structure. In distribution strategy, every operator has directly managed stores, sales department and distributors. The operators with prepaid card services make cross trade alliance with convenience 3I IEA GLOBAL NETWORK

International Journal Of Business Volume; 4 No; 1, March 2011 REFERENCES Antar4 News. 2008. Palapa Ring Selesai 2009' July 17, 2008 <http://www.antaraco.id/arc/2008/7/17/lplapa-ing-selesai-2009> . BRTI. 2008. Indonesia's Recent Regulatory and Policy Developments, 3gth APEC Telecommunications and Working Group Meeting - Plenary session Lima, Peru, 15-17 October 2008. Denzin, Norman, K., & Lincoln, Yvonna" s. 2005. The sage Handbook of Qualitative Research (1st ed.). Thousand Oaks, CA: Sage. ISBN 0-7619-2757-3 DGPT. 2006. Restructuring the telecommunications in Indonesia, presentation available at [www.apiicc.org/apiicc/echue/Special\\_rhe\\_consultation\\_on\\_IndonesiaJCT\\_policy\\_t020306.pdf](http://www.apiicc.org/apiicc/echue/Special_rhe_consultation_on_IndonesiaJCT_policy_t020306.pdf) Donny' 8., U., and Rapin, Mudiardjo. 2007. Indonesia in Digirl Review Asia Pacific (00712008). Edwir J., Nijssen, Bas, Hillebrand, Patrick, A., M., Vermeulen, Ron, G., M., Kemp. 2006. Exploring product and service innovation similarities and differences. International Journal of Research in Marketing, Vol. 23, pg. 241. Gos\*,ami, D. 2008. Wi-Fi: The Network Fix. In R. Samarajiva and A. Zainudeen (eds.), ICT infrastructure in Emerging Asia: Policy and Regulatory Roadblocks (pp. 131-159). Sage Publications and International Development Research Center (IDRC), Canada. International telecommunication union. 2002. Icr statistics database, available at: <http://www.itu.int/ITU->

D/icteye/Indicator\Indicators.aspx IEI.' GLOBAL NETWORK ISSN : 1411{014 stores to offer convenient subscription services to the subscribers. In the commrmication and promotion sbategl/, the media advertisement is the major approach of market campaign and following by the different product promotion combination The regional operators ectected to strenglhen the interaction with local market and to &ansfoml disadvantages into advantages. In recruitnlent strates/, all the operators invested heavily in the training of customer service personnel, which demonstrates the importance of service quality. In equipment procurement Strategy, the building ofbase stations is closely related to the qrulity of communication, so all the operators injected huge amount of techniques and ountpow€r in planning and maintaining their nenvorks. After analyzing and deducing the strategic alliance and marketing strategies we can find that through the application of resources and capacity, it is created competitive advantages in communication quality, service quality, coverage, innovated services, convenience, price strateg,rand the brand awareness.

t Intemational Jounral Of Business Volume;4No; 1, March 2011 ISSN : 1411{014 Iqbal' T.' and Purbo, o., w. 2008. Geektivism. In R Sarnarajiva and A. Zainudeen (BIs.), ICT infrastructue in Emerging Asia: Policy and Regulatory Roadblocks (pp. 103-115). sage Publications. MASTELwebsite, www.mastel.or.id Leonard, L., Berry, venkates[ shankar, Jane! Turner, paristL susan, cadwallader and rhomas, DoEel. 2006. creating New Martets Through Service Innovation. MIT sloan Management Review47,No.2,pg.56. Liang victorino, Rohit, verma, ffiard, plaschka chekitan, Dev. 2005, Service innovation and customer choices in the hospitality industry. Managing service euality, vol.15 No. 6, ABI/INFORM clobal, pg. 555. Pufto' o. w. 2005. Indonesia in Digital ReviewAsia pacific (200512006., pp. 100- 106). sangho Lee; So"ng Hie Kin. 2006. A Lag Effect of IT laveshent on Firm perfonnance. Information Resources ManagementJournal, vol. 19,No. 1,ABI/INFORM Global, pg.43. satellite Today. 2007. Thales Alenia space To Build Indonesian Satellite. Irlry 2,2007 htp ://www. satellitetoday.com/st/headline\I g 550.html SIIA online. 2007. Anti-monopoly or

anti-singapore - the Kppu case against Temasek November 20, 2007

<http://www.siaaonline.org/?q=programmeyinsights/anti-riopoly-orantisingaporc->

YoE2o/o80e%93 -kppu-case-against-temasek . SingTel. 2008. 15 SingTel outlines main

basis of appeal against KppU decision,, January 04,200g, [http://home.](http://home.singtel.com/news_cente/news_rleaseV200_g_0_l_04.asp)

[singtel.com/news\\_cente/news\\_rleaseV200\\_g\\_0\\_l\\_04.asp](http://home.singtel.com/news_cente/news_rleaseV200_g_0_l_04.asp) Shi-Ming Huang, chin-shyh oq

ctryi-Miaw chen, Binshan Lin. 2005. An empirical study of relationship between IT

investnt and firm performance: A resource-based perspective. European Journal

ofOperational Research, Vol. 173, pg. 9g4. Sur4 Benyamia. 2007. Universal Service

Obligation towards the Indonesia information society: Innovative Business model for uso,

TAU project Regional workshop, yograkart4 7-g September2007. susatyo, R. 2008. How

Indonesians use broadband' I st Indonesian Broadband Summit April I, 2008 [http://www.](http://www.mastel.or.id/id/downloadf.php)

[mastel.or.id/id/downloadf.php](http://www.mastel.or.id/id/downloadf.php) The Brunei rimes. 2007. Indonesia restricts foreign

ownership. July s, 2007, [http://www.blcom.bn/en/classificator/business/2\\_007107](http://www.blcom.bn/en/classificator/business/2_007107)

t05thdonesia\_resuicts\_foreigr\_oo,no ship. Yuaianto, Roni. 2008. BRfl: Merger among

operators will close the gap. Bimi5 tndsnssiq {ug 28,2008. 3{ IEU GLOBAL NETWORK I

ISSN : 1411{014 Intemational Jomal Of Business Volume ; 4 No; I, March 2011 Zita, Ken.

2005. Indonesia Telecom Briefpaper available at

[www.ndaventures.com/Indonesia\\_Glecom\\_Brief.pdf](http://www.ndaventures.com/Indonesia_Glecom_Brief.pdf) Accessed on: 17 108 12008 rf{.GLOBAL

NETWORK

## Sources

1	<a href="http://www.datacon.co.id/Telecommunications.html">http://www.datacon.co.id/Telecommunications.html</a> INTERNET 5%
2	<a href="https://en.wikipedia.org/wiki/Telecommunications">https://en.wikipedia.org/wiki/Telecommunications</a> INTERNET 1%
3	<a href="https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1554762">https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1554762</a> INTERNET 1%
4	<a href="https://en.wikibooks.org/wiki/Business_Strategy">https://en.wikibooks.org/wiki/Business_Strategy</a> INTERNET 1%
5	<a href="http://www.disb2b.com/front/industryreport.php?klui=K8294">http://www.disb2b.com/front/industryreport.php?klui=K8294</a> INTERNET 1%
6	<a href="https://www.thefreelibrary.com/Telecommunication...">https://www.thefreelibrary.com/Telecommunication...</a> INTERNET <1%
7	<a href="idr.uin-antasari.ac.id/478/">idr.uin-antasari.ac.id/478/</a> INTERNET <1%
8	<a href="http://arcjournals.org">arcjournals.org</a> INTERNET <1%
9	<a href="https://www.zdnet.com/article/st-telemedia-sells-indosat-stake">https://www.zdnet.com/article/st-telemedia-sells-indosat-stake</a> INTERNET <1%
10	<a href="https://ecommons.cornell.edu/bitstream/handle/1813/...">https://ecommons.cornell.edu/bitstream/handle/1813/...</a> INTERNET <1%
11	<a href="http://bing.com/images">bing.com/images</a> INTERNET <1%
12	<a href="https://www.managementstudyguide.com/strategic-management.htm">https://www.managementstudyguide.com/strategic-management.htm</a> INTERNET <1%
13	<a href="http://socialsci.libretexts.org/Bookshelves/Sociology/Introductio...">socialsci.libretexts.org/Bookshelves/Sociology/Introductio...</a> INTERNET <1%
14	<a href="https://www.businesswire.com/news/home/...">https://www.businesswire.com/news/home/...</a> INTERNET <1%

EXCLUDE CUSTOM MATCHES OFF

EXCLUDE QUOTES OFF

EXCLUDE BIBLIOGRAPHY OFF