



## **ANALYSIS OF PT TELKOM INDONESIA (PERSERO) TBK'S READINESS FOR CORPORATE TRANSFORMATION FROM A BUSINESS-TO-CONSUMER (B2C) MODEL TO A DIGITAL BUSINESS-TO-BUSINESS (B2B) MODEL IN RESPONDING TO GLOBAL BUSINESS COMPETITION: A CASE STUDY OF PT TELKOM INDONESIA (PERSERO) TBK**

### **ANALISIS KESIAPAN PT TELKOM INDONESIA (PERSERO) TBK UNTUK TRANSFORMASI KORPORAT DARI MODEL BISNIS-KE-KONSUMEN (B2C) KE MODEL BISNIS-KE-BISNIS DIGITAL (B2B) DALAM MENANGGAPI PERSAINGAN BISNIS GLOBAL: STUDI KASUS PT TELKOM INDONESIA (PERSERO) TBK**

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#### **Abstract**

The Indonesian telecommunication industry is currently experiencing saturation in the Business-to-Consumer (B2C) market segment, prompting PT Telkom Indonesia (Persero) Tbk to aggressively execute business transformation by shifting toward a Business-to-Business (B2B) Digital model to maintain relevance amidst increasingly competitive and dynamic global business competition. This shifting phenomenon demands comprehensive internal readiness, particularly regarding resource orchestration and marketing ambidexterity maturity to balance traditional connectivity business with the exploration of high-value digital service innovation. This research employs a quantitative methodology with descriptive and causal approaches to dissect and objectively measure the level of organizational readiness in facing such market disruptions. Primary data collection was conducted with 385 respondents consisting of employees and strategic stakeholders involved in the transformation process at PT Telkom Indonesia using a nonprobability sampling technique with a purposive sampling method. All collected data were subsequently processed and tested using the SmartPLS version 4 analysis tool to ensure accuracy in modeling the complex relationships between the variables. The data analysis techniques utilized include descriptive statistics to provide a general overview of the data and variance-based Structural Equation Modeling (PLS-SEM) to test the significance of relationships between latent variables within the research model. The research findings project that corporate strategy significantly and positively influences business transformation success and B2B Digital model development, while simultaneously providing a strong direct impact on strengthening the company's competitiveness at the global level. The analysis results also indicate that internal transformation effectiveness and the implementation of B2B digital solutions are primary determinants capable of substantially enhancing the company's ability to compete across borders in



the digital platform era. Furthermore, the mediating roles of business transformation and B2B Digital model variables have proven to be crucial in reinforcing the link between corporate strategic orientation and the achievement of sustainable international competitive advantage. Overall, this study provides an empirical foundation regarding the importance of precise resource orchestration for Telkom Indonesia to realize its vision as a preferred digital telco capable of winning competition in international markets.

**Keywords :** Corporate Strategy, Business Transformation, B2B Digital, Global Business Competition, PLS-SEM.

### Abstrak

Industri telekomunikasi di Indonesia saat ini tengah mengalami saturasi pada segmen pasar Business-to-Consumer (B2C), yang mendorong PT Telkom Indonesia (Persero) Tbk untuk melakukan transformasi bisnis secara agresif melalui pergeseran model menuju Business-to-Business (B2B) Digital guna mempertahankan relevansi di tengah persaingan bisnis global yang semakin kompetitif dan dinamis. Fenomena pergeseran ini menuntut adanya kesiapan internal yang komprehensif, khususnya dalam hal orkestrasi sumber daya dan kematangan ambideksteritas pemasaran untuk menyeimbangkan antara bisnis konektivitas tradisional dengan eksplorasi inovasi layanan digital bernilai tinggi. Penelitian ini menerapkan metodologi kuantitatif dengan pendekatan deskriptif dan kausal untuk membedah serta mengukur tingkat kesiapan organisasi dalam menghadapi disrupsi pasar tersebut secara objektif. Pengumpulan data primer dilakukan terhadap 385 responden yang terdiri dari karyawan dan pemangku kepentingan strategis terkait proses transformasi di PT Telkom Indonesia melalui teknik nonprobability sampling dengan metode purposive sampling. Seluruh data yang terkumpul kemudian diproses dan diuji menggunakan alat analisis SmartPLS versi 4 untuk memastikan akurasi dalam pemodelan hubungan antar variabel yang kompleks. Teknik analisis data yang digunakan mencakup statistik deskriptif untuk memberikan gambaran umum data serta Structural Equation Modeling (SEM) berbasis varians (PLS-SEM) untuk menguji signifikansi hubungan antar variabel laten dalam model penelitian. Temuan penelitian ini memproyeksikan bahwa strategi perusahaan secara signifikan berpengaruh positif terhadap keberhasilan transformasi bisnis serta pengembangan model B2B Digital, sekaligus memberikan dampak langsung yang kuat terhadap penguatan daya saing perusahaan di level global. Hasil analisis juga menunjukkan bahwa efektivitas transformasi internal dan implementasi solusi digital B2B merupakan determinan utama yang secara substansial mampu meningkatkan kapabilitas perusahaan untuk bersaing lintas batas negara di era platform digital. Selain itu, peran mediasi dari variabel transformasi perusahaan dan model B2B Digital terbukti krusial dalam memperkuat hubungan antara orientasi strategis korporasi dengan pencapaian keunggulan kompetitif internasional yang berkelanjutan. Secara keseluruhan, penelitian ini memberikan landasan empiris mengenai pentingnya orkestrasi sumber daya yang tepat bagi Telkom Indonesia untuk mewujudkan visinya sebagai digital telco pilihan utama yang mampu memenangkan persaingan di pasar mancanegara.

**Kata Kunci :** Strategi Perusahaan, Transformasi Bisnis, B2B Digital, Persaingan Bisnis Global.

## 1. INTRODUCTION

Indonesia's telecommunications industry is currently facing significant challenges in the Business-to-Consumer (B2C) segment. Although internet penetration has continued to increase and digital adoption has become widespread, the industry's profitability growth has slowed due to intense competition and prolonged price wars among service providers. The declining revenue from traditional telecommunications services, such as voice calls and short message services (SMS), which have been largely replaced by Over-The-Top (OTT) platforms, has reduced the ability of telecommunications companies to rely solely on consumer-based markets. At the same time, customer acquisition costs



continue to rise while Average Revenue Per User (ARPU) remains relatively stagnant, creating additional pressure on the sustainability of conventional B2C business models.

In response to these challenges, major telecommunications operators have begun repositioning their business strategies toward the Business-to-Business (B2B) Digital sector. This shift is driven by the increasing demand for digital transformation solutions across industries and government institutions. Compared to the B2C market, the B2B segment offers larger contract values, longer customer relationships, and more stable revenue streams. Consequently, telecommunications companies are expanding beyond basic connectivity services and developing integrated digital solutions, including cloud computing, cybersecurity, data centers, Internet of Things (IoT), artificial intelligence (AI), and big data analytics.

As Indonesia's largest telecommunications company, PT Telkom Indonesia (Persero) Tbk has actively pursued this transformation by strengthening its Digital B2B business portfolio. The company has focused on providing digital services for enterprise customers, government agencies, and small and medium-sized enterprises (SMEs). Through its digital ecosystem strategy, Telkom aims to become a leading provider of integrated digital solutions capable of supporting the digital transformation needs of various sectors. This strategic transition reflects the company's commitment to adapting to changing market dynamics and maintaining long-term competitiveness. Despite this transformation, Telkom continues to maintain its B2C operations through its major subsidiaries and services, particularly Telkomsel and IndiHome. These consumer-based services remain important because they provide a strong customer base, support economies of scale, and generate valuable customer data that can be utilized in developing future business solutions. Furthermore, Telkom has implemented a Fixed Mobile Convergence (FMC) strategy to integrate its fixed broadband and mobile services, enabling the company to maximize network utilization and create synergies between its B2C and B2B operations. This approach demonstrates that the company's transformation is not intended to replace its consumer business but rather to complement and strengthen its overall digital ecosystem.

The shift from B2C to Digital B2B is not unique to Indonesia. Globally, telecommunications operators are increasingly transforming themselves into technology-driven companies in response to competition from digital platform providers. The nature of competition has evolved from merely expanding network coverage to delivering comprehensive digital platforms capable of supporting enterprise operations across multiple countries. Leading global telecommunications companies such as AT&T, Verizon, and Deutsche Telekom have successfully expanded their digital service portfolios, allowing them to diversify revenue sources and improve resilience against economic uncertainty. These developments indicate that the future of the telecommunications industry lies in digital service innovation rather than traditional connectivity services alone.

The growing importance of Digital B2B services has also encouraged telecommunications companies to invest heavily in emerging technologies. Global demand for cloud services, IoT solutions, cybersecurity systems, and big data analytics continues to increase as organizations seek to improve operational efficiency and accelerate digital transformation. As a result, telecommunications companies are expected to provide not only network infrastructure but also advanced digital solutions that support business operations. This trend has significantly increased the strategic importance of Digital B2B services as a key driver of future growth and competitiveness.

For PT Telkom Indonesia, the transformation toward Digital B2B represents an opportunity to strengthen its position in both domestic and international markets. Through its subsidiary Telin, the company has expanded its international connectivity infrastructure, including submarine cable networks that connect Asia, Europe, and America. This global infrastructure enables Telkom to provide international digital services and compete for multinational corporate clients. Moreover, Telkom has established strategic partnerships with global technology companies such as Google, Microsoft, and Amazon to enhance its technological capabilities and expand its service offerings. These collaborations demonstrate the company's ambition to become a significant player in the global digital ecosystem.



However, the transformation process also presents substantial challenges. The success of a Digital B2B strategy depends not only on technological infrastructure but also on organizational readiness, human resource capabilities, innovation capacity, and corporate culture. Telecommunications companies must develop digital talent with internationally recognized competencies while simultaneously adapting their organizational structures to support innovation and agility. Furthermore, increasing concerns regarding cybersecurity and data protection require companies to continuously improve their security standards and governance practices. Failure to address these challenges may hinder the effectiveness of digital transformation initiatives and reduce competitive advantage.

Another critical aspect of this transformation is the company's ability to balance business exploitation and exploration strategies. While existing B2C operations continue to generate revenue and support operational stability, the company must simultaneously invest in new digital business opportunities that may become future growth drivers. This capability, often referred to as marketing ambidexterity, is essential for ensuring sustainable growth in a rapidly changing business environment. Organizations that successfully balance these competing priorities are generally better positioned to adapt to market disruptions and maintain long-term competitiveness.

Considering the increasing intensity of global competition and the strategic importance of Digital B2B services, evaluating Telkom Indonesia's readiness for this transformation becomes highly relevant. A comprehensive assessment of organizational, technological, and strategic readiness can provide valuable insights into the company's ability to achieve its transformation objectives and compete effectively in the global market. Understanding the factors that support or hinder the transformation process is essential for developing effective strategies and ensuring successful implementation.

Therefore, this study aims to analyze the readiness of PT Telkom Indonesia (Persero) Tbk in facing the transformation from a B2C-oriented business model to a Digital B2B business model in response to global business competition. The findings of this research are expected to contribute to the understanding of digital transformation within the telecommunications industry and provide practical recommendations for strengthening Telkom Indonesia's competitive capabilities in both national and international markets.

## 2. RESEARCH METHOD

This study employed a quantitative research approach with descriptive and causal research designs to analyze the readiness of PT Telkom Indonesia (Persero) Tbk in transforming its business model from Business-to-Consumer (B2C) to Digital Business-to-Business (B2B) in response to global business competition. The quantitative approach was selected because it enables the objective measurement of relationships among variables and facilitates hypothesis testing using statistical techniques. The descriptive design was used to describe the conditions of corporate strategy, corporate transformation, digital B2B implementation, and global business competition, while the causal design was utilized to examine the direct and indirect effects among these variables.

The population of this study consisted of employees and strategic stakeholders involved in the transformation process at PT Telkom Indonesia (Persero) Tbk. A total of 385 respondents were selected using a non-probability sampling technique with a purposive sampling method. The respondents were chosen based on specific criteria, including their involvement in corporate transformation initiatives and their understanding of the company's digital business strategy. Primary data were collected through a structured questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The research instrument was developed based on indicators derived from relevant literature concerning corporate strategy, business transformation, digital B2B, and global business competition.

Data analysis was conducted using SmartPLS version 4. The analytical procedures included descriptive statistical analysis to provide an overview of respondents' perceptions and Partial Least



Squares Structural Equation Modeling (PLS-SEM) to test the proposed research model. The evaluation of the structural model included the assessment of the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), effect size ( $f^2$ ), model fit using the Standardized Root Mean Square Residual (SRMR), and hypothesis testing through path coefficient analysis and bootstrapping procedures. This method was considered appropriate because PLS-SEM is capable of analyzing complex relationships among latent variables and is effective for predictive and exploratory research objectives.

### 3. RESULT AND DISCUSSION

#### 1. Structural Results (Inner Model)

##### a) Coefficient of Determination (R-Square)

**Table 1. R-Square measurement results**

Variable	R-Square Adjusted	Category
PBG	0,754	High

Based on Table 1, the R-Square value for Global Business Competition (Y) is 0.754, indicating that Company Strategy, Corporate Transformation, and Digital Business-to-Business contribute 75.4% to Global Business Competition, while the remaining 24.6% is influenced by other factors not examined in this study. These findings suggest opportunities for further research to explore additional factors that may enhance understanding of how PT Telkom Indonesia (Persero) Tbk can strengthen its competitiveness in the global market.

##### b) Predictive Relevance ( $Q$ -Square)

**Table 2. Q-Square Test Results**

Variable	$Q^2(1-SSE/SSO)$	Conclusion
<i>Transformasi Perusahaan</i>	0.474	has predictive relevance
<i>Business to Business Digital</i>	0.435	has predictive relevance
<i>Persaingan Bisnis Global</i>	0.754	has predictive relevance

The table above shows that the variables Corporate Transformation, Business-to-Business Digital, and Global Business Competition have a  $Q^2$  value  $> 0$ , indicating predictive relevance. This means the model can be reused under the same conditions and measurement assumptions.

##### c) Effect Size ( $F$ -Square)

**Table 3. F-Square Test Results**

Variable	Corporate Strategy	Corporate Transformation	Business to Business Digital	Global Business Competition
<b>Corporate Strategy</b>		0.922	0.789	0.049
<b>Corporate Transformation</b>				0.291
<b>Business to Business Digital</b>				0.410
<b>Global Business Competition</b>				

From the table above, it can be seen that Corporate Strategy has an effect on Corporate Transformation, with an F-Square value of 0.922. This indicates that Corporate Strategy is the most dominant variable in influencing Global Business Competition. Business to Business Digital also has a large influence on Corporate Strategy with an F-Square value of 0.789, as well as a fairly large influence on Corporate Transformation and Business to Business Digital, which each have a score of 0.291 and 0.410. Global Business Competition has a small effect on Corporate Strategy, with an F-



Square value of 0.049. Although the effect is small, this still shows that this variable still makes a contribution.

#### d) Goodness of Fit Model

**Table 4. Model Fit Test Results**

Model Fit	Mark
SRMR	0.079

The model fit results presented in the table above show that the Standardized Root Mean Residual (SRMR) value is 0.079, which is still classified as good because the value is below the threshold of 0.1. SRMR is a measure used to assess how well the proposed model fits the observed data, with lower values indicating a higher level of fit.

#### e) Path Coefficient

**Table 5. Path Coefficient Test Results**

	Corporate Strategy	Corporate Transformation	Business to Business Digital	Global Business Competition
Corporate Strategy				
Corporate Transformation	0.693			
Business to Business Digital	0.664			0.440
Global Business Competition	0.163	0.384		

The table above shows that based on the results of the path coefficient test, it can be seen that Corporate Transformation has a strong and positive influence on Corporate Strategy with a coefficient value of 0.693. This indicates that the better the corporate transformation is carried out, the better the impact on corporate strategy will be. Meanwhile, Business to Business Digital also has a strong and positive influence on Corporate Strategy with a coefficient value of 0.664 and an influence on Global Business Competition although not as strong as its influence on Corporate Strategy with a coefficient value of 0.440. In addition, Global Business Competition has a moderate influence on Corporate Transformation with a coefficient value of 0.384 and a small or weak influence on Corporate Strategy which only obtains a coefficient value of 0.163.

## 2. Hypothesis Testing

**Table 6. Hypothesis Test Results and Significance**

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statics ( O/STDEV )	P Values	Information
H1 Corporate Strategy -> Corporate Transformation	0.693	0.700	0.083	4.537	0.000	Accepted
H2 Corporate Strategy -> Business to Business Digital	0.664	0.670	0.058	11.473	0.000	Accepted
H3 Corporate	0.153	0.152	0.078	1.973	0.049	Accepted



	Strategy -> Global Business Competition						d
H4	Corporate Transformatio n -> Global Business Competition	0.377	0.381	0.083	4.537	0.000	Accepte d
H5	Business to Business Digital -> Global Business Competition	0.450	0.449	0.075	5.963	0.000	Accepte d
H6	Corporate Strategy -> Corporate Transformatio n -> Global Business Competition	-0.089	-0.086	0.063	1.409	0.159	Decline
H7	Corporate Strategy -> Business to Business Digital -> Global Business Competition	0.048	0.048	0.063	0.757	0.449	Decline

Based on the results, H1 and H2 are supported, indicating that Company Strategy has a positive and significant effect on both Corporate Transformation ( $\beta = 0.693$ ,  $p = 0.000$ ) and Digital Business-to-Business ( $\beta = 0.664$ ,  $p = 0.000$ ). H3 is also supported, showing that Company Strategy has a positive but relatively weak effect on Global Business Competition ( $\beta = 0.153$ ,  $p = 0.049$ ).

Furthermore, H4 and H5 are accepted, demonstrating that Corporate Transformation ( $\beta = 0.377$ ,  $p = 0.000$ ) and Digital Business-to-Business ( $\beta = 0.450$ ,  $p = 0.000$ ) significantly enhance PT Telkom Indonesia's global competitiveness. However, H6 and H7 are rejected, as the indirect effects of Company Strategy on Global Business Competition through Corporate Transformation ( $\beta = -0.089$ ,  $p = 0.159$ ) and Digital Business-to-Business ( $\beta = 0.048$ ,  $p = 0.449$ ) are not statistically significant. These findings indicate that Company Strategy influences global competitiveness primarily through direct effects rather than through the proposed mediating variables.

### Discussion

The descriptive analysis shows that all variables—Company Strategy (60.20%), Corporate Transformation (60.12%), Digital Business-to-Business (60.14%), and Global Business Competition (60.12%)—were rated in the “moderate” category. These results indicate that PT Telkom Indonesia has established a reasonably strong foundation for digital transformation and global competitiveness. Respondents perceived that strategic alignment, digital resource allocation, business model innovation, and B2B digital services have contributed positively to the company's readiness to compete in an increasingly digital and international business environment.



The hypothesis testing results reveal that Company Strategy has a positive and significant influence on Corporate Transformation ( $\beta = 0.693$ ) and Digital B2B ( $\beta = 0.664$ ), demonstrating that strategic direction plays a critical role in shaping organizational change and digital business development. In addition, Company Strategy ( $\beta = 0.153$ ), Corporate Transformation ( $\beta = 0.377$ ), and Digital B2B ( $\beta = 0.450$ ) all have significant positive effects on Global Business Competition. Among these factors, Digital B2B shows the strongest impact, suggesting that digital corporate services are a key driver of PT Telkom Indonesia's competitiveness in the global market.

However, the mediation analyses indicate that neither Corporate Transformation nor Digital B2B significantly mediates the relationship between Company Strategy and Global Business Competition. The indirect effects through Corporate Transformation ( $\beta = -0.089$ ,  $p = 0.159$ ) and Digital B2B ( $\beta = 0.048$ ,  $p = 0.449$ ) were not statistically significant. These findings suggest that while strategy directly enhances global competitiveness, its influence is not effectively transmitted through the proposed mediating variables. Therefore, PT Telkom Indonesia should strengthen the direct implementation of strategic initiatives while continuing to improve transformation processes and B2B capabilities to achieve stronger global market performance.

#### 4. CONCLUSION

Based on the research results and discussion in Chapter IV regarding the influence of corporate strategy, corporate transformation, and business-to-business digital on global business competition at PT Telkom Indonesia (Persero) Tbk., the following conclusions are drawn from this study to answer the author's research questions:

1. Corporate Strategy influences corporate transformation to compete globally.
2. Corporate Strategy influences business-to-business digital.
3. Corporate Strategy influences global business competition.
4. Corporate Transformation influences global business competition.
5. Business-to-business digital influences global business competition.
6. Corporate Strategy influences global business competition through corporate transformation as a mediating variable. This hypothesis is rejected.
7. Corporate Strategy influences global business competition through business-to-business digital.

This hypothesis is rejected.

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