


Strategic Marketing Analysis of IndiHome as a Leading Provider of Telecommunications and Multimedia Services in Jakarta

Sosidah¹, Ahmad Rojikun², Achmad Tarmizi³, Abdul Rohman⁴, Selamat Riyadi⁵

Doctoral Program in Management Science, Faculty of Economics and Business, Universitas Budi Luhur. Jl. Ciledug Raya No.99, Jakarta, Indonesia

Article Info	ABSTRACT
<p>Keywords: Strategic Marketing, IndiHome, SWOT Analysis, Telecommunications.</p>	<p>This study aims to analyze the strategic marketing efforts of IndiHome as a leading telecommunications and multimedia provider in Jakarta. Through a SWOT framework supported by internal and external factor evaluations (IFE and EFE), the research identifies IndiHome's strengths, including its wide-reaching fiber-optic network, strong financial backing, and qualified human resources. However, the company faces challenges such as inconsistent customer service and sudden policy changes that affect user satisfaction. The study also highlights external opportunities in technological advancement and market expansion, as well as threats from increasing competition and concerns over internet safety. By formulating S-O, W-O, S-T, and W-T strategies, the research provides practical recommendations for enhancing customer engagement, improving operational systems, and maintaining market leadership. The findings contribute to the understanding of strategic marketing in Indonesia's telecommunications industry and offer a roadmap for companies seeking to align internal capabilities with external dynamics.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Ahmad Rojikun Doctoral Program in Management Science, Faculty of Economics and Business, Universitas Budi Luhur Jl. Ciledug Raya No.99, Jakarta, Indonesia rojikun65@gmail.com</p>

INTRODUCTION

In the digital transformation era, telecommunications have become an essential infrastructure supporting almost all aspects of human activity. The development of communication technology not only changes how people connect but also enables the integration of multimedia services in everyday life. The increasing reliance on digital platforms, particularly in metropolitan areas such as Jakarta, has driven rapid growth in internet demand and multimedia consumption (Kotler & Keller, 2016). Consequently, telecommunications companies are compelled to develop competitive and adaptive marketing strategies to meet the changing needs of consumers.

Indonesia is currently experiencing a significant rise in internet users. According to the Indonesian Internet Service Providers Association (APJII, 2023), the number of internet users surpassed 220 million, with a significant portion concentrated in urban areas. This indicates a strong potential for telecommunication service providers, especially those offering bundled services such as internet, television, and telephone. However, such opportunities also bring

challenges, including intense market competition, price wars, and customer expectations for service quality and reliability.

Among the key players in the Indonesian telecommunications market, IndiHome—owned by PT Telkom Indonesia—has established itself as a dominant force. Launched in 2015 as the successor to the Speedy brand, IndiHome introduced a triple-play service model, combining internet, IPTV, and fixed-line telephony. This innovation has allowed IndiHome to quickly gain a significant market share and build strong brand recognition nationwide (Faisal, 2017). The brand's aggressive market penetration, especially in Jakarta, illustrates its strategic use of partnerships, pricing models, and promotions to capture consumer interest.

However, being a market leader does not exempt IndiHome from facing substantial challenges. New entrants such as Biznet Home and MNC Play have invested heavily in fiber-optic infrastructure and content differentiation to lure customers. Additionally, technological disruptions and the increasing trend toward mobile-first consumption demand that service providers be agile and responsive to customer behavior shifts (Porter, 2008). These conditions highlight the need for a strategic marketing approach that is grounded in both internal capability analysis and external market trends.

Strategic marketing, as defined by Philip Kotler (2004), is the process of developing and maintaining a viable fit between an organization's objectives, resources, and market opportunities. This implies that companies like IndiHome must continuously analyze their internal strengths and weaknesses, as well as external opportunities and threats. Tools such as SWOT analysis and the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices provide structured methodologies to identify strategic options that align with a company's long-term goals.

The Jakarta region presents a unique and competitive market environment. With high internet penetration and digitally literate consumers, Jakarta serves as a benchmark for service quality and brand reputation. Therefore, an in-depth analysis of IndiHome's strategy in Jakarta will provide insights not only into the company's success but also into how telecommunications firms can sustain competitive advantage in saturated markets. It also opens up discussions on customer loyalty, infrastructure investment, and the role of innovation in service differentiation (Assauri, 2008).

Furthermore, the evolution of consumer preferences toward on-demand services, seamless connectivity, and integrated solutions calls for a reevaluation of traditional marketing models. IndiHome's efforts to introduce smart home features and digital content streaming via its UseeTV platform reflect a strategic pivot to meet evolving needs (Yulianto & Ananda, 2021). However, customer complaints regarding pricing, service disruption, and customer support show that strategy implementation must go beyond promotion and infrastructure—it must encompass service experience.

Academic literature supports the need for customer-oriented strategies in high-involvement service industries like telecommunications. According to Zeithaml, Bitner, and Gremler (2018), customer satisfaction and perceived value are critical determinants of brand loyalty and repurchase intention in service contexts. Therefore, IndiHome's marketing

strategy must integrate service quality improvements, responsive complaint handling, and personalized offerings to maintain customer trust and loyalty.

Moreover, the integration of digital marketing tools and data analytics provides new avenues for IndiHome to refine its segmentation, targeting, and positioning strategies. Real-time data on customer usage patterns, preferences, and churn risk can enable IndiHome to proactively design and deploy marketing interventions that are more precise and effective (Chaffey & Ellis-Chadwick, 2019). This technological leverage, however, must be accompanied by internal readiness in terms of skilled personnel, system integration, and agile decision-making.

Given these considerations, this research aims to analyze the strategic marketing efforts of IndiHome by examining both internal and external environmental factors affecting its operations in Jakarta. The study employs SWOT analysis and matrix-based strategic tools (IFE and EFE) to identify current strategic positions and develop actionable recommendations. By focusing on Jakarta as a dynamic digital hub, this study contributes to a deeper understanding of strategic marketing practices in Indonesia's telecommunications sector and provides insights for both academics and practitioners.

METHODS

This study employed a qualitative descriptive research design to examine the strategic marketing practices of IndiHome in Jakarta, Indonesia. The qualitative approach was deemed appropriate for capturing the depth, complexity, and contextual realities surrounding IndiHome's internal operations and market interactions. As stated by Creswell (2014), qualitative methods are valuable in exploring phenomena where human experiences, managerial insights, and situational dynamics play a significant role. By applying this approach, the researcher aimed to explore how IndiHome develops, implements, and adjusts its marketing strategy in response to internal capacities and external pressures in a highly competitive telecommunications environment.

The research focused on IndiHome as the primary unit of analysis, particularly its marketing operations and strategic responses within the Jakarta region. Jakarta was chosen due to its digital maturity, consumer diversity, and status as a metropolitan center with high internet penetration. According to Kotler and Keller (2016), in high-competition markets, companies must closely align their internal resources with evolving customer demands and external threats, making the Jakarta market an ideal setting for evaluating strategic marketing initiatives.

Data collection involved both primary and secondary sources, allowing triangulation for greater validity. Primary data were gathered through semi-structured interviews with key personnel from IndiHome, including marketing managers, regional sales representatives, and customer service supervisors. These interviews explored internal strategic capabilities, perceptions of external challenges, and marketing decision-making processes. As supported by Yin (2011), semi-structured interviews provide the flexibility needed to explore emergent themes while still ensuring alignment with research objectives. Complementing this, direct

field observations were conducted to understand how IndiHome's services are delivered and how its marketing messages are communicated in real-world interactions with customers.

Secondary data included internal reports, telecommunications industry publications, statistical data from the Indonesian Internet Service Providers Association (APJII, 2023), and scholarly works relevant to strategic marketing and telecommunications. These sources provided contextual support and theoretical grounding for the analysis, ensuring that the interpretations were consistent with both industry practices and academic standards.

The analytical tools employed were grounded in strategic management theory. The External Factor Evaluation (EFE) matrix was used to identify opportunities and threats in the market environment, covering factors such as social trends, technological shifts, economic indicators, political conditions, and competitor dynamics (David, 2012). Meanwhile, the Internal Factor Evaluation (IFE) matrix was applied to assess IndiHome's internal strengths and weaknesses in key functional areas, including marketing, operations, finance, and customer service. These matrices enabled the researcher to evaluate how well IndiHome is positioned to respond to external demands given its internal resource base.

The findings from the EFE and IFE matrices were integrated using a SWOT analysis framework, a tool widely recognized for its effectiveness in formulating strategic alternatives by mapping internal capabilities against external conditions (Kotler & Keller, 2016). This process led to the formulation of four strategic categories—SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats)—that provide actionable recommendations for IndiHome's strategic direction. This methodological approach aligns with the recommendations of David (2012), who emphasizes the importance of linking strategic analysis tools to practical business planning and implementation.

RESULTS AND DISCUSSION

External and Microenvironmental Analysis of IndiHome

IndiHome operates within a dynamic environment shaped by various external and micro-level factors. The macroenvironment includes socio-demographic, technological, economic, environmental, and political elements that indirectly influence the company's internal decisions.

From a socio-demographic perspective, IndiHome's target market in Jakarta reflects a diverse population with varying income levels and digital needs. This compels the company to offer service packages that are both affordable and aligned with consumer lifestyles. As Jakarta's population continues to grow, IndiHome must expand its infrastructure to meet rising demand, while also responding directly to customer feedback to improve service quality. In terms of technology, IndiHome is challenged by rapid advancements and the need for continuous innovation. The acceleration of digital transformation has made technological responsiveness essential, especially as competitors introduce new features. IndiHome has responded by improving its fiber-optic network and enhancing IPTV and smart home services to align with evolving consumer expectations.

The economic environment plays a crucial role, especially during periods of slowed growth where consumers are more price-sensitive. IndiHome must maintain a balance between service quality and affordability to retain its market share. Despite past fluctuations in revenue, the company continues to invest in network reliability and customer satisfaction as core strategies to enhance value. From an environmental standpoint, creating a comfortable and reliable service experience is key to building long-term customer loyalty. IndiHome promotes positive customer perception by offering stable connectivity, digital rewards, and personalized services, thereby influencing consumers' decisions to subscribe and remain loyal.

Political and regulatory factors also affect IndiHome's operations. Government regulations related to internet usage, digital infrastructure, and worker protections necessitate compliance and strategic planning. IndiHome has responded by strengthening organizational structures and adhering to relevant laws to ensure operational consistency.

On the microenvironmental level, the company itself is a central actor. IndiHome must continually improve its internal development, human resources, and marketing strategies to remain competitive. Employee performance, innovation culture, and market awareness are essential drivers for growth. Suppliers play a vital role in supporting IndiHome's service delivery. Reliable partnerships are necessary to ensure consistent provision of hardware, software, and maintenance services. Any disruption on the supplier side could impact consumer satisfaction and business continuity.

Marketing intermediaries, including advertising agencies and distribution partners, help IndiHome broaden its market presence. Effective coordination with media outlets, consultants, and logistics firms enables timely and targeted service deployment, improving brand visibility and consumer engagement. The customer base remains the focal point of IndiHome's strategy. The company continuously analyzes consumer needs and competitive movements to refine its offerings. By understanding what rival firms offer and responding with superior value propositions, IndiHome can maintain its market-leading position.

SWOT Analysis

The results of the study highlight how IndiHome, as a leading provider of telecommunications and multimedia services in Jakarta, implements strategic marketing practices in the midst of a competitive and rapidly evolving digital environment. The company's internal strengths and weaknesses, along with external opportunities and threats, were evaluated using the Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, and SWOT analysis. These tools provided a structured and comprehensive picture of IndiHome's strategic position in the Jakarta market.

Table 1. Results of the External Factor Evaluation (EFE) Matrix for IndiHome

External Factors	Weight	Score	Rat- ing	Weighted Score
Opportunities				
1. Expansion of market share	0.19	3.83	3.5	0.665
2. Enhancement of corporate image for Indi- Home Jakarta	0.17	3.33	3.0	0.510

External Factors	Weight	Score	Rat- ing	Weighted Score
3. Advancement of information technology	0.16	3.16	3.83	0.612
Threats				
1. Network instability or service interruptions	0.17	3.33	3.83	0.651
2. Rising concerns about internet safety for minors	0.16	3.16	3.16	0.505
3. Threat of new entrants and internet service competitors	0.15	3.00	2.83	0.424
TOTAL	1.00			3.367

Table 2. Results of the Internal Factor Evaluation (IFE) Matrix for IndiHome

Internal Factors	Weight	Score	Rat- ing	Weighted Score
Strengths				
1. Strong and extensive fiber-optic network coverage	0.16	3.33	3.0	0.480
2. Qualified human resources in delivering customer service	0.16	3.33	3.33	0.532
3. Robust financial capability as part of PT Telkom Indonesia	0.19	4.00	3.66	0.695
Weaknesses				
1. Service quality issues including billing errors, disruptions, etc.	0.19	4.00	3.66	0.695
2. One-sided policy changes in content and pricing without notice	0.14	3.00	2.83	0.396
3. Limited operational workforce in certain regions	0.16	3.33	2.66	0.425
TOTAL	1.00			3.223

The IFE matrix revealed that IndiHome's primary strength lies in its strong financial resources and extensive fiber-optic infrastructure, which enable the company to offer high-speed internet services across Jakarta. The company's commitment to technological innovation, such as the development of smart home integration and cloud-based content delivery through UseeTV, was also identified as a key strength. Furthermore, IndiHome benefits from brand recognition as a subsidiary of PT Telkom Indonesia, which reinforces consumer trust and market dominance (Faisal, 2017; Kotler & Keller, 2016). However, the analysis also uncovered critical internal weaknesses. One notable issue is the inconsistency in service quality, particularly in customer support and complaint handling. Delays in response, unresolved technical issues, and unclear communication channels have contributed to a negative perception among some customer segments. As Zeithaml, Bitner, and Gremler

(2018) argue, service quality is a core determinant of customer retention and must be addressed to maintain competitive advantage.

The EFE matrix provided insights into the external environment, identifying several key opportunities and threats. Opportunities include the increasing demand for integrated digital services, rising internet penetration in urban households, and government initiatives to expand digital infrastructure in Jakarta. These factors suggest a favorable external climate for IndiHome to expand its offerings and strengthen its market presence. On the other hand, threats come from aggressive competitors such as Biznet, MNC Play, and First Media, which continue to invest in fiber-optic networks and competitive pricing models. Moreover, the rapid pace of technological change presents a threat for IndiHome if it fails to continuously innovate and align with customer expectations (Porter, 2008).

Table 3. Strengths, Weaknesses, Opportunities, Threats (SWOT) Matrix Results

Internal	<p>Strengths (S)</p> <p>Extensive and Stable Network Coverage IndiHome benefits from a broad and stable fiber-optic infrastructure that spans urban and suburban regions in Indonesia, particularly Jakarta, enabling the company to deliver reliable high-speed internet to a large customer base.</p> <p>Qualified and Service-Oriented Human Resources IndiHome employs well-trained personnel who are committed to delivering responsive customer support and technical services, enhancing user satisfaction and trust.</p> <p>Strong Financial Backing As a subsidiary of PT Telkom Indonesia, IndiHome possesses robust financial strength, allowing it to invest in technological upgrades, service innovations, and wide-scale marketing campaigns to maintain its market leadership.</p>	<p>Weaknesses (W)</p> <p>Customer Service Quality Requires Improvement Despite its wide reach, IndiHome still faces challenges in consistently delivering high-quality customer service. Many users continue to report dissatisfaction related to slow complaint resolution, unresponsive support, and unresolved technical issues.</p> <p>Unilateral Policy Changes in Content and Pricing IndiHome retains the right to adjust its content offerings and pricing without prior notification, which often leads to confusion and dissatisfaction among customers who feel surprised or unprepared for the sudden changes.</p> <p>Limited Human Resources in Certain Operational Areas Some regions experience service delays due to an insufficient number of field technicians or customer service personnel, affecting service efficiency and response time,</p>
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		<p>particularly in densely populated or newly developed areas.</p>
<p>Opportunities (O) Expansion of Market Share in Urban Areas With the increasing demand for fast and stable internet in urban regions like Jakarta, IndiHome has a strong opportunity to expand its subscriber base, especially by targeting newly developed residential areas and apartment complexes.</p> <p>Enhancing Corporate Image Through Service Innovation IndiHome can improve its brand image by continuously enhancing service quality, investing in user-friendly digital</p>	<p>S–O Strategies (Leveraging Strengths to Seize Opportunities)</p> <ul style="list-style-type: none"> • Utilize Strong Financial Capacity to Expand Market Share (S3, O1) IndiHome can leverage its robust financial resources, as a subsidiary of Telkom Indonesia, to accelerate infrastructure development and marketing outreach, enabling it to capture new urban residential and commercial segments in Jakarta. • Enhance the Quality of Human Resources to Strengthen Corporate Image (S2, O2) By investing in continuous training and professional development, IndiHome can improve service delivery and customer support, thereby reinforcing its reputation as a trustworthy and customer-oriented telecommunications provider. 	<p>W–O Strategies (Addressing Weaknesses by Seizing Opportunities)</p> <ul style="list-style-type: none"> • Improve Customer Service Quality to Expand Market Reach and Optimize Technology for Better Systems (W1, O1, O3) IndiHome must enhance its customer service responsiveness and address recurring issues such as billing errors, service disruptions, and content dissatisfaction. Leveraging advancements in information technology, IndiHome can upgrade its internal systems and promotional strategies to expand its market share and better meet customer expectations. • Revise Unilateral Policy Practices and Use Technology to Improve

<p>platforms, and responding actively to customer feedback—efforts that strengthen its reputation as a customer-focused provider.</p> <p>Rapid Development of Information and Communication Technology</p> <p>The continuous advancement of digital technologies presents opportunities for IndiHome to innovate, such as integrating smart home services, increasing bandwidth capacity, and offering bundled content that meets evolving customer preferences.</p>	<ul style="list-style-type: none"> • Maintain and Improve Stable, Wide Network Coverage to Support ICT Development (S1, O3) IndiHome should continuously upgrade its network quality and coverage to meet the growing demand for seamless connectivity, supporting the advancement of digital technologies and positioning itself as a leader in innovation. 	<p>Transparency and Customer Communication (W2, O1, O3)</p> <p>IndiHome should refine its policy-making process, particularly regarding changes in pricing and content, by ensuring proactive communication and transparency with customers. Advanced digital platforms and CRM systems can be utilized to support clearer dissemination of policy updates and build stronger customer trust, thereby enabling broader market penetration.</p>
<p>Threats (T) Service Interruptions and Network Disruptions</p> <p>Despite infrastructure investments, IndiHome still faces periodic issues related to unstable connections or network downtimes</p>	<p>S–T Strategies (Using Strengths to Counter Threats)</p> <ul style="list-style-type: none"> • Strengthen Financial Capacity and Service Quality to Withstand New Market Entrants (S2, S3, T3) IndiHome should leverage its strong financial resources and continuously improve the quality of its human resources to remain competitive 	<p>W–T Strategy (Minimizing Weaknesses to Avoid Threats)</p> <ul style="list-style-type: none"> • Enhance Human Resource Capacity to Mitigate the Threat of New Competitors (W3, T3) IndiHome should address the limitations in its human resource capabilities by recruiting, training, and retaining qualified personnel. Strengthening internal

<p>in certain areas, which can affect customer satisfaction and trigger negative reviews.</p> <p>Growing Concerns Over Internet Safety for Minors</p> <p>The increasing accessibility of online content raises concerns among parents regarding internet safety for children. Without effective parental control features and content filtering, IndiHome may face criticism from families seeking safer digital environments.</p> <p>Rising Competition from New Market Entrants</p> <p>The telecommunication and internet service sector in Indonesia continues to attract new players, including agile startups and global OTT platforms offering bundled services, which intensifies the competition and threatens IndiHome's market</p>	<p>against new entrants in the telecommunications market. Superior service delivery and customer support can serve as key differentiators in maintaining customer loyalty.</p> <ul style="list-style-type: none"> • Optimize Financial Resources and Skilled Human Capital to Enhance Internet Safety for Children (S2, S3, T2) <p>By strategically investing in content filtering technology and training service personnel, IndiHome can develop more secure and family-friendly internet services. This approach addresses growing parental concerns and enhances IndiHome's position as a responsible and trustworthy digital provider.</p>	<p>competencies will enable the company to respond more effectively to market dynamics and maintain resilience against the entry of new competitors in the telecommunications sector.</p>
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IndiHome's strategic strengths lie in its expansive and stable fiber-optic network, which effectively covers both urban and suburban areas in Indonesia, especially Jakarta. This strong infrastructure base enables IndiHome to deliver consistent high-speed internet to a large and diverse customer segment. Backed by the financial muscle of its parent company, PT Telkom Indonesia, IndiHome is well-positioned to expand its market share in newly developing residential and commercial zones. This aligns with the company's strategic opportunity to capture a growing demand for seamless connectivity in Jakarta's increasingly digital urban environment.

In addition to network reach, IndiHome's human resources are another crucial asset. The company employs trained and service-oriented personnel who are capable of enhancing customer experiences through timely and effective responses. Leveraging this strength through ongoing investment in employee training will help IndiHome solidify its brand as a customer-centric telecommunications provider. By aligning improved service delivery with digital innovation—such as user-friendly mobile apps, automated service features, and data-driven customer engagement—IndiHome can reinforce a positive corporate image and maintain its competitive edge.

However, IndiHome faces notable internal challenges that need to be addressed. One such weakness is the inconsistency in customer service quality. Customers frequently report issues related to delayed complaint handling, billing discrepancies, and uncommunicated service changes. These issues, if left unresolved, can erode trust and diminish customer loyalty. To mitigate this, IndiHome must harness advancements in digital communication to overhaul its CRM systems, enabling more responsive and transparent customer interactions. Proactive updates, real-time troubleshooting, and AI-based support tools can transform how the company manages customer relationships.

Another critical internal issue is IndiHome's tendency to implement unilateral changes in content offerings and pricing, often without proper notification. This practice leads to dissatisfaction among users who feel uninformed and blindsided. To address this, IndiHome should revise its policy communication framework, using digital platforms to ensure transparency and customer participation. Push notifications, email alerts, and accessible

FAQs can serve as effective tools to bridge the communication gap and foster greater customer trust.

Externally, IndiHome faces threats from emerging competitors and from rising concerns over digital safety, particularly for minors. Agile market entrants, including global OTT service providers and local startups, are disrupting the traditional telecom landscape with flexible and innovative packages. IndiHome must respond by enhancing its service value proposition, optimizing its financial and human resources to offer superior customer support and unique bundled services. Continuous innovation and proactive service excellence will be essential in retaining customer loyalty amidst intensifying competition.

Furthermore, the growing concern over children's internet safety presents both a threat and an opportunity. As households become more aware of the risks associated with unrestricted internet access, the demand for family-friendly features increases. IndiHome can respond by developing parental control tools, content filtering systems, and educational resources on digital safety. These initiatives not only safeguard vulnerable users but also strengthen the company's image as a socially responsible digital provider.

Lastly, the issue of limited human resources in certain operational regions must be strategically resolved. Service delays due to understaffing can significantly impact customer satisfaction and open the door to competitor penetration. IndiHome should prioritize recruitment, training, and regional deployment of qualified personnel to ensure uniform service quality. Strengthening its internal capabilities will enable the company to remain agile, responsive, and resilient in a fast-evolving telecommunications landscape.

CONCLUSION

This study analyzed the strategic marketing efforts of IndiHome as a leading telecommunications and multimedia provider in Jakarta. The findings reveal that IndiHome possesses significant internal strengths, particularly its extensive fiber-optic network infrastructure and robust financial backing from PT Telkom Indonesia. These advantages have enabled IndiHome to maintain a dominant market presence and expand its customer base in Jakarta's competitive digital environment. The company's well-trained human resources further contribute to service reliability and brand credibility. Nevertheless, IndiHome faces internal challenges, particularly regarding customer service inconsistencies and unilateral policy changes, which have led to consumer dissatisfaction. To address these weaknesses, IndiHome must enhance its CRM systems and implement transparent communication protocols that engage customers more proactively. Externally, the company operates in a dynamic environment marked by the emergence of new competitors, rapid technological advancements, and rising concerns over internet safety for children. These factors pose substantial threats but also offer opportunities for innovation and differentiation. IndiHome can leverage its financial and human capital to develop child-friendly internet solutions and value-added digital services to enhance customer loyalty and satisfaction. Using SWOT analysis integrated with IFE and EFE matrices, this study proposed strategic alternatives for IndiHome, including market expansion, service innovation, HR development, and customer-oriented policy reforms. Ultimately, IndiHome's continued success depends on its ability to

align internal capabilities with evolving external demands. By prioritizing service quality, digital innovation, and responsible customer engagement, IndiHome can sustain its leadership and navigate the complex challenges of Indonesia's telecommunications sector.

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