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Strategy to Win Global Competition By Improving Indihome's Excellent End to End Digital Customer Experience (CX) based on Transdisciplinary Research

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Abstract: The main issue of this proposal is the poor Customer Experience of Indihome customers in an era that is "forced" digitally faster amid covid conditions, including temporary and partial service handling, corrective solution approaches, inaccurate determination of root cause analysis, negative sentiment on social media and many customer problems that are not complete end to end but are more escalated to people known in the company Telkom so that transdisipliner research is needed to solve this complex problem in the digital era and post-disciplinary approach. Data will be obtained from the voice of the customer, in the form of customer complaints and expectations. This customer voice will later be analyzed related to Telkom's frontline services, how they resolve customer requests, how IT Tools connects frontline services with back rooms or network handling in Telkom companies, as well as digital infrastructure that supports customer experience improvement. The strategy carried out is to explore the voice of the customer, the approach to the customer is carried out by dividing into 7 customer journeys when connected with telecommunications companies. By studying this and looking for the best solution, Telkom will be able to provide satisfaction to customers and improve customer experience will reduce the number of customers who withdraw, increase revenue and ultimately win the Global competition in the field of Telecommunications in accordance with the 6 principles of The Rhizome.

1. Introduction

Thinking in complexity and networking with human cooperation or collaboration is the only thing that will penetrate humans as Martin Nowak (2009) said, networks are formed i.e. by IOT or the internet of things. Revolutions 3.0 and 4.0 gave birth to global villages,

examples of global warming, trade wars between the USA and China including Huawei-controlled 4G, especially the new US President Joe Bidden has Obama-like principles, is not frontal and supports mitigating global warming. In the transdisipliner approach, the communication backbone will be very important, based on the Rhizome, it is no longer only Telecommunication Electronics experts who play a role but also need disciplines which ranges from Philosophy describing the journey of science to postmodern can even explain the Revolution of the digital age to Chris Skinner's revolutionary technological wars evolution of IOT. In recent decades, increasing international competition in IOT services has been driven by a number of forces:

i. **Similarity of service needs**. Many services need similar in most world, if not as a whole in a particular segment. A client in any country wants a similar service from a temporary assistance agency, for example, although some local conditions or regulations will vary. As competition goes global, flights from many countries also demand sophisticated business services. The character of many services also allows them to be adapted to local circumstances at a relatively low cost. Thus, global service companies surrender slightly to domestic competitors.

ii. **More and more buyers of mobile services and more information**. The increasing smooth movement of information around the world, fast transportation, and the increasing ease with international travel make buyers more likely to look for the world's best service companies. Buyers with an international outlook are increasingly willing to recruit leading foreign companies operating in their country instead of relying solely on domestic companies. Loosening foreign exchange restrictions makes payment for services in other countries also easier.

iii. **Economies of scale and increased geographic scope**. The same advantages that have brought about the emergence of multi-unit domestic service companies have prompted the establishment of international offices. Economies of scale allow global service companies to spread the costs of developing technologies, training infrastructure, and other activities during sales around the world, as well as to enjoy greater influence in purchasing. Global companies also can serve multinational clients anywhere, distinguishing itself from local competitions. A worldwide brand reputation can be built that overshadows the reputation of a local company. Specialized personnel and facilities can be better utilized, by employing them in any country they are needed, often to complement local operations.

iv. **Greater mobility of service personnel**. The ability to reap economies of scale has increased as employees of service companies can now travel to foreign countries to provide services, provided that the required customer contact period is relatively short. Jet aircraft and the norms of heavy travel are two reasons.

v. **Greater ability to interact with remote buyers.** By telephone, communicated line data, fast package delivery, and various other means, it is increasingly possible to communicate and engage in the required exchange with buyers of services even if they are located in a foreign country. This is true, for example, in computer processing and testing services. Automation of service functions reduces personnel content per unit of service, thereby lowering the need for traveling, also making interaction with remote buyers more feasible.

vi. Wide gaps between countries in terms of cost, quality, and services available from local companies. The big difference remains in the quality and cost of services available in different countries.

Porter's competitive analysis model identifies five forces in the organizational environment that affect competition, namely:

i.   **The threat of newcomers**. An industry like a club where companies gain acceptance by overcoming certain 'barriers to entry', such as economies of scale, authorized capital requirements, and customer loyalty to established brands.

ii. **Bargaining power of the company's suppliers**. Suppliers want to charge the highest prices for their products, a power struggle naturally arises between companies and their suppliers. The advantages go to the side that has more options and also less loss if the relationship ends.

iii. **Bargaining power of the company's customers**. The company's customers want to lower prices or improve quality. Their ability to do so depends on how much they buy, how well informed they are, their willingness to experiment with alternatives, and so on.

iv. **The threat of replacement products**. There is an old saying that nothing is irreplaceable. Competition depends on the extent to which products in one industry can be replaced by another.

v.   **The intensity of competition among competing companies**. All the previous factors converged on the rivalry, which for Porter was a cross between active war and peaceful diplomacy. They may attack each other, or secretly agree to coexist, maybe even form an alliance. This depends on the factors discussed above. For example, the threat of substitution can push companies to unite, while great competition can erupt in industries where buyers and suppliers have relatively equal strength.
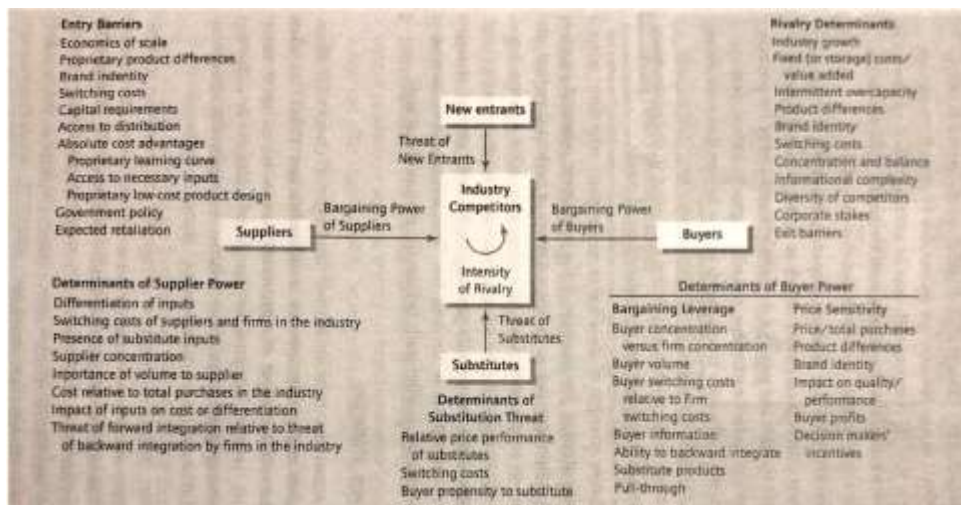

Figure 1. Element of the Industrial structure

As a Tbk company, PT. Telekomunikasi Indonesia in year 2020-2024 has the Purpose: to create a more prosperous and competitive nation and provide the best added value for stakeholders and Telkom has a vision: to become Digital Telco the first choice to advance society. This purpose and vision is elaborated into 3 Telkom Missions, namely:

i.   Accelerate the development of Intelligent infrastructure and digital platforms that are sustainable, economical, and accessible to the entire community.

ii. Develop superior digital talent that helps drive the nation's digital capabilities and digital adoption rates.

iii. Orchestrating the digital ecosystem to provide the best digital customer experience.

With positivism, Telkom's Board of Directors wants to know the level of customer satisfaction that can increase added value for stake holders, as a state-owned company that is required to win telecommunications wars. In the Digital Era and industry 4.0,
Customer Experience is one of the big focuses in the company's strategy, Telkom is committed to transforming a broad customer experience. The immediate challenge is figuring out where and how to start and how to synergize in all units in the Telkom organization, implementing advanced measurements for what customers are saying, empowering frontline employees to realize the customer's vision, and customer centric governance structure.
A survey by Bloomberg Businessweek found that delivering a great customer experience has become a key strategic goal. And a recent Customer Management IQ survey found that 75% of customer experience management executives and leaders rate customer experience at '5' on a scale of 1-5 (5 being the most important).

IMPORTANCE OF THE CUSTOMER EXPERIENCE TO THE ORGANIZATION

Figure 2. Booberg Survey Results related to Customer Experience

In research conducted by Harvard related to the customer journey, it was found that organizations that are able to manage the entire customer experience skillfully will reap great results: increase customer satisfaction, reduce churn, increase revenue, and greater employee satisfaction. They also found a more effective way to collaborate across functions and levels, a process that delivers company-wide benefits.

In international standards, the measurement of success or excellent Customer Experience is using the Net Promoter Score or NPS measurement. Telkom's NPS figure for retail products is currently 5, while the benchmark in the same industry is 20. There is a considerable gap between similar industries. On the other hand, Telkom has the MyIndihome application which is an application to interact with customers digitally both when customers will subscribe to Telkom products, pay bills, and find out their use. This application is rated by customers at 2 stars, which is a rating that is still very low (from a maximum rating of 5). Poor Customer Experience of Indihome customers in an era that is "forced" digitally, including suspected by temporary and partial service handling, corrective solution approaches, inaccurate root cause analysis, negative sentiment on social media and many customer problems that are not complete in an end to end system.

Changes in customer behavior are triggered by technological advances and the emergence of digital applications. The digital age is a reality and drives radical changes

in customer behavior and expectations that impact national business and economic growth. Customer Experience expectations will change fundamentally: conventional services such as call centers, walk-in service centers will gradually become redundant. Improving internet users and digital transformation through the radical transformation of end-to-end customer service processes according to the needs of future generations of customers will be needed.

Telkom is a telecommunications company with Indihome services with pay TV. Telkom, although leading in the broadband internet market share, is still trying to manage churn, it faces a mature market, faces competition, and the increasing cost of retaining its best customers. Churn is a familiar problem, of course, and the typical reason for it is well understood: The price of the service encourages some customers to churn, while the technology or bundles of competing products make customers churn. Common ways to keep customers are also well-known, but they are expensive, including such things as offers of quality improvement of service, discounts on pricing plans. In this case, Telkom continues to strive to find and explore excellent customer experience to make improvements that can reduce churn and build a competitive advantage.

Contact point improvement alone is not enough. Telkom has long been disciplined in measuring customer satisfaction with every transaction involving customer loyalty, field service, and website, and scores consistently high. However, the results of the voice of the customer revealed that the customer was not satisfied with the interaction with Telkom as a whole.

The basis for rejection of prospects or potential customers is three, namely:

1. The prospect has no money. For prospects who really do not have money, a seller cannot force to buy. It could be the prospect of having money and the ability to buy. However, it turns out that there are other factors that make him unsure.

2. Prospects do not yet understand about our product. Often a seller feels that he has told him everything he has mastered about product knowledge. But why prospect still don't understand the benefits of the product? A salesperson must always creative and try to understand every prospect. He must find a way to conquer challenges by thinking outside the box.

3. Prospects are indeed unwilling to buy from us. bought from people they know, such as relatives, close friends, and others. However, this kind of rejection can also occur because the prospect feels unsuitable, dislikes, or is uncomfortable buying from us. Although the products we offer are of great benefit.

Very important sales strategy with the concept of Triple A, namely Appearance, Attitude and Ability. All consumers or prospects need a sense of security or assurance of certainty in a profit that is clearly depicted in their minds. Therefore, a creative seller must be capable, sensitive, and know the right timing to give praise or appreciation to whatever the prospect is concerned about. Professional impressions are important to foster the perception that the seller is the right person, capable and responsible for delivering solutions to customers.

It is necessary to identify and determine the most significant and important Key Journey to make improvements supported by data - which specific service deficiencies are damaging to customer experience. That research is typically fragmented and often

includes data on the volume of customers in a given journey, the reasons for call complaints, and clear performance gaps, the differences between promises made in marketing materials and the services actually delivered.

The formulation of the problem that we will examine is related to the Customer Experience journey points at Telkom which can be divided into 7 main Journeys of Telkom paint points as follows:

1. Prospective Customers when exploring products (Explore): free phones are less attractive, you can get new installation services, installation information is difficult to find.

2. Prospective Customers when buying Telkom product services (Buy): there is no certainty of the service when it will turn on, do not know there is a limit on the usage quota, there is no guarantee of the speed purchased.

3. Active customer (Active): no update installation progress of new install, new install but already interruption, technician has not come.

4. Customers when using the service (Use): slow internet, intermittent internet, long speed upgrade process.

5. Customers when making payments (Pay): information details of different bills, bills soaring, bills change,

6. Customer support request (Get Support): internet cannot connect, indihome service is completely dead, phone is off/no tone, network is not feasible - fiber - phone is off / no intermittent / dotted internet tone.

7. When a customer wants to revoke the service (Terminate): the long unplug process, the process of unplugging part of the old product, the unsubscribe request is difficult, the service is not complete.

Figure 3. Transaction Summary of Indihome Plasa and Online Media
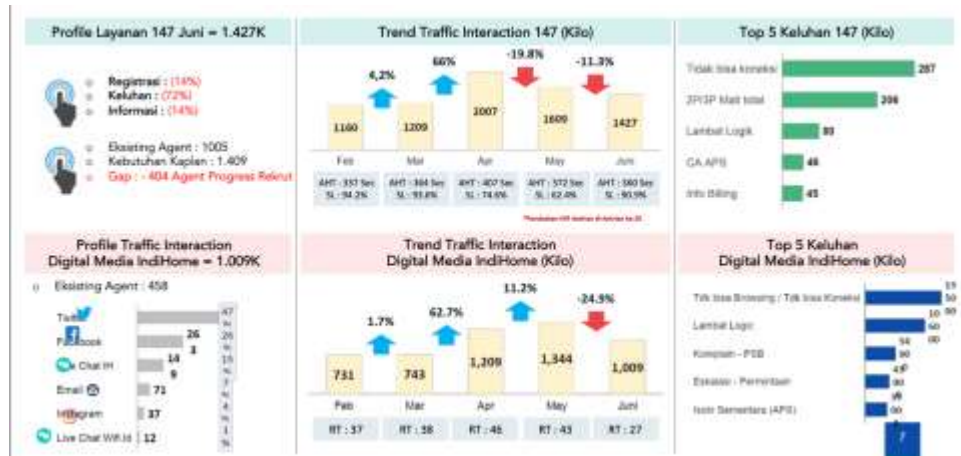
Figure 4. Summary of transaction 147 and Digital Media Indihome

The purpose of this study is to conduct analysis, study and research to:

i.   Getting a comprehensive solution to problems that have been a paint point for customers in getting services at Telkom.

ii.   Getting the right Root Cause Analysis on the end to end journey of Indihome Telkom customer experience.

iii. Shifting customer handling from corrective to predictive, preventive and proactive.

iv.   Increase customer satisfaction by increasing MyIndihome and NPS ratings as excellent End to End Customer Experience indicators.

v.   Increase customer loyalty by decreasing customer churn and increasing Indihome's revenue and marketshare.

The benefits of research are:

i.   Mega thinking achieves Telkom's goal in realizing a more prosperous and competitive nation in the Global Increase in customer satisfaction and loyalty End to End Customer Experience which ultimately increases Telkom's revenue.

ii.   Making Telkom a digital-based company the customer's first choice with excellent customer experience.

2. Literature

Jean Baudrillard (1970) in The Consumer Society, Mith and Structure, tries to see the relationship between two theoretical perspectives, namely from the production side and from the consumption side. Baudrillard does not see necessity as a determining factor but rather sees its social aspects. For example, seeing whether or not you are satisfied with goods and services, whether you seem to have increased status or not, it becomes more of a system or structure of loyalty to a product or service. Various examples of consumer behavior that are social behaviors are discussed such as consumers Mc Donalds with the

quality of their groceries and service which in its era was very interesting with breakthroughs the franchise, especially the uniformity of each oulet and the flavor and affordable price for the people of USA.This book was quite successful by shifting the focus from the production to the consumption side. Nowadays consumers' thinking patterns are not based on the production process but a miracle. It is said that because the information was so fast in 1970 from this TV commercial that it was called a miracle. So communicating the product to the consumer makes a positive sentiment without the need for many words that need to be infiltrated to the consumer's mentality.This is called the System of Interpretation.So the perception of the product is based on the justification of social existence or social standing.

The change in life priorities, especially for Education, to more than 67%, the narrower the place to live for the increased GNP is a social condition that affects consumers if our point of view consumers as objects. If looking at the Theory of Consumption then there are some things that we can peel off, for example happiness is because we can be the same as others or because of the perceived comfort. The industrialization system and establishment are also factors that must be taken into account because consumption, information, culture and influence will change the social logic of consumption.Increasing modernization will cause two things, namely seeking happiness with as little shame as possible, and choosing the object that gives the highest satisfaction, this is called surgery Homo Economicus sociologically. The influence of media, gender, and pleasure is very specific and sociologically very unique and has different consumption behavior effects. If it is associated with the body or soul, it is something that can be studied with personal deepening, which leads to happiness, health, beauty, and animal instincts that is caused so powerful is the object associated with this. Club Mediterranean gives some postulates including having fun is an expression of freedom, every man feels the same as one another and most importantly we are not dependent on time, in fact we could set the time to really just have fun. From the study of this book, it turns out that loyalty and product selection cannot be separated from sociological problems, positivism all consumer behavior can be analyzed empirically because we knowing the patterns and ways of thinking of consumers, the critical theory developed by the Frankfurt Institute for Social Research is very thick in this book because it sees capitalists blatantly satisfying instincts animals in consuming objects for the sake of increased marketing.

Postmodern can be seen from studies that see objects as miracles, thanks to the emergence of television advertisements that bewitch consumption patterns and something unique from the exploitation of the body, beauty etc. so that perfume preferences, for example, that do not smell uniform will feel exclusive at a high price. Cyber theory shows that personal communication through TV ads has been proven by the magic of bewitching consumers to choose objects and now it is more proven by youtuber ads that make it easier endorsements through his channel will be easier to bewitch consumers.

Critical hermeneutic proves that Habermas can prove the theory of objectivity and subjectivity and draw ideality to reality as evidenced by the example of Club Med by being able to defeat exact sciences with using the humanities,his three findings were very hard to be the cornerstone of Club Med's skyrocketing business.

The critical phenomenology in this book can be seen from the expectations that are trying to be realized from the surrounding objects example Education becomes a priority then

tries to get happiness and satisfaction from objects around us with this slightest sacrifice became the basis of the Blue Ocean Strategy theory.

Semiotic is the science that examines wordless finished signs as discussed in this book that gender has distinctive signs of consumer behavior.The deconstruction in this book opens our eyes to many typical findings that were previously unthinkable or give out of box thinking such as increasingly narrow dwellings with increasing GDP and it is true experienced by the current generation who used to not think at all that children would live in an apartment of 24 m2 only and they are happy because everything is near them.

This discourse analysis can be seen from the author's description even though this book was written in 1970 but did a lot of construction in the variety of writing and oral texts in the form of a variety of utterances, both of which is disingenuous and I'm sure most of the content of the book is thick with this Discourse analysis.

Figure 5. Customer-Experience measurement system

The research methodology was carried out with proximity to People, Process, Technology for each Customer Journey from the customer still as a prospect, subscription, to the customer unplugging the service.

The analysis that will be carried out based on the PESTLE (Political, Economic, Social, Technology, Legal and Environment) analysis, of course, this analysis is transdisciplinary according to the 6 principles of The Rhizome.

Figure 6. PESTLE analysis for Customer Experience improvement

Customer voice will be obtained by Qualitative and Quantitative Research methods by searching data based on customer voice sampling, customer interviews and combined with quantitative data on network performance, service performance as an indicator of its success.
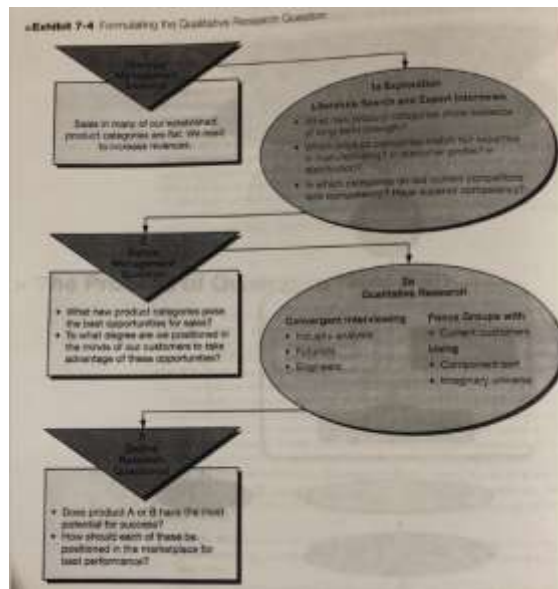
Figure 7. Qualitative Research Methods

Figure 8. Formulating The Qualitative Research Questions

There are six basic steps in management of change:

i. **The size and content change**. The first step is to decide on the focus of change efforts. What needs to be changed? How big is the problem or threat facing the organization, and how should the organization respond?

ii. **Available for change**. How long does it take for management to make changes? Do organizations enjoy the luxury of time, or should they act quickly?

iii. **Strategy in the process of change / execution**. How should the changes be made? So, can it proceed in "pieces" or all at once? Should it be applied slowly and methodically or quickly, to solve it in one fell swoop?

iv. **Responsibility or accountability**. Who is responsible or responsible for an element or aspect of the process of change? Is responsibility and accountability clear to all involved in change?

v. **Overcoming resistance to change**. It is very important to overcome resistance to changes or new execution attempts. Disguised resistance and especially in secret can kill or injure attempts at change and execution in a big way.

vi. **Monitor changes**. Did the change work? How strictly or loosely should the change process be monitored? What method of tracking changes should be used? Monitoring of results and progress as well as adjustment or modification of the change process is essential for the achievement of the desired execution
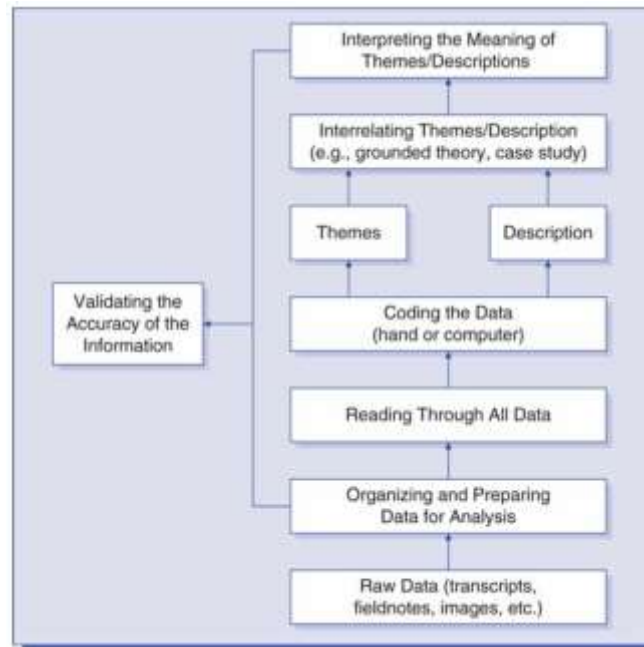
Figure 8. Data Analysis in Qualitative Research

Stages in data analysis in quantitative research:

Step 1: Organize and prepare data for analysis

Step 2: Read or view all data

Step 3: Start coding all the data. Encoding is the process of organizing data with chunk brackets (or text or image segments) and writing words that represent categories in margins (Rossman & Rallis, 2012).

Step 4: Use the coding process to generate a description of the setting or person or category or theme for analysis.

Step 5: Perform the most popular proximity using the narrative section to convey the findings of the analysis

Step 6: The final step in data analysis involves making interpretations in qualitative research of findings or results.

3. Research Results

We hope that the results of our research will be richer because in addition to conducting analysis that is technological in nature, it will be analyzed with sociology and humanities. Of course, in the practice of writing this dissertation, many will use the knives of Positivist analysis, Critical Theory, Postmodern, Cyber theory, Critical Hermeneutics, Critical Phenomenology, Semiotics, Deconstruction, Discourse analysis that will enrich

Customer Experience because as a subject, of course, humans will not be separated from philosophy and humanities.

4. Discussion

Custumer Experience especially in the field of IOT who sees consumer behaviour according to my position as an Expert Band! in charge of Consumer, namely Indihome, will see the whole with a sharp analysis thanks to knives with broad dimensions, this is very eye-opening to provide the right input to the management of PT Telkom Indonesia, Tbk. Of course, consumer behavior is very abstract and unstructured, but by understanding the approach above, I am sure that a new theory will emerge from the results of my research enriched with this science of sociology and humanities. Although the results of this study I cannot describe here because they have not been made concretely according to the methodology of data collection, but in a very sharp analysis with knives which is sharp from chapter II above, the results will be more sustained and trustworthy.

5. Conclusion

1. Custumer experience largely determines Indihome's strategy in the future.
2. By being enriched using the Sociology and Humanities approach, the results of the analysis will be more sustained or apply longer and more fundamental.
3. Customer satisfaction will be obtained at the least possible sacrifice which means emerging from the heart with genuinely satisfied.
4. Indihome customer loyalty will be honestly achieved because the sharp analysis results of various abstract forms will become real.

6. Suggestion

1. All Humanities and Sociology tools must be used in the Custumer Experience Analysis to support the improvement of PT Telkom Indonesia, Tbk.
2. Telkom Regional in the Regions is required to carry out a Focus Group Discussion that discusses positivist analysis tools, Critical Theory, Postmodern, Cyber theory, Critical Hermenitk, Critical Phenomenology, Semiotics, Deconstruction , Discourse analysis for conditions consumers in their respective regions.
3. It is necessary to commit the Top Leadership to support this research because the results will be input to the strategies of the Top Leadership and the Board of Directors and the Board of Commissioners.

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