

## Strategic marketing analysis for enhancing competitiveness and customer satisfaction: a case study of Indihome TV in Pasuruan city

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### ARTICLE INFO

#### Article history

Submission: 28<sup>th</sup> November, 2024

Revised: 23<sup>th</sup> January, 2025

Accepted: 23<sup>th</sup> January, 2025

#### Keywords

Indihome TV

SWOT analysis

QSPM

Competitiveness

Customer satisfaction



<https://doi.org/10.22219/oe.2025.v17.i2.130>

### ABSTRACT

This study aims to develop effective marketing strategies for Indihome TV to enhance its competitiveness and customer satisfaction in Pasuruan City. Utilizing a comprehensive approach, the research integrates tools such as the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, SWOT analysis, Boston Consulting Group (BCG) Matrix, and Quantitative Strategic Planning Matrix (QSPM). Eleven alternative strategies were identified, of which five were prioritized: conducting targeted marketing campaigns emphasizing ease of access to entertainment, increasing the frequency of discounts, offering economical subscription packages, providing flexible channel selection options, and rewarding loyal customers. The results highlight the significance of addressing customer concerns, particularly pricing and convenience, to improve brand recognition and attract a wider audience. Key strategies such as promoting tailored packages and enhancing customer loyalty through discounts and bonuses are designed to align Indihome TV's offerings with customer needs. The Pareto Chart analysis confirmed that these top five strategies account for over 50% of the company's potential improvement in marketing outcomes. These findings provide a strategic roadmap for Indihome TV to strengthen its market position, improve customer retention, and achieve sustainable growth. This research emphasizes the importance of aligning marketing strategies with internal strengths and external opportunities to address competitive pressures effectively.



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### 1. Introduction

The rapid development of information technology, including in Indonesia, has made accessing information and services increasingly effortless. In the era of globalization, the need for swift and straightforward access to information has become a necessity, emphasizing the importance of digitization (Qanita, 2020). However, indihome TV, a prominent cable TV service provider in Pasuruan, is facing a significant challenge: its sales performance over recent months has fallen short of targets, posing a serious threat to its market position. Although PT Telkom Indonesia Pasuruan has implemented various marketing efforts, such as customer outreach, brochures, and digital advertising, the absence of a structured and systematic marketing strategy has resulted in suboptimal outcomes. To address this urgent issue, this study aims to develop a systematic marketing strategy for Indihome TV by employing the Analytic Strategy Framework, SWOT analysis, and Porter's Five Forces model. A well-designed and targeted marketing strategy is vital for achieving sales targets and improving competitiveness (Grönroos, 1982; Walukow & Pangemanan, 2015).

Previous studies have explored marketing strategies to enhance competitiveness across various industries. For instance, research on the marketing mix for Indihome Bandung highlighted actionable strategies for future improvements. Similar research on RedDoorz and Oyo in Malang revealed the necessity of revisiting marketing approaches to remain competitive (Citra Birru et al., 2022). Additionally, studies on Biznet Salatiga identified five key strategies to strengthen competitive advantage (Hintoro & Fritz Wijaya, 2021). Despite these contributions, there is limited research on integrating the Analytic Strategy Framework and Porter's Five Forces in analyzing Indihome TV's marketing strategy. This study seeks to fill that gap with a novel approach, offering a unique perspective on crafting a robust and competitive marketing strategy.

Strategy, in its essence, represents a comprehensive plan that integrates the company's strengths with environmental opportunities and challenges, ensuring that organizational objectives are achieved efficiently (Sedarmayanti, 2018). Within the context of Indihome TV, strategy development involves crafting a marketing approach that responds to existing market dynamics and anticipates future trends to secure a competitive edge. A marketing strategy must address internal and external factors, creating a sustainable framework for the company to achieve its sales targets and improve overall market performance (Azzahra et al., 2024; Kotler & Keller, 2016).

The primary objective of this research is to develop a systematic and precise marketing strategy for Indihome TV, utilizing the Analytic Strategy Framework, SWOT analysis, and Porter's Five Forces model. This approach aims to ensure that the company's marketing efforts are not only aligned with its objectives but also grounded in an understanding of market forces and internal capabilities. By integrating these methodologies, the study provides a comprehensive and actionable strategic roadmap that allows Indihome TV to enhance its performance, achieve sales targets, and build a sustainable competitive advantage.

Additionally, this study emphasizes the role of the 7P marketing mix, product, price, place, promotion, people, process, and physical evidence, in shaping effective marketing strategies (Olson, 2022). These elements serve as critical levers that influence consumer decisions and the overall effectiveness of a company's marketing efforts (Nghiem-Phú, 2022). By incorporating all 7P components into the analysis, this research ensures a comprehensive evaluation of Indihome TV's marketing strategy. It also identifies areas where improvements can be made, enabling the company to refine its approach and better meet the needs of its target market (Pomeroy, 2017).

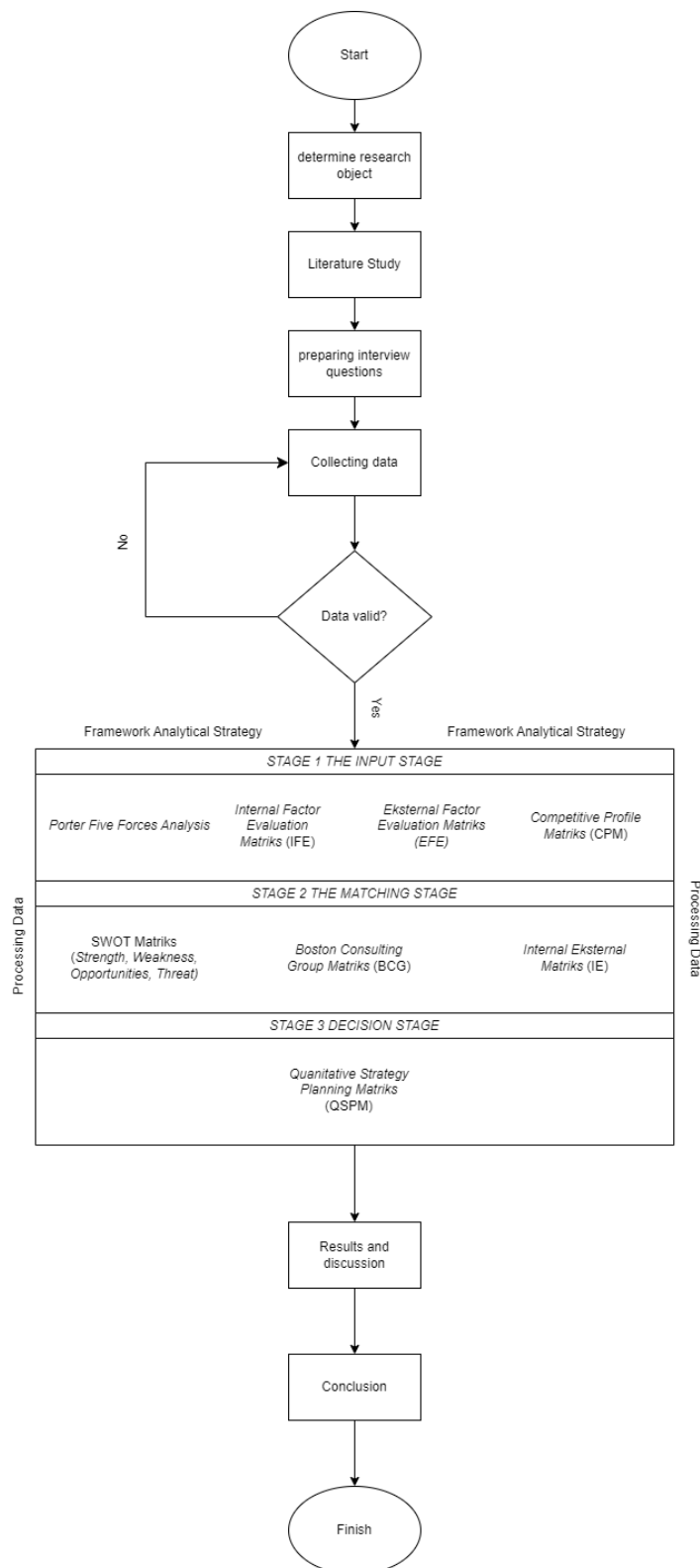
Ultimately, this research contributes to strategic management and marketing by offering a replicable model that combines analytical frameworks with practical tools. The findings are expected to guide PT Telkom Indonesia Pasuruan in overcoming its current challenges and establishing a more substantial presence in the cable TV market. By focusing on systematic strategy development and leveraging the 7P marketing mix, this study aims to provide a foundation for Indihome TV to meet its immediate objectives and sustain long-term growth and competitiveness in an increasingly dynamic industry.

## 2. Methods

This study employs a systematic methodology to analyze and develop a marketing strategy for Indihome TV, a leading cable TV provider in Pasuruan that is currently facing challenges in achieving its sales targets. Fig. 1 is this research methodology flowchart. The first step involves identifying the research object and conducting a literature study. Indihome TV was chosen as the object of this study due to its prominent role in the local market and the urgency of addressing its sales performance issues. The literature study reviews theoretical frameworks and prior research relevant to marketing strategies, focusing on the 7P marketing mix and the Analytic Strategy Framework. These frameworks provide a strong theoretical foundation for analyzing Indihome TV's marketing efforts and formulating actionable strategies.

The second step focuses on preparing interview questions to collect qualitative data. These questions were designed based on the 7P marketing mix, which includes product, price, place, promotion, people, process, and physical evidence, as well as insights derived from the literature (Garg et al., 2024; Kurniawan, 2021; Sugiyono, 2014). The semi-structured interview format was chosen as it allows for flexibility in obtaining in-depth responses from participants, ensuring a comprehensive understanding of various factors influencing Indihome TV's marketing strategy,

including customer preferences, internal management decisions, and external competitive pressures (Sugiyono, 2014). The sample consists of one manager and 30 customers, purposively selected to ensure the data is representative of both internal and external perspectives (Rukajat, 2018).



**Fig. 1** Research flowchart.

The third step is data processing, which employs two main analytical tools: Porter's Five Forces Analysis and the Strategy-Formulation Analytical Framework (F. R. David, 2011; Dulčić et al., 2012). Porter's Five Forces Analysis evaluates Indihome TV's competitive position by examining factors such as the intensity of industry competition, the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, and the threat of substitutes (Paksoy et al., 2023). This analysis provides a clear picture of the external market dynamics that affect the company's ability to achieve its objectives (Paksoy et al., 2023).

The Strategy-Formulation Analytical Framework, a key tool in this study, is applied in three stages to systematically develop a marketing strategy for Indihome TV. This framework is significant as it guides the strategy development process by gathering essential data to analyze the internal and external environment (Bili, 2022). Three tools are utilized in this stage: the External Factor Evaluation (EFE) matrix, which identifies external opportunities and threats; the Internal Factor Evaluation (IFE) matrix, which examines internal strengths and weaknesses; and the Competitive Profile Matrix (CPM), which compares Indihome TV with its competitors to identify its relative market position (Jeelani & Shah, 2024).

The second stage, The Matching Stage, focuses on aligning internal capabilities with external opportunities and threats to generate potential strategies (M. E. David et al., 2017). This stage utilizes several tools, including the SWOT matrix, which provides

- a comprehensive overview of strengths, weaknesses, opportunities, and threats;
- The Boston Consulting Group (BCG) matrix, which categorizes products or business units based on market growth and relative market share, and
- The internal-external (IE) matrix helps to position the company's strategy based on its internal and external environment.

These tools facilitate the identification of strategic alternatives that align with Indihome TV's current situation and future goals, ensuring an effective strategic alignment in the long run. The third stage, The Decision Stage, evaluates and prioritizes the strategies generated in the Matching Stage using the Quantitative Strategic Planning Matrix (QSPM) (Laksmi & Zunaidi, 2023). This tool provides a quantitative approach to assessing the feasibility and effectiveness of each strategic alternative by assigning weights and scores to the factors identified in previous stages (Laura Prasasti & Ayu Feranika, 2024). The QSPM helps determine the most viable strategy for Indihome TV, ensuring that the selected approach aligns with the company's objectives and market conditions.

Finally, the results from all three stages are synthesized into actionable and practical recommendations to address Indihome TV's marketing challenges (Akbar et al., 2022). By systematically combining qualitative data, Porter's Five Forces Analysis, and the Strategy-Formulation Analytical Framework, this study ensures a robust and comprehensive approach to strategy formulation (Pratiwi et al., 2017). The findings are expected to guide Indihome TV in improving its marketing efforts, achieving its sales targets, and establishing a sustainable competitive advantage in the cable TV industry. Through this structured methodology, the study provides a clear and practical roadmap for strategic decision-making, instilling confidence in the audience's ability to implement the strategies.

### 3. Results and Discussion

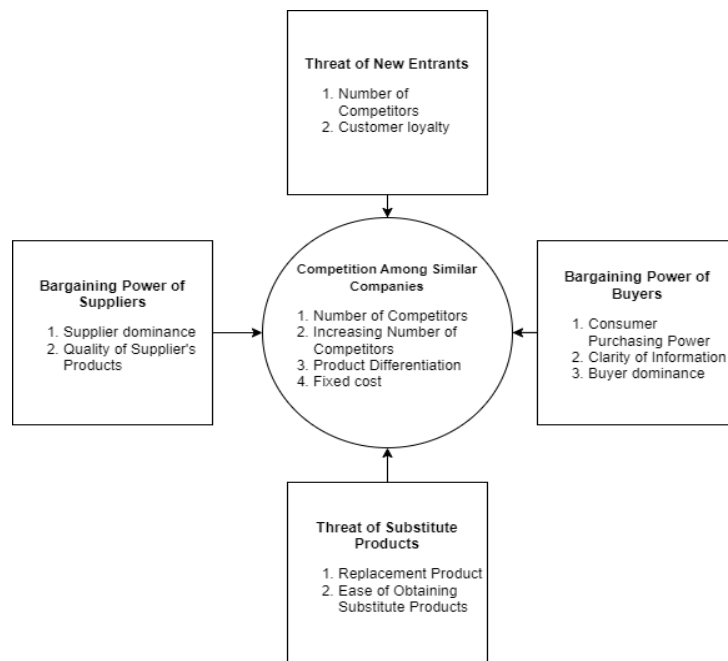
The competitive strategy analysis for Indihome TV, a crucial step in understanding and formulating business strategies, was conducted using the five variables of Porter's Five Forces framework. This approach, provides a structured method for enhancing competitiveness and building a sustainable competitive advantage (Citra Birru et al., 2022). The data for this analysis were collected through interviews with managers and customers, ensuring that both internal and external perspectives were considered.

Porter's Five Forces framework applied to Indihome TV identifies key factors influencing its competitive position. Among these, competition among similar companies emerged as the most prominent force, with four critical indicators: the number of competitors, increasing competition, product differentiation, and fixed costs. These indicators highlight the intensity of rivalry in the cable TV market, where differentiation and cost management are pivotal in maintaining market share and staying ahead of the competition.

Other forces analysed include the threat of substitute products, which encompasses factors such as the availability of replacement products and the ease of access to these alternatives (Dulčić et al., 2012). This highlights the potential risk posed by competing services, such as streaming platforms, that offer similar or superior value to customers, and underscores the need for strategic adaptation (Citra Birru et al., 2022). The bargaining power of suppliers is characterized by two key indicators: supplier dominance and the quality of suppliers' products (Citra Birru et al., 2022). These factors affect the company's cost structure and the quality of services it can offer to customers (Citra Birru et al., 2022).

Additionally, the threat of new entrants is influenced by the number of new competitors entering the market and the degree of customer loyalty to existing providers (Dulčić et al., 2012). High customer loyalty can serve as a barrier to entry, while the influx of new competitors increases market pressure (Dulčić et al., 2012). Lastly, the bargaining power of buyers is driven by consumer purchasing power, the availability of clear information, and buyer dominance in negotiations (Dulčić et al., 2012). These factors reflect not just the growing influence of customers in shaping market dynamics, but also the increasing importance of customer-centric strategies in the business landscape (Paksoy et al., 2023).

As shown in Fig. 2, the analysis reveals a nuanced view of the competitive forces impacting Indihome TV. By strategically addressing these forces, the company cannot only navigate market challenges effectively but also identify and capitalize on strategic opportunities for differentiation. This optimistic outlook for Indihome TV's future should instill a sense of hope and anticipation in the audience.



**Fig. 2** Five forces of porter.

The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices are crucial for identifying and analysing a company's strengths, weaknesses, opportunities, and threats (Chandra & Kumar, 2021). These matrices calculate weighted scores based on each factor's significance (weights) and effectiveness (ratings), enabling the evaluation of their combined impact on the company's performance (Ghorbani et al., 2015). The results from the IFE and EFE matrices are instrumental in understanding the internal and external dynamics that influence strategic decision-making (Barak & Javanmard, 2020).

From the IFE matrix, as show in Table 1, the primary strength of Indihome TV lies in the quality of its diverse and varied content, with the highest weighted score of 0,620. This indicates that content quality is a significant internal factor that strengthens the company's position in the market. On the other hand, the main internal weakness is the perception of high service costs, which scored the highest weight among weaknesses at 0.600. This highlights a potential barrier Indihome TV faces in



appealing to a broader customer base, especially price-sensitive consumers, and points to a key area for improvement and market expansion.

**Table 1** Internal factor evaluation score

Internal Factors	Weight	Rating	Weighted Score
<b>Strength</b>			
Serving customer well	0.088	4	0.352
Indihome TV installation doesn't take too long	0.066	3	0.198
Having a comfortable room to serve customers	0.045	3	0.135
Diverse and varied quality of content	0.155	4	0.620
Collaborating with OTPs	0.134	4	0.536
<b>Total</b>	<b>0.488</b>		<b>1.841</b>
<b>Weakness</b>			
Has a price tends to be expensive	0.200	3	0.600
Low frequent of promotion or discounts	0.134	2	0.268
Unable to determine or view tools and installation process	0.023	2	0.046
Only the center can determine Indihome TV prices	0.000	1	0.000
Quality in terms of network is still lacking	0.155	3	0.465
<b>Total</b>	<b>0.512</b>		<b>1.379</b>
<b>Total IFE</b>	<b>1</b>		<b>3.220</b>

The EFE matrix, as show in Table 2, assesses the external environment, revealing that Indihome TV's leading opportunity is its dominant market position and the growing need for entertainment services. That factors scored a weighted value of 0.444, underscoring the strategic importance of leveraging its strong market presence and the rising demand for entertainment solutions. However, the main external threat identified is the intense competition in price competition, which hold the highest weighted score of 0,498. These threats underline the competitive pressures Indihome TV faces and the need to address network-related challenges to retain customer loyalty.

**Table 2** External factor evaluation score

External Factors	Weight	Rating	Weighted Score
<b>Opportunity</b>			
Have a dominant position	0.111	3	0.333
High need for entertainment	0.111	4	0.444
Have a supportive and strategic environment	0.083	3	0.249
People are looking for easy entertainment without thinking about installation	0.083	4	0.332
Influence of circumstances and behavior of the surrounding community	0.055	3	0.165
<b>Total</b>	<b>0.443</b>		<b>1.523</b>
<b>Threats</b>			
The arrival of new competition	0.111	3	0.333
Price competition	0.166	3	0.498
Network quality and content competition	0.194	2	0.388
Marketing rivalry	0.083	1	0.083
<b>Total</b>	<b>0.554</b>		<b>1.302</b>
<b>Total IFE</b>	<b>1</b>		<b>2.825</b>

By combining these insights, the IFE and EFE matrices highlight the critical areas for improvement and pinpoint the opportunities that Indihome TV can capitalize on to maintain and enhance its competitive edge. These matrices provide a solid foundation for aligning the company's internal capabilities with external opportunities while mitigating weaknesses and threats through strategic interventions.

The Competitive Profile Matrix (CPM) is a strategic tool used to evaluate a company's performance relative to its competitors by identifying critical success factors and assigning weights and ratings to them (Sari, 2020). It allows for comparing weighted scores, highlighting each competitor's relative strengths and weaknesses in a given market. Based on the CPM analysis, the table provides a detailed breakdown of scores across several success factors, including product quality, price, advertisement, environment, consumer loyalty, service, and subscription process.

From the CPM results, as show in Table 3, Biznet achieves the highest total score of 3.05, indicating a solid competitive position in the market. This is primarily due to high ratings in product quality (0.8) and price (0.54), where Biznet outperforms Indihome TV and IconNet. Indihome TV, with

a score of 2.44, ranks second, showing strengths in advertisement (0.45) and consumer loyalty (0.51). However, its low rating in price (0.18) highlights a significant weakness, reflecting customers' perception of its service being expensive. Meanwhile, IconNet, with a total score of 2.15, exhibits moderate performance across most factors but lags in advertisement (0.15), which impacts its overall competitiveness.

**Table 3** Competitive profile matrix score

Success Factors	Weight	Indihome TV		ICONNET		Biznet	
		Rating	Score	Rating	Score	Rating	Score
Product quality	0.200	2	0.400	3	0.600	4	0.800
Price	0.180	1	0.180	2	0.360	3	0.540
Advertisement	0.150	3	0.450	1	0.150	2	0.300
Environment	0.100	3	0.300	2	0.200	3	0.300
Consumer loyalty	0.170	3	0.510	2	0.340	3	0.510
Service	0.100	4	0.400	3	0.300	3	0.300
Subscription process	0.100	2	0.200	2	0.200	3	0.300
<b>Total</b>	<b>1</b>		<b>2.440</b>		<b>2.150</b>		<b>3.050</b>

These results indicate that while Indihome TV maintains a solid competitive position in some areas, such as customer loyalty and advertising efforts, it needs to address critical weaknesses, particularly in pricing and product quality, to close the gap with Biznet. Improving these aspects could enhance Indihome TV's market competitiveness and customer appeal. In contrast, Biznet's dominance is attributed to its robust product offerings and pricing strategy, which resonate well with consumers. For ICONNET, enhancing its advertising efforts and focusing on customer loyalty could help it compete more effectively against its rivals.

The SWOT analysis matrix is a strategic tool to identify and develop alternative strategies by aligning strengths, weaknesses, opportunities, and threats (Anggara & Hasibuan, 2020). The matrix categorizes strategies into four main types: Strength-Opportunity (SO) strategies, which leverage strengths to capitalize on opportunities; Strength-Threat (ST) strategies, which use strengths to address threats; Weakness-Opportunity (WO) strategies, which minimize weaknesses by exploiting opportunities; and Weakness-Threat (WT) strategies, which aim to reduce both weaknesses and threats simultaneously (Saad et al., 2020). Based on the SWOT analysis in Table 4, several alternative strategies have been proposed for Indihome TV to enhance its competitiveness in the market.

**Table 4** SWOT strategy

Strategy	Code	Factor
Strength Opportunity (SO)	SO1	Increasing cooperation with OTPs so that the amount of content is increasing
	SO2	Doing marketing about the convenience of getting entertainment without thinking about installation
	SO3	Continue to improve service with customers such as giving bonuses / rewards to loyal customers and giving lottery coupons for new customers who install
Weakness Opportunity (WO)	WO1	Improving network quality in all regions, especially in areas with increased Indihome TV usage
	WO2	Increase the frequency of discounts or promos in seasons or in several events
	WO3	Create economical packages by reducing the number of TV channels according to customer needs, so that prices are more economical.
Strength Threats (ST)	ST1	Free speed upgrade if subscribed to a full package for 2 months
	ST2	Provide program offers such as pay 10 months get 12 months
	ST3	Expanding the variety of existing content on Indihome TV
Weakness Threats (WT)	WT1	Provide free multiple channel offers to new subscribers for several months
	WT2	Enlarge the provision of discounts to loyal customers

The SO strategies utilize Indihome TV's strengths to maximize market opportunities. These include increasing partnerships with Over-the-Top (OTP) platforms to expand the variety of available content (SO1), promoting the ease of accessing entertainment without installation hassles (SO2), and strengthening customer relations through initiatives like bonuses or rewards for loyal customers and lottery coupons for new subscribers (SO3). The WO strategies address Indihome TV's weaknesses by taking advantage of external opportunities. These strategies include improving network quality in all regions, particularly in areas with rising usage (WO1), offering discounts and promotions during peak seasons or special events (WO2), and creating economical subscription packages by tailoring channel offerings to customer needs, making them more affordable (WO3).

The ST strategies aim to mitigate external threats by leveraging the company's strengths. These include offering free speed upgrades for customers who subscribe to a complete package for at least two months (ST1), introducing promotional programs such as "pay for 10 months, get 12 months" (ST2), and diversifying the existing content to attract a broader customer base (ST3). Lastly, the WT strategies address weaknesses and threats by introducing measures that strengthen customer retention and acquisition. These include offering new subscribers free access to multiple premium channels during the initial months (WT1) and increasing the frequency and scope of discounts for loyal customers to maintain their engagement and satisfaction (WT2).

These strategies provide a roadmap for Indihome TV to improve its market position by leveraging internal capabilities and addressing external challenges. Implementing these targeted approaches can enhance the company's competitiveness and customer loyalty in a highly dynamic market.

The Internal-External (IE) Matrix is a strategic tool used to determine Indihome TV's current position and guide strategy formulation based on the company's internal and external evaluations. The x-axis of the matrix represents the total score of the Internal Factor Evaluation (IFE) matrix. In contrast, the y-axis represents the total score of the External Factor Evaluation (EFE) matrix (Nowira & Sari, 2021). As shown in Fig. 3, Indihome TV is positioned in the Grow and Build quadrant, indicating moderate to internal solid capabilities and a favorable external environment.

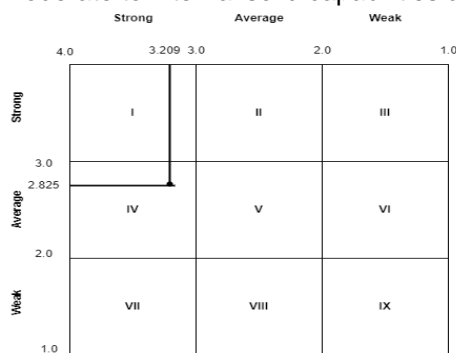


Fig. 3 IE matrix

This position suggests that Indihome TV should implement strategies such as market penetration to increase market share, product development to enhance or introduce new services, and market development to reach new customer segments or regions (Hintoro & Fritz Wijaya, 2021). These strategic approaches can help Indihome TV leverage its strengths and capitalize on external opportunities to improve its competitiveness and sustain growth in the dynamic cable TV market.

The Boston Consulting Group (BCG) Matrix is a strategic tool for evaluating a company's market share relative to competitors and industry growth levels (Torquati et al., 2018). This matrix helps determine the company's position and guides the formulation of strategies to maintain or enhance market performance (Torquati et al., 2018). For Indihome TV, the BCG analysis focuses on sales growth and market share to assess its competitive position.

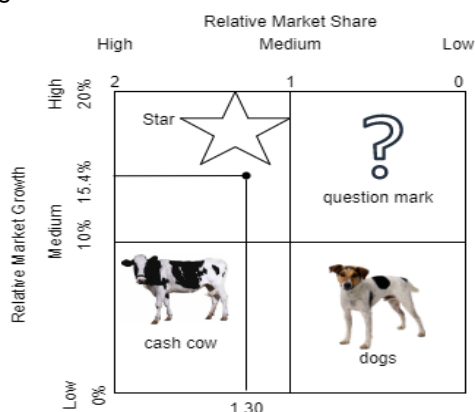


Fig. 4 BCG matrix.



As shown in Fig. 4, Indihome TV is positioned in the Stars quadrant with a market growth rate of 15.4% and a relative market share of 1.30. This indicates that the company operates in a high-growth industry with a significant market share. Being in the Stars category suggests that Indihome TV is in a strong position, but it requires continued investment and strategic initiatives to maintain growth and sustain its competitive advantage (Torquati et al., 2018).

The Quantitative Strategic Planning Matrix (QSPM) is a method for prioritizing various alternative strategies by calculating the Total Attractive Scores (TAS) based on internal and external factors (Qanita, 2020). These strategies, derived from prior analyses, are evaluated to determine their feasibility and impact. The TAS values highlight the most effective strategies for Indihome TV to implement, helping the company focus its resources on high-priority initiatives.

Based on Table 5, the second strategy (STG 2), which emphasizes marketing the ease of accessing entertainment without installation concerns, ranks first with the highest TAS score of 7.216. The fifth strategy (STG 5), increasing the frequency of discounts or promotions during seasons or special events, ranks second with a TAS score of 6.557. The eleventh strategy (STG 11), offering customizable channel or OTP subscription packages, ranks third with a TAS score 5.862. These results indicate that these strategies align closely with Indihome TV's goals and market conditions, making them key focus areas for enhancing competitiveness and customer satisfaction (Akbar et al., 2022).

**Table 5** QSPM core

Key Factors	Weight	Alternatif Strategy																						
		STG 1		STG 2		STG 3		STG 4		STG 5		STG 6		STG 7		STG 8		STG 9		STG 10		STG 11		
		A	S	TAS	A	S	TAS	A	S	TAS	A	S	TAS	A	S	TAS	A	S	TAS	A	S	TAS	A	S
Strength																								
S1	0,088	2	0,176	1	0,088	4	0,352	3	0,264	2	0,176	1	0,088	2	0,176	2	0,176	1	0,088	3	0,264	2	0,176	
S2	0,066	1	0,066	1	0,066	1	0,066	3	0,198	1	0,066	1	0,066	1	0,066	1	0,066	1	0,066	1	0,066	1	0,066	
S3	0,044	1	0,044	1	0,044	3	0,132	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044	1	0,044	
S4	0,155	4	0,62	3	0,465	1	0,155	1	0,155	2	0,31	3	0,465	1	0,155	1	0,155	4	0,62	1	0,155	3	0,465	
S5	0,133	4	0,532	3	0,399	1	0,133	1	0,133	1	0,133	2	0,266	1	0,133	1	0,133	4	0,532	1	0,133	2	0,266	
Weakness																								
W1	0,2	2	0,4	2	0,4	1	0,2	2	0,4	3	0,6	4	0,8	2	0,4	3	0,6	2	0,4	2	0,4	4	0,8	
W2	0,133	1	0,133	4	0,532	3	0,399	1	0,133	4	0,532	1	0,133	4	0,532	4	0,532	1	0,133	4	0,532	2	0,266	
W3	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	1	0,022	
W4	0	1	0	1	0	2	0	1	0	2	0	3	0	1	0	2	0	1	0	1	0	3	0	
W5	0,155	1	0,155	1	0,155	1	0,155	4	0,62	1	0,155	1	0,155	1	0,155	1	0,155	1	0,155	1	0,155	1	0,155	
Opportunity																								
O1	0,111	3	0,333	3	0,333	3	0,333	1	0,111	3	0,333	1	0,111	1	0,111	1	0,111	2	0,222	3	0,333	1	0,111	
O2	0,111	4	0,444	3	0,333	3	0,333	2	0,222	3	0,333	3	0,333	2	0,222	2	0,222	4	0,444	3	0,333	3	0,333	
O3	0,083	2	0,166	3	0,249	2	0,166	2	0,166	2	0,166	2	0,166	1	0,083	3	0,249	3	0,249	2	0,166	3	0,249	
O4	0,083	4	0,332	4	0,332	2	0,166	1	0,083	1	0,083	1	0,083	1	0,083	1	0,083	3	0,249	1	0,083	2	0,166	
O5	0,055	3	0,165	3	0,165	3	0,165	1	0,055	3	0,165	3	0,165	3	0,165	3	0,165	2	0,165	3	0,165	1	0,055	
Threat																								
T1	0,111	3	0,333	3	0,333	3	0,333	2	0,222	3	0,333	2	0,222	2	0,222	2	0,222	2	0,222	1	0,111	2	0,222	
T2	0,166	2	0,332	3	0,498	2	0,332	1	0,166	3	0,498	4	0,664	3	0,498	3	0,498	1	0,166	2	0,332	4	0,664	
T3	0,194	4	0,776	3	0,582	2	0,388	4	0,776	2	0,388	2	0,388	3	0,582	2	0,388	3	0,582	1	0,194	3	0,582	
T4	0,555	1	0,555	4	2,22	3	1,665	1	0,555	4	2,22	2	1,11	3	1,665	3	1,665	1	0,555	2	1,11	2	1,11	
TOTAL TAS		5,584		7,216		5,495		4,325		6,557		5,281		5,314		5,431		4,914		4,488		5,862		
RANKING		4		1		5		11		2		8		7		6		9		10		3		

The Pareto Chart analysis for Indihome TV, as illustrated in Fig. 5, highlights the prioritization of strategies based on their Total Attractive Scores (TAS) and cumulative contribution to marketing success. The top five strategies—Strategy 2 (marketing the ease of accessing entertainment without installation), Strategy 5 (increasing the frequency of discounts and promotions), Strategy 11 (offering

customizable subscription packages), Strategy 3 (providing discounts to loyal customers), and Strategy 6 (enhancing customer service with bonuses or lottery coupons)—account for more than 50% of the cumulative effectiveness (Mokosuli et al., 2023). These strategies are the cornerstone of Indihome TV's efforts to enhance competitiveness and customer satisfaction in a rapidly evolving market.

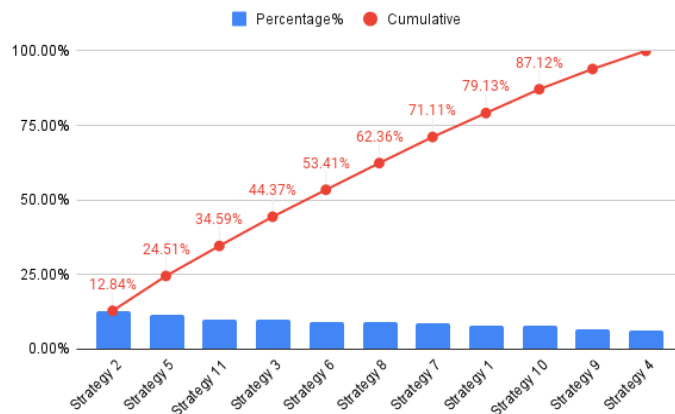


Fig. 5 Pareto chart.

Strategy 2, which focuses on marketing the convenience of entertainment access without installation requirements, directly addresses customer pain points related to technical and logistical concerns. By emphasizing simplicity and accessibility, Indihome TV can attract a broader audience, including less tech-savvy customers who value ease of use. This strategy aligns with consumer behavior theories, highlighting convenience as a critical factor influencing purchasing decisions (F. R. David, 2011; M. E. David et al., 2017). Effectively communicating this benefit through targeted marketing campaigns can significantly increase subscription rates.

Strategy 5, which involves increasing the frequency of discounts and promotions during seasonal events, is crucial for retaining and attracting new customers. Discounts create a perception of value, a key motivator for customer engagement. Research indicates that price sensitivity is a common barrier to subscription-based services, and frequent promotional offers can mitigate this issue (Permata et al., 2020). By strategically timing these promotions around festive periods or significant public events, Indihome TV can maximize customer participation and boost short-term sales.

Strategy 11 emphasizes the customization of subscription packages, allowing customers to select channels or Over-The-Top (OTT) platforms based on their preferences. This aligns with current market trends where personalization is a dominant customer expectation. Offering tailored packages at affordable prices reduces subscription costs and enhances customer satisfaction and loyalty. Studies show service personalization significantly improves customer retention rates (Jeelani & Shah, 2024). Indihome TV can use customer data analytics to identify preferences and design packages that meet diverse needs.

Strategies 3 and 6, which focus on rewarding loyal customers and enhancing customer service, are essential for maintaining long-term customer relationships. Loyalty programs such as discounts, bonuses, and lottery coupons incentivize customers to stay with the service. Positive customer experiences and effective reward systems create strong emotional connections with the brand, which is critical in a competitive market (Qanita, 2020). Enhancing service quality through responsive customer support and personalized interactions further solidifies trust and satisfaction among subscribers.

In conclusion, the comprehensive implementation of these five strategies, supported by targeted marketing, robust data analytics, and continuous customer engagement, can help Indihome TV achieve sustainable growth and improve its market position. The company can effectively navigate market challenges by addressing key customer concerns, leveraging opportunities for personalization, and maintaining competitive pricing. These strategies, grounded in proven theoretical frameworks and practical analysis, provide a roadmap for Indihome TV to strengthen its competitive advantage and meet its strategic objectives.

#### 4. Conclusion

Based on the analysis and data processing, five priority strategies have been identified for Indihome TV to enhance its competitiveness and customer satisfaction. These strategies include conducting targeted marketing campaigns to emphasize the ease of obtaining entertainment without installation concerns, increasing the frequency of discounts, offering economical subscription packages, providing flexible channel options, and rewarding loyal customers with bonuses or promotions. These initiatives align with the study's findings, highlighting the need to address price sensitivity, improve service offerings, and strengthen customer relationships.

The targeted marketing strategy focusing on convenience can significantly enhance brand recognition and attract new subscribers in Pasuruan City. This strategy addresses installation-related concerns and addresses one of the most significant barriers for potential customers. Additionally, offering frequent discounts not only incentivizes subscriptions but also reinforces loyalty among existing customers, aligning with the study's emphasis on the importance of affordability in driving consumer decisions.

By creating customizable packages and providing customers with the freedom to choose channels, Indihome TV can address pricing concerns and improve customer satisfaction. These approaches allow customers to tailor their subscriptions to their needs, reducing perceived service costs. Collectively, these strategies provide a robust framework for Indihome TV to enhance its market position, foster customer loyalty, and achieve sustainable growth in a competitive market. These efforts reflect the study's objective of aligning Indihome TV's marketing strategies with customer expectations and market opportunities.

#### Acknowledgments

The authors sincerely appreciate the invaluable support and resources provided by the Research and Community Service Institution (LPPM) of Telkom University Surabaya. This research was made possible through their facilitation of data access, insightful guidance, and unwavering encouragement. The opportunity to collaborate on strategies to enhance Indihome TV's marketing effectiveness reflects the institution's dedication to fostering impactful and practical research contributions.

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