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Segmenting, Targeting and Positioning (STP) Strategy in the Marketing of Telecommunication Infrastructure Services of PT. Telkom Infrastruktur Indonesia/Infranexia Kendari

Jacob Breemer^{1*} , Ahmad Hamid², Hamzah¹ and Baco¹

¹Lecturer of Indotec Kendari Polytechnic, Indonesia

²Lecture Of Nahdlatul Ulama Sulawesi Tenggara University, Indonesia

***Corresponding Author:**

Jacob Breemer, Lecturer of Indotec Kendari Polytechnic, Indonesia.

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Abstract

PT. Telkom Infrastruktur Indonesia (TIF) Kendari District is one of the main telecommunication infrastructure providers in the Southeast Sulawesi region. This study aims to analyze the company's marketing strategy through the Segmenting, Targeting, and Positioning (STP) approach and how the company manages its operational ecosystem in facing dynamic industry challenges. The method used in this study is qualitative descriptive with data collection through in-depth interviews with management and field observations during internship activities. The results of the study show that PT Telkom Infrastruktur Indonesia (Infranexia) Kendari District has a strong human resource foundation, characterized by the dominance of a productive male workforce with higher education and senior experience, which is the main pillar in supporting the implementation of the Segmentation, Targeting, and Positioning (STP) marketing strategy. The STP strategy is effectively implemented through segmentation based on infrastructure readiness, targeting that focuses on the segment that contributes the largest revenue, and positioning as a strategic partner that prioritizes asset reliability and service quality. This synergy between superior human resource competencies and a structured marketing strategy allows the company to maintain a sustainable competitive advantage through trust-based service differentiation, thus being able to face the challenges of the increasingly dynamic telecommunications industry competition in the Southeast Sulawesi region

Keywords: STP Strategy, Telecommunication Infrastructure, Strategic Partnerships, Digital Telco, Customer Experience

Introduction

In an era of increasingly fierce and dynamic business competition, marketing has developed into one of the strategic functions that most determine the success of a company. Marketing management does not just talk about product promotion or sales, but encompasses a whole series of processes in understanding market needs, designing the right value, and delivering them to appropriate customers. Especially in the context of the service industry, where the products offered are intangible, marketing management plays a much more complex and challenging role. This field of study was chosen because marketing is the main bridge between the company and the market, as well as determining the direction of long-term business growth. By understanding and mastering marketing concepts in depth, a practitioner and academic will be able to make a real contribution to organizational development, especially in the telecommunication service sector which is undergoing a massive transformation in Indonesia.

To understand the complexity of this industry, it is important to examine the fundamentals of the object being marketed, namely the telecommunications infrastructure and services themselves. In general, infrastructure can be defined as all structures, basic facilities, and physical and social installations that are built to support and facilitate the movement of the wheels of community activities and the operations of economic institutions. In the digital context, telecommunication services are defined as the service of transmitting, sending, or receiving the results of any information in the form of signs, signals, writing, images, sounds, through wire, optical, radio, or other electromagnetic systems organized to meet the interconnection needs of other parties. In order for these services to run without interruption, a strong physical foundation is needed. This is where the urgency of telecommunication infrastructure lies, which structurally consists of upstream to downstream components, including access networks such as fiber optic cables to customers' homes, aggregation networks as data traffic collectors, backbone networks such as submarine cables and inter-island transmission, to physical supporting infrastructure such as telecommunication towers, Optical Distribution Cabinets (ODC), and Optical Distribution Points (ODP).

The complexity of these technical and intangible products triggers the emergence of a variety of specific obstacles. The main problems in the marketing of telecommunications infrastructure services are often rooted in the high dependence on large capital expenditure, very fast technology adoption cycles, and stringent government regulations. From a marketing operational perspective, the biggest challenge is how to communicate complex technical values to business partners, manage the risk of physical network failures due to external factors (such as extreme weather or damage due to other parties' construction), and maintain a high commitment to service quality standards or Service Level Agreements (SLAs) in the midst of fluctuating field conditions. These problems are exacerbated by the characteristics of a highly concentrated market but with rigid quality expectations.

In order to mitigate these risks and ensure that the products offered can be optimally absorbed by the market, the Segmenting, Targeting, and Positioning (STP) strategy is needed in service marketing. The inherent characteristics of services such as inseparability between production and consumption, as well as heterogeneity, require companies not to market their services in bulk. The STP strategy is the main foundation in modern marketing planning that allows companies to allocate resources efficiently and on target. Segmenting helps companies identify groups of customers who have similar characteristics, targeting allows companies to select the most potential segments to serve, while positioning determines how the company builds a strong and distinct image in the minds of customers so that they don't get caught up in price wars.

More specifically, how the STP strategy is implemented in the marketing of telecommunications infrastructure services is reflected in the highly selective Business-to-Business (B2B) approach. Segmentation is no longer based on personal demographics, but rather on organizational economic aspects such as massive network capacity volume, geographic coverage area, and data latency needs. Targeting is focused on large corporations or policy-making institutions, while market positioning must be emphasized on reliability, data security assurance, network security, and full-service availability 24/7, not just selling hardware commodities.

In this ecosystem, the role of PT Telkom Infrastruktur Indonesia (TIF) in implementing the STP strategy is very crucial. As an integral part of the Telkom Group, TIF assumes a strategic role to map the market precisely so that its massive portfolio of digital infrastructure assets can be utilized productively and efficiently. TIF which operates under the brand "InfraNexia" was chosen as the object of research because this company is a major player in the national digital infrastructure ecosystem which is in a major transformation phase. The name "InfraNexia" itself means "Indonesian infrastructure connection", which affirms the company's commitment to be the driving force for optimizing the utilization of fiber network infrastructure in Indonesia. After the transfer of some of its business and wholesale fiber connectivity assets, InfraNexia now manages more than 50% of Telkom's total fiber network infrastructure assets which include the access, aggregation, backbone, and other supporting infrastructure segments, with a business transaction value and assets of IDR 35.8 trillion.

Companies such as InfraNexia serve Internet Service Providers (ISPs) and Other Licensed Operators (OLOs) in building their businesses, as well as managing Telkom Group's connectivity network as a whole through the Managed Service Agreement (MSA) scheme. The uniqueness of Telkom Infrastruktur Indonesia as a wholesale entity that does not directly serve end consumers (retail), but serves operators and other business partners, makes it a very interesting object to study because its segmentation approach and target market determination have radically different characteristics from retail service companies in general.

In the Kendari area, Southeast Sulawesi, the presence of InfraNexia has its own significance considering that this area is one of the regions that is experiencing an acceleration of digital infrastructure development as part of the national connectivity equity agenda. Geographical dynamics and economic growth in Southeast Sulawesi demand a contextual and adaptive B2B marketing approach. Through this study, it is hoped that a comprehensive and in-depth picture can be obtained of how business units in the region design and implement Segmenting, Targeting, and Positioning strategies in their telecommunication infrastructure service marketing activities.

The results of this research are expected to identify the market segments that are the company's priorities, explain the criteria and process for selecting the target market carried out, and describe how the company positions itself differently and excels in the midst of increasingly intense competition in the telecommunications industry at the regional level. In addition, this research is also expected to provide constructive input for companies in refining their marketing strategies, especially in reaching new potential segments in the Southeast Sulawesi region. At the academic level, the results of this research are expected to enrich the treasures of marketing management science, especially in the context of marketing telecommunications infrastructure services in the era of digital transformation, as well as become a reference for future researchers who are interested in studying similar topics.

Landasan Theory

Marketing Management Concepts

The reformulation of marketing management theory in the post-pandemic era was pioneered by the ideas of Philip Kotler, Kevin Lane Keller, and Alexander Chernev (2022) who introduced The Market-Value Concept [1]. This theory emphasizes that marketing management is no longer just a business function to sell products, but a holistic process that focuses on designing, communicating, and delivering superior customer value in order to build long-term, mutually beneficial relationships with target customers.

In line with this shift in values, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan (2021) gave birth to the theory of Marketing 5.0: Technology for Humanity [2]. This concept explains how marketing management is obliged to adopt technologies that mimic human behavior (Next-Tech) such as artificial intelligence (AI), robotics, and data analytics to create personalized, adaptive, and high-value customer experiences along the point of their interaction with the company.

The application of this technology is then emphasized tactically through the theory of Integrated Digital Omnichannel Marketing Management promoted by Dave Chaffey and Fiona Ellis-Chadwick (2022) [3]. Their theory emphasizes the importance of absolute integration in marketing management, where companies should no longer separate digital (online) and conventional (offline) marketing channels, but must merge them to provide a consistent, frictionless, and optimal customer retention shopping experience.

This unhindered nature is fully supported by the theory of Data Driven Marketing from Dhruv Grewal and Michael Levy (2023), which views modern marketing management as a data-driven decision making discipline [4]. They argue that determining marketing strategies no longer rely on intuition alone, but rather the use of AI in real time to predict demand trends, automate product personalization, and manage customer experience management.

Sudarsono (2020) summarizes the essence of its operations by formulating marketing management as a systematic approach that includes planning, organizing, directing, coordinating, and controlling organizational exchange activities [5]. This theory emphasizes that all upstream to downstream technology and data use must be controlled efficiently so that the goal of market adaptation remains oriented towards solving concrete problems faced by consumers.

Service Marketing Concept

The development of service marketing theory in the contemporary digital era is spearheaded by the thoughts of Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler (2024) through strengthening the concept of the Service Gaps Model and expanding the service marketing mix (7P) [6]. They emphasized that in modern service marketing management, the elements of People, Physical Evidence, and Process must be strictly integrated with artificial intelligence technology in order to minimize the gap between customer expectations and the real service performance provided by the company. This tactical alignment is in line with the Service Dominant (SD) Logic theory updated by Robert F. Lusch and Stephen L. Vargo (2022) [7]. Their theory states that the main essence of service marketing is not just an output transaction, but a collaborative process in which the value of a service is created jointly (value co creation) between service providers and consumers through the continuous exchange of knowledge, competence, and interaction.

These dynamic interactions are then digitally emphasized through the theory of Automated Service Interaction developed by Jochen Wirtz and Christopher Lovelock (2022) [8]. They argue that today's service marketing relies heavily on the ability of companies to balance human touch (high touch) and technological efficiency (high tech) through the use of service robots, chatbots, and AI, in order to provide fast service without losing the emotional comfort of consumers. The management of this digital interaction is fully supported by the modern E Service Quality (E ServQual) theory from Christian Grönroos (2020) [9]. Grönroos emphasized that the quality of digital services is no longer only judged by the final result of services (technical quality), but is highly determined by functional quality, namely how responsive, safe, and easy consumers are when accessing the flow of the service process in the company's digital platform.

Finally, in the context of operations in Indonesia, Rambat Lupiyoadi (2024) summarizes this essence by formulating service marketing management as an integrated performance-based strategic approach [10]. This theory emphasizes that the success of service marketing in the modern era is highly dependent on the synergy of the marketing triad, namely external marketing, internal marketing (employee readiness), and interactive marketing, which are controlled adaptively in order to create consistent customer satisfaction in the midst of rapid changes in market trends.

Marketing Strategy

The formulation of marketing strategy theory in the modern post-pandemic era was pioneered by the ideas of Philip Kotler, Kevin Lane Keller, and Alexander Chernev (2022) who introduced the renewal of strategies based on The Market-Value Framework [1]. This theory emphasizes that the determination of marketing strategies no longer only focuses on product tactics, but on the development of 5C strategies (Company, Collaborators, Customers, Competitors, Context) to design superior functional, monetary, and psychological value for the target market. This value-based approach is in line with the Marketing 5.0 theory of Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan (2021), which shifts the focus of marketing strategies to technology-based for humanity [2]. Their theory states that modern marketing strategies must adopt the integration of Data-Driven Marketing and Agile Marketing, where companies utilize big data in real-time so that corporate strategies can shift and adapt very quickly to changes in digital consumer behavior.

The flexibility of this strategy is then emphasized in the digital realm by Dave Chaffey and Fiona Ellis-Chadwick (2022) through the theory of the Strategic Digital Transformation Framework [3]. This theory emphasizes that today's marketing strategy must rely on consistent market positioning across communication channels, supported by a multichannel customer retention strategy based on digital customer journey mapping analysis. On the other hand, Dhruv Grewal and Michael Levy (2023) in the theory of Omnichannel Marketing Strategy add that the core of competitive strategy advantages in the era of artificial intelligence (AI) based is value creation through responsive digital supply chains and automated personalization of strategic offers, thus being able to minimize purchase friction at every customer touchpoint [4].

Finally, from the perspective of academics and practitioners in Indonesia, Fandy Tjiptono (2020) completes the foundation through the theory of 21st Century Marketing Strategies [11]. The concept emphasizes that the formulation of an effective marketing strategy in the era of disruption must integrate elements of customer satisfaction holistically, defensive-offensive brand management, and the implementation of dynamic pricing strategies to respond to market penetration from macrotechnology-based competitors efficiently and sustainably.

Concept of STP (Segmenting, Targeting, Positioning)

The modernization of the STP concept in the digital era is spearheaded by the thoughts of Philip Kotler, Kevin Lane Keller, and Alexander Chernev (2022) in The Market-Value Framework [1]. They reconceptualized that Segmenting should now be based on the strategic and tactical needs of consumers rather than just demographic characteristics, while Targeting focuses on objectively assessing the attractiveness of segments, and Positioning is geared towards creating solid emotional and functional value in the minds of customers. In line with that, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan (2021) through Marketing 5.0 theory expanded these tactics into Segments of One [2]. This theory states that thanks to the advancement of AI, marketing management can now segment and target in real-time down to the individual level (hyper-personalization), which allows product positioning to change dynamically in digital media according to the context of the consumer's instant behavior.

This technology-based STP approach is emphasized in the digital marketing landscape by Dave Chaffey and Fiona Ellis-Chadwick (2022) [3]. They argue that in an omnichannel world, segmentation is mandatory utilizing psychographic data and online behavioral data, where the targeting process is carried out through automated content personalization, and positioning strategies are executed by building a consistent digital value proposition differentiation across all company platforms. On the other hand, Dhruv Grewal and Michael Levy (2023) in the Data-Driven STP theory added that the effectiveness of targeting in this century is highly dependent on the ability of predictive algorithms to assess the future profitability of a segment, which is then followed by a micro-positioning strategy based on specific needs solutions (micro-positioning) to minimize market saturation from competitors [4].

Fandy Tjiptono (2020) summarizes this foundation by emphasizing that although technology continues to evolve, the core of the STP strategy is still about sharpness of relevance [11].

According to his theory, effective segmentation and targeting must be able to separate heterogeneous markets into truly responsive groups, so that positioning strategies can be effectively communicated through the right marketing mix to win the perception space in the midst of increasingly dense market competition.

Telecommunication Infrastructure Services

The Organisation for Economic Co-operation and Development (OECD) (2020) puts forward the theory that modern telecommunication infrastructure functions as the Digital Economy Foundation [12]. In this perspective, the provision of broadband connectivity services plays a role like basic public utilities (such as water and electricity) which are an absolute prerequisite for the birth of cross-sector innovation. This theory emphasizes that investment in telecommunications infrastructure has a multiplier effect that directly determines the digital competitiveness and economic resilience of a country in the era of disruption.

Yamali and Putri In the context of economic development, Yamali and Putri (2020) formulated the theory of telecommunication infrastructure as an Economic Lever [13]. Reliable telecommunication infrastructure services are theoretically able to drastically cut operational transaction costs, accelerate the flow of market information, and create

more inclusive supply chain integration. The presence of this infrastructure is the main driver for the productivity of downstream sectors, such as commercial electronics (e-commerce) and digital finance (fintech). Suliman and Madinah from the perspective of information technology architecture, Suliman and Madinah (2021) conceptualized the theory of Infrastructure as a Service (IaaS) in the telecommunications industry [14]. They stated that modern telecommunications service providers are now adopting a cloud-based computing model. This theory explains that the utility of telecommunications infrastructure has shifted from owning physical hardware independently to providing network capacity and virtual computing that can be instantly adjusted (on-demand) according to user needs, thereby optimizing operational cost efficiency (OpEx).

George and Sagayarajan (2023) developed a theory on the Economic Inviability of Traditional On-Premises Infrastructure [15]. They argue that in the current era of high connectivity, managing and maintaining physical infrastructure independently (on-premises) by companies is no longer efficient. Their theory supports outsourcing models and strategic partnerships with third-party telecommunications infrastructure service providers that offer shared infrastructure, which has proven to be more adaptive to technology updates without burdening the company's capital cost (CapEx).

Deloitte through a global industry study, Deloitte (2024) formulated the theory of Core Connectivity Monetization and AI Integration [16]. This theory explains that the function of telecommunication infrastructure services post-2024 has evolved into a modular structure that must integrate Artificial Intelligence (AI) at the network edge level. Infrastructure services are no longer just about distributing data bit-by-bit, but must be intelligent (intelligent network) to manage data traffic load independently, optimize telecommunication tower energy consumption, and predictively mitigate network disruptions.

Research Methods

Place and time of the research

Research Time

This research was conducted from November 2025 to April 2026

Research Place

Research on Segmenting, Targeting and Positioning (STP) Strategies in the Marketing of Telecommunication Infrastructure Services of PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari was conducted at PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari

Data Collection Methods

In this research, data was collected by the following methods:

- **Observations:** Observation is a data collection method carried out by the process of Segmenting, Targeting and Positioning (STP) Strategy in the Marketing of Telecommunication Infrastructure Services of PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari
- **Interview:** In this study, the interviews conducted were divided into two, namely structured interviews using interview guidelines and unstructured interviews, namely direct interviews with employees of PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari
- **Documentation:** Documentation is a method of data collection that is carried out by collecting documented data such as reports and photos of PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari

Types of Research

The type of research used in this Final Project is qualitative research with a descriptive approach. Qualitative research is a method used to research on the condition of natural objects, where the researcher acts as a key instrument, and the results of the research emphasize more on meaning than generalization. A descriptive approach is used to describe, describe, and map phenomena that occur in the field in depth.

Data Analysis

The data analysis used in this study is qualitative description analysis. The main purpose of this study is to find out and comprehensively describe the Segmenting, Targeting, and Positioning (STP) Strategy in the Marketing of Telecommunication Infrastructure Services of PT. Telkom Infrastruktur Indonesia/INFRANEXIA Kendari. Through this approach, the researcher can dig into in-depth data from management and related informants regarding how companies formulate, implement, and evaluate their STP strategies in the telecommunications infrastructure market in real terms.

Results and Discussion

Targeting and Positioning Segmentation Strategy

The findings of the study show that the application of the Segmentation, Targeting, and Positioning (STP) framework plays a key strategic pillar in the marketing operations of PT Telkom Infrastruktur Indonesia's (Infranexia) telecommunication infrastructure services. In the segmentation dimension, the company adopts a business customer characteristics-based approach (Business-to-Business/B2B), which includes telecommunications operators, internet service providers (ISPs), digital technology entities, government agencies, State-Owned Enterprises (SOEs), and the private sector. This segmentation is deepened by the variables of specific service needs, geographic coverage, network capacity, and the level of complexity of solutions, thus enabling Infranexia to formulate infrastructure offerings that are precise, efficient, and aligned with the national digital transformation agenda.

In terms of targeting, the company's strategy is focused on corporate and institutional segments that require long-term partnerships for high-performance infrastructure, including fiber optic networks, telecommunication towers, data centers, and integrated connectivity solutions. Furthermore, Infranexia's market positioning is constructed as a credible, technologically advanced infrastructure provider, with a wide national reach, and ensuring reliability, security, and service sustainability.

This competitive position is significantly supported by the synergy of the Telkom Group ecosystem, human resource capabilities, technological innovation, and commitment to service excellence. The integration of the STP strategy has proven to be effective in building a sustainable competitive advantage and strengthening customer loyalty amid the intensifying competitive dynamics of the telecommunications industry.

The results of the interview with Officer Fulfilment & Assurance about whether STP's strategy has been implemented in increasing market marketing at PT Telekomunikasi Infrastruktur Indonesia (Infranexia), the officer said that "Based on the analysis of the operational practices of PT Telekomunikasi Infrastruktur Indonesia (Infranexia), it can be concluded that the Segmentation, Targeting, and Positioning (STP) strategy has been fundamentally implemented as the main pillar in efforts to improve market marketing.

Infranexia has conducted a clear market segmentation by focusing on the Business-to-Business (B2B) segment, including telecommunication operators, ISPs, government agencies, and SOEs, as well as grouping needs based on the complexity of the solution and geographical coverage. In terms of targeting, the company selectively targets corporate and institutional clients who need long-term partnerships for high-quality infrastructure such as fiber optic networks and data centers, while positioning is built through a reputation as a reliable, technologically modern, and nationally reaching infrastructure provider supported by the Telkom Group ecosystem. The integrated implementation of these three dimensions of STP allows Infranexia not only to offer more effective and efficient solutions, but also to successfully build a competitive advantage and strengthen long-term relationships with customers amid increasingly dynamic competition in the telecommunications industry."

The results of the interview confirmed that PT Telkom Infrastruktur Indonesia (Infranexia) has consistently implemented the STP strategy by focusing segments on B2B customers, targeting corporations that need long-term infrastructure, and positioning itself as a trusted partner based on the Telkom Group ecosystem to increase marketing competitiveness.

Interview with the marketing manager about how the marketing activities of PT. Telekomunikasi Infrastruktur Indonesia (Infranexia) in improving its marketing results? The manager said: "The company is improving its marketing results through an innovative telecommunications infrastructure service diversification strategy that focuses on the needs of corporate and government customers. They are also strengthening strategic collaborations with mobile operators and digital service providers to expand market reach and increase added value for business partners. In addition, Infranexia optimizes the use of digital technology in the marketing and customer engagement process to improve operational efficiency and customer satisfaction."

The interview revealed that PT. Telekomunikasi Infrastruktur Indonesia (Infranexia) implements a marketing strategy that focuses on innovating telecommunication infrastructure services to meet the needs of corporate and government customers. The company also builds strategic partnerships with mobile operators and digital service providers to expand market reach and increase business value for partners. In addition, Infranexia utilizes digital technology in marketing activities and interactions with customers to improve operational efficiency and overall customer satisfaction.

The complexity of PT Telkom Infrastruktur Indonesia's (TIF) role as the end-to-end manager of the Telkom Group's fiber optic network assets requires the implementation of a structured marketing strategy through the Segmentation, Targeting, and Positioning (STP) approach. The findings show that TIF does not only act as a passive infrastructure provider, but also manages the entire network lifecycle—from planning, development, to operations and maintenance—through the Managed Service Agreement (MSA) scheme.

These business characteristics create an urgent need for a clear segmentation strategy to differentiate the value proposition for various stakeholders within the Telkom Group ecosystem and externally. The MSA mechanism, in which TIF takes over operational technical responsibility, indicates a specific targeting of entities that prioritize operational efficiency, consistency of service standards, and reduction of direct asset management burden. Thus, TIF's market positioning must be firmly constructed as a specialist strategic partner that ensures network reliability, stability, and speed through standardized technical competencies.

Without a sharp STP strategy, the added value of the end-to-end model and cost efficiency due to the implementation of MSA may not be optimally conveyed to the market. Therefore, these findings confirm that the integration of the STP strategy is a critical prerequisite for TIF to maximize its role in supporting the resilience of national digital communications infrastructure, while ensuring that competitive advantages in the form of efficiency and quality of service can be translated into sustainable market advantage.

STP Dimensions	Key Findings from TIF Roles & Business Models	Implications of Strategic Needs
Segmentation	TIF manages end-to-end assets (planning, development, operational, maintenance) for various entities in the digital ecosystem (society, business, national services).	Segmentation based on the complexity of infrastructure needs and the type of user entity (internal Telkom Group vs. external/B2B) is needed to adjust the technical solution.
(Market Grouping)		
Targeting	The implementation of the Managed Service Agreement (MSA) scheme shows a focus on clients who require technical transfer, cost efficiency, and consistent work standards.	The main target is focused on corporations and institutions that prioritize operational excellence and do not want to be burdened by direct technical asset management.
(Setting Goals)		
Positioning	TIF acts as a guarantor of the reliability, stability, and speed of fiber optic networks through specialized expertise and professional management.	The market position must be emphasized as a strategic partner of infrastructure specialists who offer service reliability and operational efficiency through standardized technical competencies.
(Position Placement)		
The Urgency of STP Integration	End-to-end business models and MSAs create added value in the form of efficiency and consistency, but require the right communication of value in order to be recognized by the market.	The STP strategy is a critical prerequisite for translating technical excellence and operational efficiency into a sustainable competitive advantage in the telecommunications industry.

Source : Observation Results

Table 1: Implementation of STP Strategy

The data in Table 5.5. is a research finding that reveals that the complexity of PT Telkom Infrastruktur Indonesia's (TIF) business model, which includes end-to-end asset management and the implementation of the Managed Service Agreement (MSA) scheme, requires the integration of Segmentation, Targeting, and Positioning (STP) strategies as a critical prerequisite to maximize market value. In terms of segmentation, the diversity of entities in the digital ecosystem requires grouping based on the complexity of needs and types of users (internal vs. external/B2B) so that technical solutions can be adjusted precisely; Furthermore, targeting is focused on corporations and institutions that prioritize operational excellence and cost efficiency through the transfer of technical responsibilities; while positioning is constructed as a specialist strategic partner that ensures network reliability and stability through standardized competencies. Without the synergy of these three dimensions, the technical advantages and operational efficiencies resulting from the end-to-end model and MSA are at risk of not being delivered optimally, so the STP strategy becomes the main foundation for translating TIF's internal capabilities into a sustainable competitive advantage amid the dynamics of the telecommunications industry.

Telkom Infrastruktur Indonesia's (TIF) Business Focus

Telkom Infrastruktur Indonesia 's (TIF) business focus is actually not only carrying out technical work, but also includes complex strategic processes to ensure that telecommunications infrastructure runs optimally, efficiently, and sustainably. Here's a more in-depth explanation:

Optical Cable Management (Survey and Installation)

At the survey stage, TIF conducts a detailed field analysis, including geographical conditions, area density, environmental

risks, and licensing aspects. This is important to determine the safest and most efficient cable route. After that, it enters the installation stage, which involves the withdrawal of fiber optic cables both on land (underground/ducting and aerial) and underwater (submarine cable). In addition to installation, TIF also conducts:

- **High-Precision Fiber Splicing**

Splicing is the process of connecting two ends of fiber optic cables so that light signals can continue to run without interruption. This process uses special tools such as fusion splicers that unite glass fibers with a very high level of precision.

- **Testing Using OTDR to Ensure Signal Quality**

OTDR is a tool used to test the quality of a fiber optic network by sending light signals into the cable, and then analyzing the reflection of that signal.

- **Network Documentation for Easy Monitoring and Repairs**

Network documentation is the process of recording all information related to the fiber optic network, such as: Cable path (mapping/routing), Splicing point, Location of network device, Test results (e.g. OTDR data)

Renewable Energy Solutions

To support grid operations, especially in remote areas, TIF provides alternative energy solutions such as solar panels and hybrid systems. The goal is to ensure that infrastructure continues to run despite limited access to electricity, while supporting energy efficiency and environmental friendliness.

In telecommunications operations, the availability of electricity is crucial. Therefore, TIF develops alternative energy solutions, especially for remote areas or difficult to reach with conventional electricity.

- **Solar Panels (PLTS) as the Main Energy Source**

Solar panels or Solar Power Plants (PLTS) utilize sunlight to generate electricity. Solar energy is captured by solar panels, then converted into electrical energy that can be used to operate telecommunication devices such as BTS and other network devices.

- **Hybrid System (Combination of Solar, Battery, and Generator)**

A hybrid system is a combination of several energy sources to keep the electricity supply stable. It usually consists of: solar panels as the main source, batteries to store energy, generators (generators) as backups in case of emergencies.

- **Smart Power Management (Manajemen Energi Cerdas)**

Smart power management is a system that regulates energy use automatically and efficiently. This system uses monitoring and control technology to optimize electricity distribution.

- **Its Functions:** Regulate when to use solar, battery, or generator sets, Monitor energy consumption in real-time, Prevent energy waste.

Network Engineering

TIF is responsible for designing and developing telecommunication networks to have high performance, large capacity, and stability. This activity includes network design, capacity optimization, and the application of the latest technology to be able to keep up with the increasing needs of data traffic.

In this field, TIF plays a role as the main designer of telecommunication networks. Not only building, but also ensuring that the network has the best performance. The activities carried out include:

Network Topology Planning (Ring, Mesh, Star)

Network topology is a pattern or form of relationship between devices in a network.

The choice of topology greatly affects the reliability and efficiency of the network.

- **Ring:** Each connected node forms a circle. If one path is disconnected, data can still be routed in the opposite direction → more reliably (redundancy)
- **Mesh:** Each node is connected to many other nodes → very reliable, as there are many alternative paths, but the cost is high
- **Star:** All nodes connected to a single hub (hub/switch) → easy to manage, but if the center fails, the network is disrupted

Capacity Planning (Perencanaan Kapasitas)

Capacity planning is the process of estimating future network capacity needs so that overload does not occur. Things analyzed:

- Growth in the number of users
- Increased data usage (streaming, cloud, etc.)
- Daily and seasonal traffic patterns

Network Optimization (Low Latency & High Throughput)

Network optimization aims to improve performance so that data can be sent quickly and efficiently.

- **Low Latency:** the data transmission delay is as small as possible (important for video calls, gaming, etc.)
- **High Throughput:** large amount of data that can be sent in a given time (important for streaming and downloading)

Implementation of Modern Technology (DWDM and FTTH)

To improve the capacity and quality of the network, advanced technologies are used:

- DWDM (Dense Wavelength Division Multiplexing) A technology that allows a single fiber optic cable to carry multiple signals at once with different wavelengths → capacity increases drastically without adding cables
- FTTH (Fiber To The Home) A fiber optic network that directly reaches customers' homes → higher, stable, and less disruptive internet speeds

Mobile Operator Site Maintenance

TIF also maintains mobile operators' infrastructure such as BTS, towers, and other supporting devices. This activity aims to maintain stable network quality, reduce downtime, and ensure that communication services can be used optimally by customers.

TIF is responsible for maintaining the optimal performance of mobile operator infrastructure.

Maintenance is carried out preventively and correctively. The scope includes:

BTS and Tower Maintenance

BTS (Base Transceiver Station) and towers are the main infrastructure in the cellular network. Maintenance is carried out periodically to ensure that its physical condition and function remain optimal. Activities carried out include: Checking the tower structure (bolts, frame, and stability), Cleaning devices from dust, rust, or environmental disturbances, Checking the antenna to keep it in the correct direction.

- **Checking Transmission and Radio Devices**

Transmission and radio devices function to send and receive communication signals. Checks are carried out to ensure that the devices work according to standards. Things that are checked include: Radio and transmission module performance, Signal quality (signal strength and interference), Connection between network devices.

- **Electrical and Battery System Maintenance**

The electrical system is the main source of BTS operations, so it must always be in good condition. Maintenance activities include: Checking the power source (PLN, generator, or solar panel), Checking the backup battery (backup power), Replacing the weakened battery.

- **Troubleshoot Quickly**

Troubleshooting is the process of handling a fault when a problem occurs on the network. The speed with which it handles the fault is essential to minimize downtime. The process includes: Identification of the source of the problem (device, cable, or electricity), Repair or replacement of faulty components, Retesting to ensure the network returns to normal.

Conclusion

Based on the results and discussions presented earlier, it can be concluded that PT Telkom Infrastruktur Indonesia (Infranexia) Kendari District has a strong human resource foundation, characterized by the dominance of a productive male workforce with higher education and senior experience, which is the main pillar in supporting the implementation of the Segmentation, Targeting, and Positioning (STP) marketing strategy. The STP strategy is effectively implemented through segmentation based on infrastructure readiness, targeting that focuses on the segment that contributes the largest revenue, and positioning as a strategic partner that prioritizes asset reliability and service quality. This synergy between superior HR competencies and a structured marketing strategy allows the company to maintain a sustainable competitive advantage through trust-based service differentiation, thus being able to face the challenges of the increasingly dynamic telecommunications industry competition in the Southeast Sulawesi region.

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