SUMMARY

FAUZI RIDWANSYAH. Fit Analysis of Mobile Payment Business Model Using Strategic Diagnosis Approach (Case Study Indosat Dompetku). Supervised by RINA OKTAVIANI and IMAM TEGUH SAPTONO.

The success of a business is determined by the readiness of the industry and the consumer or market. A product or service will not be successful if the market is not ready to use, as well as a product will not be successful if the industry has no ability to produce in accordance with customer needs. Mobile payment business which has been live in Indonesia since 2009 has not achieved optimal development until 2014. It became a business phenomenon that is interesting to study. On the other hand, the government program of less cash society as a driver of Indonesian government to the people to change habits of a cash payment transactions be non-cash. Indosat Dompetku as mobile payment service has not evolved with optimal growth in users and revenue contribution, then examine the possibility of mismatch strategy pursued by Indosat to market and the environment becomes important.

The purposes of this study were (1) identifying positioning of PT. Indosat in providing a response to Indonesian mobile payment market, (2) analyzing Indosat’s internal capabilities and business model fit with environment turbulence, (3) formulating the optimum mobile payment business model development design for Indosat. The method used in this study was combined qualitative and quantitative analysis through in-depth interviews with purposive judgement sampling. The analysis tools used in this study were Business Model Canvas (MBC) and Ansoff’s Strategic Diagnosis. The interviewees were representatives of PT.Indosat’s internal management and the stakeholders of mobile payment business value chain.

Diagnosis results indicate a considerable gap (> 1). Indonesian market and environment is not ready to accept the changes or the presence of mobile payment products and technology as part of the solution to non-cash payments problem in the future, especially in cultural and regulatory factors governing the convergence of telecommunications and financial business. Indosat Dompetku low penetration in Indonesia mobile payment industry is caused by the persistence of gap between Dompetku aggressive strategy with future environmental turbulence levels. This gap also showed that Indosat's strategic business environment is not yet ready to face the future of mobile payment, and should change its competitive strategy in order to adjust to the environment in the future is expected. For the development of optimal business model purse, the seven elements of the current business model requires a development strategy, that value proposition, customer segments, customer relationships, channels and revenue streams.

Keywords: business model canvas, Indosat, less cash society, mobile payment, strategic diagnosis