ABSTRACT

MARKETING STRATEGY OF THE ACCOUNT MANAGERS AT* TELKOM WITEL SULBAGSEL *BASED ON THE MARKETING ACCOUNT PLAN SUMMARY (MAPS) USING THE IVCA APPROACH METHOD

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This study has been motivated by the importance of the appropriate marketing strategies in facing business competition in the telecommunication service industry, particularly in the government service sector. Telkom Witel Sulawesi Bagian Selatan *(*Sulbagsel*) faces challenges in managing its relationship with the customers in the government institutions, who have different characteristics of needs from those in the private sector. To answer this challenge, this study applied the concept of Marketing Account Plan Summary (MAPS), which was combined with the Industry Value Chain Analysis (IVCA) method as the strategic approach in formulating and implementing the marketing strategy of the Account Manager.*

This study applied a descriptive qualitative method with data collection techniques through in-depth interviews, observations, and document reviews. The research subjects consisted of the Account Managers of Telkom Witel Sulbagsel*, a government service unit, and the Government of* Makassar *City, as the main customer. The obtained data were analyzed systematically to identify the pattern of marketing strategy of MAPS based and its relevance with the analysis of the industrial value chain through IVCA. This approach provided a more comprehensive description of how the marketing strategy could be focused on the real needs of the customer by considering the internal and external factors.*

The result shows that the implementation of MAPS assists the Account Manager in profiling the customer thoroughly and deeply; thus, the marketing strategy is no longer general, but based on the value and needs of the customer. Through the integration of IVCA, the formulated strategy is more focused on creating a value proposition that aligns with the dynamics of bureaucracy and service needs in the public sector. In conclusion, MAPS-based marketing strategy with the IVCA approach can increase the marketing effectiveness of the Account Managers in Telkom Witel Sulbagsel*. This study also recommends strengthening the digital competence of Account Managers as well as developing service innovation to support sustainable marketing strategies in the future.*

Keywords: Marketing Strategy, Account Manager, Marketing Account Plan Summary, Industry Value Chain Analysis, Makassar *City Government*

Translated by:
The AgencyES
Language Institute
File No.: 677-S1-125097