

Business innovation on discontinuity of satellite legacy business in Indonesia: A lesson from SBU Metrasat change management

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Abstract-This research aims to formulate strategic change management in SBU Metrasat Indonesia, by identifying internal and external driving factors of the company, developing new business strategies, and formulating corporate change programs to achieve SBU Metrasat's competitive advantages. The research approach was through a case study with descriptive methods, and qualitative and quantitative analysis. The results of the analysis show that the type of changes are categorized into transition. The company establishes three priority strategic change managements, which should be made in nine elements of business model canvas. However, to achieve the innovative value, SBU Metrasat should focus on elements of value proposition, key resources, key activities and key partners. The McKinsey 7S analysis found that structure and skill are two elements which become barriers to change. The strategic change management plan within the next five years at SBU Metrasat would execute only 6 of the 8-step change management model proposed by Kotter (1996).

Index Terms- Change management, business canvas model, model 7S McKinsey, 8 tahapan Kotter, satellite communication services.

I. INTRODUCTION

Currently, SBU Metrasat is the market leader in the satellite communications services, with revenues of Rp 1.48 trillion in 2015 and occupied 27% market share in 2014. The compound annual growth rate (CAGR) from 2010-2015 was 30.1%. By 2016, the revenue growth of SBU Metrasat was only 10%, this number is smaller than the growth in the previous 6 years. Satellite communication service is the substitution product in telecommunication services, which serve for regions with no fiber optic and radio infrastructure. However, the construction of fiber-optic infrastructure based broadband network has been deployed in eastern part of Indonesia that previously could only be served by satellite communication services.

Indonesia Digital Network program which is realized through construction of inter cities network infrastructure and network access by Telkom aims to support the development of the digital society by providing broadband infrastructure thoroughly and integrally (Telkom, 2014 Annual Report). Until the end of 2014, Telkom has built fiber-optic based backbone

network throughout 76,700 km. Starting in 2016, the broadband network development will steadily rise along with the development programs by the Government. Telkom Indonesia develops the broadband network known as id-Ring. The id-Ring via the eastern part of Indonesia has been installed and operating by 2014. At the end of 2015, development of id-Ring network via the southern route of Eastern Indonesia began, and by 2016, the networks were integrated and now fully operate. Such construction directly decrease the revenue growth of SBU Metrasat.

BAPPENAS (2014) in the Indonesia Broadband Plan 2014 – 2019 has arranged programs to strengthen National Connectivity in ICT (information communication technology). In 2019, the construction of the planned national broadband provides 20 Mbps (mega bit per second) fixed wireless access to 71% of households in urban areas and 30% of the total population, as well as 1 Mbps mobile access to the whole population. In rural areas, the fixed wireless broadband infrastructure is expected to reach 49% of total households (10 Mbps) and 6% of the population, as well as mobile access to 52% of the population (1 Mbps). The construction of broadband networks using fiber optic is estimated to finish in 2019. Hence, in the future, there will be discontinuity based legacy satellite services, which the stream of 65% of SBU Metrasat revenue.

Kotter (1996) states that building a sense of urgency is very important to create necessary cooperation, as transformation attempts will fail to achieve organization goals, when the organization is still in the comfort zone. Anderson (2001) states that changes are happening in all areas, as speed and complexity rise in the 21st century, and the future success of the organization depends on how the leader deal with changes.

On the other hand, referring the Deloitte (2013), there are 5 million households demanding internet services that the wired or mobile services could not offer. And there are 2 million households with income greater than Rp 5 million a month, that could potentially need the internet service; the number is projected to rise up to 9 million in 2018. Eventually, the demand can only be served by satellite infrastructure. In addition, the better access to technology and high number of internet users in Indonesia, have enhanced connectedness between consumers and sellers. Such relation contributes to the change in buying behavior of Indonesian society. Sales through e-commerce is estimated at USD 13,716 million by 2016, and the sales growth that is CAGR in 2016 – 2020 is 16.86%; the number of e-

commerce players is projected to increase from 13.41% in 2016 into 19.44% in 2020. Hence, the sales through e-commerce is estimated at USD 25,508 million in 2020 (digital market outlook, access <https://www.statista.com> 2016).

SBU Metrasat should manage the organization to address the impact of the changes that happen today and in the future, and formulate the strategic change management to anticipate changes. Strategic change management drives the company to keep advanced by maintaining the business continuity, achieving competitive advantages, and help the company in maintaining its position as the market leader in satellite communication services industry in the long run. SBU Metrasat also should formulate the organization changes that can be done by arranging strategies in facing the changes, remedial actions and alignment that should be performed while implementing the strategies.

Therefore, it is very necessary for the SBU Metrasat to identify the current internal and external factors that could be significant in the future that urge the company to conduct strategic change management. A good strategy resulted from a proper scanning external and internal changes challenge, is therefore the instrument to strive for keeping high performances and preserving success (Ghezzi 2013).

The purposes of this research are (1) to analyze the internal and external driving factors faced by the company in strategic change management; (2) to analyze and develop a new business strategy to maintain the continuity of the business in the satellite communication services industry; (3) to study the implementation of change management as well as conducting an analysis of the driving factors and barriers to face resistance to change; and (4) to formulate the change programs at the company

II. RESEARCH METHODOLOGY

The research was conducted at SBU Metrasat Jakarta, from May until December 2016. This was a case study with descriptive, qualitative, and quantitative analysis methods. The research data was primary and secondary data. Primary data was obtained from direct observations, questionnaire, interviews with the internal and external parties of the organization, and also a focus group discussion (FGD). The secondary data was derived from the findings of market research on internet services via satellite, literature review, studies, scientific journals, related literature, magazines, and from relevant institutions.

Driving Factors of Change

The driving factors identified were sorted according to the respondents. The top 5 priority external driving factors being analysed are given as follows (a) focusing on the customer, (b) demands for high-speed service, (c) demands on high quality of the service, (d) fast in maintaining troubleshooting, (e) user friendly services. The results of the analysis on 5 internal driving factors are as follows (a) developing and sale of new products to a new segment, (b) shifting from internal focus to become market and customer oriented, (c) building strength in the marketing and product development units, (d) entrepreneur leaders should take action and keep learning, unlike the previous ones who only do concepts and plannings, (e) corporate restructuring, according to the requirement of market.

The sampling technique was purposive, nonprobability sampling, a sampling based on specific criteria. The questionnaires were distributed to internal respondents, who were key persons in the SBU Metrasat and specialized in the operational of the company, and members of company management with working experience of at least three years at SBU Metrasat. Meanwhile, the external respondents were professionals having business relations and experts or associations in the industry of satellite communication services

Table 1 Respondent

Respondent	Position	Organization
Internal	Managing Director	SBU Metrasat
	GM	SBU Metrasat
	Manager	SBU Metrasat
	Senior Engineer	SBU Metrasat
Respondent	Position	Organization
External	Chief of ASSI	ASSI
	Director	Patrakom
	Chief of T3S Project	Project Satellite
	SA Director of Telkom	T3STelkom
	Senior Engineer	Telkom

Data Analysis and Processing Techniques

Data processing was carried out with the following stages (1) identifying external and internal factors by gathering data in the field, interviewing experts and distributing questionnaires; (2) analysing factors that become the catalyst of change in the organization and analysing the impact of such factors to the company using the driver of change model proposed by Anderson and Anderson (2001); the impact analysis also determined the type of changes in the SBU Metrasat; (3) formulating strategic change management which becomes the organization's priority and describing the new business model through business model canvas by Osterwalder and Pigneur (2010); (4) conducting analysis using Mckinsey's 7S model, that high capability gives a comprehensive view of corporate seven elements (Waterman, Peters, Philips 1980); (5) formulating programs for fitting implementation through 8-step change process by Kotter (1996) for the success of the changes.

III. RESEARCH RESULT

The result of the external driving factors namely focusing on customers, the demand for high-speed services and speed in Repair interruption is similar to the results of Menkhoff and Chay (2008). It strengthens the findings of research by Ghezzi (2013) that development feature of the device becomes the driving factor of the sustainability of the service. The internal driving force factors develop new products and marketing to new segments for the company according to the results of the research of Herdyana (2014) that the growth of its business portfolio and business in new industries. Also, according to the results of the research of Ghezzi (2013) the internal driving forces of factors continuity of the service is the ability to deliver new services through innovation. And the fourth internal driving factor is the entrepreneur leader changes from previously only focusing on

conceptual stages and planning, and strengthening research of the internal driving factors by MenkhoffChay (2008) on the effectiveness of practical company management.

The impacts of external or internal strategic changes deserve attention from the organization (Saleh 2012 and Herdyana 2014). From the study in SBU Metrasat, there is an order of priority based on the degree of influence on each strategy based on the respondents' answers, and data observation on business activity in the company. The results of the analysis are (a) focusing on customers (b) developing and sale of new products to a new segment, (c) entrepreneur leaders who take action and keep learning, unlike the previous ones who only did concepts and plannings. Talpau and Boscor (2011) explain that customer orientation means the company treats customers as the top priority, always focuses on the dynamics and development of customers in designing strategies and providing appropriate and excellent service to target customers, believes and consistently puts the customer needs and satisfaction at the highest priorities, and always perceives business from the customer viewpoint.

Bass in Singh (2013) opines that transformational leaders have four criteria i.e. influence, motivation that inspires, encouraging learning and personal considerations. These criteria are the bases for entrepreneurial leaders in change management; they were initially in the concept and planning stage, but dare to take action and keep learning. Singh (2013) also states, that leaders should be able to make their followers manage to work above their ability by evoking feelings and proactively motivating the followers, giving renewed hope for the followers, creating an opportunity for learning, giving the stimulation to them to create good governance, and lastly, creating solutions to problems.

Analysis of the type of changes to the company by Anderson and Anderson (2001) found the SBU Metrasat's type of change is transition. This is based on, first, the organization does not have to change aspects of organizational culture, behavior and mindset. Second, the organization does not change all the aspects, but only performs alignment and additions to the structure, products or services, and technology to meet customer needs and market changes. Third, the organization has started the process of changing of the company after clearly understands and defines its objectives. And the process of changes can still be managed or controlled in accordance with the objectives in the known future.

Organization's Goals and Objectives

Hamel and Prahalad (1994) states the strategic change management is actually the planning to achieve global long-term goals and has clear competencies to be prepared, but not including the detailed planning. The purposes of changes in the SBU Metrasat is based on interviews, company's reports, and analysis business canvas model. The plan of corporate development in the five years ahead is to maintain as the market leader in satellite communication services industry. To implement the planning, the organization determines strategic change management priorities, namely (a) focusing on customer by providing satellite services at competitive prices, (b) developing new product, along with innovation and broadband

internet mediahub, (c) serving a new customer segment at the adjacent satellite communications services industry.

Kim and Mauborgne (2006) explain in a blue ocean strategy of development, that a company proposes a superior offer and creates new markets, as well as innovating values. The objectives and targets of the company change through satellite service products with competitive prices are set in business model canvas of SBU Metrasat in the next five years. According to Ostewalder (2012), to reach innovative values, there are four challenging questions about strategy and business model, namely (1) What factors should be eliminated? (2) What factors should be reduced in order for the service to be under the industry standard? (3) What factors must be added in order for the service to be above the industry standard? (4) What factors should be created that are unable to compete?. The formulation of the organizational changes in the business model canvas for the next five years based on the four challenging factors above can be seen in Figure 1.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segment
Contract, revenue sharing Outright Sale	Preparation of delivery O&M dedicated	Quick installation, quality of services, responsiveness, and fast troubleshooting	Direct communication, electronic media, 24-hour support	Operator, banking, government
	More partners O&M share		Web, social media, online shopping	SMEs, Retails, Advertisers
Joint operation Hire	Key Resources HR HTS satellite Big antenna	Competitive Quota based, coverage over Indonesia	Channels Direct end user, synergy group	
	System IT HTS satellite		Web, social media, Online shopping media agency	
Cost Structure Cost of infrastructure, satellite's transponder, HR, operation & Increased efficiency		Revenue Streams Revenue from transaction and monthly hire Top up quota, advertisements		

Notes :
 Factors below industry standard
 Eliminated factors
 Factors without competitors
 Factors above industry standard

Figure 1 SBU Metarast's BCM for next 5 years

Changes at SBU Metrasat in the next five years are clearly illustrated with BMC above. The identification and analysis of the changes at the SBUMetrasat have been undertaken through the nine elements of the business model canvas; these elements are interrelated to each other, thus if one element changes, it will impact the other elements. The strategy to reach the value of innovation (Osterwalder and Pigneur 2010) requires the company to make changes in several elements, namely value proposition, key resources, key activities and key partners.

The change elements have to be as follows: first, providing services in all Indonesia including the remote area, and the satellite services based on quota usage, this is certainly that the competitors are unable to offer. Secondly, the company should eliminate the use of large antenna, abolish outright sale scheme, and delete premium operation for special customer. Third, the organization is required to utilize HTS satellite and

implement all activities through resource sharing. Forth, the company has to offer their services in a lower yet competitive price.

Analysis of Change Management in the Company

Analysis of the change to the organization is by using the McKinsey 7S model approach. The analysis is based on data of respondents and the discussions with company management. Elemental analysis firm found that there are two elements in the range of -4 to +4, namely structure and skill. Biech (2000) states element "S" in the range of -4 to +4 means known elements as a problem. Detailed results of the analysis are shown in Table 2.

Table 2 Analysis of 7 elements of the company using McKinsey's 7S model.

Unsur	Σ Nilai	Hasil
<i>Strategic</i>	+ 2,5	+ 7,0
<i>Structure</i>	- 0,375	- 0,88
<i>System</i>	+ 2,65	+ 6,63
<i>Skill</i>	+ 1,75	+ 3,63
<i>Style</i>	+ 2,65	+ 7,38
<i>Staff</i>	+ 2,25	+ 6,50
<i>Share value</i>	+ 3,75	+ 11,38

Strategic becomes the driving factor, as the strategy of SBUMetrasathas been defined clearly and contains shared goals among the employees. This is followed with planning and implementation stages as a continuous process. The employees understand their position in a series of necessary process, which smooths the strategic implementation of the company. Hrebiniak (2005) explains, clear strategy could provide a guideline that helps in the implementation.

Structure as a barrier factor, because of inefficient coordination as responsibilities in organizational structure are not evaluated and directed to the new goals of the company. The current organizational structure does not affect the smooth flow of information and coordination between units, inefficient control and the decision-making process in the organization. Hubeis and Najib (2008) describe that the change in strategy led to changes in organizational structure.

System is found as a driver, as no barrier communication in the company, the process has been running in accordance to operational standards, where there are regulations as functional control, and several units started the implementation of IT system at business activity. A good system, if the standard operating procedures and rules are used as control, and open communication vertically could reduce hierarchy, so that it can accelerate the strategy implementation effectively (Hrebiniak 2005). Higgins in Donselaar (2012) states the effectiveness of the system based on implementation of strategy can help realize the changes.

Skill is identified as a barrier factor, due to not yet optimum development of skills, less appreciation to appropriate of skill, new business, and small opportunity for career development. Identification of main competences required for businesses is needed to achieve and sustain market position as a leader (Drucker 1995). Hrebiniak (2005) states that a company has competence and capability that is not possessed by

competitors and uneasy to develop; this eventually would give a huge impact on the profit gained and determine the success of the company's strategy.

Style has been identified as the driver, because of the leader's presence in the organization, and also there is leadership impact to the management and the employees in any level. There is a great support for employees to make improvements or innovations as well as appreciation on the input and ideas, which are taken into account in the decision making at SBUMetrasat. Jooste & Fourie in Donselaar (2012) argue that style becomes an important driving factor in implementation of strategic change management for the top leaders, and also a key to the managerial success. The style in the operational levels is implemented through the attitude and behavior of people in the organization.

Staff is identified as a driving factor. This is based on the fact that the staff come from diverse backgrounds but are aligned with the strategic changes. Indeed, human resources can support implementation of strategic changes effectively. Drucker (1995) suggests that a company requires staff with the ability to fill and cover the weaknesses of counterparts in their team, to adjust their strengths and weaknesses, and are able to change to suit the demands of responsibility required by the organization.

Shared value is also becoming a driving factor based on the trust and transparency in the corporate environment. This is seen from implementation of business ethics in activities within open and supportive environment. Jooste & Fourie in Donselaar (2012) point out that shared value could encourage or restrict strategic change management, depending on the implementation. The alignment between the corporate culture, strategy, ethics, and the core competencies of the company creates the shared value within the company.

The 'S' elements of company structure and skill are as the barrier factors, SBU Metrasat should increase the effectiveness of the strategy implementation. Malan (2003) and Ravanfar (2015) believe that upgrading performance to suit the changes can be done by improving the structure, simplifying the mechanisms of the process, making the function between units interrelated, facilitating communication, and increasing control using the IT system. Hubeis and Najib (2008) argue that the changes to strategies will result in changes to the organizational structure, since the change in strategy requires the organization to allocate resources to adjust to the goal of the new strategy. To enhance skill, it needs to improve knowledge from multidiscipline.

Action Plan

The results of the analysis of SBU Metrasat type of change is "transition", the Kotter's 8 steps of change model (1996) actually would be implemented as a whole if the company is having a transformational type of change (Sidorko 2008, 2012 and Herdyana Saleh 2014). The management changes at SBU Metrasat according to Kotter's 8-Step are as follows:

Establishing sense of urgency. The change efforts can successfully begin with an evaluation by individuals and groups over the competition in the industry, market, technology trends and financial performance. Based on the analysis of the driving factors, there have been changes in the market, namely the demand for high-speed, high quality, and easy services. In addition, there is a shifting demand to develop new products. The

results of such analysis on the internal and external factors are responded by SBU Metrasatin conducting changes.

The need for changes must be supported by the employees and management team. If the changes do not yet start, some profits for the company might be lost. However, the changes must be carried out with plans; if not, the changes would be weak and raise problems for the employees to adapt.

Some of the following programs are expected to increase the sense of urgency for changes at the SBU Metrasat: performing intensive and persuasive communication, communicating the message as well as the importance of such changes, having a sharing session between the management team and employees about the company's condition that suffers and experiences declined performance in the existing business.

Building coalition. There is no single person who is able to lead and manage the process in organizational changes alone. To achieve the success in changes, it is necessary to build a guiding coalition. The guiding coalition will give significant values in the phases of change so that the process can persistently continue.

To build an effective guiding coalition, there are four major characteristics that should be taken into account, i.e. the teams made up of important people in a particular company, such as managers; expertise; representation from all relevant fields and backgrounds, such as disciplines, skills, experience, nationality, tribe/race, and; third, strong credibility and leadership so as to encourage the process of change.

To establish a guiding coalition, SBU Metrasat can arrange the following activities: building a team consisting of five to seven people who could be the agents of change and selected based on the aforementioned criteria; and full, consistent, and continuous support from the top management that will assist the guiding coalition to implement those plans of change easier.

Develop vision and strategy. Changes without vision and strategy will make the plans useless and even dropped from the list of company's activities. Furthermore, the stages of the process will become disorganized and no longer appropriate, so that the direction is chaotic or even stuck. Therefore, a clear vision will make it easier for employees to understand and perform the actions for changes. Currently, the vision of SBU Metrasat is to be "The Most Innovative & Admired Satellite Service Provider in the Region". Based on the results of the analysis, the type of changes in the company is transition, so the vision is still relevant and it does not need to be revised. According to Sidorko (2008) and Saleh (2012), the 8-Step by Kotter (1996) can actually be implemented if the changes are transformational.

Communicate the change vision. Communication is a very important stage in the process of change in the company because it can reduce uncertainty and misunderstanding among related parties, so that it can give a positive response to the plans. Several stages below are expected to improve communication in SBU Metrasat to attain the success of change, as follows:

1. Having open communication with simple dictions and eliminating unrelated terms and jargons. Leaders can

communicate to the employees thoroughly, not just making regular announcements.

2. Communication through visual media such as pictures or videos and animation, because visual media can explain things more lively and meaningfully.
3. Two-way communication or face-to-face is necessary, as in every major step in the process of change, there are clarification and feedback, thus employees understand how leaders take important decisions. At this stage, especially during change implementation, feedback becomes a very important early warning if the changes do not match expectations or are out of line.
4. Increasing participation and intensifying employee dialogue through online forums in email or group chat, and blasting information on the company's website that aims to get a more positive response in communicating the changes.

Furthermore, there must be repetitions in delivering visions through the media and forums above. Regular and scheduled weekly meetings allow employees to be confident and more open during the transition process. Next, there will be internalization process in each employee, because an idea will be embedded into people when they have heard it many times and repeatedly.

Empower broad-based action. Usually in engaging employees during the changes, there are some major obstacles, namely related to structures, skills, systems, and supervisors. From the McKinsey's 7S analysis, skill and structure of SBU Metrasat become the barrier factors of the company. SBU Metrasat must respond to the findings. Hence, the organization has to implement several actions below:

1. Making clear on the description, responsibility and accountability of the tasks based on the company structure that is changing in line with the strategic changes in the environment. It needs to assure the standard operating procedures or regulations as a means of control over all related units, and reduced the hierarchy.
2. Formulating necessary performance measurement based on key performance indicator (KPI) that is targeted by the company. The KPI is expected to help in the assessment of the effectiveness and efficiency of the main activities within the organization.
3. Rewards and recognition for the outstanding employees, to enhance the motivation, optimism, confidence and inspiration.
4. Conducting education or training to improve competence. Moreover, it needs to emphasize the need for training during the empowerment process, which can increase employee motivation in the program.
5. Mentoring and coaching to employees at SBU Metrasat to further widen their knowledge and experience as well as enriching their personalities.
6. Building a good relationship among employees or stakeholders in the company, thus there will be deeper emotional bonds that might provide positive impulses for the

successful implementation of the company's strategic changes.

Generate short-term wins. It is important to monitor the stages of change, as the strategic change management happens in a long period but have a large scale, so it is necessary to create short-term wins. A number of early yet small achievements can foster confidence and a belief that there would be greater success to attain that creates a momentum of change. These are useful in delighting the employees to celebrate small victories; yet for the management, the small victories guarantee that the changes are on the right track (Pietersen 2002).

According to Kotter (1996), there are three characteristics of small wins: first, small wins are visible and that the achievement or the results can be seen by oneself or by others; secondly, it is unambiguous as the results are clear and uncontested, and; thirdly, the achievement is closely related to the process of changes by the company.

The realization of the targeted short-term victory could eliminate the obstacles as the attempts to reinforce the vision of the changes to the employees. The top management of the company is recommended to give chances to celebrate and appreciate the effort of the team and all related parties in making the program successful.

Consolidate gains and produce more change. This stage aims to prevent early satisfaction and get rid of much bigger barriers. It is important for leaders to take advantage of this short term momentum to resolve further issues within the company. To consolidate the accomplishments and make more changes, the organization needs to do:

1. Delisting past works that are already irrelevant, then focusing on the the process of change.
2. Management team identifies dependence upon unnecessary things and gets rid of them that can eventually facilitate changes in the long term.
3. To engage more people in the process of change, the skills and functions of the lower level personnel should be developed. This can be through making project management or leadership programs for the lower level employees, and order them to manage and lead some small projects.
4. Top management must remain focus on advancing the company to keep high sense of urgency while ensuring clarity of changes and long term vision.

Anchor new approaches in the corporate culture. The results of the analysis indicate the changes in the company belong to transition type, thus the company does not have to make any changes to the organizational culture as proposed by Anderson and Anderson (2001). According to Sidorko (2008), and Saleh (2012) the 8-Step of change process by Kotter (1996) can be implemented thoroughly for transformational companies. In this study, the eighth stages are not required to be done as a whole for the moment.

IV. CONCLUSION

SBU Metrasat is in a dynamic environment, and this situation urges the organization to make changes, which type of changes is transition. Analysis of the internal factors that drive companies are developing new products, marketing products to new segments, changing the mindset of organization to customer oriented, strengthening the marketing and product development units, and assuring the position of leaders. Meanwhile, the external factors such as focus on the customers, the demand for high quality and fast services, speed in handling problems, and easy use of the services become the driving to conduct strategic change management.

In order to maintain its position as the market leader in satellite communication services industry, the company establishes three priority strategic change management. These strategies lead the company to make changes in the nine elements of the business model canvas. However, for achieving innovative value, the company should concern four elements, namely value proposition, key resources, key activities and key partners.

The model of McKinsey 7S, analysing the "S" elements of the organization is to identify the driving factor or the barrier factor. The results of the analysis indicate that elements of structure and skill are still lack and categorized as barrier factors of the organizational changes. To upgrade performance, the organisation should be simplifying the process, interrelating the function between units and increasing control using the IT system.

Programs for change management at SBU Metrasat are referring to 8-Step by Kotter, but only 6 of 8 steps would be implemented by the company since the type of changes is transition. The planning of main programs and subprograms for the company is based on 8 phases of Kotter as a guidance and early warnings for the SBU Metrasat's change management.

Suggestions

It is suggested for the next research to analyze the implementation of change management in a company by using the methods that can measure the levels of effectiveness and compliance to changes. Hence, they can determine the steps to successfully implement changes, and can find out the inhibiting factors in the implementation of such changes.

In addition, further research could analyze the strategic change management at other companies which experience more complex changes, or transformational changes. Those research are suggested to study the effectiveness of transformational changes compare to transitional change of this research.

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