# How Marketing Strategy Contribute to Build Brand Equity in Global Market: The Case of B2B Telecommunication Company

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*Abstract* - **In the last three decades, the telecommunications industry played a major role in the global technology revolution. But telecommunication companies are facing increasing competition from digital players which also offer voice and messaging services, accentuating deterioration in the revenue of key services in telecommunication companies. Telin, as one of the players in the global market is also transforming in various fundamental aspects and has established itself to transform into a digital telco. Telin needs to define the right and effective marketing strategy to communicate its transformation to compete in the digital industry. This research uses brand revitalization strategies to build and strengthen Telin's brand equity. The first proposed strategy is implementing new brand architecture strategy to anticipate the new products or services, new target market, new competition, and strategic mind shift. And the second is implementing new marketing strategy to align with the new vision, mission, and positioning the company as the digital telco provider. The result of this research can help B2B telecommunication companies, like Telin, to evaluate its marketing strategy and build brand equity in the digital industry.**

*Keywords* - **Brand Equity, Brand Architecture, Marketing Strategy**

## I. INTRODUCTION

In the last three decades, the telecommunications industry played a major role in the global technology revolution. The industry continues to report a rise in both the number of connectivity and traffic. But telecommunication companies are facing increasing competition from digital players which also offer voice and messaging services, accentuating the deterioration in the revenue of key services in telecommunication companies. They realized that to completely turnaround the company and make an immediate impact on the bottom line, they had to implement a transformational change. Most telecommunicaiton companies will want to undergo digital transformation due to revenue and profit margins falling all around the world.

PT Telekomunikasi Indonesia International (Telin), as a subsidiary of PT Telkom Indonesia, Tbk (Telkom), which focuses on international telecommunication business, has taking strategic steps through business innovations, allowing the company to provide the appropriate response in facing the development of global telecommunications industry. In line with Telkom Group direction, Telin transforms itself to be the global digital ecosystem enabler, and shifts its portfolio to digital domains to build robust fundamentals for digital readiness. Telkom has defined the strategic direction for Telin to cater and connect to the global market for the digital ecosystem.

With this transformation, it is important for Telin to continue to make changes in corporate strategy and functional strategy to be able to strengthen brand equity in providing value to customers and value to the company. With the renewal in corporate strategy, Telin needs to define the right and effective marketing strategy to communicate the Telin transformation to compete in the digital industry. Thus, the right marketing strategy will strengthen Telin's brand equity, and with strong brand equity, will create a competitive advantage for Telin.

## II. METHODOLOGY

The method of data collection in this research used a qualitative approach, which the collection focused on the company itself, such as the changes factor that made the problems, both internal and external factors which will be analyzed by using several analytical tools [10]. The data consists of primary and secondary data.

The primary data are collected from in-depth interviews of representation from multiple stakeholders in developing marketing strategy in Telin. Interviewee includes several high-ranking executives and Telin's senior management by conducting a Forum Group Discussion (FGD) session and interview with Telin's potential customers. While the secondary data will be collected through secondary sources. The data includes from internal source Telin's Customer Survey in 2020 and Telin's Brand Health audit from Marketing and Business Intelligence unit, and from external sources such as literature review related to the marketing strategy and brand equity like from the books and online publication.

After collecting data, this research also analyzes internal and external factors that might affect the company's current or future situation. Marketing strategy then will be generated in order to strengthen the brand equity of Telin. And also, the objective of this research is to gain sustainable competitive advantage regarding facing all the upcoming challenges in the telecommunication industry by its marketing strategy implementation.

Several researches and studies as shown in [3], [5], [9], and [22] have been conducted to investigate the effectiveness of the marketing mix on brand equity. It can conclude that the marketing mix elements have positive

effects in building strong brand equity. Each of the marketing mix elements (product, place, price, and promotion) has significant contribution to higher brand awareness, brand loyalty, brand association, perceived quality, and overall brand equity.

TABLE 1
MARKETING STRATEGY COMPARISON

| Marketing Strategy | Description | | |
|---|---|---|---|
| **Segmentation** | | | |
| Telin | Wholesale, Enterprise, Retail/Personal | China Telecom Global | Wholesale, Enterprise, Personal |
| Singtel Global | Wholesale, Enterprise (SMB) | TM Wholesale | Wholesale, Enterprise |
| Telstra Global | Wholesale, Enterprise, Government, OTT | PCCW Global | Wholesale, Enterprise, Government |
| **Targeting** | | | |
| Telin | Wholesalers and enterprises in Asia Pacific who are looking for connectivity to Indonesia and vice versa, and Indonesian migrant workers (retail segment) | China Telecom Global | International carriers, multinational enterprises especially from financial, government, manufacture, IT, retail, and overseas Chinese customers |
| Singtel Global | Wholesalers and SMB in Asia Pacific, and overseas enterprises who are expanding to Asia Pacific | TM Wholesale | Wholesalers and enterprises who are looking for connectivity to Malaysia and the region |
| Telstra Global | Wholesalers and Enterprise especially from broadcast media, mining industry, and Government | PCCW Global | Wholesalers and enterprises from multinational business and government |
| **Positioning** | | | |
| Telin | Telecommunication provider which has access to the most eyeballs in Indonesia to accelerate digital expansion in APAC | China Telecom Global | Integrated telecommunication services provider which diversified ICT products with one-stop services worldwide to simple to enterprise-level solutions |
| Singtel Global | Communication technology group which delivers core enterprise ICT services as well as cloud, IoT, cyber security and smart city solutions to enable digitalisation of enterprises around the world | TM Wholesale | Telecommunication provider focusing on domestic and international wholesale business to accelerate customers' connectivity and coverage to the digital world |
| Telstra Global | Telecommunications and technology company which provides data and IP networks and network application services for connecting international business to Asia and Asia to the world | PCCW Global | Leading telecommunications provider, offering the latest voice and data solutions with innovative solutions that meet the demands & challenges facing multinational businesses government institutions all over the world |
| **Marketing Mix** | | | |
| Telin | **Product** : Voice, Data Connectivity, Internet Content, Mobility, Enterprise Services, Other Solution **Place** : 12 offices in 10 countries **Price** : Cost-based pricing **Promotion** : Paid, Earned (awards), Owned (dedicated website, microsite, social media (LinkedIn, Youtube, Facebook, Instagram, Twitter), customer portal, WA chatbot) | China Telecom Global | **Product** : Connectivity, Internet, Cloud, Data Center, Media & Content, Unified Communication, Mobility and MVNO **Place** : 41 countries **Price** : n/a **Promotion** : Paid, Earned (awards), Owned (dedicated website, microsite, social media (WeChat, LinkedIn, Facebook, Twitter) |
| Singtel Global | **Product** : Connectivity, Cloud and Data Center, Satellite, Cybersecurity **Place** : 53 offices in 17 countries **Price** : n/a **Promotion** : Paid, Earned (awards), Owned (website through parent company, social media (LinkedIn, Youtube)) | TM Wholesale | **Product** : Data Services, Backhaul Services, Voice Services, Access Services, Infra Services, Adjacent Business **Place** : 8 offices in 7 countries **Price** : n/a **Promotion** : Paid, Earned, Owned (website through parent company) |
| Telstra Global | **Product** : Networks, Mobility, Cloud, Security, Unified Communication, IoT **Place** : 43 offices in 20 countries **Price** : n/a **Promotion** : Paid, Earned, Owned (website through parent company, social media through parent company) | PCCW Global | **Product** : Software Defined Network, Mobility & Voice, Security **Place** : 21 offices in 18 countries **Price** : n/a **Promotion** : Paid, Earned (awards), Owned (dedicated website, microsite, social media (LinkedIn, Youtube, Facebook, Instagram, Twitter)) |

## III. RESULTS

### A. Marketing Strategy Comparation

As support in developing Telin's marketing strategy, as shown in Table 1, this research make comparison on marketing strategy's competitors which are selected based on previous brand audit and their similarity with Telin in:

    a. Nature of business, as international telecommunication provider
    b. Company structure, as subsidiary of an integrated telecommunication provider
    c. Products and services
    d. Company based in Asia Pacific
    e. Main target market to Asia Pacific

### B. Digital Transformation in Telin

The main reason Telin conducts transformation is to still exist and survive in the midst of competition with many changes in conditions and demand in the industry. Telin needs to stay relevant with the market conditions nowadays and always evolve along with the development of technology and to remain relevant.

The benefits of digital transformation are making Telin able to further widen Telin's market, and this is one of the quick ways to be able to enter new markets, and compete globally. It allows Telin to reach out to the end user, in this case Enterprises B2B, far more efficiently without the traditional burden to build physical offices and channels.

Telin needs to prioritise digitising the core as soon as possible so that it can be available especially for Telin's enterprise customers. Thus, this digitising the core in the long term can be the main benchmark in leading prices in the market, so Telin prefers to do so with this automation strategy to be able to keep making profit and make the market demand can be more controlled.

Based on observations and internal data, Telin has a plan to prepare products and services that continue to follow the development of market and customer demand and needs. Telin has to keep infrastructure as the core competencies. Layering up the connectivity platform, Telin offers applications that enterprises seek to engage their customers and businesses. Telin needs fast service activation and reliable interconnection by building interconnection APIs to several wholesalers in self-service and online ways to speed up the activation process.

### C. Current Telin's Brand Equity

The current Telin's marketing strategy (STP & 4P) is causing problems in the brand equity elements:

#### 1. Telin's brand awareness : Low

From brand health audit 2020 conducted by Telin, Telin is placed third position for potential customers, behind Singtel Global and Telstra Global with 45% respondents know Telin's brand, as shown in Fig. 1.

This research also examines the website popularity between Telin's main competitors. The evaluation uses SEMRush tools, by examining organic search traffic and backlinks traffic between Telin's competitors' website.

From Fig. 2, it's shown that Telin's brand awareness is quite low hence only 3.8K traffic comes from organic search per month, far below Singtel Global with 67.4K traffic per month. In other hand, a website page with a high number of backlinks tends to have high organic search traffic in search engine rankings. In Fig. 3, amount of backlinks of Telin's website is small (only 2.1K websites) compared with other competitors, which means there are not many websites that link to Telin's website.
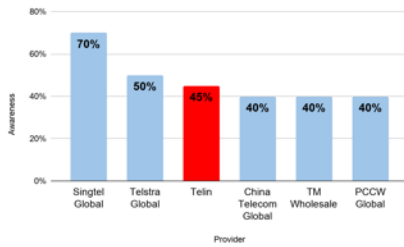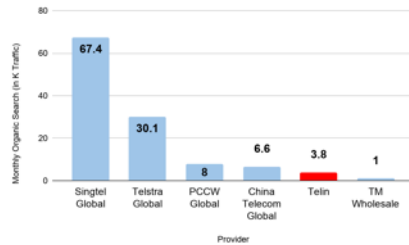
Fig. 1. Brand Awareness.
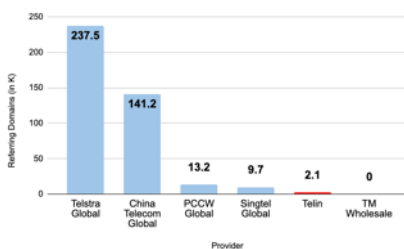


Fig. 2. Monthly Organic Website Traffic.



Fig. 3. Number of Backlinks.

*2. Telin's brand loyalty : Decline*

Telin's Customer Loyalty Index (CLI) in 2020 decreased from 84.3 in 2019 to 71.7 in 2020. This decline is in line with the decrease of Net Promoter Score (NPS) in 2020 with increasing respondents shifted into "shallow" loyalty levels. Some reasons why customers decreased their loyalty are price consideration, product quality, and account support.

*3. Telin's brand association : Not strong as global digital telco*

Telin is strongly associated with being originated from Indonesia. While Telin is strongly associated with being originated from Indonesia, the other providers are associated with their good reputation and credibility, as well as being well-known in various countries. The current brand association is not supported to build Telin's brand positioning as the digital telco with its new vision as the digital ecosystem enabler in the global market.

*4. Telin's perceived quality : Decline*

In 2020, Telin's NPS decreased by 8.7 points compared to the NPS for 2019 period, which is contrary to the growth of 2018 to 2019 that increased significantly. From the voice of customers, we can analyze that customers complained about several issues, like price, product and service quality, slow response in several customer touchpoints, and slow response from Telin's channel. The declining NPS also described customers' perception of the Telin's overall

quality or superiority of a product or service declining in 2020.

From brand equity elements above, Telin brand equity as a digital telco provider is not strong enough to compete with other global telco providers and also digital players.

*D. Current Telin's Brand Equity*

As in Fig. 4, currently Telin adopts a mix or hybrid brand strategy, which is a combination of two brand strategies are:
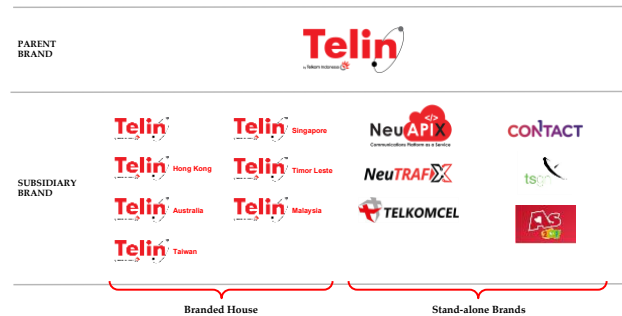


Fig. 4. Current Telin's Brand Architecture.

1. *Branded House strategy*, by using Telin's corporate brand names on its products.
2. *Stand-alone brand strategy*, by separating corporate identity from child brands because these brands are created for different markets and products.

From the results of interviews with Telin's management both in Headquarter and Global Office (GO) shows that with the current brand strategy (branded house with different identity) allows the possibility of internal competition to compete for the same market and the revenue cannibalization among similar products in internal Telin. This happens because customers consider Telin HQ and Telin GO have different positioning, different target markets and even different management. Table 2 shows how other global telco providers do not distinguish brands in their global offices. It can be concluded that global telco player takes a branded house strategy with sub strategy the same identity for its global office branding.

*D. Proposed New Brand Architecture*

Because Telin has organizational strategy shifts or pivots, especially toward the digital telco, Telin's brand strategy must be revisited. This strategy is to anticipate the new products or services, new target market, new competition, and strategic mind shift, such as a shift in the way Telin offers its portfolios from the product-based business model to the platform-based business model.

*1. Telin's Global Office Brand*

From the results of interviews that author has done with Telin's management both in Headquarter and Global Office, shows that with the current brand strategy (branded

house with different identity) allows the possibility of internal competition to compete for the same market and the revenue cannibalization among similar products in internal Telin. This study compared it with benchmarking from other global telco players, which showed that global telco providers do not distinguish brands in their global offices. It can be concluded that the global telco player takes a branded house strategy with sub strategy the same identity for its global office branding.

TABLE 2
BRAND STRATEGY IN GLOBAL TELCO PROVIDERS

| Providers | Global Office Branding | References |
|---|---|---|
| Singtel (Global) | Using the same brand: Singtel, for all entity that provides international telecommunication services in related countries, ex: Singapore Telecom International Pte Ltd, Singapore Telecom Hong Kong Limited, Singtel Global India Private Limited, Singapore Telecom Japan Co Ltd, Singapore Telecom Korea Limited, Singapore Telecom USA, Inc., Singtel (Europe) Limited, Singtel Taiwan Limited, STI Solutions (Shanghai) Co., Ltd | www.singtel.com Singtel's Annual Report 2020 |
| Telstra Global | Using the same brand: Telstra International, for all entity that provides international telecommunication services in related countries, ex: Telstra International (Aus) Limited, Telstra International (HK) Limited, Telstra International Philippines Inc., Telstra Singapore Pte Ltd | www.telstra.com.au Telstra's Annual Report 2020 |
| China Telecom Global | China Telecom Global divides its brand architecture by 5 major regions, namely Asia Pacific, Europe, America, Hong Kong and Macau, using the same brand: China Telecom which each master brand has other child brands for each country in its region, ex: China Telecom (Asia Pacific) Pte Ltd, China Telecom Americas Corporation, China Telecom (Europe) Ltd, China Telecom (Macao) Ltd | www.chinatelecomglobal.com |
| TM Wholesale | Using the same brand: TM Wholesale, for all entity that provides international telecommunication services in related countries, ex: Telekom Malaysia (USA) Inc, Telekom Malaysia (UK) Limited, Telekom Malaysia (Hong Kong) Limited, Telekom Malaysia (S) Pte Ltd, Telekom Malaysia (Australia) Pty Ltd | www.tm.com.my TM's Annual Report 2020 |
| PCCW Global | Using the same brand: PCCW Global, for all entity that provides international telecommunication services in related countries, ex: PCCW Global Limited, PCCW (Beijing) Limited, PCCW Global B.V., PCCW Global (Germany) GmbH, Gateway Communications Mozambique Limitada, PCCW Global, Inc. | www.pccwglobal.com |
| Telin | Using the different identity from master brand strategy: Telin, combined with country of subsidiary, ex: Telin (PT Telekomunikasi Indonesia International), Telin Singapore (Telekomunikasi Indonesia International Pte Ltd), Telin Hong Kong (Telekomunikasi Indonesia International (Hongkong) Limited, Telin Australia (Telekomunikasi Indonesia International Australia Pty Ltd, Telin Timor Leste (Telekomunikasi Indonesia International (TL) S.A) | www.telin.net Telin's Annual Report 2020 |

Based on interviews with Telin's management at both Telin Headquarter and Telin Global Offices, because of different characteristics or capabilities in different regions, Telin applied the branded house strategy with different identity for its global office branding. But as right now Telin has started to align the product and services across all subsidiaries, Telin needs to revisit the brand across footprints. Telin can use a branded house strategy with the same identity or "One Brand" strategy for Telin's Global Office, by a singular approach with the same identity. With this strategy, all brand activity is organized under one umbrella brand, namely Telin. The benefits of this approach include very high brand equity because customers come to recognize the single parent brand, increase operational efficiencies, no internal competition, and reduce brand confusion.
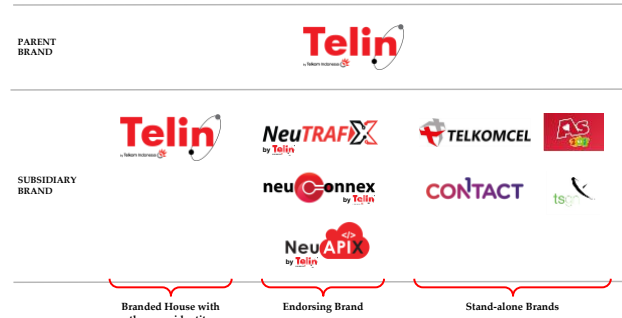


Fig. 5. Proposed Telin's Brand Architecture.

*2. Telin's Products Brand*

From the results of an in-depth interview with Telin's management, author obtained some insights that Telin's future products and services are done by transforming the portfolio from a product-based business model into a platform-based business model. There are two products that become the main pillars:

- NeuTrafiX, a marketplace platform for voice, SMS and virtual numbers which is supported by NeuAPIX as an API-based connection for Platform-as-a-Service (PaaS).
- NeuConneX, a marketplace platform for connectivity and colocation.

Therefore, this research proposes to implement the endorsing brand strategy for Telin's core products and services which support and strengthen Telin's brand equity as a digital telco. From the product brand view, the endorsing brand strategy will enhance marketing effectiveness and reduce cost in conjunction with the parent brand. They don't need to establish brand awareness from ground zero. While from the corporate brand view, they leverage the brand equity and reputation of the parent brand. So, they can leverage Telin's brand equity as the digital telco.

Meanwhile, for other products and services, which are non-future products because they are categorized as non-core competencies products, this research proposes the implementation of the stand-alone brand strategy. This strategy allows these products to have a presence in different market niches, targeting different audiences, such as retail customers in Hong Kong, Malaysia and Timor Leste as well as call center customers in Australia.

*E. Brand Revitalization Strategy*

Reference [1] suggests managing brand equity by brand revitalization. In revitalizing the brand, the goal is not only to generate added sales but also to enhance brand equity, which often involves improved recognition, enhanced perceived quality, changed associations, an expanded customer base, and/or increased loyalty.

This research uses brand revitalization strategies to strengthen Telin's brand equity. Brand revitalization is a strategic process initiated to improve product, process or positioning to meet changing consumer demands and needs

Fig. 6. Brand Revitalization Strategy.

in the industry. This strategy is inline with the disruption that Telin faces which is anticipated by Telin's transformation toward the digital telco. There are several approaches for brand revitalization that are used in this research based on [1] and [13].

The approaches in Fig. 6 will be base in developing new Telin marketing strategy in order to improved its brand equity.

### F. Proposed New STP

The current STP in the previous chapter is more relevant for the current situation of Telin with its old vision mission and positioning as the traditional telco provider. So, with the new vision mission and positioning as the digital telco provider, the proposed new STP is shown in Table 3.

### G. Proposed New Marketing Mix

Reference [22] suggests there are several antecedents of brand equity dimensions. Any marketing activities have potential impact to brand equity, since they represent the impact of accumulated marketing investments on the brand. This research proposes a new marketing strategy to build Telin's brand equity, that is the combination from SWOT analysis, new brand architecture, and from in-depth interviews with Telin's potential customers, and brand revitalization strategy. The summary of proposed new marketing mix is shown in Table 4.

TABLE 3
PROPOSED TELIN'S STP

| STP | Old STP | New STP | Reason |
|---|---|---|---|
| Segmentation | 1. Wholesale<br>2. Enterprise<br>3. Retail/Personal | 1. Wholesale<br>2. Enterprise | 1. To serve the potential growth from wholesale segments<br>2. Increasing trend of international expansion in the global enterprise segment, including the digital players<br>3. Retail segments are outside of Telin's core competence and also does not show good enough business growth |
| Targeting | 1. Large wholesalers and enterprises in Asia Pacific who are looking for connectivity to Indonesia and vice versa<br><br>2. Indonesian migrant workers in Telin Global Offices countries | 1. Wholesalers and global & local enterprises in Asia Pacific region and in worldwide who expanding to Asia Pacific<br><br>2. Big or small wholesalers, carriers, operators, enterprises and OTTs worldwide using Telin's digital marketplace | 1. Telin has access to the most eyeballs in Indonesia thus it can attract wholesalers and enterprises who target Asia Pacific region because South Asia, Indo-china, SEA, and East Asia are the highest growth regions for connectivity & platform<br>2. Telin's marketplace platform can be utilized to leverage Telin's capabilities to compete with other digital players and attracting new customers to manage its brand equity<br>3. Products and services for retail segments are outside of Telin's core competence |
| Positioning | The telecommunication provider which has access to the most eyeballs in Indonesia to accelerate digital expansion in APAC | The global digital telecommunication company which has an attractive platform-based business model and innovative digital portfolios to enable the digital ecosystem in the region | Telin has to do transformation toward the digital telco, to keep relevant in the industry competition and improving brand image to manage its brand equity<br><br>By fostering the platform-based and automation, Telin can compete with other digital players and convert competitors or unattainable markets to become Telin's customers.<br><br>Starting 2021, Telin has the following vision "To Become Global Digital Ecosystem Enabler". |

TABLE 4
PROPOSED TELIN'S MARKETING MIX

| Marketing Mix | Old 4P | New 4P | Reason |
|---|---|---|---|
| Product | 1. Voice<br>2. Mobility<br><br>3. Data Connectivity<br><br><br>4. Internet Content<br><br>5. Enterprise Services | 1. Mobility<br><br>2. Connectivity<br><br><br>3. Cloud and Data Center<br><br><br>4. Digital Platform (including Digital Marketplace) | 1. Grouping voice and mobility (legacy) products into one product group<br>2. Turn to the second curve of traditional connectivity and advanced connectivity products (SD-WAN, Digital Data Services)<br>3. Cloud-based solution that related to internet and security as the main enabler of post-COVID era<br>4. Focus on the second curve of legacy business by innovating the business model, and partnership with digital players: marketplace - NeuTrafiX and NeuConneX |
| Price | Dominated by cost-based pricing strategy | Combining cost-based pricing strategy and competition-based pricing strategy.<br><br>Developing automation platforms to lower the cost and create a digital ecosystem to avoid price war in legacy and connectivity business. | Facing legacy and traditional products that are becoming commodities, Telin needs to increase the usage by implementing the competition-based pricing that involves setting prices based on competitors' strategies, costs, prices, and market offerings. |
| Place | Telin runs a business with a focus on the capabilities of the number of PoPs and through Telin Headquarter and Telin Global Offices in Indonesia, Singapore, Hong Kong, Taiwan, Timor Leste, Australia, New Zealand, Malaysia, USA | Improving role of Telin Headquarter and Telin Global Offices with global and local account management approach of region-based offices (Region Indonesia, Region SE Asia, Region North Asia, Region South Asia and Australia, Region Europe, Middle East & Africa, Region America) to cover worldwide customers.<br><br>Developing new channels through sales representatives that are officeless in potential regions, for example in Middle East, East Asia, and Europe. | Telin has to optimize the current Telin representatives to expand sales coverage and to deliver the best innovative services to each customer segment in local enterprise. |
| Promotion | Owned channel: website, microsite, MyTelin Apps, email marketing, and social media channels.<br><br>Paid channel: advertising on global and domestic magazines, social media ads, sponsorship and several global events for partners and customers.<br><br>Earned channel: publications on digital engagement, social mentions on Telin social media channels, rankings of organic search through search engines, testimonials or feedback from customers. | Developing multiple marketing programs to attract existing and new segments of customers by further utilizing digital platforms, such as email marketing, social media, paid ads, online events, and creating a new channel in the form of chatbot.<br><br>Improving brand awareness in digital footprint (for example: SEO, improving website ranks, creating more backlinks to increase organic search traffic etc).<br><br>Building digital marketing platforms and content creators to increase personalized digital engagement. | The pandemic situation has leveraged the digital transformation including the increasing use of digital marketing channels from all carriers, telco providers and digital players, so Telin needs to keep updated in the digital marketing. |

## IV. DISCUSSION

Based on several researches and studies shown in the previous chapter, we can conclude that the marketing mix elements have positive effects in building strong brand equity. Each of the marketing mix elements (product, price, place, and promotion) has a significant contribution to higher brand awareness, brand loyalty, brand association, perceived quality, and overall brand equity. Any marketing activities have potential impact to brand equity, since they represent the impact of accumulated marketing investments on the brand. The result of this research can help B2B telecommunication companies, like Telin, to evaluate its marketing strategy and build brand equity in the digital industry.

## V. CONCLUSION

Telin as one of the players in the global market is also transforming in various fundamental aspects so that Telin needs to make adjustments to the business strategy whose main focus is marketing strategy, in order to survive the intense competition in the global market today. Telin needs to stay relevant with the market conditions nowadays and always evolve along with the development of technology and to remain relevant. Telin can adapt to these challenges and participate in improvisation and innovation to still be able to compete more strongly globally.

The benefits of digital transformation are making Telin able to further widen Telin's market, and this is one of the quick ways to be able to enter new markets, and compete globally. Therefore, to overcome all the challenges, and also by following the existing trends, and by looking at future opportunities, Telin has established itself to transform into a digital telco, and make changes from the portfolio approach side of the product-based business model to the platform-based business model. This transformation was formulated in Telin's vision to change to Global Digital Ecosystem Enabler in 2021.

However, nowadays, Telin as a brand, compared to other digital players globally, is not well known from some side of the brand equity element. Telin is quite strong as a telco provider in the Asian region. But, to continue to grow and expand its reach globally, Telin is not strong enough to compete when compared to other telco players. Therefore, based on the results of the author's interview with several respondents that have been conducted, it is important for Telin to strengthen its current brand equity, one of which is by compromising Telin's positioning into a global digital telco provider.

This research uses brand revitalization strategies to strengthen Telin's brand equity. Brand revitalization is a strategic process initiated to improve product, process or positioning to meet changing consumer demands and needs in the industry. Several approaches for brand revitalization are extracted to the new marketing strategy for Telin.

This research proposes recommendation is to improve its brand equity as one of the digital players in the international market. First, Telin needs to implement new brand architecture strategy. Because Telin has organizational strategy shifts or pivots, especially toward the digital telco, Telin's brand strategy must be revisited. This strategy is to anticipate the new products or services, new target market, new competition, and strategic mind shift, such as a shift in the way Telin offers its portfolios from the product-based business model to the platform-

based business model. Second, Telin implements new marketing strategy. The current STP in the previous chapter is more relevant for the current situation of Telin with its old vision mission and positioning as the traditional telco provider. So, new STP for Telin is to align with the new vision mission and positioning Telin as the digital telco provider.

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