



Proposed Business Strategy in Improving Customer Base to Promote Company Growth (Case at PT. AKSI)

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ABSTRACT: The research explores Indonesia's economic growth linked to investments, particularly in manufacturing facilities, which drive demand for supporting products like lighting. Exxent Lighting, focused on government street lighting, faces revenue fluctuations due to seasonal government purchasing patterns (Q1 and Q4 peaks, Q2 and Q3 lows). This study identifies the industrial sector as a viable market to address these revenue gaps. Using qualitative methods including interviews and market reports, the author analyzes market needs and conducts internal and external assessments using various marketing and business strategy frameworks. Findings reveal strong brand loyalty to market leaders, but declining satisfaction due to service failures, alongside cost efficiency pressures driving demand for alternative lighting solutions. Based on these insights, the study develops a tailored value proposition and proposes a new business model for Exxent Lighting to enhance competitiveness in the industrial market.

KEYWORDS: B2B Customer, Business Strategy, Business Model Canvas, Industrial Lighting, Lighting Industry, Value Proposition Canvas.

I. INTRODUCTION

I.1. Background

Indonesia's economy has experienced significant growth, with GDP increasing by 74.72% from 2010 to 2022. Infrastructure development can be seen as indicator of business activity that boost the economy growth. From data gathered from Indonesian statistic center, it understood that the value of construction completed in Indonesia from 2010 to 2019 has increasing up to 290.8%. supposedly the increasing construction project in Indonesia influencing the demand for supporting building facilities such as lightings, but findings from lighting market report released by CLASP and PwC Indonesia that released in 2020, it shown that the demand of lighting market in Indonesia is decreasing. The decrease in demand happened due to technological effect which the latest lighting technology which LED has longer lifetime compared to previous technology such as CFL. PwC claims that the demand will keep decreasing until market is saturated with LED lighting.

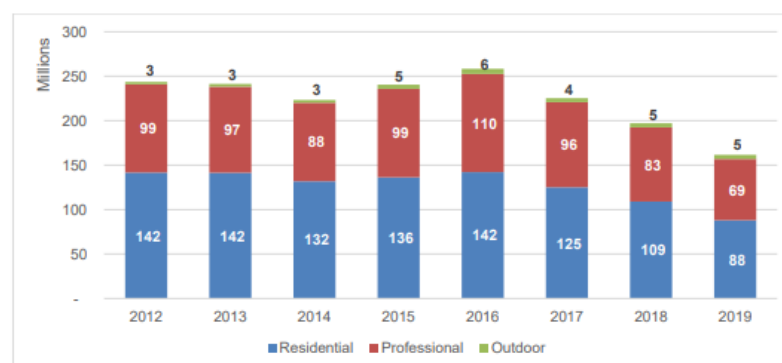


Figure 1. Historical lighting shipments by sector from 2012 to 2019 (Source: PwC Indonesia, 2020)

Furthermore, PwC predicted that the market will be saturated from 2019 and so on, and demand of lighting will be stable again from 2020 to 2030. From the report released by CLASP and PwC Indonesia can be seen that the market size of lighting product in Indonesia is dominated by residential and professional sector while demand of outdoor lighting in terms

of unit is small compared to professional and residential. This condition makes residential and professional lighting market is an attractive market to pursue.

Additionally, the government currently is adopting many policies that benefit local lighting companies to encourage competition in the local lighting sector. This government law aims to make local lighting industry dominate local lighting market in the next years, according to Roadmap Development of High-Efficiency Lightings for Indonesia by Ministry of Energy and Mineral Resource Republic of Indonesia. In 2021, local lighting product (local contents and BMP at least 40%) had only 12% market share. Based on that finding, the government wants to attain 75% of the local lamp market in 2035 with the measures.

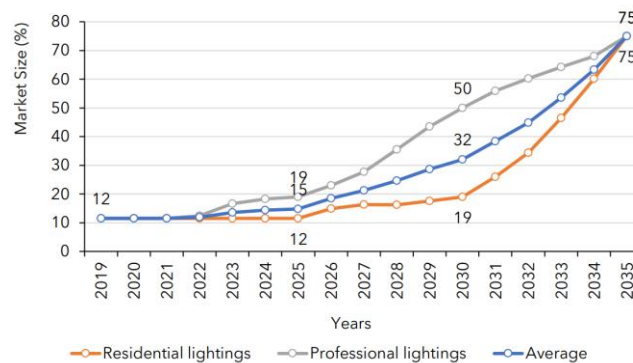


Figure 2. Expected market size of local lamps in Indonesia in upcoming years (Source: Energy and Mineral Resource Republic of Indonesia, 2021)

I.2. Company Profile

PT. AKSI is a 2019-founded private business that provides lighting solutions. The firm sells lamps under the Exxent Lighting brand. The firm provides lighting solutions for country roads, main streets, stadiums, architectural monuments, decorative installations, and indoor illumination.

The firm provides a range of lighting solutions, including poles and rods for lighting, panel boxes, clamps, solar-powered streetlights, architectural lighting, high bay lighting, fluorescent lights, industrial lighting, and other lighting accessories. Exxent Lighting uses business-to-business (B2B) and business-to-government (B2G) business models based on the products it offers.

Since its founding in 2019, the firm has taken part in a number of government infrastructure projects in Indonesia, including the illumination of public spaces and roadways. With the majority of its clients being in West Java and Central Java, the firm has also assisted with lighting needs for industrial clients from a variety of industrial sectors, including pharmaceuticals, tile manufacture, the HVAC industry, and car manufacturing.

I.3. Business Issue

When the company was established, the company positioned itself as a street lighting company aimed to be a supplier for government project in infrastructure development across the country and it makes any marketing efforts are focused here. After several years in the business the company realized that being a street lighting company comes with an issue:

- The government's procurement pattern is not consistent throughout the year, with the majority of orders coming in at the end of the fiscal year
- The size of government projects is frequently too large for multiple suppliers with limited cash flow
- There are few opportunities to grow the market for businesses to government sector.

To overcome this issue, the company is also selling the lighting to B2B market in the industrial sector, but the result from this business line is not optimum yet where the customer base from B2B sector is still limited and order frequency and order value is still low. It all happen due to limited resources to support this business line.



The combination of these two problem causing the revenue in Q2-Q3 fiscal year is low, which its also effected to company cashflow to run the company. the company sometimes also face cashflow issue which make them unable take on big projects offered by the government. and it all become the reason why the company growth is slow.

I.4. Research Question & Objectives

I.4.1. Research Questions

The research question in this thesis are:

- a. What is the current condition of company and what potential market to target in order fill the low company revenue in Q2 & Q3?
- b. What is current opportunity & competitive landscape in potential market?
- c. How is the right business model to cater B2B customers?

I.4.2. Research Objectives

The research objectives in this thesis are:

- a. Understanding current company condition the knowing potential market to fill the low company revenue in Q2 & Q3.
- b. Understanding the market opportunity and competitive landscape in potential market.
- c. Choosing the right business model to cater B2B customers.

I.5. Research Scope and Limitation

The research will focus on developing right business strategy to fill low company revenue and also developing right plan in delivering products to B2B customer.

II. LITERATURE REVIEW

II.1. Business Strategy

In today's competitive business environment, companies face increasing pressure to attract and retain customers while securing a larger market share. To thrive amidst this competition, every business requires a well-defined strategy to not only survive but also maintain their market presence. According to Porter (1996), achieving superior performance over rivals requires both operational effectiveness and strategic differentiation. Effective operations enable companies to deliver value comparable to competitors at a lower cost. Additionally, a successful competitive strategy involves distinguishing oneself by offering a unique blend of value through distinct activities, thus catering to underserved customer segments in the market. In essence, to succeed in the marketplace, companies must decide between competing on price or standing out through differentiation.

II.2. Company Growth

One of the primary business objectives is to grow the company. To accomplish growth, the appropriate company plan is required. Internal growth is a common way for companies to monitor growth. According to Campbell and Stonehouse (1999), internal growth is expansion achieved through the reinvestment of previous year's profits and loan capital in the same business that generated the profits. This leads to more capacity, higher employment, and, ultimately, increased turnover another way is to increase investment in the company through bank loans or shareholder shares. When a corporation receives a significant investment, its ability to earn revenue increases. The higher a company's revenue-generating performance, the more likely it is to grow.

The other technique to generate growth is through external expansion. Mergers, acquisitions, and takeovers are common methods used by companies to produce huge growth and increase market value.

II.3. Customer Acquisition

In improving the company generating revenue performance, the company should be able to maintain existing customer and adding new customer to the business. customer acquisition is a strategy to acquire new customer to the business to sell more products to the market.



According to Michael D. Hutt and Thomas W. Speh (2010) In crafting profitable customer strategies, company should pay attention to several factor which are Acquiring the right customer, Making suitable value proposition, Finding the best way to deliver value proposition, Makes employees motivated to satisfy customer,, and maintain the existing customer

II.4. PESTLE Analysis

PESTLE analysis is a tool to analyze six external factor that shape business environment, from political, economic, social, technological, legal and environmental. It is useful for a business when planning a strategy in certain business environment.

II.5. Porter's Five Forces

Porter's five forces is tool to examine micro factors in an industry and assess the attractiveness of an Industry. The factors described in this framework are likely to have immediate effect to the company on running a business. The factors examined are industry rivalry, bargaining power of supplier, threat of substitutes, threat of new entrants, and bargaining power of buyers.

II.6. Competitive Intelligence

To understand the competitive environment, a business must first learn about its competitors in the industry. The Competitive Intelligence framework provides tools for analyzing competitor situations.

In this framework, a corporation should study as much as possible about its competitors in order to identify their strengths and weaknesses. Understanding the competitor enables a company to build the appropriate business strategy, which includes product planning, price, strategy, and acquisition policy.

II.7. Resource Based View Analysis

The resource-based view is a framework for determining what distinctive resources and capabilities a company has that it can leverage to gain a long-term competitive edge over its competitors. The variables that should be considered during resource-based view analysis are resource analysis, competences and core competences.

Core competences can be examined further by using VRIO analysis which assessing company resource and capabilities based on its value, rarity, imitability and organized to capture value.

II.8. SWOT Analysis

SWOT analysis is a tool to evaluate the business' strengths, weaknesses, opportunities, and threats. It's a framework to identify the company's competitive position to develop strategic planning.

II.9. TOWS Analysis

TOWS analysis extends SWOT analysis by helping businesses develop strategies that combine internal and external factors identified in the SWOT analysis. It includes four main strategies: Strength-Opportunities Strategy, which leverages internal strengths to seize external opportunities, enhancing capabilities and market position; Strength-Threats Strategy, which uses internal strengths to avoid or mitigate external threats; Weakness-Opportunities Strategy, which focuses on overcoming internal weaknesses by capturing external opportunities; and Weakness-Threats Strategy, which addresses internal weaknesses while mitigating the impact of external threats.

II.10. Value Proposition Canvas

The Value Proposition Canvas is a strategic tool used to ensure a product or service is positioned around what the customer values and needs. It is divided into two main sections: the Customer Profile and the Value Map. The Customer Profile details the customer's jobs (tasks they are trying to perform or problems they are trying to solve), pains (negative experiences or risks), and gains (positive outcomes or benefits). The Value Map outlines how a product or service creates value by addressing the customer's jobs, relieving pains, and providing gains. By aligning the Value Map with the Customer Profile, businesses can tailor their offerings to meet the specific desires and requirements of their target market, thus creating a compelling value proposition that resonates with customers.



II.11. Business Model Innovation

Business model innovation refers to the process of creating, modifying, or adapting the fundamental components of a business model to introduce novel approaches that significantly impact how value is created, delivered, and captured within an organization. Unlike product or service innovation, which focuses on improving specific offerings, business model innovation encompasses broader changes that can redefine how an enterprise operates and generates profit. This may involve reconfiguring core activities, exploring new revenue streams, leveraging emerging technologies, or redefining customer relationships to better meet evolving market needs or capitalize on untapped opportunities. Essentially, it involves strategic shifts in how a company organizes its resources, partners, and activities to sustainably differentiate itself and thrive in a competitive landscape.

II.12. Ansoff Matrix

Ansoff Matrix is a strategic framework for evaluating and planning business growth strategies. It categorizes growth options into four main areas: market penetration, market development, product development, and diversification. Market penetration involves increasing market share with existing products, while market development targets new markets with existing products. Product development focuses on introducing new products to current markets, and diversification explores new products in new markets. This matrix aids businesses in systematically choosing growth strategies aligned with their goals and market conditions, facilitating informed decision-making for sustained expansion and competitive advantage.

III. RESEARCH METHODOLOGY

III.1. Research Design

Research framework on this study is exploration about the business issue and gathering information about company external situation and industry internal situation then doing several analysis to reach the study goals.

III.2. Data Collection

To conduct qualitative research, data collection that will be used is using primary data and secondary data. Primary data used is gathered using interview method to PT. AKSI Stakeholder to understand better about business issue the company facing. Interview also conducted with several purchasing member in various industry which act as potential customer in this thesis topic. Secondary data to support this study is using PT. AKSI internal reports, market report, industry regulations and Industry standards.

III.3. Data Analysis

Data analysis that will be applied in this thesis is utilizing the data gathered to be used as source in the qualitative method. The qualitative data gathered from interview with PT. AKSI stakeholder and Potential customer will be analyzed using thematic analysis. From the interview result will be identified the common themes, topics, ideas and also pattern that come up frequently.

IV. RESULTS AND DISCUSSION

IV.1. External Analysis

IV.2.1. PESTLE Analysis

A. Political

- Government Infrastructure Development: Government-led infrastructure projects, including public and business facilities, increase the demand for supporting products like lighting.
- Investment Policy: Investment policies influence the overall economic environment and subsequently the demand for lighting products.
- Industrial Standards: PT. AKSI's target markets are regulated by industry standards such as ISO and IATF for the automotive sector.



B. Economic

- Investment Levels: Investment by local or foreign enterprises in new or expanded manufacturing facilities in Indonesia drives demand for lighting.
- Foreign Exchange Rates: The cost of raw materials imported by PT. AKSI is significantly impacted by fluctuations in exchange rates.

C. Social

- Cost Reduction: Companies aim to enhance profitability by encouraging the procurement of economically valuable facilities.
- Technology Adaptation: Adoption of new technologies by companies aims to improve profitability.
- Sustainability: The growing focus on zero carbon footprints and sustainable energy influences business practices and customer perceptions in the B2C market.

D. Technological

- Durable Lighting: High durability in lighting products reduces maintenance needs, enhancing operational efficiency.
- Eco-friendly Technology: The trend towards sustainable energy has increased the adoption of solar-powered lighting for operational activities and company parking areas.

E. Legal

- Government Regulation: Regulations from the Ministry of Manpower (PERMENAKER) and Ministry of Health (PERMENKES) govern lighting usage in workspaces.
- Government Policy: Importation policies and the TKDN policy issued by the Ministry of Industry and Ministry of Energy and Mineral Resources affect PT. AKSI's manufacturing activities and competitiveness.

F. Environmental

- Energy Efficiency Standards: The Indonesian government, through the Ministry of Energy and Mineral Resources, enforces standards for energy-efficient lighting, requiring companies to comply with minimum energy performance standards.
- Environmental Awareness: Rising environmental awareness increases demand for eco-friendly products such as smart lighting and solar-powered lighting.

IV.2.2. Porter's Five Forces

A. Industry Rivalry

- Industry Maturity: The LED lighting market in Indonesia is growing, supported by government initiatives and programs like ADLIGHT, which aim to enhance local manufacturers' competitiveness.
- Brand Loyalty: Customers in the industrial sector show loyalty to market leaders due to brand reputation. However, cost reduction programs can prompt businesses to consider alternative brands if they offer better value.

B. Bargaining Power of Suppliers

Supply Dynamics: Key components like LED panels are easily available due to multiple suppliers. However, plastic molding for lighting cases is harder to obtain due to high demand from various industries, leading to competition and potential reliance on imports, which are affected by fluctuating exchange rates and regulations.

C. Threat of Substitutes

Substitution Alternatives: Natural daylight can serve as a substitute for artificial lighting in certain settings, reducing energy consumption and extending the lifespan of lighting fixtures. However, it cannot completely replace artificial lighting, especially in isolated workstations, and is not considered a major threat.

D. Threat of New Entrants

- Capital Barrier: Establishing a new lighting brand and manufacturing facility requires significant investment, limiting the number of new entrants.



- Legal Barrier: Starting a lighting company involves obtaining various permits and certifications, making it moderately challenging to enter the market.
- Technological Barrier: The lighting industry requires expertise in machining, fabrication, assembly, and advanced technologies like solar panels and smart lighting, further limiting new entrants.
- Brand Loyalty and Customer Switching Costs: Moderate brand loyalty and low switching costs in the B2B lighting industry allow customers to switch suppliers if better value is offered. Achieving economies of scale requires significant investment and effective management.

E. Bargaining Power of Buyers

Buyer Influence: In the industrial lighting market, buyers purchase in large quantities, leading to high profit potential and attracting many suppliers. This increases the bargaining power of buyers, who compare offerings and choose suppliers based on the best value available.

IV.2.3. Competitor Analysis

Based on competitor analysis conducted, each lighting company has unique business model, and the common business model found can be categorized into:

A. All Operations

Companies in this category handle all aspects of lighting solutions, including manufacturing, product development, licensing, distribution, consulting, and installation.

B. Manufacturing & License Holder

Two sub-categories exist based on product development activities:

- With Product Development: Companies manufacture and develop their lighting brands, while distribution is handled by other companies
- Without Product Development: Companies hold licenses and manufacture products without developing them, as they only hold licenses from international brands.

C. License Holder

Companies in this category hold licenses to sell lighting products but do not manufacture them. They either import the products or outsource production.

D. Distributor

Companies in this category focus on distributing lighting products from manufacturers or importers, directly interacting with B2B end users. They often sell industrial electrical equipment and provide consultation and installation services.

From competitor analysis, it understood that PT. AKSI is belong to category A which doing all operations. Not many company using business model in industrial lighting market. For business that in category a is rarely competing in Industrial market. Commonly they are competing in street lighting market. The market which currently PT. AKSI serve.

IV.2. Internal Analysis

IV.3.1. RBV Analysis

A. Resource Analysis

• Human Resources

PT. AKSI has the right number of employees to handle projects efficiently. Despite being a young company, half of the workforce has extensive experience in the lighting industry, providing strong technical, engineering, troubleshooting, and management skills. However, there's a need for improvement in managerial skills among younger employees, which senior employees are addressing through ongoing guidance.

• Tangible Resources

The company's key tangible resources include manufacturing facilities and supplier relationships. PT. AKSI's facilities, equipped with various production machines like stamping, CNC bending, and assembly lines, enable them to produce a wide range of lighting products and customize solutions for clients with special needs.

• Intangible Resources



Exxent Lighting, PT. AKSI's brand, holds several important certifications (SNI, ISO 9001, ISO 14001, and ISO 18001), ensuring product quality and compliance with industry standards. Being listed in the LKPP e-catalogue facilitates business with the government, enhancing brand credibility. The growing number of government customers indicates increasing trust and brand reputation in both government and B2B markets.

B. Competency Assessment

- **Manufacturing Competency**

PT. AKSI possesses robust manufacturing capabilities, including fabrication, machining, and assembly. This flexibility allows them to produce a range of products, including lighting fixtures and poles, and to offer customized solutions for clients with unique needs.

- **Product Development**

The company excels in product development, with a team knowledgeable in market needs and technological trends. By visiting customers and gathering data, PT. AKSI can develop relevant products. Their ability to quickly adopt new technologies and adjust manufacturing processes is a key strength.

- **Distribution Competency**

PT. AKSI distributes its products through its own channels, focusing primarily on government customers. They use the LKPP e-catalogue for government transactions and rely on referrals for B2B sales, as their marketing efforts are mainly directed towards government contracts.

- **Consulting and Installation**

In addition to manufacturing and distribution, PT. AKSI offers consulting and installation services. These services provide valuable market insights and additional revenue, enhancing customer satisfaction and loyalty.

C. Core Competency Assessment

Using VRIO analysis, PT. AKSI core competencies as shown in Table 1.

Table 1. VRIO Analysis

No	Strength	Valuable	Rare	Inimitable	Organized	Result
1	Team of rich experience in lighting industry	Yes	No	No	No	Competitive Equality
2	Lighting manufacturer serves all lighting solution activities	Yes	Yes	Yes	No	Unused Competitive Advantage
3	Flexible manufacturing allow lighting house customization	Yes	Yes	Yes	Yes	Long Term Competitive Advantage
5	Wide variation of Industrial lighting	Yes	Yes	Yes	No	Unused Competitive Advantage



IV.3.2. SWOT Analysis

From data gathered, SWOT analysis as shown in Table 2.

Table 2. SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> - Manufacturing plant near industrial area (closer to customer) - Team with rich experience in lighting industry allow consultation - Experience in lighting installation allow installation - Flexible manufacturing plant allow lighting house customization - Wide variation of lighting products 	<ul style="list-style-type: none"> - Skill gap between employee - Limited cashflow cannot take on big projects - Limited team size cannot take all opportunities at once
Opportunities	Threats
<ul style="list-style-type: none"> - Market leader struggle to fulfill industry needs - Low number of lighting brands that focusing in industrial lighting - Industrial customer purchase in large quantity - Several industry replace their lighting as periodic maintenance (steady demand) 	<ul style="list-style-type: none"> - Price difference to market leader is not significant - Limited resource compared to market leader - Prone to impacted by regulation change

IV.3.3. TOWS Analysis

From data gathered, SWOT analysis as shown in Table 3.

Table 3. TOWS Analysis

	Strength	Weakness
Opportunities	<ul style="list-style-type: none"> - Capturing market leader’s customer that feeling unsatisfied due to long order lead time. - Entering industrial construction market due to their needs of customized lighting with reasonable price. - Focus on Industrial lighting to maximize the opportunities 	<ul style="list-style-type: none"> - Limited cashflow PT. AKSI has makes focus on small projects to improve their cashflow first. - Optimize product selling and selective to installation offer in peak season - Training for employee to address skill gap - Skill gap the employee has can be overcome by build better management system to monitor progress to ensure project success. - Small team PT. AKSI has make the company should focus on profitable customer
Threats	<ul style="list-style-type: none"> - Maintain optimal raw material stocks to prevent supply disruptions during shipping issues for Exxent Lighting products. - Focus on personalized solutions and fast delivery as unique selling points, 	<ul style="list-style-type: none"> - Partner with another lighting company in sourcing raw material to get better deal and minimizing the risk in importing raw material. - Implement lean manufacturing process to optimize limited manufacturing facilities.

	<p>prioritizing customer needs over slight price differences.</p> <ul style="list-style-type: none"> - Due to limited resources compared to market leaders, PT. AKSI should pivot by initially targeting niche markets like the pharmaceutical sector to build a strong reputation before expanding further. 	
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IV.3. Value Proposition Design

From interview conducted with PT. AKSI stakeholder and potential customer from various industry, the value proposition design will following figure 3.

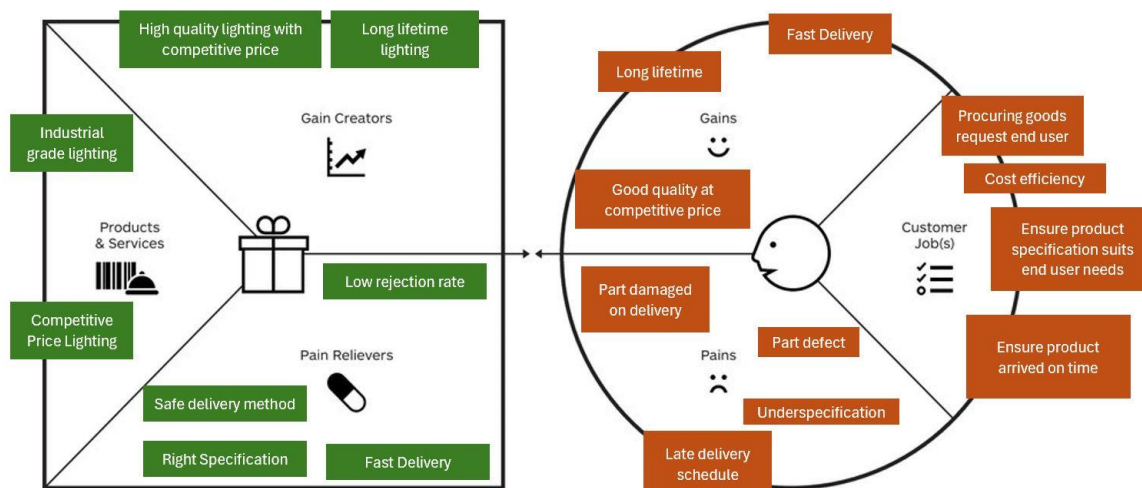


Figure 3. Value Proposition Canvas

IV.4. Business Model Canvas Generation

Based on data analysis, the suitable improvement in business model for PT. AKSI to implement in B2B market following table 4.

Table 4. Proposed Business Model

Elements	Existing	Proposed
Customer Segment	Industrial market	Industrial market (+) Construction market
Value Proposition	Industrial lighting Customizable lighting	Industrial lighting Customizable lighting (+) Cost saving lighting (+) Fast delivery supplier
Channels	Distribution : Straight from manufacturer Marketing : Referral	Distribution : Straight from manufacturer Marketing : Referral (+) Mail marketing (+) Send catalog and free samples



Customer Relationship	Personal assistance	Personal assistance
Revenue Streams	Selling lightings product	Selling lightings product (+) Lighting instalation
Key Resource	Manufacturing facilities, sales force, field technician	Manufacturing facilities, sales force, field technician, (+) website , (+) Contact to industrial stakeholder
Key Activities	Manufacturing, shipping	Manufacturing, shipping, (+) Lean six sigma implementation , (+) supply chain management , (+) mail marketing , (+) sending free samples
Key Partnership	Raw material supplier, Delivery service	Raw material supplier, Delivery service
Cost Structure	Manufacturing, delivery, manpower	Manufacturing, delivery, manpower, (+) Industrial inquiry subscription , (+) physical catalogue printing and delivery , (+) free product , (+) web maintenance

IV.5. Further Proposed Business Strategy

IV.6.1. Short Term Strategy

The proposed short terms strategy is to market development which entering B2B sector more seriously and selling existing product like explained in previous chapter and implementing the proposed business model.

IV.6.2. Medium Term Strategy

The medium-term strategy focuses on product development by introducing new products to existing B2G (business-to-government) and B2B (business-to-business) markets. Product diversification is crucial in the Indonesian lighting market. Companies that innovate and expand their product range thrive, while those that lack innovation and variety often fail.

IV.6.3. Long Term Strategy

In the long term, as PT. AKSI diversifies its products and customer base, it should identify its core competencies and focus on the business processes it excels at. With more products and customers, the workload increases, so PT. AKSI should use cost-benefit analysis for every business process and periodically review its core competencies to decide which activities to keep in-house and which to outsource. Currently, due to its small size and customer base, PT. AKSI handles all activities from manufacturing to installation. However, as the company grows, it will need to re-evaluate its business model to determine whether to focus on manufacturing or distribution. This decision should be based on the outcomes of the current business strategy.

V. CONCLUSION AND RECOMMENDATION

V.1. Conclusion

Based on company issue which low revenue in Q2 and Q3 due to dependence on government project, research suggests opportunities in the industrial sector, particularly in addressing the slow delivery times faced by market leaders due to high client demand. There are identified customer segments within the industrial market, such as the construction sector seeking high profit margins and quick delivery, and general industry stakeholders looking to cut costs while maintaining quality. These insights suggest strategic opportunities for PT. AKSI to diversify its market focus and enhance revenue generation beyond government projects.



V.2.Recommendation

To succeed in the B2B market, the researcher suggests several strategies for implementing a new business model. First, there's a focus on internal skill development and management training to address existing skill gaps among employees. This includes introducing a new project management system to allow senior employees to mentor younger ones and resolve issues at every stage of projects. Second, increasing marketing efforts, like distributing catalogs and offering free products, aims to engage more with potential industrial customers and showcase the benefits of Exxent Lighting products firsthand. Lastly, improving manufacturing capabilities through lean manufacturing techniques and process evaluations aims to boost output efficiency, reduce costs, and ensure faster delivery times, enhancing the company's competitive edge.

V.3.Recommendation for Further Research

The researcher suggests several topics for future research. First, enhancing supply chain management is crucial if PT. AKSI aims to leverage speedy delivery as a competitive edge. This involves analyzing and improving how products are stocked to meet diverse client needs at minimal storage costs, and ensuring adequate raw material resources to support fast delivery without straining cash flow. Second, addressing financial challenges is essential as limited resources hinder company growth. Exploring funding strategies that preserve ownership while enabling investment in marketing, larger manufacturing facilities, and participation in significant projects is a key area for future investigation.

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