



Developing Business Strategies to Grow the Business of PT Asia Civil Indonesia

Jeysen Wenas¹, Yos Sunitiyoso²

^{1,2} School of Business Management, Institute Technology Bandung, Indonesia

ABSTRACT: The significant market growth translate into business opportunity for construction such toll road, office building, bridge, LRT, High speed train, including huge opportunity in IKN and data centre with potential The Indonesia Construction Market size is estimated at USD 264.34 billion in 2023, and is expected to reach USD 379.41 billion by 2028, growing at a CAGR of 7.50% during the forecast period (2023-2028). This opportunity in industry up trend but no impact in growth PT Asia Civil Indonesia and company need to renew and review their focus on business model development with business strategy approach and need to evaluation they are market growth and cost structure. In qualitative research utilizing depth interviews, the research design serves as the blueprint guiding the investigation's execution. The primary objective of this research approach is to delve deeply into participants' thoughts, feelings, and experiences to gain rich and nuanced insights into the phenomena under study. In conclusion, the research conducted on PT ACI underscores the importance of strategic initiatives in enhancing its business operations within the construction industry. Through a comprehensive analysis of current business practices and market dynamics, PT ACI can identify areas for improvement and leverage opportunities for growth. The implementation plan outlined in the study emphasizes the significance of networking strategies and technology adaptation in achieving business objectives. Networking plays a pivotal role in expanding PT ACI's reach within the industry, facilitating valuable connections with potential clients, partners, and industry peers. By actively participating in industry events, forums, and networking opportunities, PT ACI can build relationships, gain insights into market trends, and secure new business opportunities.

KEYWORDS: Creativity, Innovation, Price calculation, Tender strategies

INTRODUCTION

The anticipated size of the Indonesia Construction Market is USD 264.34 billion in 2023, with a projected growth to USD 379.41 billion by 2028. This growth is expected to occur at a compound annual growth rate (CAGR) of 7.50% during the forecast period of 2023-2028. Despite the anticipation of a widespread revival in Indonesia's infrastructure industry starting in 2022, the recent increase in COVID-19 cases and subsequent restrictions have led to certain operational disturbances. Nevertheless, the repercussions will be less significant compared to 2020 or certain other sectors, since development was still deemed an essential operation and permitted to proceed.

The expected construction value for building projects is projected to reach IDR 157.47 trillion (USD 10.97 billion) in 2022, mostly due to the expansion of the housing and industrial sectors. Positive growth is being observed in various sectors, including hotel, retail, and office, in comparison to 2021. This may have a stimulating effect on the construction industry in the upcoming years.

Within the residential sector, it is anticipated that the market size of flats would expand, while the number of landed houses is projected to experience a modest decline in comparison to the figures recorded in 2021. In general, the market size of detached houses is greater than that of apartments. The Greater Jakarta area exerts dominance over the dwellings, with the suburbs in Bekasi, Bogor, and Tangerang serving as the primary regions. Meanwhile, flats will be the prevailing type of housing in the DKI Jakarta Province. The findings suggest that there is a continued growth trend in the construction of landed houses in the suburbs, while apartments are showing signs of improvement.

It is anticipated that the retail sector would experience growth in 2022. There is a projected small increase in the construction of shopping centers. It is expected that the growth of shophouses and retail outlets would continue in 2022. The retail industry is projected to achieve a value of IDR 17.17 trillion (equivalent to USD 1.19 billion) by the year 2022.

Office projects are seeing a modest upward trend. The projected value of construction projects in 2022 is predicted to be IDR 15.14 trillion (USD 1.05 billion). In 2022, the growth of data centers is expected to contribute significantly to the total value of office construction, specifically IDR 4.59 trillion (USD 32.02 million).



The industry has experienced disruptions due to project implementation delays and the diversion of a portion of the government's money towards COVID-19. The government reallocated 20.4% of its 2020 budget, amounting to USD 1.7 billion, towards initiatives aimed at providing relief for the COVID-19 pandemic.

Indonesia ranks second in terms of productivity and profitability in the building business in Asia. The country is currently witnessing numerous development projects in both residential and non-residential sectors. Residential properties are in high demand, and the real estate sector is expanding in major urban areas around the nation. The government's plan for long-term growth prioritizes public works investment as a crucial element in providing water resources, roadways, and infrastructure for human habitation.

Indonesia's favorable attitude towards China's Belt and Road Initiative (BRI) will greatly benefit its construction industry in the coming decade and contribute to the ongoing rapid pace of development. The involvement of private and international capital is essential in closing the growing infrastructure deficit in the country.

LITERATURE REVIEW

Based on the theoretical review, there are some literature reviews that related into this research such as:

1. Construction Company

A construction company is an organization that specializes in the construction of buildings, infrastructure, and other physical structures. These companies are responsible for the planning, design, and execution of construction projects, which can range from residential homes to large-scale industrial complexes and public works such as roads, bridges, and dams. Construction companies employ a variety of professionals, including architects, engineers, project managers, and skilled laborers, to ensure the successful completion of projects. They operate within a highly regulated industry, adhering to strict safety standards, building codes, and environmental guidelines to deliver high-quality and sustainable structures [1].

2. Business Strategy

Business strategy refers to the plan and actions that a company undertakes to achieve its long-term goals and objectives. It involves the analysis of the internal and external environment, the setting of strategic goals, and the development of a comprehensive approach to compete effectively in the market (Khan et al., 2023). A successful business strategy considers various factors such as market trends, competitive landscape, customer needs, and the company's strengths and weaknesses. It guides decision-making and resource allocation to ensure sustainable growth, profitability, and a competitive advantage. In the construction industry, business strategy may include market expansion, diversification of services, investment in technology, and fostering strong client relationships [2].

3. Technology in Construction

Technology in construction encompasses the various digital tools, machines, and methodologies used to enhance the efficiency, accuracy, and safety of construction projects. Innovations such as Building Information Modeling (BIM), drones, 3D printing, and automation have revolutionized the construction industry by improving project planning, design visualization, and on-site execution. These technologies enable better collaboration among stakeholders, reduce waste, and minimize human error, leading to higher quality outcomes and faster project completion times. The integration of advanced technologies is crucial for construction companies to remain competitive and meet the increasing demands for sustainable and smart buildings [2].

4. Service Quality

Service quality in the construction industry refers to the degree to which a construction company meets or exceeds customer expectations in delivering its services (Lamada et al., 2022). High service quality is characterized by timely completion of projects, adherence to budget constraints, compliance with safety standards, and effective communication throughout the project lifecycle. It involves the professional conduct of all employees, the reliability of service delivery, and the company's ability to respond to and resolve issues promptly. Service quality is a critical factor in customer satisfaction, retention, and the overall reputation of a construction company [3].

5. Cost Efficiency

Cost efficiency in construction involves minimizing costs while maximizing the output and quality of construction projects. It requires effective budgeting, cost control measures, and the optimization of resources, including labor, materials, and equipment.



Achieving cost efficiency can be facilitated through accurate project planning, the use of technology to streamline processes, and strategic procurement practices. Construction companies strive for cost efficiency to enhance profitability, offer competitive pricing, and deliver value to clients without compromising on the quality and safety of the projects [3]

6. Network Power

Network power in the context of construction refers to the strength and influence a company gains through its relationships and partnerships within the industry. This includes connections with suppliers, subcontractors, clients, regulatory bodies, and other stakeholders. A strong network can provide construction companies with access to better resources, information, and opportunities, facilitating collaboration and innovation. It enhances the company's ability to secure contracts, negotiate favorable terms, and navigate challenges more effectively. Building and maintaining a robust network is essential for long-term success and competitiveness in the construction industry.

7. Strategy Diamond

The *Strategy Diamond* is a strategic framework that comprises five key elements: Arenas, Vehicles, Differentiators, Staging, and Economic Logic. This model is used to guide business strategy development across various fields, including construction. In the Arenas phase, the focus is on identifying where the company will compete, such as specific products, markets, or geographical areas. The Vehicles phase involves determining how the company will enter and compete in these arenas, such as through partnerships, alliances, or internal development. Differentiators identify the unique elements that distinguish the company from its competitors, such as technology, quality, or service innovation. The Staging phase involves the sequence and timing of strategic initiatives to be implemented, while Economic Logic explains how the company will generate profit and growth. The *Strategy Diamond* promotes a structured approach to strategic planning, ensuring that every element of the business strategy is thoroughly considered and effectively implemented.

8. TOWS

TOWS is a strategic analysis tool that extends the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis by focusing on how to convert weaknesses into strengths and threats into opportunities. It involves examining the interactions between internal factors (strengths and weaknesses) and external factors (opportunities and threats) to develop strategic options. In the construction industry, a TOWS analysis can help companies identify strategic initiatives that leverage their strengths to exploit opportunities, mitigate weaknesses, and counteract threats. This tool is essential for strategic planning, helping construction companies to navigate complex environments and achieve sustainable growth [5]

Based on the divided of the theory, there are some previous studies can be included such as: In Prof. İ. Cemil Ulukan's study, the objective, methodology, and outcomes are succinctly outlined in a single dense paragraph. The study aims to explore strategic management by examining external environmental analysis. Through a systematic approach, the research investigates various methodologies and activities employed to understand and respond to the complexities of the business environment. The outcomes shed light on the significance of effective environmental analysis for businesses, highlighting the necessity of both internal and external assessments for informed decision-making and strategic planning. Firms operate within dynamic environments that shape their activities and strategies, presenting both opportunities and threats. Accurate identification of environmental factors is crucial for effective strategy development, as misidentification can lead to failure at the outset. While businesses have control over internal factors, external environmental factors are often beyond their direct influence. These external factors vary in their changeability and predictability, with some markets exhibiting low changeability, like the bottled water market, while others, such as the PC market, are prone to high changeability. Similarly, predictability varies, with firms able to anticipate changes in markets like smart devices but facing uncertainty in areas like biogenetics. The external environment encompasses both the industry environment and the general environment, within which firms must navigate. The industry environment, a subset of the general environment, directly interacts with businesses and comprises customers, competitors, and suppliers. Effective analysis of the external environment is crucial, especially in times of crisis like the COVID-19 pandemic, as firms need to adapt to new and uncertain market conditions. Proactive organizations manage their environments, taking preemptive measures, while reactive organizations respond to pressures as they arise. Understanding and managing both the industry and general environments are essential for strategic decision-making and organizational success.

Melkonyan, Krumme, Gruchmann, Spinler, Schumacher, and Bleischwitz [6] present a forward-thinking approach to address the impending challenges facing supply chains and logistics in the context of transformative economic systems. Their research aims to assess the transformation potential of the supply chain sector towards sustainability while developing innovative strategies to align with future macroeconomic developments. Through an integrated assessment of production and consumption systems, incorporating the interests of key stakeholders, the paper proposes a holistic framework. It utilizes advanced methodologies to develop future macroeconomic scenarios and evaluate strategic business opportunities for the supply chain sector, taking into account emerging consumption patterns and societal developments. Drawing from theories of Environmental and Ecological Economics, the analysis contributes to transformation theories and underscores the pivotal role of supply chain and logistics management in realizing sustainable macroeconomic objectives at both regional and international scales.

Makedon, Krasnikova, Krupskiy, and Stasiuk [7] present a study focusing on the arrangement of digital leadership strategy within corporate structures. Their research introduces an ecosystem model aimed at addressing customer management quality issues through internal and external platform interactions. The model highlights digital platforms as pivotal tools for corporate transformation and regeneration. The study identifies key elements of the digital leadership strategy, emphasizing the interaction between business models and ecosystems. Furthermore, it proposes a "road map" model for the formation of digital leadership strategy, outlining systematic stages and key elements. The objective is to provide insights into the features of digital leadership strategy and guide its implementation within corporate structures, contributing to the advancement of digital transformation initiatives.

Koval, Mikhno, Udovychenko, Gordiichuk, and Kalina [8] delve into the critical issue of unsustainable natural resource management in Ukraine, highlighting its adverse effects on public health, workforce productivity, and macroeconomic performance. Their study emphasizes the need for individual responsibility and value shifts to address this pressing issue. The research underscores the potential for enhancing the overall utility function through rational natural resource management and the implementation of development strategies aimed at mitigating negative risk factors such as ecological degradation, healthcare system inefficiencies, and overuse of chemical compounds in agriculture. Central to their investigation is the development of a comprehensive understanding of the interplay between pollution, environmental health, and public well-being through the analysis of rational resource management practices and their detrimental effects on environmental and human health. The study also introduces a model that considers the adverse environmental impacts on health and the required investments for maintaining productivity and well-being.

The objective of this research is to conduct a strategic business development analysis in order to suggest alternative strategies and an implementation plan for PT Asia Civil Indonesia to address a business challenge. The systematic steps in strategic management can offer PT Asia Civil Indonesia an effective approach to managing its business, enhancing performance, and ensuring long-term sustainability. This can be achieved through the implementation of a new business model that aligns with the prevailing business and environmental circumstances. The steps of this research involve building a conceptual framework designed to analyze and give solutions for the business challenge. Within this conceptual framework, it is possible to identify a figure, as illustrated below:

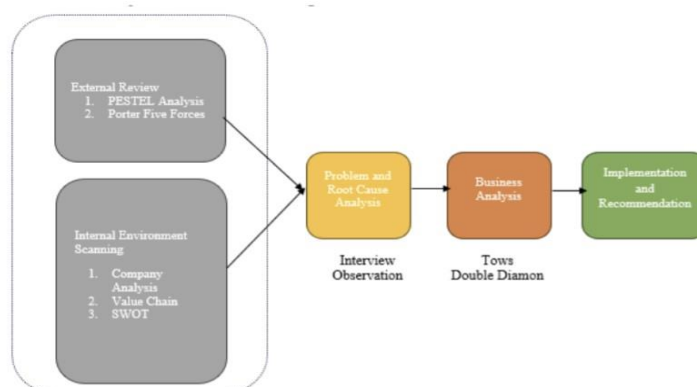


Figure 1. Conceptual Framework

METHODOLOGY

In qualitative research utilizing depth interviews, the research design serves as the blueprint guiding the investigation's execution. The primary objective of this research approach is to delve deeply into participants' thoughts, feelings, and experiences to gain rich and nuanced insights into the phenomena under study. The design begins with a clear articulation of the research objectives, which delineate the specific aspects of the topic to be explored through the depth interviews. These objectives provide a roadmap for the entire research process, ensuring that data collection and analysis remain focused and aligned with the study's goals [9]

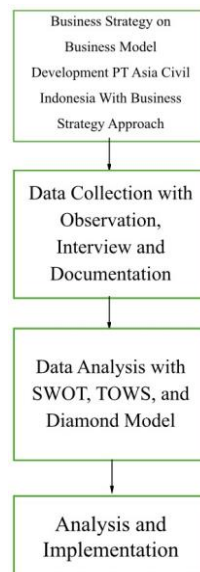


Figure 2. Diagram of Research Steps

Participant selection is a critical component of the research design, as it determines who will contribute to the study's insights. Researchers must carefully identify and recruit participants whose perspectives are relevant to the research topic. This may involve employing purposive sampling techniques to select individuals with specific characteristics or experiences that are integral to the study's aims. Additionally, ensuring diversity within the participant sample can enhance the richness and comprehensiveness of the data collected during depth interviews.

The data collection methods employed in qualitative research with depth interviews are characterized by their in-depth and interactive nature. Researchers engage participants in one-on-one conversations, utilizing semi-structured interview guides to explore various aspects of the research topic. These guides typically contain open-ended questions designed to elicit detailed responses and encourage participants to share their perspectives authentically. Probing techniques are employed to delve deeper into participants' responses, uncovering underlying motivations, beliefs, and experiences related to the research topic [9].

Once data collection is complete, researchers proceed to analyze the qualitative data gathered from depth interviews. This involves systematically reviewing and coding the interview transcripts to identify recurring themes, patterns, and insights. Through a process of thematic analysis or other qualitative coding techniques, researchers uncover the underlying meanings and interpretations embedded within the data. The findings derived from this analysis are then synthesized and interpreted to address the research objectives, offering valuable insights into the phenomena under investigation. Overall, the research design for qualitative research with depth interviews provides a structured framework for conducting rigorous and insightful investigations into complex social phenomena.

DISCUSSION

TOWS analysis is an extended version of the SWOT analysis, focusing on the external environment's threats and opportunities in combination with internal strengths and weaknesses. This strategic tool is crucial for companies, especially in competitive sectors like construction, to formulate robust business strategies that can enhance their project deal tender success. By systematically

identifying and aligning external and internal factors, companies can develop actionable strategies to improve their market position and achieve business objectives.

For a construction company aiming to enhance its project deal tender rate, TOWS analysis begins with a comprehensive assessment of both internal and external environments. Internally, this involves evaluating the company's strengths, such as its technical expertise, skilled workforce, advanced technology, and financial stability. It also requires identifying weaknesses, such as limited market presence, outdated equipment, or lack of project management skills. Externally, the company must analyze opportunities like emerging markets, government infrastructure programs, and technological advancements. Simultaneously, it needs to identify threats, including intense competition, regulatory changes, economic downturns, and rising material costs. The TOWS matrix is then constructed by cross-referencing these factors to generate strategic options. This matrix includes four quadrants: Strengths-Opportunities (SO), which leverage internal strengths to exploit external opportunities; Weaknesses-Opportunities (WO), which use opportunities to address internal weaknesses; Strengths-Threats (ST), which employ strengths to mitigate external threats; and Weaknesses-Threats (WT), which focus on defensive strategies to minimize vulnerabilities. Each quadrant provides a unique perspective on strategic planning, enabling the company to develop comprehensive strategies to enhance its tender success.

For instance, in the SO quadrant, a construction company might leverage its strong financial position and technical expertise to bid for large-scale government projects, which are abundant due to increased infrastructure spending. In the WO quadrant, the company might invest in advanced project management software to address internal weaknesses in project coordination, thereby improving its competitive edge. In the ST quadrant, the company could use its reputation for quality to differentiate itself from competitors, mitigating the threat of intense market competition. Finally, in the WT quadrant, the company might diversify its project portfolio to reduce dependency on a single market segment, thereby safeguarding against economic downturns and regulatory changes.

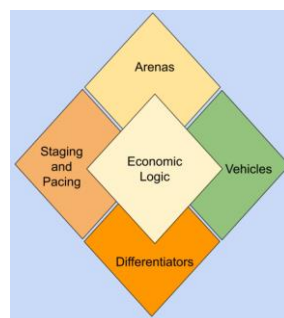


Figure 3. Strategy Diamond

The Strategy Diamond model is a comprehensive framework for developing and implementing business strategies. It comprises five critical components: Arenas, Vehicles, Differentiators, Staging, and Economic Logic. This approach ensures a holistic consideration of strategic elements, facilitating the creation of coherent and effective strategies.

In the Arenas phase, the focus is on identifying the specific areas where the company will compete. This involves a broad exploration of potential markets, products, services, and geographic locations. For instance, a construction company might explore various market segments such as residential, commercial, or infrastructure projects. The goal is to define the scope of the company's activities and ensure a clear understanding of where the company intends to operate. This phase sets the strategic boundaries and provides a foundation for the overall business strategy.

Next, the Vehicles phase determines how the company will enter these identified arenas. This involves selecting the means through which the company will achieve its goals, such as partnerships, acquisitions, or internal development. For example, the construction company might decide to partner with local firms for market entry or acquire new technologies to enhance its offerings. The choice of vehicles is crucial as it dictates the methods and resources required to compete effectively.

The Differentiators phase focuses on what sets the company apart from its competitors. This involves identifying unique strengths, capabilities, or offerings that provide a competitive edge. For instance, the construction company might emphasize its expertise in sustainable building practices or advanced project management systems. Differentiators are key to attracting and retaining customers by offering distinctive value propositions.



The Staging phase outlines the sequence and timing of strategic initiatives. This involves planning the rollout of various strategies and determining the pace of execution. For example, the company might prioritize entering a new market first and then focus on launching new products or services. Staging ensures that the company's strategic initiatives are well-coordinated and executed in a manageable and efficient manner.

Finally, the Economic Logic phase defines how the company will generate profits and achieve financial success. This involves outlining the business model, cost structures, and revenue streams. For the construction company, economic logic might include optimizing project costs through efficient resource management and leveraging economies of scale. The goal is to ensure that the strategy not only provides value to customers but also delivers sustainable financial returns to the company.

In crafting a business solution, it is essential to align the proposed strategies with the insights derived from stakeholder interviews. These interviews provide a granular understanding of the company's current challenges and opportunities. For a construction company looking to enhance its project deal tender success, stakeholders identified several key issues: lack of transparency in the bidding process, inefficiencies in project management, and insufficient client engagement. Addressing these concerns requires a multifaceted approach that integrates technological advancements, process improvements, and enhanced communication channels. Based on these interviews, the proposed business solution includes implementing a comprehensive project management software tailored to streamline the tendering process, improve project tracking, and facilitate better communication among all parties involved. This software will offer features such as real-time project updates, centralized documentation, and automated compliance checks, reducing administrative burdens and minimizing errors. Additionally, establishing a dedicated client engagement team will ensure continuous feedback and alignment with client expectations, fostering stronger relationships and increasing the likelihood of securing future tenders. This holistic solution, driven by stakeholder insights, aims to create a more efficient, transparent, and client-focused approach to managing construction projects.

A core component of this strategy is to develop a team of experts specializing in key areas such as electrical engineering, structural engineering, mechanical, electrical, and plumbing (MEP), and design. Hiring or training staff with deep expertise in these areas ensures that the company can produce precise and competitive cost estimates. This expertise is crucial in identifying cost-saving opportunities and presenting realistic and attractive bids to potential clients.

To support the expert team, the implementation of advanced project management software is essential. This software should include features for detailed cost estimation, resource allocation, and project scheduling. Tools that integrate Building Information Modeling (BIM) can be particularly valuable, as they allow for more accurate and efficient planning and estimation by providing a 3D representation of the project. This integration helps in identifying potential issues early in the planning phase, thereby avoiding costly errors and revisions later. Streamlining the tender preparation process is another critical strategy. This involves creating standardized templates and checklists for tender submissions to ensure consistency and thoroughness. A centralized database for previous projects and tenders can provide valuable reference points for preparing new bids, making it easier to compile necessary information quickly and accurately. Automation tools can also be employed to manage routine tasks, allowing the expert team to focus on more complex aspects of the tender preparation.

Determining a business strategy is a critical process that involves identifying the key objectives, resources, and actions needed to achieve a company's goals. It requires a comprehensive understanding of the internal and external factors influencing the business environment. Internally, this includes evaluating the company's strengths, weaknesses, resources, and capabilities. Externally, it involves analyzing market trends, competitive landscape, customer needs, and regulatory conditions. A well-defined business strategy serves as a roadmap, guiding the company towards its long-term vision while enabling it to adapt to changing conditions and seize new opportunities.

In the context of a construction company looking to enhance its success in winning project tenders, the strategy must focus on delivering competitive pricing without compromising on quality. This involves optimizing cost structures, leveraging technology for better project management, building strong supplier and client relationships, and continuously improving internal processes and skills. By addressing these areas strategically, the company can position itself as a preferred contractor in the market, capable of delivering high-quality projects at affordable prices, thereby increasing its chances of winning tenders and driving growth.

In conclusion, the integration of technology into the business strategy of a construction company is essential for improving sales and increasing the success rate of project tenders. By leveraging tools such as BIM, project management software, CRM systems, digital marketing platforms, and cloud-based solutions, the company can streamline operations, improve accuracy, enhance client



relationships, and make more informed decisions. This technological adoption not only provides a competitive edge but also drives growth and profitability in the long term.

Business Information Modeling (BIM) is another technology transforming the construction industry. BIM enables the creation of detailed 3D models that integrate architectural, structural, and MEP (Mechanical, Electrical, Plumbing) systems. These models facilitate better coordination among project stakeholders, improved visualization of the project, and enhanced decision-making throughout the project lifecycle. By embracing these technologies, construction companies can realize significant benefits, including improved project efficiency, reduced costs, enhanced safety, and better project outcomes overall. However, successful technology adaptation requires careful planning, investment, and ongoing training to ensure that the workforce is equipped with the skills needed to leverage these tools effectively.

CONCLUSION

The research conducted on PT Asia Civil Indonesia (PT ACI) underscores the importance of strategic initiatives in enhancing business operations within the construction industry. Through a comprehensive analysis of current business practices and market dynamics, PT ACI can identify areas for improvement and leverage opportunities for growth. The implementation plan outlined in the study emphasizes the significance of networking strategies and technology adaptation in achieving business objectives. Networking plays a pivotal role in expanding PT ACI's reach within the industry, facilitating valuable connections with potential clients, partners, and industry peers. By actively participating in industry events, forums, and networking opportunities, PT ACI can build relationships, gain insights into market trends, and secure new business opportunities. Based on a thorough analysis of PT ACI's current business landscape and internal conditions, several strategic conclusions can be drawn to develop effective business growth strategies tailored to the construction service and engineering sectors.

To begin, PT ACI possesses significant strengths in technical proficiency and financial stability, which are pivotal in executing complex projects and maintaining a competitive edge. However, challenges such as limited international market presence and inefficiencies in procurement and project management processes need to be addressed to fully leverage these strengths.

A strategic business model focused on cost optimization is essential. This approach involves streamlining operational processes to enhance efficiency and reduce costs. Implementing advanced project management technologies and optimizing resource allocation can significantly improve profitability and project delivery timelines. Moreover, forging strategic partnerships and exploring subcontracting opportunities with larger firms can provide access to new markets and enhance project scalability.

Diversification is another critical component of the proposed strategy. PT ACI should expand its service offerings to include a broader spectrum of construction projects, including residential, commercial, and infrastructure developments. By diversifying its portfolio, the company can mitigate risks associated with market volatility and economic fluctuations, ensuring sustainable growth. Strategic geographic expansion within Indonesia should also be prioritized. Capitalizing on opportunities in government-led infrastructure projects and urban development initiatives across different regions can fuel growth and revenue generation. This expansion strategy not only broadens the company's market reach but also strengthens its position as a key player in the local construction industry.

Implementation plans for these strategies should be methodically structured. This includes investing in continuous skills development programs for employees to enhance technical expertise and operational efficiency. Developing robust marketing and branding strategies to enhance visibility and reputation within the industry is crucial. Maintaining strong relationships with stakeholders and clients through excellent project delivery and proactive communication will further bolster PT ACI's market presence.

Continuous monitoring and evaluation of key performance indicators are imperative to measure the effectiveness of these strategies. Regular assessments will enable the company to adapt swiftly to market dynamics, customer demands, and industry trends. This adaptive approach ensures that PT ACI remains agile and responsive, positioning itself for sustained growth and leadership in the competitive construction and engineering sectors.

In summary, by capitalizing on its core strengths, addressing internal challenges through cost optimization, diversifying service offerings, expanding geographically, and implementing strategic initiatives with a focus on efficiency and market penetration, PT Asia Civil Indonesia can pave the way for long-term success and profitability in the dynamic construction industry landscape of Indonesia.



REFERENCES

1. Kochanowska, M., Gagliardi, W. R., with reference to Jonathan Ball. (2022). The double diamond model: In pursuit of simplicity and flexibility. In D. Raposo, J. Neves, & J. Silva (Eds.), *Perspectives on Design II* (pp. 1-13). Springer Series in Design and Innovation, vol 16. Springer. https://doi.org/10.1007/978-3-030-79879-6_2
2. Khan, U. U., Ali, Y., Petrillo, A., & De Felice, F. (2023). Macro-environmental factors and their impact on startups from the perspective of developing countries. *International Journal of Sustainable Engineering*, 16(1), 166–183
3. Lamada, M., Bakry, A., & Ifani, A. Z. (2022). Development of web-based project tender documents application using extreme programming methods. *ELINVO (Electronics, Informatics, and Vocational Education)*, 7(2), 101–111.
4. Marinovic Matovic, I. (2020). PESTEL analysis of external environment as a success factor of startup business. *Consciens Conference on Science and Society*.
5. Puyt, R. W., Lie, F. B., & Wilderom, C. P. M. (2023). The origins of SWOT analysis. *Long Range Planning*, 56, 102304.
6. Ulukan, İ. C., Melkonyan, A., Krumme, K., Gruchmann, T., Spinler, S., Schumacher, T., Bleischwitz, R. (2020). Strategic Management: External Environment Analysis. *Research Gate*.
7. Makedon, V., Krasnikova, N., Krupskyi, O. P., Stasiuk, Y. (2019). Scenario and strategy planning for transformative supply chains within a sustainable economy. *Journal of Cleaner Production*, 231, 144-160.
8. Koval, V., Mikhno, I., Udovychenko, I., Gordiichuk, Y., Kalina, I. (2022). Arrangement of digital leadership strategy by corporate structures: A review. *Economic Studies Journal (Ikonomicheski Izsledvania)*, 31(8), 19-40.
9. Tomaszewski, L. E., Zarestky, J., & Gonzalez, E. (2020). Planning qualitative research: Design and decision making for new researchers. *International Journal of Qualitative Methods*, 19, 1–7.

Cite this Article: Jeysen Wenas, Yos Sunitiyoso (2024). *Developing Business Strategies to Grow the Business of PT Asia Civil Indonesia*. *International Journal of Current Science Research and Review*, 7(9), 7099-7107, DOI: <https://doi.org/10.47191/ijcsrr/V7-i9-27>