

ABSTRACT

BUSINESS STRATEGY OF PT. ADHI PERSADA GEDUNG FOR THE PERIOD 2024-2026

PT Adhi Persada Gedung (APG), a specialist in high-rise building construction, has experienced a decline in contracts due to suboptimal performance, lack of business diversification, and dependence on the construction sector. Payment delays, particularly from private projects, have impacted the company's revenue and growth. Focusing on specific types of buildings adds to financial risks. Below-average performance compared to competitors necessitates an improvement in the business strategy. This research aims to design the appropriate business strategy for PT. Adhi Persada Gedung for the period 2024-2026, starting from identifying external environmental factors (macro and industry) using PESTLE and Porter's Five Forces, internal environmental factors using VRIO and Value Chain analysis, as well as key success factors in the construction service industry in Indonesia.

This study employs an applied qualitative approach with the researcher as the primary instrument. Data collection is conducted through interviews, field observations, and document studies. Purposive sampling method is used for sample selection, while data analysis is performed using data reduction techniques, data presentation, and drawing conclusions. The analysis of external and internal environments yields key success factors, as well as strengths, weaknesses, opportunities, and threats. Subsequently, evaluation is conducted using the IFE matrix with a value of 2.45 and EFE matrix with a value of 2.38. These values and factors are then used for developing alternative strategies formulated using the IE matrix and TOWS matrix. The analysis results indicate that APG is in a 'hold and maintain' position. Based on the analysis, three alternative strategies are identified: market penetration strategy by diversifying project portfolios; product development strategy by introducing modular or prefabricated construction services and facility management business models; and market

development strategy by targeting the National Capital Development (IKN) and National Strategic Projects (PSN).

According to the Quantitative Strategic Planning Matrix (QSPM), the third strategy has the highest value of 6.338, followed by the second strategy with a value of 5.986, and the first strategy with a value of 5.885. Among these strategies, "Diversification of project portfolios" is chosen as the priority strategy. This strategy is expected to increase contract acquisitions from both government and private projects and open opportunities for recurring revenue through the facility management business model. The implementation of this strategy is anticipated to enhance APG's financial performance, reduce risks, and strengthen its position in the construction service industry in Indonesia.

Keywords: *business strategy, construction service industry, macro environment, industry environment, internal environment*

ABSTRAK

STRATEGI BISNIS PT. ADHI PERSADA GEDUNG PERIODE 2024-2026

PT Adhi Persada Gedung (APG), spesialis bangunan bertingkat tinggi, mengalami penurunan kontrak karena kinerja belum optimal, kurangnya diversifikasi bisnis, dan ketergantungan pada sektor konstruksi. Keterlambatan pembayaran, terutama dari proyek swasta, mempengaruhi pendapatan dan pertumbuhan perusahaan. Fokus pada jenis bangunan tertentu menambah risiko keuangan. Kinerja di bawah rata-rata pesaing, strategi bisnis perlu diperbaiki.

Penelitian ini bertujuan untuk merancang strategi bisnis yang tepat bagi PT. Adhi Persada Gedung periode 2024-2026, dimulai dari mengidentifikasi faktor lingkungan eksternal (makro dan industri) dengan menggunakan (*PESTLE* dan *Porter's Five Forces*) dan faktor lingkungan internal menggunakan (*VRIO* dan *Value Chain*) serta faktor kunci keberhasilan dalam industri jasa konstruksi di Indonesia.

Penelitian ini menggunakan pendekatan kualitatif terapan dengan peneliti sebagai instrumen utama. Pengumpulan data dilakukan melalui wawancara, observasi lapangan, dan studi dokumen. Metode *purposive sampling* digunakan untuk pemilihan sampel, sementara analisis data dilakukan menggunakan teknik reduksi data, penyajian data, dan penarikan kesimpulan. Hasil analisis lingkungan eksternal dan internal menghasilkan faktor kunci keberhasilan, serta kekuatan, kelemahan, peluang, dan ancaman. Setelah itu, evaluasi dilakukan menggunakan matriks IFE dengan nilai 2,45 dan EFE dengan nilai 2,38. Di mana nilai dan faktor – faktor tersebut berguna untuk masukan bagi pengembangan alternatif strategi dirumuskan menggunakan matriks IE dan matriks TOWS. Hasil analisis menunjukkan bahwa APG berada dalam posisi *'hold and maintain'*. Berdasarkan analisis, terdapat tiga alternatif strategi, yaitu strategi penetrasi pasar dengan melakukan diversifikasi portofolio proyek; strategi pengembangan produk dengan mengembangkan layanan konstruksi modular atau pracetak serta model bisnis *facility management*; dan strategi

pengembangan pasar dengan menargetkan proyek Pembangunan Ibukota Negara (IKN) dan Proyek Strategis Nasional (PSN).

Berdasarkan matriks QSPM (*Quantitative Strategic Planning Matrix*), strategi ketiga memiliki nilai tertinggi sebesar 6,338, diikuti oleh strategi kedua dengan nilai 5,986, dan strategi pertama dengan nilai 5,885. Dari strategi ini, "Diversifikasi portofolio proyek" dipilih menjadi strategi prioritas. Strategi ini diharapkan dapat meningkatkan perolehan kontrak dari proyek pemerintah dan swasta serta membuka peluang untuk pendapatan berulang melalui model bisnis *facility management*. Implementasi strategi ini diharapkan dapat meningkatkan kinerja keuangan APG, mengurangi risiko, dan memperkuat posisinya dalam industri jasa konstruksi di Indonesia.

Kata kunci: strategi bisnis, industri jasa konstruksi, lingkungan makro, lingkungan industri, lingkungan internal