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## Business Model Analysis to Strengthen the Competitiveness in Construction Services SME

Irfan Handoko<sup>1</sup>, Rusfian Effendi<sup>2</sup>, Cristoporius Esandra MK<sup>3</sup>, Muhammad Deny<sup>4</sup>  
<sup>1,2,3,4</sup>Economics and Business Faculty, Universitas Pembangunan Nasional Veteran Jakarta  
[irfanhandoko@upnvj.ac.id](mailto:irfanhandoko@upnvj.ac.id)

### **Abstract**

*The construction services sector plays a role in driving the economy. Unfortunately, many small-businesses still face challenges due to intense competition. This study attempts to map the business models of construction service SMEs to recommend new business model formulations that are relevant to the company's needs and challenges. This research maps the existing business models of companies, then analyzes their environmental conditions so that relevant strategies can be recommended and are expected to contribute to business development. This research was conducted using descriptive analysis, mapping the company's business model using the Business Model Canvas (BMC) approach and a SWOT analysis. A cross-analysis used to formulate a new business model. The study results show that companies need to offer value propositions that are difficult for competitors to replicate, rather than relying solely on low prices. Furthermore, companies are also required to leverage online promotions to reach a wider customer segment. Internal training and certification can be implemented to enhance service delivery and implement continuous improvement across the company. The company's customer base is still relatively young, so additional promotional efforts are needed to expand its market segment, including through social media. The new business model suggests the company should further improve the quality of its work through internal training, certification, and collaboration with relevant parties. This research offers new insights into the business models of construction service companies to develop and strengthen their presence in the industry. It is hoped that the formulation of this business model will provide stakeholders with diverse perspectives for policymaking and contribute to a more comprehensive literature.*

*Keywords: Business Strategy, Construction Services, BMC, SWOT*

### **1. Introduction**

Infrastructure development is an integral part of supporting institutional strengthening and sustainable economic growth. This sector is also listed as a top priority in national development planning. The government's commitment to infrastructure development is reflected in the sustainability of large-scale strategic projects, such as the construction of the new national capital, the toll road network, and the provision of housing for the community. This implementation is believed to contribute significantly to the movement of national economic activity. The construction industry, a key driver in this sector, plays a role in creating jobs both directly and indirectly, including in supporting sectors such as consumption, transportation, telecommunication, and others. The existence of construction projects, from the micro to the macro scale, is a crucial foundation for achieving sustainable development goals. The stability and acceleration of national development as a whole depend heavily on the resilience and productivity of the construction sector.

The crucial role of the construction services sector in Indonesia in driving the economy through value-added creation and employment [1], creating a unique opportunity for businesses to enter and compete in this sector. However, behind these abundant business opportunities, there is certainly intense and dynamic business competition in the current construction industry. Large-capital companies, such as state-owned enterprises (BUMN) and national private companies, compete to undertake large-scale strategic projects [2]. Both medium- and small-capital companies naturally compete based on their respective capabilities. Competition among construction companies goes beyond capital. Other factors such as material price fluctuations, regulations, technological compatibility, consumer demand, and access to project information present unique challenges that

must be considered. This is no exception for small-capital construction companies (MSMEs), which must struggle to survive in this industry.

As economic drivers, MSMEs (including construction services) contribute significantly to global economic growth. However, these small-scale construction service providers can no longer rely on conventional methods [3]. They must be able to adapt quickly and think creatively to maintain competitiveness and achieve sustainability. These service providers are required to develop more adaptive, innovative, and structured business strategies to compete and move up the industry ladder amidst industry pressures. These strategies encompass not only cost efficiency and work quality but also address new challenges such as the digitalization of government tenders, the need for environmentally friendly construction, and customer trust in the quality and professionalism of service providers.

Every business must strengthen and improve its quality to compete [4]. The intense competition among MSMEs in the construction services sector requires companies to establish clear goals and visions and missions. This fosters sustainable growth and ensures continued existence in the industry [5]. Strategic management plays a role in assisting small-scale industrial service providers in establishing their vision, mission, and organizational goals. Comprehensive strategy formulation begins with an analysis of the company's internal and external environment, making it easier for business owners to formulate appropriate strategies that will impact the achievement of organizational goals [6]. This process requires a deep understanding of the core business, value proposition, customer and partner relationships, and projected cash flow.

Strategy formulation using the Business Model Canvas (BMC) approach is relevant to the proposed competitive strategy of small construction service providers. The BMC is a strategic framework that enables companies to visualize and design their business models holistically. The BMC communicates the key elements of an organization that have the potential to be developed into a new business model that is expected to meet the organization's needs. The BMC helps small construction service providers understand how they create, deliver, and capture value, enabling them to identify areas for innovation, optimize operations, and build a sustainable competitive advantage amidst fierce industry competition [7].

PT KMI, a newly established small construction service provider, often faces a series of significant challenges. As a new company, PT KMI currently lacks a clear strategic plan. This makes it difficult for PT KMI to identify its unique value proposition. Therefore, it is crucial to analyze how the appropriate business model fits the conditions PT KMI faces. This research aims to (1) map the existing business model, then (2) analyze the environmental conditions of PT KMI so that it can (3) recommend relevant strategies that are expected to contribute to business development.

Business strategic planning is the process of developing tasks and a framework for formulating, implementing, and evaluating strategies within an organization. Businesses need to identify the strategies that will be the organization's focus to achieve its ultimate goals [8]. Long-term business strategic planning is crucial for every managerial decision-making process. Maintaining a sustainable competitive advantage is essential in business planning and can be achieved by any organization through continuous adaptation to change and continuous strategy planning, implementation, and evaluation [9].

A business strategy model is essential for companies to explain how they can create and deliver value to customers, generate revenue, and profit from their products [10]. Strategy formulation is carried out by analyzing internal and external conditions that benefit the company and have the potential to increase product sales [11].

The business model canvas helps map out all company strategies, making it easier for organizations to make decisions related to business development [12]. These strategic organizational decisions are based on the analysis of the required elements. These nine elements include:

- (1) customer segments, which group customers to ensure the products or services offered align with the needs of each group;
- (2) value propositions, which group customers to facilitate the company's ability to offer appropriate value to build a sustainable business;
- (3) channels, which are the means by which the company delivers the value offered in its products;
- (4) customer relationships, which are the company's efforts to foster strong relationships with customers;

- (5) revenue streams, which are the results of successfully delivering the value proposition, resulting in customers' willingness to pay;
- (6) key resources, which are the main assets a company needs to run a business;
- (7) key activities, which are a series of activities carried out by the company to facilitate its operations;
- (8) key partnerships, which are partnerships formed by creating mutually beneficial relationships between several parties to support the company's development;
- (9) Cost structure: All these business elements ultimately affect the company's cost structure, so it is necessary to optimize each of these elements to maintain cost efficiency

## 2. Research Methods

This research was conducted at the offices and workshops of PT KMI, headquartered in Bekasi City, from June to July 2025. Purposive sampling was employed to collect both primary and secondary data. Primary data were collected through questionnaires and in-depth interviews with direct informants who were owners, employees of PT KMI, while the external respondents are consumers of it. Researcher conducted direct observations at PT KMI's business location and workshop. Participants were asked several questions related to the research. The interviews were semi-structured, which means the interview questions were not too rigid, and open-ended, allowing the researcher could ask a wide variety of questions. The secondary data were obtained through document and literature review.

Table 1. Research Participant

No.	Informant Initials	Role
1	IW	Co-Owner
2	NRA	Co-Owner
3	SU	Employees
4	AS	Employees
5	S	Consumer

Source: Researcher, 2025

This research mapped PT KMI's current business model using a Business Model Canvas (BMC) analysis approach to address the first research objective. Subsequently, the company's internal and external environmental factors were analyzed using a SWOT analysis and field observations to address the second research objective. This approach explains the inherent characteristics of the research object, while the qualitative approach does not involve mathematical or statistical calculations in its data processing [13]. The third objective of this research was obtained through a cross analysis between SWOT (Strengths, Weaknesses, Opportunities, Threats) which was adjusted to the BMC (Business Model Canvas) analysis to produce strategic recommendations based on the conditions and needs of PT KMI.

## 3. Results and Discussions

PT KMI, as a small-scale construction services provider, is strongly committed to continuous development. PT KMI was established based on the growth opportunities in the construction industry in Indonesia. However, PT KMI is not alone in seizing these opportunities, resulting in inevitable competition among similar businesses. In addition to focusing on construction work, PT KMI also engages in cross-selling by providing public infrastructure procurement services to both small and medium-sized businesses.

PT KMI's current business model is mapped using the Business Model Canvas (BMC) approach, with initial business model identification obtained through in-depth interviews with the company's founder and co-founders. This model illustrates the company's overall strategy, assisting entrepreneurs in making decisions related to business development [12].

### *Customer Segment*

The consumer segment is the party that uses the goods/services offered by PT KMI. PT KMI's current consumer segment comes from the private sector (construction and maintenance of houses, shops, rental properties, kiosks, etc.), in addition to also working on the needs of several government agencies (schools, local governments, etc.), as well as being a subcontractor for large contractors for certain jobs. Therefore, PT KMI does most of its work itself, although there are also some jobs that are carried out collaboratively with other parties. Consumers from the private and private sectors generally have smaller work values but with faster work periods, thus opening up opportunities for PT KMI to work on more projects.

### *Value Propositions*

PT KMI's journey throughout its existence has offered services at flexible and competitive prices tailored to client needs and capabilities, as well as competition with competitors. Furthermore, PT KMI strives to provide excellent service by prioritizing friendly and intense relationships with customers. PT KMI always strives to complete work on time while still providing flexibility for customers to be able to adjust (if there are design changes) based on agreements and also the results of in-depth consultations.. Research by Najmi concludes that optimal service quality can influence customer interest in using construction services [14]. This validates PT KMI's efforts to provide excellent service tailored to customer needs and capabilities.

### *Channel*

PT KMI strives to build relationships with its customers in the Greater Jakarta area through conventional approaches. Currently, PT KMI utilizes offline marketing channels and prefers word-of-mouth (WOM) promotion. This activity is a mainstay for PT KMI, while continuing to conduct direct sales to potential clients. They believe that WOM is highly influential because its distribution is more credible and targeted to potential consumers [15].

### *Customer Relation*

PT KMI's commitment to value proposition impacts the way it builds relationships with its customers. The company offers free consultations for light designs through a personalized approach. Furthermore, PT KMI diligently provides clients with photo and video work reports throughout the process. Furthermore, PT KMI is generous in providing a guarantee on its work.

### *Key Partners*

PT KMI strives to build partnerships with several parties that can support its business progress. Key partners collaborating with PT KMI include:

- 1) local building material stores (depending on project distance);
- 2) construction equipment rental companies;
- 3) skilled labor; and
- 4) larger contractors supporting specific projects.

### *Key Activities*

PT KMI's primary activity is small- and medium-scale construction projects. This requires several other activities, including project planning, which begins with surveys and requirements assessments, workforce management, equipment maintenance, and quality control.

### *Key Resources*

PT KMI possesses core resources in the form of a network of building material suppliers and its own basic construction equipment, ensuring easy access when needed. The building material supplier network is categorized as a key resource due to its influence on project cost, quality, time, and flexibility.

### *Cost Structure*

The cost structure consists of fixed costs and variable costs. A company's fixed costs consist of land costs, electricity costs, certification (license) costs, and other subscription fees that support the company's activities. Meanwhile, variable costs include initial material purchases, transportation and logistics costs, project administration costs, construction equipment rental costs, labor and foreman costs, and several other costs incurred according to the needs of a particular project. Labor and foreman costs are categorized as variable costs because their amounts adjust to fluctuations in work volume or the number of projects being undertaken.

### *Revenue Stream*

PT KMI's revenue is primarily generated through its key activities. Since its primary activities are related to construction services projects, its primary revenue comes from project fees. Other activities, such as design services, simple technical planning, sales of construction materials, and subcontracting with large companies, contribute to PT KMI's revenue.

<b>Key Partners</b> 1. Local building material store 2. Constr. Equipment rent 3. Skilled labor 4. Specialist Subcontractors	<b>Key Activities</b> 1. Survey and project planning 2. Constr. work 3. Labor and equip management 4. Quality Control	<b>Value Proposition</b> 1. Competitive pricing flexibility 2. Friendly and thorough cust. relations 3. Speed and punctuality of work 4. Ability to adapt design and spec. to the client's budget	<b>Cust. Relation</b> 1. Free consultation with a personal approach 2. Guarantee for a certain period 3. Regular progress reports	<b>Cust. Segment</b> 1. Homes/ Shops/ kiosks owners 2. public/ private schools 3. Large contractors by becoming subcont. for spesific jobs
	<b>Key Resources</b> 1. bulding materials suppliers network 2. Own basic constr. equipments		<b>Channel</b> 1. word-of-mouth promotion 2. Direct visits with potential clients	
<b>Cost Structure</b> 1. Labor and foreman fees 2. Purchase or rent of constr. equipment 3. Initial material purchases 4. Transportation and logistic costs 5. Permit and project administration fees		<b>Revenue Stream</b> 1. Project fees 2. Technical design and planning services 3. Subcontracting from large companies 4. Sales of construction materials bundled with services		

Figure 1. PT KMI's current BMC

SWOT Analysis

The next step to identify the environmental conditions of PT KMI's company was using a SWOT analysis approach. SWOT analysis is an alternative approach to developing a company by considering the strengths, weaknesses, opportunities, and challenges faced by the company. Each BMC element that describes PT KMI's previous activities was analyzed using the SWOT approach. Data collection on the company's internal and external factors was obtained directly from the founder and co-founder of PT KMI through in-depth interviews. The results of PT KMI's SWOT are presented in table 2.

The strategic issues raised based on the SWOT analysis presented in the figure relate to the promotional channels used and the value offered by PT KMI in the form of low prices which can be easily imitated by its competitors, so PT KMI needs to look for other alternatives so that the value offered is not easily imitated by its competitors. The companies have to make more use of the unique attributes of the products or services offered in order to win the competition if competitors also offer low prices to customers.

Table 2. PT KMI's SWOT analysis – BMC

BMC ELEMENTS	STRENGTHS (S)	WEAKNESSES (W)	OPPORTUNITIES (O)	THREATS (T)
CUST. SGMENTS	Focus on small-medium scale customers that are rarely noticed by large contractors.	Market segments are still not broad.	Focus on increasing market segments.	Risk of market segment acquisition by large contractors.
VALUE PROPOSITION	Price flexibility, but still competitive	Brand that is not yet well known	Can take a position as a cost-effective and efficient contractor	Value as a cheap contractor can be easily imitated by competitors
CHANNELS	Prioritize closeness & personal promotion	Do not have a digital advertising budget	Potential to get customers through social media / service marketplaces	Fast digital marketing trends
CUST. RELATIONSHIPS	Personal and free service	Does not have a CRM system yet	Offers a referral program to strengthen loyalty	Customers can more easily

				find cheaper offers
<b>KEY PARTNERS</b>	Local suppliers with competitive prices	Few collaboration partners	Collaboration with large contractors and suppliers	Dependence on a few suppliers
<b>KEY ACTIVITIES</b>	Effectiveness in working on small projects	Limited project work capacity	Project management training from government agencies and academics	Project obstacles due to external factors
<b>KEY RESOURCES</b>	Skilled local labor	Limited equipment available	Capital assistance programs or cheap equipment rental	Fluctuating equipment and material rental prices
<b>COST STRUCTURE</b>	Low-cost burden according to project scale	Small margin	Cost efficiency through mutually beneficial collaboration	Increase in material and fuel costs
<b>REVENUE STREAMS</b>	Income from construction services & simple design planning	Still depends on the projects being worked on	Diversification of income through subcontracting and bundling of material sales	Fluctuating construction market demand

The next step in formulating a business model for PT KMI is to conduct a cross-analysis based on the BMC mapping and SWOT analysis. This analysis was conducted using a Focus Group Discussion technique with the founder, co-founders, and construction service business partners of PT KMI. The results of this cross-analysis will later become alternative strategies for the company to improve its business model. The results of the cross-analysis of PT KMI's BMC and SWOT are presented in the table 3.

The strategy formulation obtained through cross-analysis between BMC and SWOT is a combination strategy of SO (Strength - Opportunities) which utilizes all the strengths owned by PT KMI, WO (Weaknesses - Opportunities) to utilize opportunities by minimizing existing weaknesses, ST (Strength - Threats) where PT KMI must optimize its strengths to overcome existing threats, and WT (Weaknesses - Threats) is carried out to survive by minimizing existing weaknesses to avoid existing threats [16].

Table 3. Business strategy based on cross analysis

<b>Tippe Strategi</b>	<b>Formulasi Strategi</b>	<b>Implementasi pada BMC</b>
<b>SO (Strengths – Opportunities)</b>	<ol style="list-style-type: none"> <li>Offering affordable and fast renovation packages for small and medium-sized customers.</li> <li>Utilizing local and skilled labor for personal projects and subcontracting.</li> <li>Marketing services online that emphasizes company values</li> </ol>	<ol style="list-style-type: none"> <li><b>VP:</b> Economical, fast, and budget-friendly contractor</li> <li><b>Ch:</b> Social media, service marketplace platforms</li> <li><b>KP:</b> Collaboration with major contractors and hardware stores</li> <li><b>CS:</b> Tenders for government projects</li> </ol>
<b>WO (Weaknesses – Opportunities)</b>	<ol style="list-style-type: none"> <li>Participate in project management and digital marketing training programs</li> <li>Utilize assistance programs/KUR (People's Business Credit) to procure essential equipment</li> <li>Document projects as part of portfolio development efforts</li> </ol>	<ol style="list-style-type: none"> <li><b>KR:</b> Increasing equipment quantity</li> <li><b>KA:</b> Internal project management training</li> <li><b>CR:</b> Brand strengthening through testimonials and documentation</li> </ol>
<b>ST (Strengths – Threats)</b>	<ol style="list-style-type: none"> <li>Establishing collaborative contracts with material suppliers to lock in prices.</li> </ol>	<ol style="list-style-type: none"> <li><b>KP:</b> Long-term partnership with suppliers</li> <li><b>VP:</b> Unique design + personal consultation</li> </ol>

	<ol style="list-style-type: none"> <li>Maintaining differentiation beyond low prices.</li> <li>Implementing a disciplined project scheduling system.</li> </ol>	<ol style="list-style-type: none"> <li><b>KA:</b> Strict project management</li> </ol>
<b>WT (Weaknesses – Threats)</b>	<ol style="list-style-type: none"> <li>Avoid dependence on a single supplier</li> <li>Limit the taking on of projects that exceed capacity and resources</li> <li>Create project SOPs to minimize errors and add value</li> </ol>	<ol style="list-style-type: none"> <li><b>KR:</b> Supplier Diversification</li> <li><b>KA:</b> Strict Cost Control</li> <li><b>KA:</b> Project SOP and Quality Control</li> </ol>

The final step is to refine the new business model based on the development of the previous cross-analysis. The primary focus of this business model is to improve the quality and value of the services offered, the quality and quantity of partnerships, and to explore alternative promotional strategies through online marketing.

Enhancing the value of the services offered can be achieved through product diversification. This approach allows PT KMI to create unique, difficult to replicate offerings. Service quality can also be improved by conducting certifications for the company in general, stakeholders, and construction workers. This will increase the chances of project success, which can be determined through several criteria, such as cost, quality, timeliness, and safety, ultimately leading to customer satisfaction [17].

<b>Key Partners</b> 1. Collaboration with large contractors and long-term material stores 2. Constr. Equipment rent 3. Skilled labor 4. Specialist Subcontractors	<b>Key Activities</b> 1. Survey and project planning 2. Constr. work 3. Labor and equip management 4. Strict project management 5. Internal project management training 6. Strict cost control 7. Project SOPs and quality control	<b>Value Proposition</b> 1. Competitive pricing flexibility 2. Friendly and thorough cust. relations 3. Speed and punctuality of work 4. Unique designs + personal consultation 5. Affordable, fast, and budget-friendly contractors 6. Certified company	<b>Cust. Relation</b> 1. Free consultation with a personal approach 2. Guarantee for a certain period 3. Regular progress reports (chat, photos, videos) 4. Brand strengthening through testimonials and documentation	<b>Cust. Segment</b> 1. Homes/ Shops/ kiosks owners 2. public/ private schools 3. Large contractors by becoming subcont. for specific jobs 4. Govt. projects
	<b>Key Resources</b> 1. bulding materials suppliers network 2. Increased quantity of owned basic construction equipment 3. Supplier diversification		<b>Channel</b> 1. word-of-mouth promotion 2. Direct visits with potential clients 3. Social media, service marketplace platforms	
<b>Cost Structure</b> 1. Labor and foreman fees 2. Purchase or rent of constr. equipment 3. Initial material purchases 4. Transportation and logistic costs 5. Permit and project administration fees		<b>Revenue Stream</b> 1. Project fees 2. Technical design and planning services 3. Subcontracting from large companies 4. Sales of construction materials bundled with services		

Figure 2. PT KMI's new BMC

Changes to a component in the new business model can impact some or all components of the existing business model. Based on the data obtained and the results of focus group discussions with relevant parties, it is suggested that PT KMI can increase its project quantity by reaching a wider customer base. This can be achieved by utilizing online networks such as social media and various other construction service platforms. However, the company does not need to eliminate personal outreach to customers, as this can increase the loyalty of existing customers, encouraging them to continue using PT KMI's services in the future and even provide recommendations to potential new customers. Increasing the quantity of projects must be accompanied by improving the quality of

services provided, especially in construction services, which are the company's core competency. Overall company quality improvement can be achieved through partial quality improvements, namely: 1) internal project management training, 2) planning, implementation, evaluation, and quality control of standard operating procedures (SOPs), and 3) certification in various construction service fields.

The company's support for improving the quality and quantity of projects can be achieved by facilitating project needs. Improving the quality of cooperation with large contractor partners and material stores in the long term can lock in PT KMI's revenue opportunities so that the company's focus is not wasted on continuously looking for new customers or projects and can do other things that are more beneficial for the company's development.

#### 4. Conclusion

PT KMI is a new provider of construction services in the Greater Jakarta area. The company is optimistic that it can compete with similar competitors in its class. Several steps have been taken but have not yet produced the expected results, so the company needs to evaluate the business model that has been implemented. PT KMI's consumers are not well diversified, this could be due to the company's reputation as a new player, or the company's promotional activities that have not yet utilized online media. The results of the SWOT analysis show that the company can rely on its strength in playing in the small-medium individual segment by highlighting the company's value and offering economical & fast renovation packages for its customers in an effort to increase satisfaction and loyalty. PT KMI's weakness is that it has few suppliers, requiring the company to increase the quantity of partners and the quality of its collaboration. Recommendations for a new business model are formulated by using a cross-analysis of the results of the old BMC with the SWOT analysis conducted. PT KMI needs to reach a wider market by continuously improving the quality of its work through internal training, certification, and collaboration with related parties. This research suggests PT KMI's management prioritize internal training, certification, and collaboration. This can support the company in creating a value proposition beyond relying on a low-price strategy. Based on these results, further studies are needed, for example, to determine whether the planned strategy can address existing challenges and needs. Other studies, for example, might use a more comprehensive approach to make decisions among several emerging strategic alternatives.

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