MAGISTER MANAJEMEN-UNISSULA
IAPJ
INTERNATIONAL ACTIVA-PASSIVA JOURNAL

B2b Customer-Based Sales Increase Strategy in Times of Oversupply and High Competition Year 2025-2026 (Case Study of Cement Industry in Central Java)

Akhmad Sujono [1] & Heru Sulistyo [2]

[1] Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: akhmadsujono.std@unissula.ac.id

[2] Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: herusulistyo@unissula.ac.id

Abstract. *The national cement industry is facing significant challenges due to VUCA (Volatile, Uncertain, Complex, Ambiguous) conditions, the occurrence of oversupply which has led to tight competition and declining sales performance. This study aims to analyze the marketing strategy of PT Semen Indonesia (Persero) Tbk in responding to these dynamics, especially in the B2B customer segment. The method used is a descriptive qualitative case study with data collection techniques through in-depth interviews, documentation studies, and indirect observations. Respondents were selected from internal and external sources (Employees, Channel Distributors, Support, Customers and Stakeholders Project Owners) including managers and senior staff directly involved in the formulation and implementation of the company's marketing strategy. A good strategy requires in-depth analysis of sales strategies. To determine the right strategy for a business, the strategy must be tailored to the business environment, both internally and externally. By analyzing the business environment, it is hoped that the implemented strategy can help the company overcome competition and perform sustainably. The analysis was conducted using a SWOT approach developed into the IFAS, EFAS, SWOT, IE, BCG, Grand Strategy, and QSPM matrices. The results of the study indicate that SIG is in a strategic position to implement a growth strategy, particularly through environmentally friendly product innovation, regional market expansion, and strengthening digital customer service. The QSPM matrix indicates that the most feasible strategy to implement is expanding market share through a strategic partnership approach and increasing service added value. The implications of this research demonstrate the importance of adaptive and innovative capabilities in developing marketing strategies relevant to rapid external changes. These findings are expected to serve as a reference for similar industries in managing market uncertainty more strategically and sustainably.*

Keywords: *Expanding Market; growth strategy; Increasing service & Value; Oversupply; Strategic partnership.*

IAPJ
MAGISTER MANAJEMEN-UNISSULA
INTERNATIONAL ACTIVA-PASSIVA JOURNAL

1. Introduction

The cement industry is basically divided into two, namely multinational cement producers and local/regional cement producers. Competition between these cement producers has become increasingly fierce in the last 10 years, including in Asia and Southeast Asia. According to sources from several sources, including a report from Global Cement, in 2019, several major global cement producers such as Lafarge-Holcim, Heidelberg Cement, and Cemex experienced a decline in cement sales globally. Lafarge Holcim experienced a decline in sales of around 2.7% in 2019 compared to the previous year, while Heidelberg Cement experienced a decline in sales of around 1.5%. On the other hand, several local/regional cement producers such as those in Malaysia, Vietnam, and Thailand actually experienced an increase in cement sales. For example, Semen Indonesia (SMGR) experienced an increase in sales of around 1.7% in 2019 compared to the previous year, while Siam Cement experienced an increase in sales of around 3%.

Another interesting development is that the Chinese cement industry has experienced oversupply in recent years, as production capacity has exceeded domestic market demand. As quoted from the article "Global Cement Industry and Condition of Cement Industry in Indonesia"(Henmaidi P. , 2023)Data from the National Bureau of Statistics of China (2022) shows that cement production capacity reached 3.3 billion tons in 2021, while cement consumption was only 2.3 billion tons. This resulted in a production capacity surplus of 1 billion tons, or factory utilization of only around 70% of total production capacity. This situation has resulted in lower prices and lower company profit margins.

To address this oversupply, Chinese cement companies have adopted several strategies, including industrial restructuring, business diversification, and expansion into overseas markets. The Chinese government is encouraging cement industry restructuring through production capacity reductions and company mergers. In 2017, the Chinese government set a target of reducing cement production capacity by 150 million tons over three years. This target was achieved in 2019, with a total capacity reduction of 218 million tons.

The Indonesian cement industry experienced rapid business growth between 2000 and 2015. This was evident in the high EBITDA margins achieved. Some companies even achieved EBITDA margins of over 35%. It's rare for large businesses in other sectors to achieve this level. This occurs when production capacity is balanced with demand. This is a driving force that attracts global cement players to Indonesia. Europe and several other countries, particularly China, the world's largest cement producer, have seen a significant market decline since 2007, and Indonesia has become a destination for foreign cement companies, including China, to expand.

Global cement players have entered the Indonesian market through various means. In the early 2000s, Indonesia began opening up to foreign investment in the industrial sector, including the cement industry. Several foreign cement companies then entered the Indonesian market to capitalize on the country's significant growth potential. One of the first foreign cement companies to enter the Indonesian market was Holcim (later known as Lafarge Holcim), a Swiss cement company. In 2001, Holcim acquired a majority stake in PT

MAGISTER MANAJEMEN-UNISSULA
IAPJ
INTERNATIONAL ACTIVA-PASSIVA JOURNAL

Semen Cibinong Tbk, the third-largest cement producer in Indonesia at the time. In the same year, Heidelberg Cement Group acquired a majority stake in Indocement Tunggal Perkasa, with a 61.7% stake.(Henmaidi, 2023).

Chinese companies are also aggressively entering the Indonesian market, such as Conch Cement, Jui Shin, Pan Asia, Haohan Cement, Cement Hippo or Sun Fook Cement, and Hongshi Holding Group. Anhui Conch Cement Company Limited, one of the largest cement companies in China, is targeting a production capacity of up to 25 million tons. The company's low-price, economical brand strategy aims to quickly and significantly gain market share in Indonesia, paving the way for its entry into the Indonesian cement market. The entry of these foreign cement companies has significantly impacted the Indonesian cement industry. This situation has led to intense competition and high uncertainty, often referred to as "VUCA."

In the past 10 years, competition has intensified. Global cement companies have become aggressive and demonstrated a desire to expand their market share in Indonesia. Consequently, in recent years, from 2018 to the present, the Indonesian cement industry has experienced an oversupply. This is due to increased cement production from local and global producers. According to an article titled "Indonesia's 58 million tons of cement production capacity is unused, being eroded by foreign products."(Darisman, 2023), in 2024, cement production capacity in Indonesia will reach more than 120 million tons per year, while domestic cement consumption will only reach 62 million tons per year.

Several local cement companies, such as Semen Indonesia and Indocement, have taken steps to reduce production and export to other countries to address the domestic oversupply. However, this has not been able to increase sales volume, given the global market's oversupply. Competition in the international market is also intense, as the international market is also targeted by Chinese manufacturers, which face significant oversupply.

Indonesia is a developing country that still requires various efforts to capture market share and "go international." One way to achieve this is by ensuring that the management of each organization meets the minimum standards set by other countries. This ensures that exports to various countries do not encounter significant obstacles. On the other hand, Indonesia still feels the effects of foreign policy, which directly impacts the value of the rupiah.(Herdi, 2024).

The head of economics at the Permata Institute for Economic Research (PIER), Josua Pardede, explained that several of Donald Trump's policy plans, if elected president, could have both direct and indirect impacts on Indonesia's economy. One such plan is to cut corporate taxes from 21% to 15% for companies producing domestically (in the US), while maintaining no changes to capital gains taxes. "This policy will make investment in the US more attractive, thus creating a risk of capital outflow from emerging markets, including Indonesia, to the US. This could affect the rupiah exchange rate due to the potential for capital outflow," Josua explained when contacted by detikcom. Furthermore, if Trump is assumed to be US president again, there is the potential for the dollar to strengthen against other currencies as a result of tariff revenues that might be allocated for fiscal stimulus. "A strengthening US dollar has the potential to put pressure on emerging currencies, including the rupiah. This could increase import costs for Indonesia and increase domestic inflationary pressures," he explained.

The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) conditions resulting from foreign political conditions are also felt by Indonesia, which has just held elections that have shifted all focus in all fields, including the government budget, to the success of the 5-year agenda. The economy is slowing due to slow transaction and financial channels. The election of a new central government will certainly have an impact on policies, especially in the infrastructure sector, which was a favorite area during Jokowi's administration. This is evident in the 2025 budget structure, where the infrastructure budget is no longer the largest budget as it was during the previous administration, as reported on the Ministry of Finance news channel entitled "2025 State Budget Revenue Target Increases, State Spending Encouraged to Improve Quality"(Ministry of Finance, 2024).

Massive outreach has been conducted for green technology-based products in accordance with market 4.0 demands, but user awareness in Indonesia regarding environmental issues remains relatively low. The majority of customers still have concerns about low prices as a trigger. The Indonesian cement market, which should have reached level 4.0, is currently still at stage 2.0/3.0, where product differentiation, service, human resources, and channels are the main strategies. Increasing volume for B2B bulk cement is also still a gray area due to conditions of high uncertainty (VUCA).

Changing external conditions are very difficult for PT. Semen Indonesia (PT.SIG) to continue to win the competition in the cement industry. These changes in internal and external conditions require PT. Semen Indonesia (PT.SIG) to reformulate the right business strategy to be able to survive and win the competition amidst the increasing competition in the cement industry and to realize the company's vision. This is in accordance with the statement that to face a dynamic and competitive situation, strategy formulation is needed in the company.(Porter, 1998)The strategic planning stages consist of 3 stages, namely strategy formulation, strategy implementation and strategy evaluation.(David, 2015). In this research, it is limited to the strategy formulation stage.

Strategy formulation begins with internal and external factor exploration to analyze key internal factors, key external factors, and critical success factors. This is followed by the determination of the External Factor Evaluation (EFE), Competitive Profile Matrix (CPM), and Internal Factor Evaluation (IFE) matrices. The next stage is the creation of the Strengths-Weaknesses-Opportunities-Threats (SWOT), Strategic Position and Action Evaluation (SPACE), Internal External (IE), Boston Consulting Group (BCG), and Grand Strategy (GS) matrices.(David, 2015).

From the description above, it can be concluded that management needs to create a marketing strategy that can be used as a primary instrument in driving sales, where capturing the market based on internal resources and external potential is the primary tool for sales effectiveness.(Kotler, 2002), companies will be brilliantly successful if they carefully select their target markets and prepare marketing programs specifically designed for those markets.

Overall, this research focuses on developing a marketing strategy creation model with an effective SWOT method for the company as well as formulating a better strategy to capture market niches in increasing sales volume and maintaining long-term relationships with customers, especially B2B Corporate Customers at PT. Semen Indonesia (PT. SIG) in VUCA conditions.

2. Research Methods

Choosing the right method in research is determined by the purpose and objectives of the research. Based on the research objectives, the research method used is a Descriptive Case Study. According to (Efferin, 2004) Descriptive research aims to provide a detailed picture of a situation, social environment, or relationship. Qualitative research is research conducted using an approach that emphasizes descriptions of what occurs naturally, as it is in normal situations where the circumstances and conditions are not manipulated.

3. Results and Discussion

3.1. Analysis of Internal and External Strategic Factors of PT. SIG

From the results of the identification of the internal and external environments that have been presented in the previous chapter, it can be identified that the internal and external factors at PT. SIG are as follows:

3.1.1. Internal Strategic Factor Analysis (IFAS)

Internal environmental analysis is conducted by observing internal conditions related to PT. SIG's strengths and weaknesses from the results of observations.

The results of the literature study and observations conducted by the researcher were then validated with personnel inside and outside the company. The respondents used in this study were 50 respondents selected to represent each function within the company and external stakeholders who are strategic partners in running the company's operations.

3.1.2. External Strategic Factor Analysis (EFAS)

Internal environmental analysis is conducted by observing internal conditions related to PT. SIG's strengths and weaknesses from the results of observations.

The results of the literature study and observations conducted by the researcher were then validated with personnel within the company. The respondents used in this study were Pareto customers. The selected respondents represented each function within the company and were strategic partners of management in running the company's operations.

OPPORTUNITY FACTORS (OPPORTUNITIES)

1. Infrastructure growth in Indonesia opens up market opportunities.
2. The demand for environmentally friendly products is increasing.
3. New technology can improve PT. SIG's production efficiency.
4. PT. SIG's sales growth in the retail project market is still possible.
5. Increasing PT. SIG's strategic partnerships with other companies can increase

competitiveness.

THREAT FACTORS

1. Tight competition from other cement companies PT. SIG.
2. Fluctuations in raw material prices can affect PT. SIG's production costs.
3. A stagnant economy could reduce demand for PT. SIG's cement.
4. PT. SIG's cement customer shift from the infrastructure market to the industrial market
5. Changes in environmental and ODOL regulations that may increase PT. SIG's costs.

3.2. Determining IFAS and EFAS Matrices

The company's strategic factors obtained are then entered into the IFAS and EFAS tables, and each strategic factor is then weighted. Internal and external weighting is based on the calculation of value categories for each strategic factor. This determines which has the greatest and least influence, which is used to determine the assessment.

From the data above, it can be seen that the average total score of the strengths and weaknesses variables is 0.28, so that IFAS with a score of more than 0.28 can be concluded that the dominant IFAS factors are as follows:

1. PT. SIG has a strong reputation in the cement market (strength factor) with a score of 0.31.
2. PT. SIG is the market leader in Indonesia (strength factor) with a score of 0.31.
3. Lack of strengthening of PT. SIG's distributor channels with bulk cement customers in the area (weakness factor) with a score of 0.31

Of the total 20 factors of PT's strengths and weaknesses. GIS, there are 8 strength factors and 5 weakness factors which are the dominant factors in IFAS and the total score is 2.85

From the data above, it can be seen that the average total score of the strengths and weaknesses variables is 0.29. It can be concluded that the dominant IFAS factors are as follows:

1. Indonesia's infrastructure growth is opening up market opportunities (opportunity factor) with a score of 0.34.
2. Tight competition from other cement companies PT. SIG. (threat factor) with a score of 0.34
3. New technology can improve PT. SIG's production efficiency (opportunity factor) with a score of 0.31

IFAS (Internal Factor Analysis Summary) is a tool for evaluating a company's internal factors, namely strengths and weaknesses. Each factor is weighted based on its importance and ranked based on how well the company responds to that factor. The total IFAS score indicates the strength of the company's overall internal position.

a. An IFAS score > 2.5 generally indicates that the company has a strong internal position (more strengths than weaknesses).

IAPJ
MAGISTER MANAJEMEN-UNISSULA
INTERNATIONAL ACTIVA-PASSIVA JOURNAL

b. An IFAS score < 2.5 generally indicates that the company has a weak internal position (more weaknesses than strengths).

EFAS (External Factor Analysis Summary) is a tool for evaluating a company's external factors, namely opportunities and threats. Similar to IFAS, each factor is weighted and ranked. The total EFAS score indicates how well a company responds to opportunities and threats in its environment.

a. An EFAS score > 2.5 generally indicates that the company is able to take advantage of opportunities and/or face threats well.

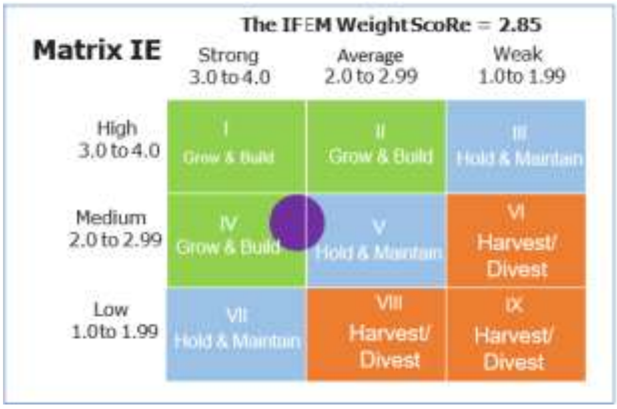
b. An EFAS score < 2.5 generally indicates that the company is less able to take advantage of opportunities and/or face threats.

3.3. SWOT Analysis Matrix

From the results of the IFEM, EFEM and competitive profile analysis, it can be used as a reference for compiling a SWOT analysis matrix. The SWOT analysis matrix is presented as follows:

3.3.1. Internal – External (IE) Matrix

The Internal-External Matrix is a strategy-building tool divided into nine cells. The benchmarks used are internal strengths and weaknesses from the IFEM for the horizontal line, and external opportunities and threats from the EFEM for the vertical line. The following table illustrates the Internal-External (IE) matrix.



*Picture**Error! No text of specified style in document.**.1Internal-External (IE) Matrix*

The IE Matrix is a strategic tool used to analyze and visualize the competitive position of a business unit or company. It considers two main dimensions:

External Factor Analysis (EFE): Measures the attractiveness of the industry environment and external opportunities/threats. In this context, "Growth & Build" indicates that the external environment is highly attractive, opportunities are plentiful, and the market is growing. This typically indicates a high EFE score.

Internal Factor Analysis (IFE): Measures a company's internal strengths and weaknesses. "Hold & Maintain" indicates that while there are strengths, there are also areas that need to be maintained or improved without major investment, or may indicate a moderate IFE score.

PTSIG's "Growth & Build" position in the external sphere and "Hold & Maintain" in the internal sphere in Cement Sales to B2B Customers demands a balanced strategic approach. This means that expansion is carried out in detail and does not have to be carried out on a large scale in all lines, but rather by capitalizing on existing growth opportunities efficiently with optimal internal resources. By focusing on strengthening positions in key markets, targeted innovation, tight operational efficiency, and careful risk management, SIG can maximize growth potential in the infrastructure sector while maintaining the Company's stability and profitability.

3.3.2. SWOT Quadrant Matrix

The SWOT Quadrant Matrix is a visual tool that helps analyze a company's strategic position based on the results of an Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). This matrix combines strengths, weaknesses, opportunities, and threats to determine the strategic quadrant in which the company falls, which can then guide the formulation of appropriate strategies.

The SWOT Quadrant Matrix is divided into four quadrants based on the combination of IFAS and EFAS scores, with a midpoint (average) at 2.5 for each axis.

The X-axis in this matrix represents the internal factors (IFAS), where the right value indicates a strong internal position (IFAS > 2.5) and the left value indicates a weak internal position (IFAS < 2.5).

The Y-axis represents external factors (EFAS), where upper values indicate a good external position (EFAS > 2.5) and lower values indicate a poor external position (EFAS < 2.5).

Here are the four quadrants:

1. Quadrant I: Aggressive (Strengths - Opportunities)

a. Position: IFAS high, EFAS high.

b. Characteristics: The company has strong internal strengths and is in an environment full of opportunities.

c. Recommended Strategy: The company should adopt an aggressive strategy by fully leveraging internal strengths to seize existing opportunities. This could mean expansion, product innovation, or deeper market penetration.

2. Quadrant II: Diversification (Weaknesses-Opportunities)

a. Position: IFAS low, EFAS high.

b. Characteristics: The company has internal weaknesses but is in an environment full of opportunities.

c. Recommended strategy: Companies need to analyze and make improvements in areas of internal weakness first in order to capitalize on opportunities. Possible strategies include product/market diversification to reduce reliance on weak areas, internal improvements, and/or external ones, one of which is by strengthening Strategic Partners (Engagement with Customers, Influencers/Policy Makers in Customers/Projects) and Regulators.

3. Quadrant III: Defensive (Weaknesses-Threats)

IAPJ
MAGISTER MANAJEMEN-UNISSULA
INTERNATIONAL ACTIVA-PASSIVA JOURNAL

a. Position: IFAS low, EFAS low.

b. Characteristics: The company has internal weaknesses and faces external threats.

c. Recommended Strategy: This is the most difficult position. Companies must adopt a defensive strategy to minimize the impact of weaknesses and threats. This could mean retrenchment (reducing the scale of operations), divestiture (selling assets), liquidation, or focusing on cost efficiencies. The ultimate goal is survival and minimizing losses.

3.3.3. BCG Matrix

The Boston Consulting Group (BCG) Matrix is a strategic analysis tool used to evaluate a portfolio of business units or products based on two key dimensions: Relative Market Share and Market Growth Rate. In the context of this report, the BCG Matrix will be applied to analyze the strategic position of the bulk cement segment of major players in Central Java in 2024.

The table below presents the key data used as the basis for the BCG Matrix analysis, providing a comparative overview of the major players in the cement industry for the B2B/bulk cement market in Central Java. The BCG Matrix requires two axes: relative market share and market growth rate. Because specific market share data for the B2B/bulk cement market in Central Java is not readily available, this table is valuable because it aggregates the best available proxy data, such as market share in Java, production capacity in Central Java, and company volume growth. By comparing each company's sales volume growth to the growth of the national bulk cement market, it is possible to identify business units with the potential to become "Stars" (high growth, high market share) or "Cash Cows" (low growth, high market share). This table will serve as the basis for the BCG Matrix visualization, providing a concise strategic overview of each player's competitive position in the Central Java bulk cement segment.

Market Share Movement per Province: Central Java

Jateng	Des (MS)	YoY (+/-)	MoM (+/-)	YTD Des (MS)	YTD (+/-)
SIG	40,7	(27,6)	(1,1)	42,7	(25,9)
ITP	47,2	28,5	(0,6)	47,4	30,2
Others	12,1	(1,0)	1,7	9,9	(4,3)
Conch Ind.	- 0	- 0	- 0	0,0	0,0
Merah Putih	0,0	(1,4)	0,0	0,5	(2,0)
Singa Merah	3,1	(1,4)	(0,2)	2,9	(1,6)
BIMA	8,9	1,9	1,9	6,5	(0,7)

*Picture**Error! No text of specified style in document.**.2Market Share Movement in Central Java Region*

(Data source: ASI and other Cement Company MS Data)

The following is the BCG Matrix (Boston Consulting Group) based on the data in the table above. The BCG Matrix uses two main parameters:

a. Market Share (share of market): represented by the column "Des (MS)".

b. Market Growth: represented by YoY (+/-) or MoM (+/-).

As the national cement market leader with a domestic market share of 51.9% in June 2024, SIG is estimated to have a dominant market share in the Central Java bulk cement segment. With the Company Production Facility (PTSIG), namely PT. Semen Gresik in Rembang, Central Java, with a production capacity of 3 million tons per year and a production target of 2.77 million tons in 2024, it further strengthens its dominance in the region. However, although the national bulk cement segment demand grew 4.4% YoY, the total sales volume of the SIG group as a whole showed a decline of 5.8% YoY in 2024. The decline in bulk cement volume in Q4 2024 by 7.2% YoY also indicates volatility in maintaining growth in this segment. Given the dominant market share but challenges in overall volume growth and volatility in the bulk segment, SIG is in the Cash Cow quadrant. Where SIG generates significant cash flow from a strong market position, but may not show explosive growth in the Central Java bulk cement segment compared to more aggressive competitors.

3.2. Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a strategic management tool used to evaluate and prioritize alternative strategies. It provides a systematic approach to decision-making, helping organizations make choices based on critical success factors and attractiveness scores. The QSPM framework consists of three main components: Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and the Quantitative Strategic Planning Matrix itself. These elements work together to analyze an organization's strengths, weaknesses, opportunities, and threats, and then prioritize the most appropriate strategies. The process of developing a QSPM involves identifying these factors, assigning weights to them based on their importance, and then evaluating the attractiveness of each strategy in relation to the identified factors. This systematic approach ensures that the chosen strategy aligns with the organization's objectives and capabilities.

While a full QSPM requires numerical attractiveness scores and weights not provided in this analysis, qualitative prioritization can be done based on in-depth SWOT, BCG, and IE analyses. Considering SIG's position as a "Cash Cow" facing current market challenges (demand contraction, excess capacity, intense competition) but with strong long-term growth potential, as well as the need to balance external "Growth & Build" opportunities with internal "Hold & Maintain" prudence.

The QSPM analysis has provided a clear strategic roadmap for Semen Indonesia Group. Prioritize strategies that leverage internal strengths and external opportunities. The shift to "green" and "premium" cement demonstrates an adaptation to global sustainability trends and increasingly sophisticated market demands. Meanwhile, maintaining regional dominance and securing long-term contracts are key to stability and volume growth. Finally, a focus on supply chain efficiency and niche development demonstrates efforts to manage risk and seek higher-margin growth areas. Successful implementation will depend heavily on SIG's ability to continuously innovate, adapt to market dynamics, and effectively manage its resources within Indonesia's competitive cement industry landscape.

Here are some alternative strategies with the highest score values which are more than 50% of the total accumulated score value;

1. **ST 1**: Development of environmentally friendly products (green cement) to provide value for customers and environmental sustainability (Score 11.119)

This strategy aligns closely with the concept of Product Differentiation popularized by Michael Porter. Porter (1985) in his book Competitive Advantage: Creating and Sustaining Superior Performance states:

Increasing Environmental Awareness and Regulation: In Indonesia, the push towards sustainability is growing stronger. The government continues to issue regulations related to carbon emissions (e.g., Minister of Environment and Forestry Regulation No. 20 of 2020 concerning Control of Air Pollution from the Industrial Sector), the use of renewable energy, and cleaner production practices. Consumers, especially those involved in large projects (sustainable infrastructure, green buildings, data centers), are increasingly prioritizing suppliers with a low carbon footprint. For example, the Indonesian National Capital Project (IKN Nusantara) places a strong emphasis on sustainability in the selection of construction materials.

Market Demand for Eco-Friendly and High-Performance Products:

a. Green Cement: Demand for cement that uses alternative fuels (biomass, waste), reduces the clinker ratio, or utilizes industrial waste materials (fly ash, slag) continues to grow. Developers seeking green building certification (such as Greenship from the Green Building Council Indonesia) explicitly seek these materials. SIG, through innovations such as the use of biomass waste in its factories, is well-positioned to achieve this.

b. Premium Innovation: Complex infrastructure projects (undersea tunnels, long-span bridges, offshore construction) and high-rise buildings require cement with special specifications: very high strength, fast setting time, resistance to extreme conditions (sulfate, chloride), or self-compacting properties. SIG, with its R&D capabilities and extensive experience, has the potential to develop and market these premium niche products. There is less competition in this segment and higher profit margins compared to standard cement.

SIG's Innovation Capacity: SIG has demonstrated a commitment to R&D and sustainability. Investments in more efficient kiln technology, the use of alternative fuels, and the development of cement derivative products demonstrate SIG's readiness to implement this strategy. The challenge lies in accelerating commercialization and educating the market about the benefits of these products.

2. **SO 3**: Strengthening Regional Market Dominance through acquisition and KAM strategies in areas targeted for market development (Score 11.118)

This strategy reflects the Market Penetration concept proposed by Igor Ansoff in his product-market matrix (Ansoff Matrix). Ansoff (1957) explains in his article Strategies for Diversification:

"Market penetration is the effort to increase market share in existing product markets with existing products." (Ansoff, 1957, p. 113).

This strategy leverages SIG's internal strengths (e.g., extensive distribution network, production capacity, brand reputation) to seize external opportunities (regional economic growth, infrastructure projects outside Java).

Infrastructure Development Outside Java: The Indonesian government continues to promote equitable development through infrastructure projects.

a. SIG Distribution and Logistics Network:

SIG has a strong competitive advantage in its network of factories and distribution points across Indonesia, including in remote areas. This allows it to supply cement at a more cost-effective logistics cost than competitors who might focus solely on Java.

b. Key Account Management Optimization:

KAM's contribution is greatly needed to measure the market and the performance of competitors growing in several regions, the scale of operations and efficiency of SIG are often a concern. The Market Area that is the Target Market Development will be a reference for the SIG Initiative Strategy to be able to identify areas with high growth and Competition Quadrant Level, and optimize "Product Presented in Area" and its marketing efforts in the Region. This can be in the form of increasing delivery frequency, Trading Ter, 4Ps and Aftersales as well as a competitive Engagement Program, or improving after-sales service.

3. WO 3: Developing new cement products for special applications with high economic value (Score 10.809)

This strategy is rooted in niche marketing, which emphasizes focusing on narrow market segments with specific needs that are often underserved by larger players. Philip Kotler (2000) in Marketing Management states:

"Niche marketers understand the needs of very specific customer groups and develop products or services that uniquely meet those needs." (Kotler, 2000, p. 202).

This strategy is an attempt to overcome internal weaknesses (for example, lack of product diversification for very specific segments) by taking advantage of external opportunities (the existence of an unserved market niche).

Specific Infrastructure Development: Indonesia faces the need for increasingly complex infrastructure development. For example:

a. Geothermal Projects: Requires heat and corrosion resistant cement.

b. Underwater/Maritime Construction: Requires waterproof cement and marine chemicals.

c. Oil and Gas Well Injection: Requires cement with special rheological properties and high pressure resistance.

d. Precast/Prestressed Concrete: Requires cement with high early strength and excellent consistency for mass production.

4. Conclusion

Based on the synthesis of the results of the SWOT analysis, IE Matrix, and BCG Matrix, this study succeeded in formulating six main strategic alternatives for the Semen Indonesia

Group which were validated through the Quantitative Strategic Planning Matrix (QSPM) as follows: 1. Differentiation Through the Development of "Green Cement Products" and Sustainable Innovation: This strategy emphasizes the development and marketing of environmentally friendly (green cement) and innovative cement products with accurate Value & Efficiency according to customer needs. This will help SIG capitalize on sustainability trends and market demand for high-quality, environmentally responsible products. 2. Strengthening Regional Market Dominance through measurable market penetration (Area, Product, Target, Cluster): Companies need to focus on strengthening market share in strategic areas through a more targeted penetration approach, including increasing distribution networks, number of customers, cycles/repeat orders, industry/retail/project segments and effective customer loyalty programs. 3. Developing Cement Products for High Value Segments: This strategy focuses on identifying and developing bulk cement products tailored to specific market segments with specific needs and the potential for higher profit margins. 4. Optimizing Supply Chain Resilience and Cost Control (in relation to production raw materials and energy): Improving operational efficiency, managing a more resilient supply chain, and ongoing efforts in cost control are crucial to maintaining SIG's competitiveness amidst market fluctuations.

5. References

Journals:

Agus, S. (2024, Oktober 15). *Banyak Negara Masuk ke Jurang Resesi, Ini Harapan Jokowi ke Prabowo*. Retrieved from Detik.com: https://www.detik.com/sumut/bisnis/d-7589479/banyak-negara-masuk-ke-jurang-resesi-ini-harapan-jokowi-ke-prabowo

Brehmer, P.-O., & Rehme, J. (2009). Proactive and Reactive: Drivers for Key Account Management Programmes. *Proactive and Reactive: Drivers for Key Account Management Programmes, 1*(1), 1.

Darisman. (2023, Januari 26). *Kapasitas Produksi 58 Juta Ton Semen RI Tak Terpakai, Digerus Produk Luar Negeri*. Retrieved from Kumparan Bisnis: https://kumparan.com/kumparanbisnis/kapasitas-produksi-58-juta-ton-semen-ri-tak-terpakai-digerus-produk-luar-negeri-1zilv03b2Xo/2

Davies, A., & Ryals, L. J. (2013). Attitudes and Behaviours of Key Account Managers: Are They Really Any Different to Senior Sales Professionals? *Industrial Marketing Management, Volume 42, Nomor 6, 42*(6), 1.

Ernst, H., Hoyer, W., & Krafft, M. (2011). Customer relationship management and company performance—the mediating role of new product performance. *J. of the Acad. Mark. Sci. 39, 290–306, 39*(1), 191.

Guesalaga, R. (2014). Top management involvement with key accounts: The concept, its dimensions, and strategic outcomes. *Industrial Marketing Management, I*(1), 1146-1156.

Henmaidi, P. (2023, April 10). *Industri Semen Global dan Kondisi Industri Persemenan di Indonesia*. Retrieved from Media Indonesia: https://mediaindonesia.com/opini/572854/industri-semen-global-dan-kondisi-industri-persemenan-di-indonesia

Ivens, B., Wilson, K., & Pardo, C. (2009). Relationship keyness: The underlying concept for different forms of key relationship management. *Industrial Marketing Management, I*(1), 513-519.

KEMENKEU. (2024, September 29). *Target Pendapatan APBN 2025 Naik, Belanja Negara Didorong Lebih Berkualitas*. Retrieved from Kementrian Keuangan Republik Indonesia: https://www.kemenkeu.go.id/informasi-publik/publikasi/berita-utama/Target-Pendapatan-APBN-2025-Naik

Nabila, A. G., & Tuasela, A. (2021). Strategi Pemasaran Dalam Upaya Meningkatkan Pendapatan Pada Diva Karaoke Rumah Bernyanyi Di Kota Timika. *Jurnal Kritis Volume 5 Nomor 2 Edisi Oktober 2021*, 24.

Pardo, C., Ivens, B., & Wilson, K. (2014). Differentiation and alignment in KAM implementation. *Industrial Marketing Management, I*(1), 1136-1145.

Payne, A., & Frow, P. (2006). Customer Relationship Management: from Strategy to Implementation. *Journal of Marketing, I*(1), 135-168.

Raflyyan, R. (2024, September 4). *Ketidakpastian Politik Bayangi Prospek Sektor Semen di Indonesia*. Retrieved from Samuel Sekuritas Indonesia: https://samuel.co.id/news-events-ssi/ketidakpastian-politik-bayangi-prospek-sektor-semen-indonesia/

Spekman, R. E., & Carraway, R. (2006). Making the transition to collaborative buyer–seller relationships: An emerging framework. *Industrial Marketing Management, 35*(1), 10-19.

Ugwuanyi, J. N. (2020). Sustainability Performance of Plantain Leaf Ash and The Compressive Strenght of Concrete. *IOP Conference Series: Earth and Environmental Science*, 1-8.

Xu, M., & Walton, J. (2005). Gaining customer knowledge through analytical CRM", Industrial Management & Data Systems, Vol. 105 No. 7, pp. 955-971. *Industrial Management & Data Systems, Vol. 105 No. 7, pp. 955-971, 105*(7), 955-971.

Yuliaty, Tety, Srah, S. C., Rafi, A., & Muhammad. (2020). Strategi UMKM Dalam Menghadapi Persaingan Bisnis Global Studi Kasus Pada PT. Muniru Burni Telong. *Journal Management, Business, and Accounting. Vol. 19, No. 3, Desember 2020*, 1.

Books:

Bambang, A. (2024). *Metode Penelitian Akuntansi.* Purbalingga: CV. Eureka Media Aksara.

Baran, R. J. (2008). *Principles of Customer Relationship Management* (1st ed.). Ohio: Thomson/South-Western.

Charles, W. H. (2008). *Strategic Management: An Integrated Approach.* Boston: Houghton Mifflin.

David, F. R. (2015). *Strategic Management: Concepts and Cases.* Harlow, Essex: Pearson Education Limited.

Dyana, N. N. (2018). Dampak Investasi Infrastuktur China ke Indonesia. *Universitas Riau*, 1.

Efferin, S. (2004). *Metode Penelitian Untuk Akuntansi.* Malang: Bayumedia Publishing.

Faisal, S. (1990). *Penelitian Kualitatif: Dasar-Dasar dan Aplikasi* (1st ed.). Jakarta: Yayasan Asih Asah Asuh.

Ginting, R. (2017). *Perencanaan Produk.* Yogyakarta: PT. Graha Ilmu.

Griffin, W. R. (2002). *Manajemen Jilid 1 Edisi Ketujuh.* Jakarta: Penerbit Erlangga.

Hanafi, M. (2003). *Manajemen Edisi Revisi* (1st ed.). Yogyakarta: Akademi Manajemen Perusahaan YKPN.

Hutabarat, E. (2017). *Analisis Strategi Pemasaran Dalam Meningkatkan Penjualan Motor Suzuki Satria Fu Pada PT. Sunindo Varia Motor Gemilang.* Medan: Fakultas Ekonomi Universitas Methodist Indonesia.

Kotler, P. (2002). *Manajemen Pemasaran Edisi Milenium.* Jakarta: Salemba Empat.

Kunaifi, A. (2016). *Manajemen Pemasaran Syariah: Pendekatan Human Spirit.* Yogyakarta: Maghza Pustaka.

Langdon, K. (1995). *Key Accounts are different: Solution selling for Key Account Managers* (1st ed.). London: Butterworth-Heinemann.

Miles, M. B., & Huberman, M. (1984). *Qualitative Data Analysis: A Sourcebook of New Methods* (1st ed.). California: SAGE Publications, Inc.

Neuman, W. (2003). *Social Research Methods, Qualitative and Quantitative Approaches. Fifth Edition* (5th ed.). Boston: Pearson Education Limited.

Porter, M. E. (1998). *Competitive Strategy: Techniques for Analyzing Industries and Competitors.* New York: Free Press.

Randall, G. (1994). *Trade Marketing Strategies: The partnership between manufacturers, brands and retailers* (1st ed.). Boston: Butterworth-Heinemann.

Rangkuti. (2006). *Analisis SWOT Teknis Membedah Kasus Bisnis.* Jakarta: Gramedia Pustaka Utama.

Siagian, S. P. (2001). *Sistem informasi manajemen* (1st ed.). Jakarta: Bumi Aksara.

Tunggal, A. W. (1995). *Manajemen Audit Suatu Pengantar.* Jakarta: PT. Rineka Citra.

Wahyudi, A. S. (1996). *Manajemen Strategik: Pengantar Proses Berfikir Strategik.* Yogyakarta: Binarupa Aksara.