

## Implementation Strategic Planning Tools in Small Business. A Case of “SDS” Dump Truck Rental Enterprise

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### Abstract

The strategic planning process is crucial for businesses. However, many MSMEs do not adopt it as they lack of a clear strategy and focuses only on daily routine. SDS, a heavy equipment rental business including dump trucks, has experienced stagnant revenue for the past five years due to the lack of a clear strategy to face the competition. This study aims to analyze the internal and external conditions of SDS and determine appropriate strategies to increase its revenue and competitiveness. Primary data was collected through interviews, while secondary data was obtained from documentation. Internal analysis using the Business Model Canvas identified strengths and weaknesses, while external analysis mapped opportunities and threats. The SWOT analysis generated four strategic alternatives (S-O, S-T, W-O, and W-T), which were then prioritized through analysis and discussions with the owner based on costs, actual resource readiness, and internal capabilities. This study recommends three main strategies: enhancing relationship marketing, expanding and activating digital promotions, and optimizing operational reserve management.

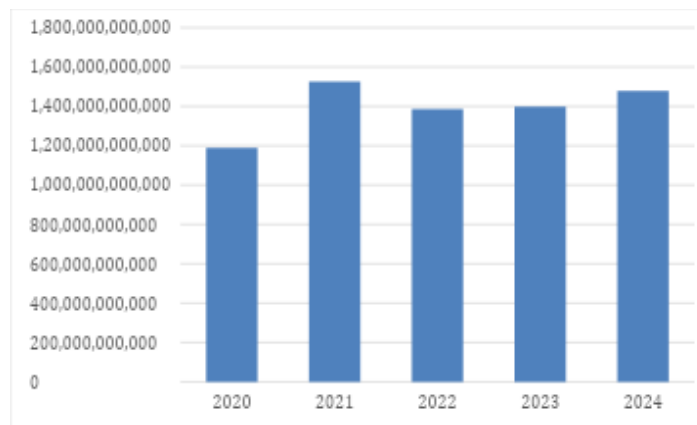
**Keywords:** market competition, heavy equipment rental industry, strategic planning, BMC, SWOT matrix

### INTRODUCTION

The strategic planning process is crucial for businesses of all sizes (Gutterman, 2023). For Micro, Small, and Medium Enterprises (MSMEs), this process ensures sustainability, as the lack of a clear strategy often leads to failure (Chukwuka & Ese, 2022). Reiche and Reschke (2014) noted that MSMEs tend to focus solely on day-to-day technical issues, highlighting the need for systematic planning to maintain competitiveness (Fatchuroji et al., 2024).

Strategic planning is a crucial process that helps businesses identify and integrate internal strengths and weaknesses, as well as external opportunities and threats, to enable more informed strategic direction (Afolayan, 2019). While the internal environment involves factors under managerial control, the external environment reflects uncontrollable elements, such as competition.

In the construction sector, particularly in heavy equipment rentals, competition is intensifying. Ashari (2019) observed that the potential profits from dump truck rentals attract new entrants, further intensifying competition. Sewa Dump Truck Semarang, hereinafter referred to as SDS, a dump truck rental service provider in Semarang, faces this challenge as newer companies like PT SMB and PT RDK operate newer fleets (manufactured in 2018). By 2024, only seven of SDS's eight units were operational, resulting in stagnant revenue from 2020 to 2024, averaging between Rp 1.2 million and Rp 1.4 million per year. If fully optimized, revenue could reach Rp 1.76 million per year, approximately 19 percent higher than in 2024.



Source: SDS (2025)

**Figure 1. Revenue of SDS Dump Truck Rental Business (2020–2024)**

Currently, SDS's operations are handled directly by its owner, Mr. BZ. Interviews revealed that the SDS owner operates the business without a structured strategic plan, resulting in a lack of a clear strategy for competition and growth. A clearer picture of the business's current situation and a focused strategic plan are needed to address competition and drive long-term growth. This is in line with Winata & Sutanto's (2013) statement that every business owner needs to continually update their strategy, seek out existing opportunities, and maintain business sustainability.

Therefore, in this study, the Business Model Canvas (BMC) was used for internal analysis (Ojasalo & Ojasalo, 2018) to map strengths and weaknesses, while external analysis mapped opportunities and threats. A SWOT analysis was then used to integrate internal and external factors into more relevant and appropriate strategic alternatives (Pasaribu et al., 2023). As emphasized by Pearce and Robinson (2007), an effective strategy must be based on a clear understanding of internal capabilities, market opportunities, and external threats, including competitors.

The results of this study provide SDS with insight into its internal and external conditions and help determine the right strategy for its dump truck rental business to face market competition and increase revenue. Furthermore, these findings can serve as a reference for other researchers interested in conducting studies related to strategy development in other businesses.

## **LITERATURE REVIEW**

Businesses that survive in intense market competition typically implement targeted strategies aligned with current conditions (Rangkuti, 2017). According to David and David

(2015), strategic planning involves three stages: input, matching, and decision. The input stage identifies internal factors (strengths and weaknesses) that are within the company's control and external factors (opportunities and threats) that are largely beyond its control. This insight forms the basis for the matching stage, which combines internal and external factors to generate alternative strategies. The decision stage then selects and adopts the most appropriate strategy.

To analyze the internal environment, the Business Model Canvas (BMC) provides a framework that maps nine core business elements: customer segments, value proposition, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Osterwalder & Pigneur, 2010). Mapping these components allows companies to more systematically identify strengths and weaknesses. For the external environment, the External Factor Evaluation (EFE) matrix is widely applied to assess emerging opportunities and threats, such as economic, social, political, technological, and industrial (David & David, 2015).

The matching stage is often utilized by the SWOT matrix, which integrates internal and external factors to formulate four types of strategies: SO (strengths–opportunities), WO (weaknesses–opportunities), ST (strengths–threats), and WT (weaknesses–threats) (Rangkuti, 2017). SWOT has been widely adopted due to its efficiency and simplicity (Han, 2023). Previous studies by Sibarani and Pasaribu (2025), Winata and Sutanto (2013), Mandira and Damayanti (2023), and Han (2023) demonstrate its relevance in the heavy equipment rental business, emphasizing the importance of adaptive strategies to remain competitive. Without a clear strategy, businesses often fail to capitalize on market

opportunities, resulting in stagnant revenue and limited competitiveness (Sibarani & Pasaribu, 2025).

## **METHOD**

This research uses a qualitative approach with a case study method to in-depth examine the strategic planning of the SDS dump truck rental business. A case study is a research approach used to in-depth examine a specific object or phenomenon in a real-life context, focusing on a single unit of analysis to understand its overall dynamics (Umar, 2009). The object of this research is the strategy determination of the dump truck rental business, SDS located on Jalan Kawasan Cipta Semarang, which also served as the research location.

This research uses primary and secondary data. Primary data were collected through in-depth interviews with the current owner of SDS (Mr. BZ) and the previous owner (his father) as triangulation to validate the information, given the absence of other trusted individuals in the business. The interviews used a structured questionnaire and were recorded to ensure completeness. Secondary data were obtained from SDS's financial reports, publications from the Indonesian Statistics Body to obtain GDP data, the Decree of Central Java Governor on Strategic Infrastructure Projects 2025 as data on government project opportunity, the President's Decree No. 191 year 2014 concerning subsidized fuel, and penetration report from the Association of Indonesia Internet Service Provider served as data for digital opportunities.

Data analysis began with the transcription and coding of interview results into relevant categories. Interview data was classified into BMC elements for internal analysis,

including customer segments, value propositions, distribution channels, customer relationships, and key partnerships. Secondary data on revenue and expenses was used to identify revenue streams, cost structures, and key activities. Through this mapping, SDS's internal strengths and weaknesses were identified.

The external environment was assessed through secondary data analysis using documentation to identify opportunities and threats beyond SDS's control. Opportunities refer to external conditions that can support business growth, while threats represent factors that could reduce demand, increase costs, or weaken competitiveness.

The integration of internal and external factors was conducted through a SWOT analysis, resulting in four alternative strategies: S-O (leveraging strengths to capitalize on opportunities), W-O (overcoming weaknesses to pursue opportunities), S-T (leveraging strengths to counter threats), and W-T (defensive measures to minimize risks).

The final stage involves analyzing and prioritizing strategies through a ranking process with the owners, assigning a score (1 being the highest) based on cost, resource readiness, and internal capabilities. Subsequent discussions validate these options and ensure their feasibility. This approach is considered appropriate because it directly involves the business owners, who have the most comprehensive and up-to-date knowledge of the company's conditions and capacities, ensuring that the chosen strategies are relevant and realistic.

## **RESULT AND DISCUSSION**

An environmental analysis was conducted to gain a comprehensive understanding of the internal and external factors that influence business sustainability. The purpose of this analysis was to identify the actual condition of SDS's business, thus identifying its

strengths and weaknesses, as well as the opportunities and threats it faces. By understanding these aspects, business owners can formulate more appropriate strategies to achieve their goals.

### **Internal Environmental Analysis**

Business model canvas presented in table 1 is to present the internal condition of SDS. Based on interviews, SDS serves two customer segments: businesses, which handle government projects, and individual customers, who are primarily independent contractors in Central Java. These segments have different payment systems - business clients use two until three-month terms, while individual clients pay in cash or through deposits - which allows SDS to strategically allocate its fleet, relying on cash payments to cover daily operating costs, thereby reducing reliance on external capital in the form of a IDR500 million bank loan taken out in 2025, allowing the business to remain responsive to large-scale project demands.

**Table 1. Business Model Canvas of SDS**

<b>Key Partnerships</b> Indah Motor workshop has been a partner since 2015  On-call mechanic Mr. Miun has supported operations since 2017.	<b>Key Activities</b> Daily dump truck rental operations allow direct monitoring by the owner.	<b>Value Proposition</b> Competitive and negotiable rental rates  Direct owner involvement in project supervision and driver guidance to ensure service quality  Full maintenance system where the owner bears all repair costs.	<b>Customer Relationships</b> Long-term partnerships exceeding five years with several PT companies and individual contractors  active communication via WhatsApp, while Instagram is less utilized.	<b>Customer Segments</b> Business clients: 8–10 PT companies  Individual clients: 15–25 contractors;  Project areas primarily in Central Java.
	<b>Key Resources</b> Eight dump truck units (2010 production year)  Eight experienced drivers (four employed >15 years, four another >4 years)  Strong market recognition from 40 years of operation since 1985.		<b>Channels</b> Operations centered at the garage on Jalan Kawasan Cipta Semarang  Communication through WhatsApp and Instagram.	
<b>Cost Structure</b> Major operational costs: tire replacement (40% of total cost), fuel, spare parts, and mechanic services  Labor costs include driver salaries and annual bonuses based on tenure  Loan repayments and interest applied if external financing is used for large projects  Costs may increase depending on road conditions, damages, and availability of subsidized fuel.		<b>Revenue Streams</b> Revenue solely from daily dump truck rentals at a minimum of IDR 1.1 million per unit per day  Average annual turnover growth 5.8% over the last five years  Organization clients contribute the majority of total revenue  Payment terms include 50–60 per cent credit with the remainder as upfront deposit.		

In terms of value proposition, SDS offers competitive rental rates with flexible negotiations and direct involvement from the owner (Mr. BZ) from start to finish. From the initial contact with the customer, all bookings are handled entirely by the owner. Weekly site visits are then conducted to meet with the foreman, ensure the fleet is operating smoothly, and brief the drivers on customer instructions. Another value proposition is a full maintenance system, where all where all costs of damage incurred during field operations are covered by the company. This enhances service quality and customer trust. In terms of customer relations, SDS emphasizes long-term relationships based on trust and ease of communication. Some SDS customers have worked with SDS for more than five years, building trust through the business owner's direct oversight of project progress. Meanwhile, ease of communication is achieved through direct communication with the

business owner, particularly via WhatsApp and phone, which always responds promptly and politely. This approach significantly simplifies the collaboration process. Instagram is also used as a digital channel, but remains inactive due to a lack of posts. However, 30 percent of potential clients discover SDS through this platform and then continue communication via WhatsApp, although the conversion rate to a rental agreement remains low.

In terms of channel elements, SDS operates from a central garage on Jalan Kawasan Cipta, utilizing digital channels such as WhatsApp and Instagram as points of interaction with consumers. Revenue streams are generated from daily rentals with a minimum rate of IDR 1.1 million per unit, averaging IDR 1.39 million per year, with 65.21 percent coming from business clients. Key resource elements include eight dump trucks, eight loyal drivers, and a market reputation built over nearly 40 years, stemming from the business's existence since 1985, when it was still run by the owner's parents. Drivers also monitor the condition of the vehicles daily, with loyalty maintained through overtime payments, bonuses, and work priority for senior drivers.

The key activities element includes fleet rental for material transportation, with on-site vehicle maintenance performed by drivers throughout the project. The key partner element includes a vehicles company's workshop for spare parts since 2015 and an on-call mechanic who has supported operations since 2017. The cost structure element is dominated by tire replacement (47.8 percent), driver salary (28.7 percent), fuel (7.6 percent), spare parts (7.5 percent), loan installments (6.6 percent), and mechanic call-out fees (1.8 percent), with potential fluctuations depending on road conditions, vehicle damage, and the availability of subsidized fuel.

Based on the internal environment analysis using the Business Model Canvas (BMC), the strengths and weaknesses of SDS are identified and presented in table 2.

**Table 2. Strengths and Weaknesses of SDS**

No	Factors
<b>Strengths</b>	
1.	Serving two distinct customer segments: business and individual consumers
2.	Well-maintained service quality through direct supervision by the owner
3.	Competitive and negotiable rental pricing
4.	Full maintenance system: all repair costs are covered by SDS
5.	Strong market recognition in Central Java due to continuous operation since 1985
<b>Weakness</b>	
1.	Aging fleet, with production year 2010
2.	Digital marketing channels not fully optimized
3.	Lack of service differentiation
4.	No structured periodic maintenance system

### External Environment Analysis

The external environment analysis is presented in table 3. The analysis indicates that SDS dump truck rental has significant opportunities for growth. The construction sector, contributing 9.84 per cent to national GDP in the first quarter of 2025, signals increased demand for material transport services. Additionally, the Central Java Provincial Government has designated five strategic infrastructure projects in 2025, which may create partnership opportunities for dump truck providers like SDS. Most contractors also prefer renting heavy equipment over purchasing due to cash flow efficiency and lower investment risk, supporting demand for rental services. Another opportunity arises from the high internet penetration in Central Java (81.32 per cent), Instagram widely accessed (29.68%) and Whatsapp used by 97.86% for communication, providing potential for digital marketing via social media.

However, SDS faces several external threats. The entry of new competitors with newer fleets (production year 2018 and above) poses challenges, as some clients require vehicles of specific age. Illegal levies at project sites increase operational costs and reduce efficiency. Moreover, restrictions on subsidized fuel usage, requiring MyPertamina QR codes and limited availability at designated fuel stations, often force fleets to purchase higher-cost non-subsidized diesel, raising operational expenses and potentially disrupting project schedules.

**Table 3. Opportunities and Threats for SDS**

No	Factors
<b>Opportunities</b>	
1.	Construction sector GDP of 9.84 per cent in the first quarter of 2025, ranking as the fourth-largest contributor to the national economy.
2.	Five strategic infrastructure projects by Central Java government in 2025
3.	Preference of individual and corporate contractors to rent heavy equipment rather than buy
4.	Internet penetration in Central Java at 81.32 per cent in 2024; Instagram widely accessed (29.68%) and Whatsapp used by 97.86% for communication, offering promotion potential
<b>Threats</b>	
1.	New competitors with younger fleets, with production year around 2018
2.	Illegal levies at project sites
3.	Regulation and limited availability of subsidized fuel

**Alternative Strategies**

Matching internal and external conditions using a SWOT matrix as presented in table 4 allows the formulation of alternative strategies for SDS. The strategies are categorized into four types: S-O, W-O, S-T, and W-T.

Based on the SWOT analysis, alternative strategies for SDS are classified into four main categories: S-O, W-O, S-T, and W-T. S-O strategies, which leverage internal strengths to

capitalize on external opportunities, include enhanced relationship marketing. Enhancing relationship marketing emphasizes building long-term, mutually satisfying relationships with key stakeholders, including clients, rather than solely focusing on transactions (Kotler & Keller, 2012). For SDS, this includes direct owner involvement in the service process, from ordering to delivery, with weekly field visits and coordination with foremen and drivers. Maintaining relationships can be done through scheduled follow-ups with existing and potential clients to maintain loyalty, encourage repeat orders, and generate referrals. For example, once a month for existing customers and twice a month for new customers. Furthermore, expanding market coverage beyond Central Java aims to increase access to new clients and projects, taking into account fleet readiness, driver availability, infrastructure, and operational monitoring, with necessary investments and expenditures in GPS, additional human resources in the form of operational coordinators, and driver allocation to ensure a competitive position and long-term revenue growth.

**Table 4. SWOT Matrix**

<b>Strength (S)</b>		<b>Weakness (W)</b>	
1. Serving two distinct customer segments: business clients (organization companies) and individual contractors	2. Well-maintained service quality through direct supervision by the owner	3. Competitive and negotiable rental pricing	4. Full maintenance system: all repair costs are covered by SDS
5. Strong market recognition in Central Java due to continuous operation since 1985		1. Aging fleet, with production year 2010	2. Digital marketing channels not fully optimized
		3. Lack of service differentiation	4. No structured periodic maintenance system
<b>Opportunity (O)</b>			
1. Construction sector GDP of 9.84 per cent in the first quarter of 2025, ranking as	a. Enhance Relationship Marketing (S1, S5, O1, O2)	c. Develop detailed SOPs and workflows for scheduling and	

<b>Strength (S)</b>		<b>Weakness (W)</b>
the fourth-largest contributor to the national economy.	b. Expand market coverage (S3, S5, O1, O3)	regular maintenance (W1, W4, O2, O3)
2. Five strategic infrastructure projects by Central Java government in 2025		d. Expand and activate digital marketing channels (W2, O4)
3. Preference of individual and corporate contractors to rent heavy equipment rather than buy		
4. Internet penetration in Central Java at 81.32 per cent in 2024; Instagram widely accessed (29.68%) and Whatsapp used by 97.86% for communication, offering promotion potential		
<b>Threat (T)</b>		
1. New competitors with younger fleets, with production year around 2018	e. Improve service quality with operational guarantees (S2, S4, T1)	g. Gradually rejuvenate dump truck units (W4, T1)
2. Illegal levies at project sites	f. Optimize operational reserve management (S3, T2, T3)	h. Develop bundled services for dump truck rental and material supply (W3, T1)
3. Regulation and limited availability of subsidized fuel		

The W-O strategy focuses on addressing internal weaknesses to capitalize on external opportunities, such as developing detailed SOPs and workflows for scheduling and routine maintenance to ensure fleet reliability, extend operational life, and maintain service quality. However, routine maintenance inevitably incurs additional costs, even though each maintenance session may not necessarily reveal damage. Furthermore, this strategy also expands and activates digital marketing channels through Instagram and Facebook to increase brand visibility, boost client acquisition, and drive rental decisions through trust built from project documentation, client testimonials, and fleet availability information.

The S-T strategy leverages strengths to mitigate external threats, including improving service quality with operational guarantees, such as providing replacement units within 24 hours to maintain client satisfaction and operational reliability in the face of

competitors with newer fleets. With this strategy, SDS needs to provide standby units or rent from other locations, which will incur additional costs. Other strategies include optimizing operational reserve management to address unexpected conditions such as illegal levies on project routes and the use of non-subsidized fuel in some project routes. In this business, the cost structure is characterized by fluctuations based on project route conditions. For example, tire replacement costs can reach 40% of the total cost, but can be higher if the project route is bumpy. By optimizing operational reserve management, SDS can have reserve funds that can be used immediately to finance urgent needs without disrupting normal operational cash flow or even relying on bank loan ceiling accounts.

The W-T strategy aims to mitigate weaknesses to address external threats, including gradually rejuvenating dump trucks to replace aging units, thereby maintaining competitiveness, meeting technical requirements for several projects that stipulate specific production years for the fleet, reducing the risk of breakdowns, and strengthening client confidence. However, this strategy requires significant investment costs. Internal financial resource readiness is currently limited, and external capital policies are still maintained for SDS operations. Another strategy is to develop a bundled service that combines dump truck rentals with material supply, providing integrated solutions, increasing fleet utilization, providing additional services, and diversifying revenue streams. With limited human resources and internal capabilities that are still centralized, implementing a diversification strategy can reduce concentration on the core business.

Collectively, these strategies are designed to improve service quality, maintain client loyalty, expand market reach, and support sustainable revenue growth for SDS.

## Strategy Selection

Based on analysis and discussions with the owner, SDS prioritized three strategies to maintain competitiveness and increase revenue: enhancing relationship marketing, expanding and activating digital promotions, and optimizing operational reserve management. Enhancing relationship marketing is considered crucial because partnership in the dump truck rental industry is typically long-term and recurring. Maintaining strong relationships with clients not only fosters ongoing collaboration but also leverages existing clients as referral sources. Most of SDS's clients are acquired through word-of-mouth, making loyalty retention and proactive follow-up crucial. The owner, Mr. BZ,'s direct involvement in project supervision and regular communication ensures consistent service quality, fosters trust, and generates repeat orders without requiring significant additional costs or dedicated staff. This strategy is supported by Kotler & Keller (2016), who emphasize that customer loyalty is a source of sustainable growth, especially in the service industry.

**Table 5. Ranking of Alternative Strategies for SDS**

Alternative Strategy	Ranking	Explanation
Enhance Relationship Marketing	1	This strategy generates significant strategic value by fostering customer loyalty, repeat transactions, and word-of-mouth referrals with minimal additional cost. Its implementation relies on the owner's direct and consistent communication, making it feasible through existing resources without the need for additional technology or personnel.
Expand market coverage	7	Expansion to more distant regions increases operational costs, such as GPS tracking and higher maintenance, while the old fleet poses additional risks. Infrastructure challenges and distance from

Alternative Strategy	Ranking	Explanation
		the central garage further complicate operations, making this strategy less prioritized.
Develop detailed SOPs and workflows for scheduling and regular maintenance	4	The preparation of SOPs requires minimal cost but adds routine expenses for scheduled maintenance. Internal capability is adequate since SOPs can be prepared through more structured administration and additional driver training if needed.
Expand and activate digital marketing channels	2	By utilizing platforms such as Instagram, SDS can present a digital portfolio of past projects, making it easier for potential clients to build trust. This requires minimal cost since it can use existing project documentation. Although the company's Instagram account is not yet active, it already contributes to brand awareness, with around 30% of customers having found SDS through this channel.
Improve service quality with operational guarantees	5	This requires standby trucks or third-party backup providers, which leads to additional costs. Given the aging fleet, the risk of technical failure remains high, making this strategy less feasible unless fleet rejuvenation is first addressed.
Optimize operational reserve management	3	This strategy ensures cash flow stability to anticipate unexpected expenses, such as fuel or tire replacement, while keeping trucks ready for operation. It can also serve as long-term capital for fleet regeneration. Internal resources are sufficient since financial management is handled directly by the owner, requiring only consistent discipline in implementation.
Gradually rejuvenate dump truck units	6	Essential for long-term competitiveness, but requires a large investment. Current internal financial resources are limited, and external capital is reserved mainly for operations, making this a lower priority strategy.
Develop bundled services for dump truck rental and material supply	8	Requires partnerships with material suppliers and additional resources. Given SDS's dependence on the owner and limited human resources, this diversification risks reducing focus on the core business and is therefore ranked as the lowest priority.

Expanding and activating digital promotions through Instagram and Facebook complements relationship marketing by increasing market visibility and client acquisition. Currently, SDS has an Instagram account @sewadumptrucksemarang, but it is not active at all. Therefore, activating Instagram and adding Facebook serves as a digital portfolio showcasing project documentation and client testimonials to expand reach and strengthen brand presence. Optimizing social media aligns with internal resources, as content management can be handled directly by the owner using existing documentation. This strategy is cost-effective and supports sustainable growth by attracting new clients while strengthening market recognition.

Optimizing operational reserves addresses the operational risks inherent in dump truck rentals, including tire damage, unsubsidized fuel costs, and unforeseen project costs that can increase depending on field conditions. Providing dedicated funds ensures fleet readiness, reduces downtime, and stabilizes cash flow without relying on external financing. Proper reserve management also enables long-term investment in fleet regeneration, supporting service continuity and sustained revenue growth. The focus on operational efficiency, as recommended by Han (2023) and Sibarani and Pasaribu (2025), is reflected in the reserve budget strategy.

## **CONCLUSION**

The study shows that SDS as a small company can implement strategic planning tools for generating considerably effective strategy. The study results in three strategies to maintain competitiveness and increase revenue of the company, i.e., enhancing relationship

marketing, expanding and activating digital promotions, and optimizing operational reserve management.

The results of this study provide practical insights for SDS management to consider implementing strategies that improve business performance. Strengthening relationship marketing is considered the highest priority because it can maintain client loyalty, encourage repeat orders, and generate referrals, which directly contribute to revenue growth. Digital promotions serve to increase market reach, brand awareness, and trust among potential clients, thus supporting new customer acquisition. Operational reserves enable SDS to manage unforeseen costs, maintain fleet readiness, and stabilize cash flow, while providing capital for future fleet regeneration investments. In the long term, SDS can focus on maintaining these initiatives while gradually preparing other strategies that remain lower priorities, such as fleet regeneration and potential service area expansion.

This combination of intensive (market penetration) and defensive strategies allows SDS to strengthen its market position, compete effectively with similar service providers, and maintain long-term revenue growth. This strategy can be implemented immediately with available resources, while other strategic steps can be pursued based on financial viability.

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