

ABSTRACT

PT Warga Utama Prima Mandiri (PT WUPM), a construction company in Purwakarta, has faced the challenge of declining revenues in the last two years. This research aims to formulate an appropriate business strategy to improve the company's performance and competitive advantage. The research method used is descriptive qualitative with a case study approach. Data was collected through in-depth interviews with five key informants from the company's internal management, a major client, and a competitor, which were then analyzed using a three-stage strategy formulation framework.

The input stage analysis revealed PT WUPM very strong strategic position, with a total IFE Matrix score of 2.86 and an EFE Matrix score of 3.05. The company's main strengths lie in its reputation, certifications (ISO/SMK3), and client trust, which were validated as a sustainable competitive advantage through VRIO analysis. The greatest opportunities arise from increased regional infrastructure spending and client demands for high-quality standards.

In the matching stage, the SWOT Matrix successfully generated eight strategic alternatives (SO, WO, ST, and WT). Subsequently, in the decision stage, the QSPM Matrix was used to quantitatively evaluate these alternatives.

The QSPM analysis results indicate that the SO Strategy (Aggressive Growth Based on Quality & Reputation) is the top priority with the highest Total Attractiveness Score (TAS) of 6.72. This strategy is the most effective in leveraging the company's core strengths to capture the most significant market opportunities.

This research recommends that PT WUPM implement an aggressive growth strategy focusing on market penetration in infrastructure projects and the development of premium service packages based on quality and safety. This recommendation is expected to serve as a guide for management to reverse the trend of declining revenue and ensure sustainable business growth.

Keywords: Strategy Formulation, PT Warga Utama Prima Mandiri, Construction Industry, IFE & EFE Matrix, SWOT & QSPM Matrix, VRIO.