

ABSTRACT

Indonesia's glass manufacturing industry faces major challenges such as fluctuating raw material prices, global competition, and strict environmental regulations. PT Asahimas Flat Glass Tbk, as a key player, must formulate adaptive strategies to survive and grow. This study aims to identify the company's life cycle phase using Ichak Adizes' Corporate Life Cycle theory and analyze its managerial roles using the PAEI model (Producer, Administrator, Entrepreneur, Integrator). A descriptive qualitative method was used through in-depth interviews with five internal managerial informants. The findings indicate that the company is in the Adolescence phase, characterized by a dominant Entrepreneur (E) role and a weak Integrator (I) role, which may lead to organizational dysfunction if unaddressed. Strategic recommendations include improving cross-department collaboration, establishing structured work systems, and fostering integrative culture to advance toward the Prime phase.

Keywords: Corporate Life Cycle, PAEI, Organizational Strategy, PT Asahimas Flat Glass Tbk