ABSTRACT

The Engineering, Procurement, and Construction (EPC) industry in Indonesia is facing growing challenges due to market volatility, increasing competition, regulatory changes, and efficiency demands from major clients such as PLN. PT CTM, a national EPC contractor, has not yet developed a structured business strategy to respond to these changes, resulting in declining financial performance over the past few years.

This study aims to formulate a relevant business strategy for PT CTM to enhance its competitiveness and improve long-term performance. A qualitative research approach was used, involving in-depth interviews with key informants and the application of strategic analysis tools, including the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE) Matrix, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM).

The findings reveal the need for PT CTM to restructure its business strategy by improving internal capabilities, enhancing responsiveness to external factors, and prioritizing strategic alternatives. Based on the highest Total Attractiveness Score (TAS), three main strategies are recommended: improving cost efficiency and project execution speed, diversifying into renewable energy projects, and strengthening partnerships and supply chain integration.

Keywords: EPC Construction Industry, *IFE, EFE, IF Matrix, SWOT, QSPM*