

**PROPOSED BUSINESS STRATEGY TO INCREASE MARKET SHARE: STUDY
CASE OF PT JASAMARGA TOLLROAD OPERATOR**

**USULAN STRATEGI BISNIS UNTUK PENINGKATAN PANGSA PASAR:
STUDI KASUS PT JASAMARGA TOLLROAD OPERATOR**

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ABSTRACT

PT Jasamarga Tollroad Operator (JMTO) is the largest toll road operator in Indonesia with a market share of 49%, but this market share has not increased significantly and tends to decrease as more toll road sections come into operation. The company's business is Business to Business (B2B), with Toll Road Business Entities (TRBE) as its customers. The company operates toll road sections owned by TRBE to serve road users and meet the Minimum Service Standards (MSS) mandated by the government. This study aims to identify internal and external conditions using qualitative methods related to the company, which will then be used to formulate alternative business strategies that can make the company more expansive, adaptive, and competitive. Data and information related to internal factors were obtained through in-depth interviews with the Board of Directors, Commissioners, and Management of the Company. Data and information related to external factors were obtained from consumers representing BUJT, direct competitors of the company, and market conditions of toll roads in Indonesia. The data and information were then mapped and analyzed using several frameworks, including: 7S from McKinsey, Segmentation, Targeting, and Positioning (STP), Marketing Mix (7P), PESTEL, Porter's Five Forces, VRIO, SWOT, and TOWS Analysis. The highly expansive and aggressive competitors, coupled with challenges from government policies in implementing Multi Lane Free Flow on toll roads and the Ministry of Manpower Regulation of the Republic of Indonesia Number 16 of 2024 regarding the Determination of the Minimum Wage for 2025 at 6.5%, force the company to adjust its business strategy, organizational structure, and marketing strategy to ensure competitive business continuity, to maintain competitiveness and achieve market share growth in the future.

Keywords: Business Strategy, Toll Road, Efficiency, Cost Leadership, Market Share, Internal Factors, External Factors, Qualitative

ABSTRAK

PT Jasamarga Tollroad Operator (JMTO) merupakan perusahaan operator jalan tol terbesar di Indonesia dengan pangsa pasar sebesar 49%, namun pangsa pasar tersebut tidak mengalami penambahan yang signifikan dan cenderung berkurang seiring dengan bertambahnya Ruas Jalan Tol yang beroperasi. Bisnis yang dijalankan oleh perusahaan adalah Business to Business (B2B) yang menjadikan Badan Usaha Jalan Tol (BUJT) sebagai konsumennya. Perusahaan ini mengoperasikan Ruas Jalan Tol milik BUJT untuk melayani pengguna jalan dan memenuhi Standar Pelayanan Minimal (SPM) yang menjadi kewajiban dari BUJT terhadap Pemerintah. Penelitian ini bertujuan untuk dapat mengidentifikasi kondisi internal dan eksternal dengan metode kualitatif yang berkaitan perusahaan untuk kemudian dirumuskan alternatif strategi bisnis yang dapat membuat perusahaan untuk lebih ekspansif, adaptif dan kompetitif. Data dan informasi yang berkaitan dengan faktor internal didapat melalui in-dept-interview Jajaran Direksi, Komisaris dan Management dari Perusahaan. Data dan Informasi yang berkaitan dengan faktor eksternal didapat melalui konsumen yang merupakan perwakilan dari BUJT, Pesaing Langsung dari Perusahaan dan kondisi pasar dari Jalan Tol di Indonesia. Data dan informasi tersebut kemudian dipetakan dan diolah melalui beberapa kerangka kerja yaitu: 7S dari McKinsey, Segmentasi, Target dan Positioning (STP), Marketing Mix (7P), PESTEL, Porter Five Forces, VRIO, SWOT dan TOWS Analysis. Kompetitor yang sangat ekspansif serta agresif ditambah tantangan dari kebijakan Pemerintah dalam melaksanakan Multi Lane Free Flow di Jalan Tol dan Peraturan Menteri Ketenagakerjaan Republik Indonesia Nomor 16 Tahun 2024 tentang Penetapan Upah Minimum Tahun 2025 sebesar 6,5%, membuat perusahaan harus melakukan penyesuaian strategi bisnis, struktur organisasi serta pemasaran untuk keberlangsungan bisnis yang kompetitif, memiliki daya saing dan peningkatan pangsa pasar kedepan.

Kata Kunci: Strategi Bisnis, Jalan Tol, Tol, Efisiensi, Cost Leadership, Pangsa Pasar, Faktor Internal, Faktor Eksternal, Kualitatif

INTRODUCTION

During President Joko Widodo tenure, He had paid close attention to toll road infrastructure development, total length of Toll Roads in Indonesia which was previously less than 1000 kilometers in 2014 to 2,599.12 kilometers or more than 2 times more in 2022 (NTRA, 2024). This means that within 8 years, the Toll Road business in Indonesia has significantly accelerated on both sides, namely Development, Construction and Operation.

Toll Road Tenders are conducted in an open format with announcement through the National Toll Road Authority (NTRA) website. Toll Road Business Entity (TRBE) that have won the Toll Road Concession Tender will obtain concession rights for construction and subsequent operation. Toll road operation can be performed alone or the concession owner can appoint a service provider to ensure that the operated toll road can meet the minimum service standards (MSS) to ensure that the toll road section can make regular tariff adjustments based on inflation every 2 years to meet the sustainability of the toll road business.

This condition open new opportunities and markets for experienced companies to open operating services by establishing subsidiaries in the field of toll road operations or Toll Road Operation Business Entities (TROBE) in B2B business. This is marked by the emergence of PT Jasamarga Tollroad Operator (JMTO) which is a subsidiary of Jasa Marga, PT Astra Infra Solutions (AIS) owned by PT Astra Internasional Tbk, PT Citra Persada Infrastruktur (CPI) owned by PT Citra Marga Nusaphala Persada Tbk and most recently PT Hakaaston owned by PT Hutama Karya (Persero). This step allows TROBE to operate toll roads

whose concessions are owned by other companies in addition to its own concessions or Parent Company.

This is a challenge for JMTO because the more toll roads built by others than Jasa Marga, the more toll roads that are not operated by JMTO, while the trend is for Jasa Marga to start focusing on optimizing its existing concession assets. Market share is further diluted with the increase in the length of toll roads operated in Indonesia in 2019 of around 2,044 Km to 2023 of around 3,020 Km (NTRA, 2024)(see Figure 1). Facing these challenges, JMTO must have strategies that leverage market share and other Toll Road Business Entities want to use all or part of the toll road operation services through JMTO.



Figure 1. Indonesian Toll Road Operating Market

Market share of 49% or 1,473 km operated by JMTO, most or 88% belongs to the Parent Company, PT Jasa Marga (Persero) Tbk and this has been running since JMTO first operated in 2015. The company can only operate Toll Roads owned by other business entities starting in 2018, meaning that it has been more than 5 years but JMTO has not been able to compete optimally with competitors or other Toll Road Operating Business Entities. This indicator is a problem that needs to be studied so that the Company gets more market share.

Research Objectives

This study aims to identify the performance of companies that cause market share stagnation, find internal and external factors, develop business strategies that improve the company's competitive ability so that it can capture market share, and formulate a plan for implementing these business strategies.

Theoretical Support

This research will focus on the optimization of JMTO's Competitive Advantage in B2B business to win market share more. This research is limited to identification, strategy development and implementation plan.

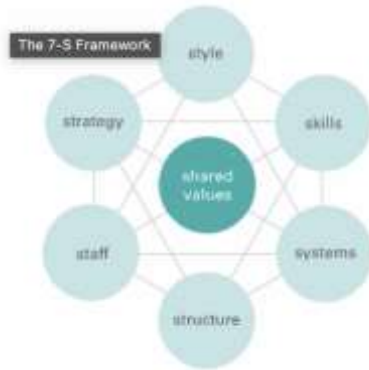


Figure 2. McKinsey 7s Model

Literature that used in this research start with the internal factors. McKinsey 7S Model, analyze organizational success, the model looks at seven interconnected internal components, which are as follows (McKinsey, 2008) in Figure 2. Porter Value Chain used to map out the competitive advantages available based on primary activities also supporting activities that need to be considered by the Company to provide value to its customers (Porter, 1985). VRIO stands for Value, Rarity, Imitability and Organization which is a framework invented by Jay B. Barney through an academic article entitled Firm Resources and Sustained Competitive Advantage in 1991. VRIO is used to evaluate a firm's resources and capabilities to ensure the achievement of

a sustainable competitive advantage. 7P Marketing Mix is a marketing strategy that includes seven main elements that help companies create value for customers and achieve competitive advantage (Wirtz & Lovelock, 2023). This 7P Marketing Mix consists of: Product, Price, Promotion, Place, People, Process and Physical Evidence.

Moved to the external factors. PESTEL is a macro-environment strategic analysis tools with acronym Political, Economic, Social, Technology, Environment, and Legal to identify threats also opportunities to create competitiveness the market highlighted (de Sousa & Castaneda-Ayarza, 2022). Porter's Five Forces is a model developed by Prof. Michael E. Porter to analyze competitive capabilities in an industry. Referring to what Porter (1997) said that Market Structure Analysis using Five Forces can make companies occupy a strategic position in the business environment by making appropriate strategic business planning by measuring the level of profitability, knowing the intensity of competition and market attractiveness (Paksoy, Gunduz, & Demir, 2023).

To make a comprehensive strategy and make the research structured, SWOT then TOWS Analysis to formulate alternative strategies that are not only from the strengths or weaknesses of the company but also from internal and external aspects (Wehrich, 1982).

RESEARCH METHODS

Research Design is a step from the researcher not only deciding to choose quantitative, qualitative or a combination of both methods to be carried out (Creswell & Creswell, 2018). But also determine the type of study and approach that will be used in the selected method in the research study.

According to Creswell 2014, the process of qualitative interviewing involves more than asking questions; it requires listening actively, following up on what participants say, and using probes to elicit rich, thick descriptions.

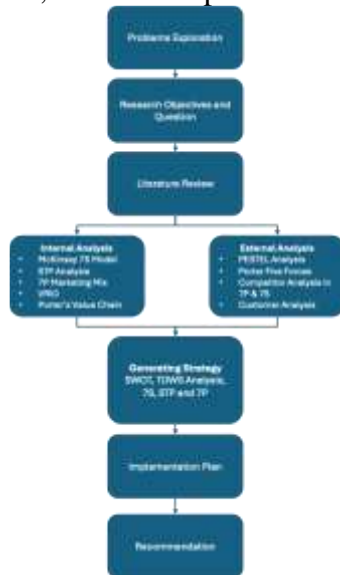


Figure 3. Research Methodology

This research conducted by qualitative method with considering the target respondents whose information will be taken as research data. As Company's B2B Model Business, the researcher plans to in depth interview Board of Directors, Commissioner and Management as internal then the external: customers and competitors. This research will also be compared with regulations that govern the operation of toll roads, regulations as a state-owned company and any others secondary data or information.

Problems Exploration that become basis in objectives also questions of research regarding Company's market declining. Research use literatures as internal and external analysis for further requirement. In internal analysis to gather data and information, will use in depth interview using parameters as McKinsey 7S, 7P, and Porter Value Chain in order measure performance and current condition of the Company but also used to the competitors and

consumers. Then, secondary data from NTRA, Competitors, Government and any related regulation will be analysed using PESTEL and Porter's Five Forces.

Internal and External Analysis already finalized with sufficient data also information as well, the next step generating strategy using SWOT to be classified then TOWS analysis to formulate with comparing strengths, weaknesses, opportunities and threat Company's has. In TOWS analysis, there will be valuing for every alternative formulized as constrains, benefit and cost consideration. Implementation plans prepare for a chosen alternative then completed with recommendations.

RESULTS AND DISCUSSIONS

McKinsey 7s Model Analysis

Strategically, based on in-depth interviews, the company is currently focusing on improving quality to meet a higher level of MSS. The company strongly emphasizes technology-based innovation and the utilization of economies of scale on the 39 toll roads currently in operation. Carrying the name of its parent company, which is a state-owned enterprise, the company feels very bureaucratic and has a heavy and complex organizational structure. The command structure across the 39 toll road sections is delegated to Area Managers, with budgetary constraints still managed centrally. The company continues to prioritize technology to support its core business while diversifying into other ventures such as Let It Flo, GetPark, GetPay, and others, which currently contribute less than 10% to the company's overall business. AKHLAK remains the core value, emphasizing Integrity, Innovation, and Technology. The CEO's leadership style is bureaucratic, consultative, always prioritizing technology and Service Level Agreement (SLA) fulfillment,

which are key considerations. The staff, numbering approximately 601 people, serve TRBE as customers through a hierarchical structure. A notable contrast is the technological capability of senior employees and field staff compared to the core management team. The Company's core strengths lie in its experience and expertise in toll road operations, which are SLA-based, allowing for flexibility in optimizing business operations. Additionally, the Company's integrated technological advantages set it apart from competitors. Technologically, the Company is significantly ahead of its competitors.

STP Analysis

JMTO's segmentation divided into Jasa Marga Group and Non Jasa Marga Group. Targeting is the process of evaluating and selecting one or more market segments to be served. JMTO implements selective targeting strategy by prioritizing revenue contribution from Jasa Marga Group segment but progressively pursuing expansion to Non-Jasa Marga Group.

7P Marketing Mix Analysis

The analysis indicates that JMTO has strong advantages in terms of technology, operational experience, and reputation as a subsidiary of a state-owned enterprise, but still faces significant challenges in developing competitiveness outside the Jasa Marga ecosystem which make its market share not move. The main issues are uncompetitive pricing to the competitor, suboptimal or limited promotion or the service package itself, gaps in field staff competencies, and a service system that is not yet fully integrated into the business, which are the main obstacles to expansion into external markets. To address this, JMTO must implement strategic improvements through internal

efficiency, strengthening communication of its unique value proposition, enhancing human resource competencies, and improving technology-driven service processes that prioritize automation and data, in order to deliver services that are not only operationally reliable but also commercially attractive in the increasingly competitive national toll road market.

Porter's Value Chain Analysis

JMTO's primary activities demonstrate an integrated toll road operation supported by digital and technological systems. Inbound logistics are managed efficiently using ITS, JMTC, and Settlement Monitoring Tools to streamline vendor-based labor supply. Operational activities that including toll road management, call centers, and TRACE systems. These are executed with advanced technology for efficiency. Outbound logistics are strengthened through real-time service level monitoring via the JMTC dashboard. Marketing and sales utilize the SOE branding and digital strengths, although further enhancement is needed for penetrating non-Jasa Marga markets. The service function prioritizes customer engagement through One Call Center 14080, Travoy app, and social media, with TRACE used to monitor personnel performance. Supporting activities reinforce this foundation through upgrades in firm infrastructure (notably IT, Legal, Risk, and Internal Audit), focused HR training to support digital transformation, and innovations in TRACE, Let It Flo, and JMTC as strategic technology assets. Procurement strategies emphasize cost-efficiency and transparency to uphold service quality and partner trust. In conclusion, JMTO's value chain reflects a technology-driven, service-oriented operation that requires

further optimization in marketing and external market penetration.

VRIO Analysis

Table 1. VRIO Analysis

Capabilities	Value	Rare	Inimitable	Organized	Result
Lead and Integrated Technology (ITS, Trace and JMTC)	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Let it Flo	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Subsidiary of SOE	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Experienced in Toll Road Operating	Yes	Yes	No	Yes	Competitive Advantage

PESTEL Analysis

Based on analysis, the toll road business landscape in Indonesia during Prabowo Subianto's administration shows complex and dynamics influenced by several elements that integrated. Politically, the government's reduced on only four national strategic toll road projects gives sign a development direction that could influence investment patterns in the toll road sector. Shade different direction from the following President. However, the government's plan to implement the MLFF system through a separate entity (RITS) still has the potential to interrupt the revenue streams of toll road operators such as JMTO and make some consideration to TRBE, although business opportunities remain open in other sectors. Economically, growth of 5.05% indicates national resilience, but the imbalance between minimum wage increases (6.5%) and inflation (2.61%) narrows profit margins for operators reliant on fixed toll revenues regulated by the government. This demands stricter operational efficiency and adaptive financial strategies.

From a social and technological perspective, Indonesia is currently

experiencing a significant demographic dividend, but challenges related to regional disparities and urbanization remain high. Meanwhile, technological transformation and AI development present raw materials that need to be further processed by each entity. Environmentally, support for NZE 2060 through transportation electrification still faces infrastructure challenges such as limited EV charging stations and high EV prices. From a legal perspective, policy uncertainties, such as the postponement of VAT hikes and minimum wage increases, indicate that legal compliance must be accompanied by the ability to adapt to political dynamics. Overall, the toll road business faces pressure from various sides but still holds significant opportunities if it can innovate, aware and adapt strategically to the situations also conditions as well.

Porter's Five Forces

Based on the results of the mapping of the toll road operating market, intense competition, substitutes that have a high chance of destruction and high bargaining power from buyers make JMTO must continue to innovate in technology development and operations (by self-supporting or self manage outsourcing services or vehicle management for example) in order to provide competitive services and seek market share or other businesses. Competitive services in order to compete with companies with cost leadership strategies. Seek market share and other businesses in anticipation of the impact of MLFF.

Table 2. Porter Five Forces Toll Road Market

Five Forces	Level	Description
Threat of New Entrants	Low	To enter the toll road operator market requires high capital, experience and knowledge in specific toll road operations. Moreover, TRBE currently has many subsidiaries as operators which makes it more difficult for New Entrants to enter the market.
Bargaining Power of Suppliers	Moderate	The performance of TROBE such as JMTO and HK Aston depends on the performance of suppliers. The performance of these suppliers will decline if there are problems in the long and long payment process. This is something that the Company needs to anticipate. However, another thing that makes the Bargaining Power of Suppliers not high is the option to self-help services such as CPI and MSP so that dependence is not high.
Bargaining Power of Buyers	High	Buyers have a wide range of options. Buyer power increases when consumers have many alternatives, market information is more accessible, and switching costs are low.
Threat of Substitutes	High	MLFF is a real substitute and the pressure is strong considering the Government's involvement in its planning. This is a destructive threat to toll road operating companies.
Competition Among Existing Player	High	Competition is getting tougher, competition is slashing prices and maintaining quality through the utilization of technological developments.

JMTO Comparison to Competitors in McKinsey 7S Model

The 7S framework study of JMTO's three main competitors that HKA, MSP, and CPI, shows that each has a more lean, adaptable and effective business plan. HKA uses integrated building to save money on scale in Trans Sumatra, while MSP chooses to be the competitive, cheapest and provide the best services possible with a small, SLA-focused team. When it comes to full-service providers, CPI stands out because it focuses on quality and lean management. CPI that self-service as flagship than other, it may give an efficient cost to the consumer. Compared to JMTO's overly bureaucratic and centralized structure, competitors' organizational structures are usually leaner and more decentralized. This lets them react more fast to adapt and bid the toll road project.

In terms of systems, rivals only use technology that efficient and directly helps with project management or service efficiency, while JMTO's systems are more complicated and centralized. While JMTO is rigid and

focused on SLAs, rivals' shared values are more likely to be practical, collaborative, and customer-focused that usually needed in business. Competitors also have a small, temporary, and adaptable staff structure that allows them to do a lot of different things at once and quickly change their plans. This helps them save money and run their businesses more efficiently. Overall, competitors are a lean, flexible group that focuses on being efficient and responsive to the market. They are a real test for JMTO, which still uses a centralized and complicated system-based method.

JMTO Comparison to Competitors in McKinsey 7P Model

Based on the 7P Marketing Mix analysis, JMTO stands out from its competitors (Hakaaston, MSP, and CPI) through integrated and technology-based product differentiation, such as ITS Command Center, Call Center (JMTC), and digital applications like Let It Flo, GetPark, and GetPay. MSP and CPI's pricing strategies tend to focus on cost reduction to remain competitive while ensuring compliance and SLA adherence. Competitors find it easier to enter the market across all segments. JMTO has the widest coverage compared to competitors, managing 39 toll roads across Indonesia, reflecting its operational scale and superior network strength. In marketing, competitors do not make significant additional efforts, except for MSP, which emphasizes proximity and flexibility. MSP is highly skilled in understanding customer needs. Another difference is that competitors are more active in seeking flexible, à la carte tenders with approaches that are more appealing to customers.

JMTO still faces challenges related to rigid bureaucracy and technological competency gaps, unlike competitors

such as MSP and CPI, which are more flexible and customer-oriented. However, JMTO excels in processes focused on quality and digital technology, supported by a strict bureaucratic structure. Competitors are more agile and better able to act as suppliers and meet customer needs effectively.

Customer Analysis

Based on in-depth interviews with PT Cinere Serpong Jaya (CSJ) and PT Cimanggis Cibitung Tollways (CCT) as JMTO’s key customers, it was revealed that their main requirements include MSS compliance, operational reliability, incident responsiveness, competitive pricing, and competent field personnel. They also highlighted the need for efficient coordination, preferably through a one-stop system, and greater transparency in costing. Beyond operational matters, customers expect JMTO to act as a strategic partner that understands business pressures and contributes to mutual efficiency. Furthermore, they seek technological innovation, agile management, open communication, consistent service quality, and proactive business solution development from JMTO.

SWOT and TOWS Analysis

The following SWOT analysis is formulated based on the synthesis of internal (McKinsey 7s, STP, Marketing Mix 7P and Value Chain) and external (Competitor Analysis, Customer Analysis, PESTEL and Porter Five Forces) analysis. The aim is to comprehensively identify JMTO's strengths, weaknesses, opportunities and threats as a basis for strategy development through TOWS.

JMTO possesses key strengths in technological capabilities and product innovations like GetPark, Let It Flo, and

GetPay, supported by its affiliation with Jasa Marga, broad operational coverage, and solid capital base. However, internal challenges such as a bureaucratic structure, limited HR technological capacity, weak promotion, and reliance on the internal market hinder its external growth and responsiveness to customer needs. Opportunities lie in expanding to non-Jasa Marga TRBE, participating in toll road digitalization, leveraging inter-SOE synergies, and developing new tech-driven business lines. Nonetheless, competitive pressure, substitute technologies, and limited autonomy require JMTO to adopt strategies that emphasize scalable self-service innovation, HR capability strengthening, and agile strategic partnerships.

Table 3. SWOT and TOWS Analysis

Internal/External		Strengths (S)		Weaknesses (W)				
		1. Learning and Adapted to Technology (S1-S4)	2. Strong affiliation with Jasa Marga (S1-S4)	3. Extensive operational experience and coverage (S1-S4)	4. Strong capital with support from Holding Company	1. Bureaucratic and rigid organizational structure	2. HR technological competency gap	3. Inflexible promotion and hiring
Internal Factors	1. Expansion to non-Jasa Marga TRBE	S1-O1	Expansion of technology-based integrated services to non-JM TRBEs	W1-O1	Organizational restrictions for agile marketing in the state-owned enterprise circle			
	2. Participate in toll technology transformation	S1-O4	Building an umbrella tech service company	W1-O3	Building self-service businesses retreat to all markets			
	3. Product synergy of SOEs	S2-O6	Service business with ecosystem of state	W1-O4				
	4. Development of other businesses related to toll roads							
	5. Profit optimization with self-service							
Threats		Strengths - Threat		Weaknesses - Threat				
		1. Aggressive competitors	ST-T1	Technology development to reduce costs	W1-T1	Internal restructuring and system integration		
	2. Government Plan or MPUP	ST-T2	Price reduction with WTS to MPUP	W1-T2	Getting collaboration with competitors			
	3. TRBE's budgeting power increases	ST-T3	Building a market TO ecosystem as barrier	W1-T3	Flexible resources procurement and flexibility			
	4. Regulations or increases in resource costs							
	5. Legal and compliance risk							

In response to future toll road operations, the open market potential in Trans Sumatra, rising competitor aggression, and the transformative impact of MLFF, JMTO has identified three strategic alternatives. First, technology development to reduce costs is prioritized to address the 6.5% increase in HR expenses by shifting toward automation and in-house technological solutions, ensuring a more sustainable and competitive cost structure aligned with TRBE’s evolving purchasing power. Second, building self-service businesses that aims to reduce dependency on external vendors,

optimize internal HR utilization, and improve service quality control, while also securing higher margins and enabling financial innovation. Third, modular service development is targeted to unlock opportunities others but related to toll road operations by offering flexible, tech-enabled service units such as fleet rentals or facility outsourcing that can be tailored to market needs, enhancing JMTO's agility and expanding its revenue base in a competitive market.

From the selected alternatives, adjustments were made to the Business Strategy based on the McKinsey 7S Model, STP, and 7P Marketing Mix. An Implementation Plan was created for the next 3 years, which has been justified and deemed appropriate for the company's future plans by the Business Department of the Company.

CONCLUSION

This study finds that JMTO's stagnating market share is caused by its overreliance on internal clients (Jasa Marga Group), rigid and bureaucratic organizational structure, and limited adaptability to external market dynamics. Internal analysis revealed strengths in technological innovation, operational scale, and SOE backing, but also weaknesses in promotional effectiveness, HR digital competence, and decentralization. Externally, market liberalization, the emergence of agile competitors (e.g., CPI, MSP, HKA), regulatory shifts, and technological disruptions such as MLFF were identified as key forces influencing competitiveness. To address these challenges, a business strategy was formulated focusing on (1) technology development to reduce costs through automation and internal innovation, (2) building scalable insource or self-managed operations to increase

independence and profitability, and (3) modular service development for market expansion beyond toll roads. An implementation plan for 2026–2028 was constructed using the SMART principle, including organizational restructuring, human capital upskilling, modularization of services, and expansion into a 280 km toll road network with low entry barriers. These strategic steps are expected to enable JMTO to become a more adaptive, competitive, and growth-oriented infrastructure services company in the face of evolving industry challenges.

SUGGESTION

Based on the analysis results, the company needs to implement business strategy changes to remain a market leader or maintain its 49% market share under current conditions. Continuing as is will only make JMTO a company stuck in its shell or one with stagnant competitiveness. Streamlining the organization, restructuring costs with technological support, becoming independent and not reliant on vendors, and designing products that are relevant across various marketing channels are recommended. It is hoped that with these changes, JMTO will become more fluid and agile, a technology company that continues to excel and is not dependent on Jasa Marga as its parent company

For further research, it is recommended to conduct a business study on the future development of AI. This is important because, in addition to MLFF, AI is also disruptive and needs to be anticipated by the company. JMTO's business, which is service-based, is highly susceptible to being replaced by AI. This is a very interesting topic for further discussion. In addition, the feasibility aspects of the research proposals should be discussed and

considered further so that the considerations are more comprehensive

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