



New business strategy to turn around sales performance in the future

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ABSTRACT

This study aims to investigate market conditions, customer behaviour, customer experience, and customer expectations of a company, as well as recommend effective new business strategies with implementation plans and schedules. This study uses qualitative and quantitative methods, with primary data collected through interviews and questionnaires and secondary data obtained from publications, articles, books, and other official sources. The results of this study reveal that the sources of problems are both internal and external, including a lack of communication and coordination between business units, a delayed response to customers, low closeness to customers, and a lack of awareness of customer behaviour. External sources include low customer purchasing power, government regulations, market behaviour, company competitors, and customer expectations. To improve business performance, companies must make changes in approach, including improving customer response time, changing marketing strategies, collaborating with local companies to expand markets, assigning key account managers to new target markets, standardising processes between business units, appointing project leaders when several units participate, and offering competitive rates. Through this research, companies can gain valuable insights and implement more effective business strategies to succeed in challenging markets.



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INTRODUCTION

Community social institutions (NGO-environment) typically need corporate environmental and social awareness to preserve the community's natural and social balance. The innovation theory discusses how organizations can create added value and competitive advantage through the development of new products, services, or processes. The SWOT analysis discusses how organizations can identify strengths, weaknesses, opportunities, and threats in the business environment and use them to develop the appropriate business strategy. The marketing mix theory discusses how organizations can integrate various marketing elements, such as product, price, promotion, and distribution, to create value for customers. The change management theory discusses how organizations can effectively manage change and reduce resistance to change within the organization. By combining these theories and concepts, organizations can develop effective new business strategies to improve sales performance in the future. This involves identifying new opportunities, developing better products or services, improving business processes, adapting to environmental changes, and focusing on customer needs.

Siemens is a German technology company founded in 1847 and headquartered in Munich (or S.H.O) with branch offices abroad. From a workshop in a back courtyard in Berlin to a global corporation, now Siemens is one of the largest and most diversified companies in the world of electronics and electrical engineering (Raffel, 2022). Siemens focuses on industry, infrastructure, transport, and healthcare. From more resource-efficient factories, resilient supply chains, smarter buildings, more comfortable transportation, grids to cleaner and advanced healthcare, the future is bright. Siemens does create technology with a purpose, adding real value for customers. By combining the real and the digital worlds, Siemens empowers customers to transform their industries and markets, helping them to transform the everyday lives of billions of people to become more sustainable (Schwarz-Herion, 2019).

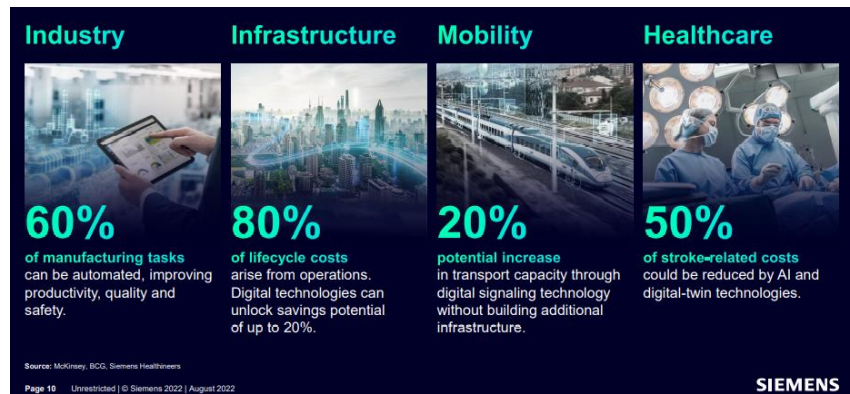


Figure 1 Siemens' Business Focus
Source: Siemens AG Presentation 2022

In the 21st century, Siemens is more globalized than ever, with 385,000 employees working in the world. Today, Siemens has a long history of almost 175 years in Germany (Stierle, 2021). Beginning with the creation of its identity and continuing with the transfer of its corporate headquarters from Berlin to Munich and Erlangen, the Berlin-born company has changed its regional identity and location structure numerous times along the way and adapted to circumstances. In fiscal year 2021, which ended on September 30, 2021, the Siemens Group generated revenue of €62.3 billion and a net income of €6.7 billion (Muneer et al., 2022). As of September 30, 2021, the company had around 303,000 employees worldwide.

Siemens in Indonesia started its business 166 years ago with a Siemens Pointer Telegraph Machine to answer customer needs (Marques, 2021). Siemens Schuckert Werke (SSW) branch office, the first independent agency in Surabaya was founded in 1909. The Siemens Factory in Pulomas, Jakarta, opened its doors in 1975 and began producing several STAB Distribution Boards as well as Low and Medium Voltage Switchgear. In order to manufacture power transformers, PT Trafoindo Prima Perkasa and PT Siemens Indonesia formed a joint venture firm called PT Trafoindo Power Indonesia in October 2018.



Figure 2 First Branch Office
Source: Siemens Indonesia Website

Siemens Head Office is committed to the sustainable future of Indonesia by making real what matters (Lewis et al., 2021). Siemens firmly support government to reskill and upskill the local workforce in order to equip the nation for upcoming challenges and demands. Siemens Indonesia is recognized as a key player for Indonesia's preferred technology partner in the fields of electrification, automation, and digitalization by Siemens Head Office. The Siemens Factory in Pulomas, Jakarta, which opened in 1975, the machine factory in Cilegon, which opened in 1989, the joint venture for the production of industrial steam turbines, which opened in 2010, and the additional footprint added in Indonesia in 2018 through local partnership and cooperation with PT Trafoindo Prima Perkasa, which established a joint venture company called PT Trafoindo Power Indonesia The company will primarily develop and market medium power transformers for Indonesian public utilities, independent power

producers, renewable energy applications, and industrial uses. In the future, it may also meet regional demand.

Siemens Indonesia plays a crucial role for Siemens Head Office as one of its production centres for the Asian market, covering Southeast Asia and a portion of the Australian market. The company has equipped itself as a manufacturer with facilities located in Jakarta, Cilegon, and Batam. With a total balance asset of more than IDR 3.6 trillion (USD 265 million), the company's manufacturing capabilities include project management across the Siemens Energy Management Division value chain. Siemens Indonesia is also the ASEAN Center of Competence for Engineering of High Substations, Energy Automation, Relay Control System, Medium and Low Voltage Systems. Moreover, it serves as the ASEAN Proposal and Project Execution Hub from Low Voltage to High Voltage, as well as provides installation, commissioning, and after-sales service for the entire Siemens Energy Management Division portfolio. With these capabilities, Siemens Indonesia has a strong foundation to serve the market and meet customer demands effectively. Siemens Indonesia continued to play a crucial role for Siemens Head Office because it was not only the largest economy in Southeast Asia but was also expected to have a young, productive population by 2030, which would provide a sizable local workforce for Siemens' operations in the nation in the years to come.

Infrastructure in Indonesia is automated, digitalized, and electrified with the aid of Siemens Indonesia. Siemens, a specialized technology business, blends the physical and digital worlds to assist customers in overcoming the major issues of the modern day. The entrepreneurial freedom to better serve their customers and markets is enjoyed by local Siemens firms and groups. The approach is designed to add value for customers, develop technology with a purpose, and improve the lives of billions of people. Siemens develops technology to improve daily life (Latinovic & Sikman, 2022). As one of its production centres for the Asian market, Siemens Indonesia plays a significant role for Siemens Head Office, covering Southeast Asia and a portion of its Australian market. Several facilities to support it has been established in Indonesia as well.

Siemens believes the advanced planning and scheduling concepts can help manufacturing industries produce components more efficiently and at the same time increase production quality as well as quantity (Azeem et al., 2022). Thus, the advanced planning and scheduling concept from Siemens Indonesia can become the enabler for Indonesian industry to regain its status as the main driver of the Indonesian economy. Future economic, industrial, and urban infrastructure can benefit from Siemens Indonesia's digital solutions for increased productivity, sustainability, and security. Markets in the energy sector are evolving quickly due to initiatives to lessen our dependency on fossil fuels and the expansion of renewable energy sources. The effective transition to a new energy landscape consequently depends on alternative business models and innovative technologies.

Siemens provides its expertise on the implementation of Industry 4.0 to support the Food and Beverage industry (Zhang, 2023). Siemens is harnessing our capabilities, expertise, and global network of partners to supply Indonesia's food and beverage sector with knowledge and technologies that can be fully applied in their product design, production line, operation, and maintenance to create the future manufacturing that is able to bring the real and virtual world together. The realization that infrastructure must serve both present and future demands has begun to spread among local and national governments as well as other stakeholders. A high quality of life for their citizens is guaranteed by intelligent infrastructures that offer necessary services effectively and reliably. In Indonesia, the potential market for energy is expanding. Because of the decline in the usage of fossil fuels and the expansion of renewable energy sources, the energy market is undergoing fast change.

Siemens Indonesia business activities is allocated to sharpen Siemens' focus on the market for Smart Infrastructure, Digital Industries, and Energy (Rissman et al., 2020). Several projects by Siemens Indonesia have been completed successfully. Those are Siemens' safety technology systems supporting Indonesia's first LRT in Palembang, commuting 80,000 passengers daily; synchronizing ten substations owned by PLN and industry in 2018; building wind turbine at Tolo; building 500 kV substations at Tambun, Bekasi, West Java; and many other projects.



Figure 3 Indonesia 4.0 Conference & Expo 2022
 Source: Siemens Indonesia Press Centre

Siemens Indonesia has a practical and simple organizational structure (Alarcón et al., 2021). The company is headed by a chief executive officer with the assistance of one director, who is also the chief executive officer. Below the Executive Management of PT Siemens Indonesia, there are several business units which are Smart Infrastructure, Digital Industries, and Energy. The chart of the company’s organization structure is shared as below.

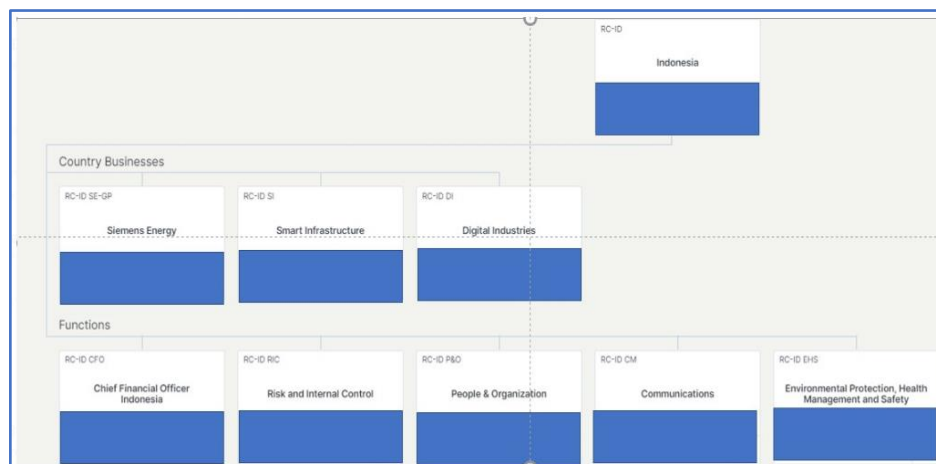


Figure 4 Organization Chart
 Source: Siemens Indonesia, 2021

Siemens Indonesia is a subsidiary company of Siemens AG with equity interest 100%. Siemens has issued 850,000,000 registered shares. Around 855,000 shareholders are listed in the share register. The largest single shareholder continues to be the founding shareholder, the [Siemens family](#), with a stake of 6%. 67% are held by institutional [investors](#). Additionally around 180,000 Siemens employees are shareholders of the company.

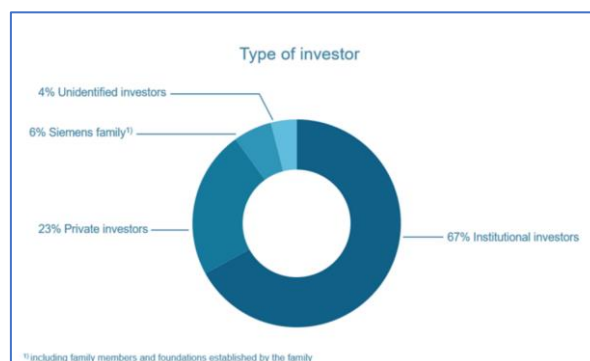


Figure 5 Type of Investor
 Source: Siemens, 2022

COVID-19 has slowed down the overall business company, including the sales performance in many business sectors. The company was negatively impacted by the pandemic. During this pandemic time, declining sales as well as tight cash flow and delayed projects are occurring simultaneously. The government's focus is on COVID-19 recovery, which made businesses related to the Electrical State Company (PLN) decline much lower. Siemens Indonesia business performance in the last 5 years has not performed well which can be seen from table below. Therefore, it is a must for Siemens Indonesia to evaluate and create a new business strategy and marketing approach to increase the business performance. A new business strategy is the new way, big picture which explains how a company plans compete in a market and how it intends to grow at a profit. The success of any business is determined by the effectiveness of the strategy it follows. When a company has a new business strategy, it usually has a new marketing approach. The new approach to marketing starts and ends with customers. The company's main objective is to satisfy its customers through the constant study of their changing needs and wants. Below is Siemens' financial performance for a four-year summary.

Table 1 Financial Report YoY Four-Year Summary 2021

Revenue and Profit	2021	2020	2019	2018
Revenue	-35%	-11%	-16%	38%
Gross profit/(loss)	-30%	-26%	-2%	50%
Operating profit/(loss)	2533%	-103%	312%	-146%
Net income/(loss)	139%	-248%	108%	-1488%

Source: Financial Performance Siemens Indonesia, YoY Four-Year Summary 2021

In Indonesia, there are few competitors for Siemens Indonesia (SI) in various business sectors as seen from table below:

Table 2 Siemens' Competitors

Company	Head Quarter	Focus On	Valuation (\$)	Employee (World/Indonesia)
GE	US	Machinery for Industrial Appliances, Aircraft Engines, Energy Infrastructure, Energy Services, Electric Motor	80 b	168.000/1300
Schneider Electric	French	Automation Solutions, Electricity, Electronic, Energy Management, Software, Residential and Small Business.	71.1 b	128.384/4500
ABB	Switzerland	Electrification, Automation, Robotics, and Digitalization solutions to industrial customers	55.8 b	110.000/500
Hitachi	Japan	Wide range of products and services including, construction equipment, transportation materials, nuclear reactors, MRI systems and thermal power generation systems among others.	42 b	372.293/300

Source: Author, 2022

As one competitor of Siemens Indonesia, GE Indonesia operates across a number of business sectors like aviation, healthcare, power, and renewable energy. GE cooperates with government, universities, and NGO as part of the partnership. Schneider's purpose is to empower all to make the most of our energy and resources, bridging progress and sustainability for all. Schneider's mission is to be a digital partner for sustainability and efficiency. Schneider would like to drive digital transformation by integrating world-leading process and energy technologies, endpoint to cloud, connecting products,

controls, software, and services across the entire lifecycle, enabling integrated company management for homes, buildings, data centers, infrastructure, and industries. ABB is a leading global technology company that energizes the transformation of society and industry for more productive and sustainable future. By connecting software to its electrification, robotics, automation and motion portfolio, ABB pushes the limits of technology to increase performance. With a history of excellence stretching back more than 130 years, ABB's success is driven by about 105,000 talented employees in over 100 countries. Hitachi operates in a range of industries. Its areas of focus include transportation, power systems, electronic systems, consumer products, and many others. With those competitors in the same business sectors as Siemens Indonesia, it will be crucial for Siemens Indonesia to have a proper customer engagement strategy in the competitive market.

In this disruptive era in which technology and society are evolving faster than business can naturally adapt, companies need to read up on world events, listen to customers, be aware of what is going on around the world, and address new technology to address real customer problems. Markets are becoming more competitive; companies that treat their customers well are rewarded and can survive; companies that treat their customers poorly are punished. The worst-case scenario is when a company is unable to continue doing business and declares bankruptcy. Forty-six companies in the U.S. entered bankruptcy proceedings in April, a drop from March's 61 bankruptcies and less than the 54 recorded in April 2020, according to S&P Global Market Intelligence data. As of April 30, 183 companies have announced bankruptcies so far in 2021. In Indonesia, big companies have fallen into bankruptcy. Matahari Department Store, Centro Department Store, Giant, Sariwangi, Jamu Nyonya Meneer, 7-Eleven, Kodak, and many others.

Recent bankruptcy filings				
April 16, 2021-April 30, 2021				
Company	Primary sector	Bankruptcy announced	Liabilities at initial filing (\$M)	Assets at initial filing (\$M)
Hyperikon Inc.	NA	04/30/21	10.5	8.3
Aarna Hotels LLC	NA	04/29/21	10-50	10-50
Urban Commons LLC	NA	04/29/21	NA	NA
PS On Tap LLC	Consumer discretionary	04/28/21	10-50	1-10
Water Marble Holding LLC	NA	04/28/21	17.6	3.6
120 York LLC	Real estate	04/27/21	10-50	10-50
ROK Mobile Inc.	Communication services	04/27/21	87.1	0.5
GDC Technics Ltd.	Industrials	04/26/21	10-50	10-50
Royal Blue Realty Holdings Inc.	NA	04/26/21	10-50	1-10
Theosmans Inc.	NA	04/26/21	14.2	0.0
Secure Home Holdings LLC	NA	04/25/21	100-500	100-500
AirWire Technologies	Information technology	04/24/21	10-50	10-50
Augustus Intelligence Inc.	NA	04/24/21	1-10	10-50
L & L Wings Inc.	Consumer discretionary	04/24/21	50-100	10-50
Anglo Dutch Energy LLC	Energy	04/23/21	1-10	10-50
Crestwood Hospitality LLC	Consumer discretionary	04/23/21	10-50	1-100
Adara Enterprises Corp.	Information technology	04/22/21	14.1	1.5
Performance Sk8Holding Inc.	NA	04/22/21	NA	NA
Yaana Technologies LLC	Information technology	04/22/21	10-50	10-50
Fresh Acquisitions LLC	Consumer discretionary	04/20/21	10-50	1-10
Liberty Power Holdings LLC	Utilities	04/20/21	100-500	50-100
Orcutt Rancho LLC	Real estate	04/20/21	10-50	10-50
Spot Buy LLC	NA	04/20/21	NA	NA
WB Supply Co.	Industrials	04/20/21	52.8	34.1
Wright Brothers Aircraft Title Inc.	Industrials	04/19/21	NA	NA
Abri Health Care Services LLC	Healthcare	04/16/21	1-10	10-50
AMEC Construction Management Inc.	Industrials	04/16/21	50-100	Less than 0.5
Newstream Hotel Partners-Lit LLC	NA	04/16/21	10-50	1-10

Data compiled May 3, 2021.
 Data as of April 30, 2021.
 NA = not available
 Includes S&P Global Market Intelligence-covered U.S. companies that announced a bankruptcy between April 16, 2021, and April 30, 2021.
 Companies that filed for bankruptcy are only counted once for each year, regardless of how many bankruptcy filings were announced.
 S&P Global Market Intelligence's bankruptcy coverage is limited to public companies or private companies with public debt where either assets or liabilities at the time of the bankruptcy filing are greater than or equal to \$2 million, or private companies where either assets or liabilities at the time of the bankruptcy filing are greater than or equal to \$10 million.
 Source: S&P Global Market Intelligence

Figure 6 Recent Bankruptcy Filings
Source: S&P Global Market Intelligence data 2021

Updated in 2021, there are 691 registered cases with details of 590 cases of bankruptcy and suspension of obligations for payment of debt (PKPU) and 101 cases of petition for declaration of bankruptcy. that have occurred in recent years, such as competitiveness, operations, demand, and supply chain, all of which will be exacerbated by the global COVID-19 pandemic in 2020. As can be seen above, this research study aims to examine the effectiveness of customer engagement and to offer an improvement plan for successful business implementation.

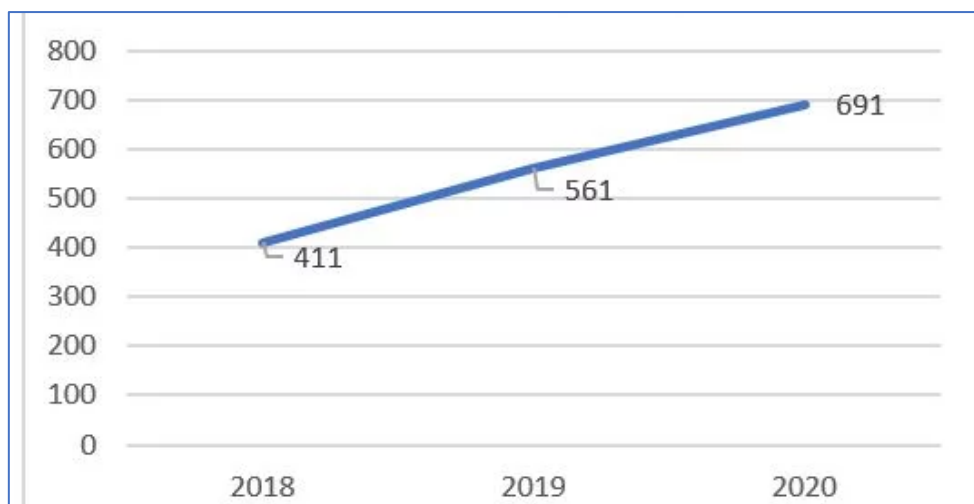


Figure 7 Number of Cases Registered at SIPP-PN
Source: Commercial Court of Indonesia and Reprocessed by VISI

Based on data released by Siemens as seen below, we can see there from 2017 we can see declining revenue until 2021 and customers numbers also is in the same situation.

Table 3 Financial Report YoY Four-Year Summary 2021

Revenue and Profit	2021	2020	2019	2018	2017
Revenue	-35%	-11%	-16%	38%	7%
Gross profit/(loss)	-30%	-26%	-2%	50%	10%
Operating profit/(loss)	2533%	-103%	312%	-146%	91%
Net income/(loss)	139%	-248%	108%	-1488%	237%

Source: Financial Performance Siemens Indonesia, YoY Five-Year Summary 2021

And about the data of Siemens' Indonesia customers, it can be seen as below :

Table 4 Customer of Siemens Indonesia, 2021

Year	2021	2020	2019	2018	2017
No. of customers	789	1029	1091	1162	1221

Source: Siemens Indonesia, 2021

COVID-19 has slowed down the overall business company, including the sales performance in many business sectors. The company was negatively impacted by the pandemic. During this pandemic time, declining sales as well as tight cash flow and delayed projects are occurring simultaneously. The government's focus is on COVID-19 recovery, which made businesses related to the Electrical State Company (PLN) decline much lower.

Based on data from the BP Statistical Review of World Energy 2022, primary energy demand increased by 5.8% in 2021, exceeding 2019 levels by 1.3%. This indicates that the energy sector continues to attract energy companies. The manufacturing sector in Indonesia plays a vital role in the country's social and economic development. Over the last decades, the government has prioritized this sector to maximize its potential contribution to accelerated industrialization. Today, the manufacturing sector is Indonesia's largest GDP contributor and lies at the heart of the Indonesian government's goal to develop the country into one of the top ten largest economies globally by 2030. This data gives a better understanding market demand in Indonesia.

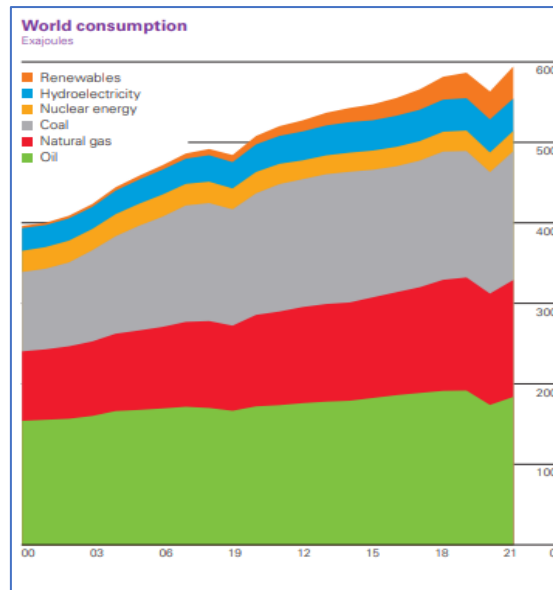


Figure 8 Energy World Consumption
Source: BP Statistical Review of World Energy 2022

Data from the Central Statistics Agency (BPS) of Indonesia showed a growth of 3.67% in the non-oil and gas processing industry throughout 2021. In addition, the chemical, pharmaceutical, and traditional medicine industries continued their positive trend by growing by 9.61%. Manufacturers traditionally cannot react quickly and intelligently to changes without planning and scheduling tools (Zhou et al., 2022). Unfortunately, many manufacturers still resist change due to misperceptions that advanced technologies are expensive and difficult to implement and a lack of knowledge about advanced technologies which can be applied to their companies. Optimizing smart infrastructure sector is still challenging due to a lack of awareness of operational understanding of smart infrastructure, a lack of cohesive roadmap and the scale of smart infrastructure programs. Meanwhile, for the energy market, the energy transition is still costly.

Siemens considers that by using cutting-edge planning and scheduling techniques, industrial companies may manufacture components more effectively while also raising both the quantity and quality of their production. As a result, the concept of advanced planning and scheduling may help Indonesian industry reclaim its position as the country's principal economic engine. The future economy, industry, and urban infrastructure may all benefit from Siemens' digital solutions for increased productivity, sustainability, and security. Markets in the energy sector are evolving quickly due to initiatives to lessen our dependency on fossil fuels and the expansion of renewable energy sources. The effective transition to a new energy landscape consequently depends on alternative business models and cutting-edge technologies.

Siemens provides its expertise on the implementation of Industry 4.0 to support the Food and Beverage industry. Siemens is harnessing our capabilities, expertise, and global network of partners to supply Indonesia's food and beverage sector with knowledge and technologies that can be fully applied in their product design, production line, operation, and maintenance to create the future manufacturing that is able to bring the real and virtual world together. The realization that infrastructure must serve both present and future demands has begun to spread among local and national governments as well as other stakeholders. A high quality of life for their citizens is guaranteed by intelligent infrastructures that offer necessary services effectively and reliably. In Indonesia, the potential market for energy is expanding. Because of the decline in the usage of fossil fuels and the expansion of renewable energy sources, the energy market is undergoing fast change. Research conducted by (Widiyarini & Hunusalela, 2019) states that there are three alternative strategies that will be proposed to PT. Primavista Solutions. However, the main thing is product development strategy and market development. This is based on the weight values obtained at the matching stage. This strategy aims to achieve profit targets that have been determined by the company.

From the above challenges and opportunities, the company must evaluate how to engage customers in a much more effective way with our expertise and look for the competitive advantage that enables the company to increase sales performance and gain more market share in the Indonesia market. A company needs to analyze the current market behavior and build customer engagement. By doing so, it may bring back and increase company business performance. The objective of this research is twofold. Firstly, it aims to present an overview of the market and customer behavior in Indonesia, with a particular focus on the expertise area of Siemens Indonesia. This will involve gathering and analyzing relevant data and information to provide insights into the current state of the market and the behavior of customers in Indonesia. Secondly, the research seeks to make recommendations for a new business strategy for Siemens Indonesia. These recommendations will be based on an analysis of the company's core competencies, and will be designed to help strengthen these competencies and ultimately improve the company's performance in Indonesia. Through this research, we hope to provide valuable insights and recommendations that can help Siemens Indonesia succeed in this dynamic and rapidly-evolving market.

RESEARCH METHODS

The writer has interviewed 20 people, 10 interviewees are internal employees, and the other 10 people are customers. Questions to internal employees are focused to dig on the strength and weakness of the company, core competence, opinion about company's product and service, how to approach customer, feedback from customer, business challenges, competition, and collaboration between business units. As for the customer the questions are focused on the product and services from company and its strength and weakness from customer perspective, customer experience, customer preferences and customer expectations. The writer used qualitative methodology, and the collected primary and secondary data will be analyzed using SWOT analysis to create a TWOS matrix, from which the writer will then propose new effective customer engagement strategies for Siemens Indonesia. However, due to research limitations, stakeholders with low power will not be interviewed, such as suppliers and the government. Research methodology based on the quantitative method using exogenous and endogenous variables (Yu et al., 2022). May lead to bias since the chosen respondents had been repeat shoppers and all the respondents were women. We know balancing gender data will enable us to see comprehensive data about customer engagement. Therefore, in this research, using the qualitative method, the author provides equal gender respondents and also presents data from customers who had experience using other brands. By using those techniques, the author will have adequate data for analysis and will be able to come up with valid and reliable results.

The following are some of the study's theoretical contributions. First, despite the fact that previous studies have discussed how customer engagement affects customer satisfaction, they have neglected to take into account the relationship between customer satisfaction in various shopping scenarios, both online and offline, and in our case, with companies that have various business units. The elements of different business divisions within a company, problems of the disruptive period, and how the organization addresses customers' pain concerns were all taken into account in the current study. From the perspective of customer experience, it systematically explored the influence of customers pain points to the customer expectation in various business behavior adding to the theory of the experience mechanism of how customer satisfaction takes shape. Furthermore, in order to develop a complete research model, it also included gender to test and assess the moderating role of gender itself as well as the interplay between gender and shopping scenarios in the primary pathway. This allows us to conduct more in-depth, methodical, and thorough investigations on customer satisfaction. The relationship between customer experience, customer satisfaction, and sustainable competitive advantage as well as various business units within the organization is therefore broadened and integrated in our theoretical contribution. The emergence of new technologies in the disruptive era, such as internet technology, makes the competition harder and more challenging. As a result, there is a stronger connection between the customer experience, customer satisfaction, and long-term competitive advantage. The primary method for businesses to gain a long-term competitive edge has increasingly changed from innovation to the integration and application of new conditions to produce outstanding customer experiences and raise customer satisfaction (Rahmayati, 2021).

RESULTS AND DISCUSS

The writer conducted a review in the previous chapter and in this section will attempt to devise new business strategy for the company. Before having the business solution, the writer will analyze the data in the research to gain a new business strategy for the company.

Interview Results

The writer has interviewed 20 people, 10 interviewees are internal employees, and the other 10 people are customers. Questions to internal employees are focused to dig on the strength and weakness of the company, core competence, opinion about company's product and service, how to approach customer, feedback from customer, business challenges, competition, and collaboration between business units. As for the customer the questions are focused on the product and services from company and its strength and weakness from customer perspective, customer experience, customer preferences and customer expectations (Ajgaonkar et al., 2022). The key takeaways of interview performed with internal employee of the company and customers as well is as follows:

- a. Product and Services from the company has a complete portfolio compared with other competitors. As a world-class company with a long history, the company is well known for its quality, and it enables the company to serve customers according to their targeted market.
- b. The strength of the company is superior in technology, continuous research and development with strong support from headquarter. With aforementioned strengths, company satisfies customers continuously.
- c. The weakness that needs to be improved is providing quicker respond against customer request. The root causes of this weakness are different processes in each business unit, lack of coordination and cooperation between business units in serving targeted customers.
- d. Related to the core competence, interviewees mentioned the advanced technology in each portfolio of the company with along with well-known history has been the core competencies of the company. Those core competencies had been delivered well to the customers.
- e. Business after Covid 19 crisis creating big challenges but also new opportunity to the company. Business competition getting tight, new competitors entering the business arena and price competitiveness becoming a more crucial factor in doing the business. But there is opportunity to expand the market by doing it in differently, e.g. online presentation, virtual meeting, online marketing etc.
- f. To have better business performance, company need to have effective customer engagement as part of business strategy which fit behavior of targeted market.
- g. Company needs to do various implementation of customer engagement according to the market behavior e.g. know the trend, know the business cycle, maintain communication and intimation with customers, educate customer about company's technology, and prioritize projects which more to sustainability projects.
- h. Customer engagement in many ways will need time and effort for the process. However at the end, when we have gained trust from customer, it will create good collaboration and the company will be able to deliver not only company's core competencies but also our complete solutions to customer.
- i. Many business units in the company show that the company serves wide business market. Company already known as one stop solution. Collaboration between business units to serve targeted customer along with uniform-faster process can fulfilled customer expectation and at the end will be an effective customer engagement.
- j. The current challenge is to synchronize the process in each business unit in serving the same customers. Customers expect company can provide competitive price and at the end company can have more loyal customers.

Survey Results

There were 106 people who took part in the research. The findings of the research shows that the main respondents are male from 29-40 years old customer segment (58.5%) which mainly have main office in the capital of Indonesia. The questionnaire has a total of 15 questions and was created using Google Form, disseminated online via WhatsApp from 7 December 2022 to 14 December 2022. It received roughly 106 responses from customers with demographic information as follows:

- a. The gender proportions is 12.3% female and 87.7 % of male respondents.
- b. The respondents were dominated by people with age 29-40 (58.5%).

- c. 67% of respondents have office locations in Jakarta and West Java.
- d. 55.7% of respondents confirmed the company has more advanced technology than other companies.

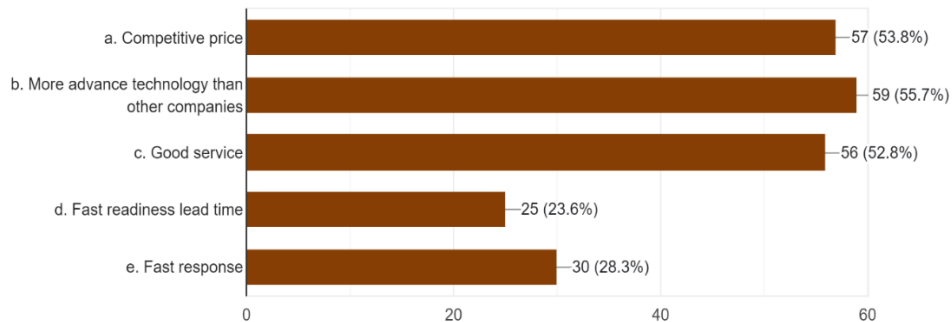


Figure 8 Reason to choose Product and Service from Company
 Source: Author 2022

From the figure above we can see Siemens had been chosen by their customers due to more advanced technology from the competitors. And this aligned with Siemens focuses and Siemens creatae technology with a purpose by adding real value for customers.

- e. 55.7% of respondents confirmed business is decreasing after Covid 19 crisis.

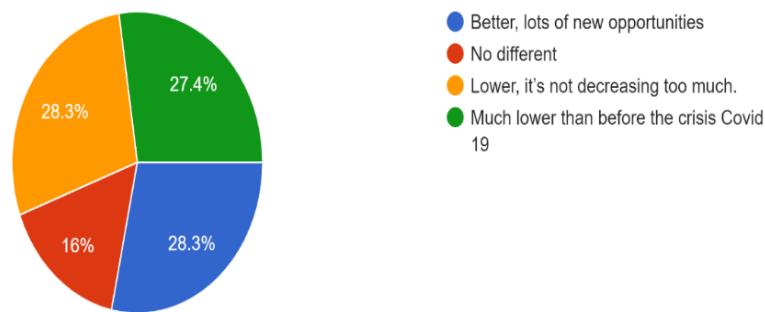


Figure 9 Business after Covid 19 Crisis
 Source: Author 2022

From the figure we can see Covid 19 had impacted negative business conditions for half of customers. That percentage can be considered a lot and companies shall create better new strategy to improve business conditions.

- f. 38.7% of respondents confirmed building technology products and services is in lacking condition.
- g. There are three major company weakness

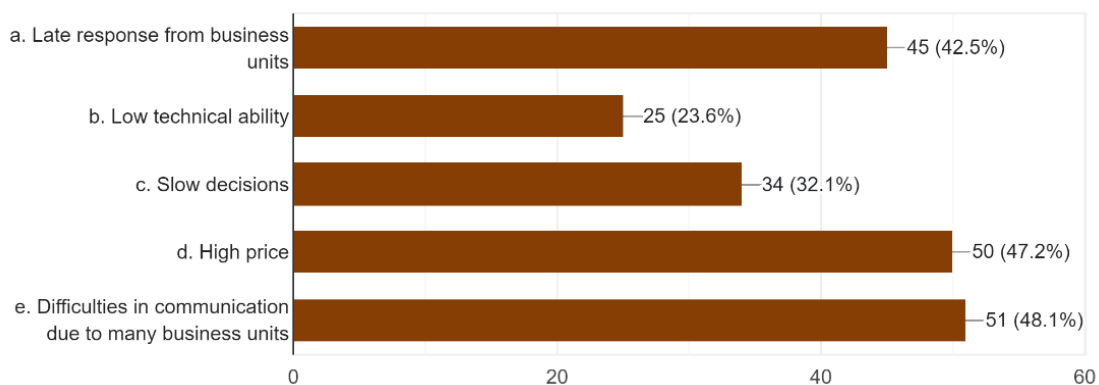


Figure 10 Company weakness
 Source: Author 2022

- a. Difficulties in communication due to many business units- 48.1%
- b. High price – 47.2%
- c. Late response – 42.5%

From the above data, we can see customers observe communication between business units as a top weakness of company which needs to immediately be tackled while high price and late response are following issues need to be tackled as well. Those three weakness shall be a major concern of Siemens to ensure customers not moving to another competitor.

1. Critical aspects company need to improve are:

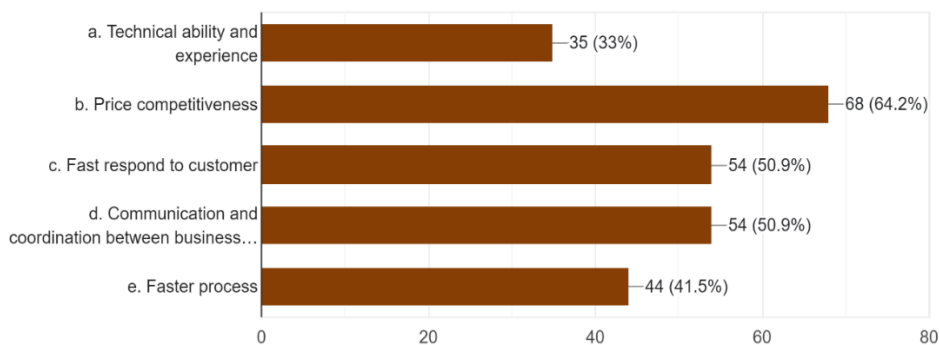


Figure 11 Critical aspect need to improve from the company

Source: Author 2022

- a. Price competitiveness- 64.2%
- b. Communication and coordination between business units – 50.9%
- c. Fast respond to customer – 50.9%

However from the above data customers expects three critical aspects need to be improved which are competitive price, communication between business units and quick respond to customer.

Discussion Analysis

The intense relationship between the customer and the company can affect customer satisfaction, based on the customer's level of relationship and emotional interaction. Satisfaction is in the form of affective responses such as joy and pleasure when customers use company services. If in their interactions, the service or response of the company is in accordance with customers' expectations, they will feel satisfied. The previous study has shown that satisfaction, loyalty, connection, empowerment, emotional bonding, trust, and commitment would be exhibited by engaged consumers, and the engagement process included consumers' interactive experience with communities of online brands (Han et al., 2022). During the research the writer performed direct interview and dissemination online questionnaires which the results will be analyzed with TWOS analysis as follows.

Table 5 TWOS Analysis

TWOS	Weakness	Threat
Opportunity	<ul style="list-style-type: none"> • New communication with headquarter and factory in designing the new products which still fit the requirement but at a competitive price • Educate customers about advance technology of Siemens supporting by experience local team • Find partnership with company that have expertise in providing services 	<ul style="list-style-type: none"> • Improving time respond in providing feedback to customer request by using an AI (Artificial Intelligence) made by company • Provide one stop solution for customers with based on cross function collaboration between business units (Bundling Package)

TWOS	Weakness	Threat
Strength	<ul style="list-style-type: none"> Improving time respond in providing feedback to customer request by using an AI (Artificial Intelligence) made by company Agent for doing digital advertisement and digital event Sharing knowledge to customers about our product which already include complete tools needed by customers 	<ul style="list-style-type: none"> Expand the market by doing it differently, e.g., online presentation, virtual meeting, online marketing, webinar Doing more partnership/joint ventures with local partner in the new area Assign key account manager to the new targeted customer

Source: Author, 2022

Porter's generic strategy is a business model that is used to increase the performance of a company by establishing unique and profitable positions in the market. Porter generic strategies can be applied in the Siemens' market in Indonesia, namely:

Cost Leadership strategy

Siemens target is to have a larger market share but with average prices. To ensure this strategy works successfully usually company need to ensure a lean management, efficient logistics and low costs when it comes to materials and labor. Siemens should improve their focus on the internal processes.

Differentiation

The company targets a broad market (high demand), with unique features for products or services. With this strategy, the company shall ensure product as exclusive as possible, making it more sustain, have added value or attractive than comparable products offered by the competitors.



Figure 12 Siemens Generic Business Strategy

Source: Author 2022

The degree of consumer engagement and company success are directly and consistently correlated. According to a study by Constellation Research, businesses that boost engagement can increase cross-sell revenue by 22%, up-sell revenue by 38%, and order size by 5% to 85%. A high level of consumer engagement, per Reputation.com research, raises your reputation score. In a number of industries, including automotive, healthcare, and healthcare, we have shown direct links between high ratings and revenue. Business strategy by engaging customers is the key to driving retention, repeat customers and fueling a healthy business. During times of economic uncertainty, engagement and retention become more important than ever. Engagement and retention are more crucial than ever in uncertain economic times. So this research is in line with the research conducted by (Widiyarini & Hunusalela, 2019), which stated that there are three alternative strategies that will be proposed to PT.

Primavista Solutions. However, the main thing is product development strategy and market development. This is based on the weight values obtained at the matching stage. This strategy aims to achieve profit targets that have been determined by the company. According to the new research from Harvard Business Review Analytic Services in 2022, there are many factors holding companies back from delivering personalized customer engagement at scale. Disconnected, legacy tech stacks and siloed data are slowing down company processes and preventing personalization. In addition, many companies don't have the strategies, organizational structure, and culture needed. This leads to poor collaboration, a lack of alignment, and, ultimately, lost customers and revenue.

CONCLUSION

As per the finding as had been described above, writer come with several potential solutions for the company response adequately to targeted market. Knowing how market behavior and the trend can be very important reference to win competitiveness and growing in the future. The list below is developed under the approach of getting as much solution as possible that Improving time respond in providing feedback to customer request. It can be done by using a unique email address as part of AI (Artificial Intelligence) to monitor whether the request has been replied to accordingly. Then, Marketing team should pay attention to the planned program or campaigned which conducted by the company or business units. The marketing advertisement and program shall be arranged attractively, professionally, and it is advisable to use consultant. The ground rule is marketing program shall be fit to the customer behavior. After that, there is an opportunity to expand the market by doing it differently, e.g. online presentation, virtual meeting, online marketing, webinar, doing more partnership with local company in the new area, etc. It is recommended also to assign key account manager to the new targeted customer. Then, top management needs to standardize a uniform process between business units in serving targeted customers. And during the project with involvement of many business units, there shall be one Person in Charge to maintain communication and coordination internally and externally. Therefore customer expectations can be fulfilled and at the end will be an effective customer engagement for the company. And then, for price competitiveness, the company needs to have new communication with headquarter and factory in designing the new products. To penetrate or expand the market it is advisable to have new products which still fit the requirement but at a competitive price.

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