

IMPLEMENTATION OF ESG IN BLUE OCEAN STRATEGY: A CASE STUDY OF PT WIJAYA KARYA (PERSERO) TBK

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Article history:

Received
18 September 2024

Revised
6 February 2025

Accepted
17 February 2025

Available online
1 April 2025

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ABSTRACT

Background: The construction industry contributes significantly to Indonesia's economy, but the Covid-19 pandemic is causing difficulties for the sector. PT Wijaya Karya (WIK), identified the need to diversify its products and services to cope with the decline in market size and maintain revenue stability. WIK has the opportunity to apply Environmental, Social, and Governance (ESG) principles which have been implemented albeit unconsciously or sporadically.

Purpose: This research aims to recommend ESG implementation strategies to create a blue ocean market towards sustainability.

Design/methodology/approach: This research uses a qualitative method with descriptive data analysis and strategy formulation through the blue ocean strategy approach, utilizing the strategy canvas and four-action framework. Primary data was collected through in-depth interviews and questionnaires with senior management and division employees, while secondary data came from company reports and literature reviews.

Findings/results: The results showed that the strategy canvas identified 10 main ESG initiatives with varying performance, helping WIK map out strengths and areas that need to be optimized. The 10 initiatives are Products Sustainability, Energy Efficiency, Hazardous Waste Management, Greenhouse Gas Emission Reduction, Environmental Conservation, Social and Environmental Responsibility, Occupational Health and Safety, Respectful Workplace, The Implementation of Anti-bribery Management System, and Risk Governance.

Conclusion: Strategy recommendations include Resource Optimization to improve resource allocation and more optimal productivity, Competency and Awareness Improvement to ensure employees have the necessary skills and understand the benefits of ESG, and Market Strengthening and Transparency to increase market awareness and demand, as well as transparency and accountability. The implementation of this strategy is expected to strengthen ESG as part of WIK's strategy, creating strong sustainable value towards a more stable and profitable market.

Originality/value (state of the art): This research highlights the importance of integrating ESG principles with the Blue Ocean Strategy to create innovative and sustainable business strategies in the construction sector, ultimately supporting market growth and company stability.

Keywords: blue ocean strategy, construction, ESG, strategic innovation, sustainability

How to Cite:

Zhavira N. A., Ratnawati A., & Shalihati F. (2025). Implementation of ESG in Blue Ocean Strategy: A Case Study of PT Wijaya Karya (Persero) Tbk. *Business Review and Case Studies*, 6(1), 75. <https://doi.org/10.17358/brcs.6.1.75>

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INTRODUCTION

One of the most important economic activities in the world, especially in developing countries, is represented by the construction sector (Chang et al. 2018). According to data from BPS (2023), the construction sector contributed 9,92% to Indonesia's Gross Domestic Product (GDP) in 2023. In recent years, the construction sector has encountered significant challenges, including supply chain disruptions, fluctuating material costs, and shifts in government infrastructure spending, all of which have placed financial strain on industry players (Associated General Contractors of America 2021; KPMG 2022). This has put great financial pressure on construction companies, including PT Wijaya Karya (WIKA), one of Indonesia's largest State-Owned Enterprises (SOEs). In 2023, WIKA controlled 19,93% of the national construction market by contract value, reflecting its position as one of the major players in the industry. Among SOEs, WIKA's assets represent 17,57% of total SOE assets (Annual Report 2023). This stable market share is obtained through the acquisition of new contracts that mostly come from government and SOEs/ Regional Owned Enterprises (ROEs) projects, as illustrated in Figure 1.

The Figure 1 the distribution of the value of new contracts received by WIKA, with most of them coming from government and SOEs/ROEs clients. These projects, while contributing significantly to the company's long-term revenue, also present challenges in the form of payment delays, which impact the company's liquidity. Long-term projects require a large initial investment and a long completion time, so the revenue from the project cannot be realized immediately. As a result, WIKA often faces liquidity problems because it has to wait some time before getting full payment from projects that are being worked on. Payment delays in construction projects also often adversely affect the company's cash flow, leading to increased borrowing, which in turn significantly affects the company's liquidity (Bissoon and Outridge 2020).

Despite WIKA's success in securing large contracts, the company still faces challenges in maintaining its profitability. The company's Gross Profit Margin (GPM), a key indicator of financial health, has shown instability over the past few years. While there was an improvement in 2021 and 2022, this figure declined again in 2023, indicating the pressure the company faces in maintaining profit margins amid rising operational costs and intensifying competition. In 2023, WIKA reported a financial loss of IDR 7,8 trillion, largely due to an increase in operating expenses and a decrease in revenue (Annual Report WIKA 2023).

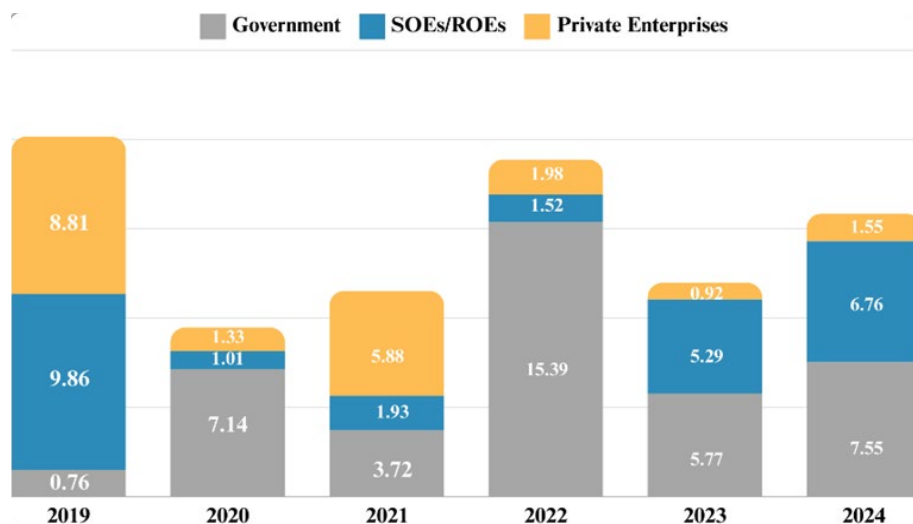


Figure 1 New contract value of WIKA's mapping client (IDR trillion)

To maintain financial stability, WIKA needs to diversify funding sources and products to maintain financial stability and reduce dependence on one type of funding, by targeting segments such as power generation, mining, and oil and gas that have high growth potential (Meisels et al. 2023). This strategy can be implemented through the Blue Ocean Strategy approach, which focuses on growing new demand away from existing competition by creating value or uniqueness that aims to expand its market share (Putri 2018). To face these challenges and ensure long-term sustainability, WIKA has adopted Environmental, Social, and Governance (ESG) principles as an integral part of its business strategy. The implementation of ESG at WIKA has yielded positive results, where the company obtained an ESG Risk Rating that falls into the medium category, as shown in Figure 2.

This rating indicates that WIKA has an advantage in ESG risk management, which means that the company has low risks related to impacts on environmental, social and governance aspects compared to its competitors in the same sector. However, although WIKA's ESG rating is relatively good, there is still room for further improvement in the application of ESG principles to strengthen the company's position in an increasingly competitive market.

Previous studies, such as by Putri (2018) and Azanto (2023), have explored Blue Ocean strategies to address competition using tools like the strategy canvas and four action framework. However, they did not specifically link these strategies to ESG implementation. Additionally, while studies by Inawati and Rahmawati (2023) and Cruz et al. (2023) demonstrated the impact of ESG on company performance, they did not combine ESG with the Blue Ocean approach to create new market spaces. Despite these insights, there is still a gap in the literature regarding the integration of ESG as a driver of value innovation within Blue Ocean Strategy, particularly in the construction industry.

This study seeks to address this research gap by analyzing the intersection between ESG and Blue Ocean Strategy, focusing on how sustainability driven differentiation can shape corporate strategy. This research, therefore, offers novelty by analyzing how WIKA can optimize ESG implementation through the Blue Ocean Strategy. In addition, it is expected that this approach can create new market space and strengthen WIKA's competitive position in the construction industry, so that the company can achieve a sustainable competitive advantage.

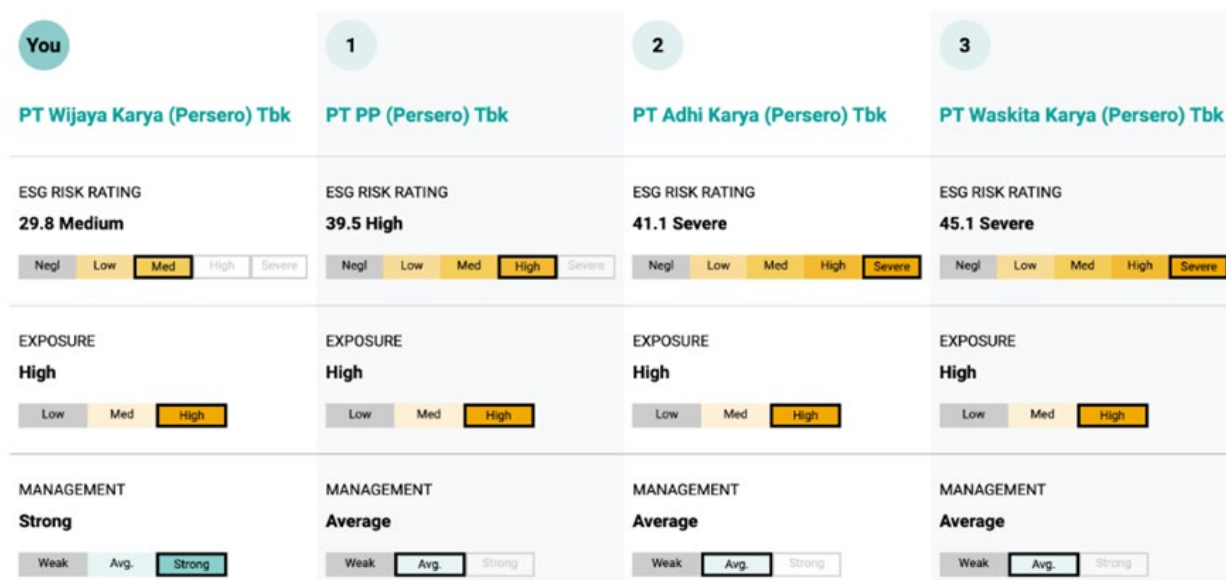


Figure 2. WIKA'S ESG risk rating Vs competitor (Sustainalytics 2023).

This study aims to develop actionable strategies that will enable WIKA to optimize ESG implementation using the Blue Ocean Strategy approach. The objectives of this research are to:

1. Identify the existing conditions of ESG implementation in WIKA
2. Analyze the implementation of ESG as a formulation of Blue Ocean Strategy.
3. Develop recommendations for ESG implementation strategies to create a Blue Ocean Strategy.

By achieving these objectives, this study is expected to provide a structured ESG strategy framework that enhances resource efficiency, employee competency, and market positioning. The proposed strategy aims to help WIKA optimize its ESG initiatives, reduce inefficiencies, and create long-term sustainable value. These insights are intended to support both industry practices and academic research in ESG-driven business strategy.

METHODS

The research was conducted at PT Wijaya Karya (Persero) Tbk. Transformation and Business Strategy Division, located in WIKA Tower 2 Building, Jakarta. Based on the board of directors decision, this division is responsible for overseeing ESG implementation, making it the primary focus of this study. The research was conducted using a hybrid approach from December 2023 to May 2024.

This study uses both primary and secondary data. Primary data was obtained from employees of the Transformation and Business Strategy Division and the Strategic Business Department at WIKA. The interviewees were selected using a purposive sampling method, focusing on individuals with direct involvement in ESG implementation and strategic decision-making.

The criteria for respondents included having experience and knowledge in sustainability and strategic business, ensuring they could provide in-depth insights into ESG practices at WIKA. Participants consisted of the Senior Vice President, Senior Manager, and Coordinator, who play a strategic role in shaping and managing ESG initiatives.

The primary data collected includes WIKA's internal conditions related to ESG implementation practices and the performance evaluation of each ESG initiative. Meanwhile, secondary data was gathered through literature studies, including books, scientific journals, theses, and internal company documents, which provide an understanding of ESG implementation as a business strategy and its integration with the Blue Ocean Strategy within the company.

To collect the necessary data for this research, several methods were employed to ensure a comprehensive understanding of WIKA's ESG implementation and its alignment with the Blue Ocean Strategy. The data collection techniques used in this study include:

1. In-depth Interview: In-depth interviews were conducted with key senior management at WIKA, including the Senior Vice President, Senior Manager, and Coordinator. These interviews were designed to gather qualitative insights and a deeper understanding of the company's internal processes, challenges, and strategies related to ESG.
2. Questionnaire: Questionnaires were used to evaluate the performance of ESG initiatives. This helped quantify how well ESG practices were being implemented and understood within the company.
3. Study Literature: A literature review was conducted by examining various academic and industry sources, such as books, scientific journals, theses, and internal company documents. This method provided a broader understanding of ESG implementation and the Blue Ocean Strategy in other companies.

The data collected in this study will be processed and analyzed using several approaches such as descriptive qualitative, Likert scale, and strategy formulation using blue ocean tools (Kim and Mauborgne 2005). The data is presented in the form of a narrative to explain the results of the identification of the company's internal conditions related to ESG practices. Blue Ocean Strategy is formulated as part of the value innovation process and internal analysis:

1. Strategy Canvas. Used to mapping and analyzing ESG initiatives at WIKA as part of the value innovation process and internal analysis. The horizontal axis represents initiatives obtained from indepth interviews, while the vertical axis is obtained from the results of Likert scale measurements to interviewees.

2. Four Action Framework. Used in formulating strategy recommendations after the analysis process using the strategy canvas, this formulation refers to four steps, namely eliminate, reduce, raise and create.

To systematically achieve the research objectives, a comprehensive conceptual framework has been developed to identify and address the challenges faced by PT Wijaya Karya (WIKA) in implementing ESG principles and Blue Ocean strategies, as illustrated in Figure 3. The framework addresses key challenges faced by WIKA, including the sub-optimal implementation of ESG initiatives and the need to create new market space. The framework includes the identification of challenges through in-depth analysis using tools such as Strategy Canvas and Four Action Framework, as well as the implementation of ESG based strategies to support a more sustainable business transformation.

RESULTS

Existing Conditions WIKA Sustainability

The implementation of sustainability at WIKA begins with an awareness of the importance of the role of the construction industry in protecting the environment, social, and good governance. This is in line with what

has been done by WIKA since 2019, namely setting a vision and mission 2030 to answer future challenges. This commitment reflects the harmonization between the people, planet and profit aspects in line with the sustainable development goals (SDGs) which make wika an environmentally friendly, socially responsible and well-governed company. WIKA has strengths in sustainable products such as modular zero waste and environmentally friendly concrete, as well as solid social and governance programs. However, there are significant barriers, such as limited internal resources in terms of ESG expertise, and building sustainability awareness and culture among employees.

Implementation of ESG as Blue Ocean Strategy

This research designs WIKA's business strategy using the Blue Ocean Strategy concept to integrate ESG holistically, focusing on creating new value in less competitive markets (Putri 2018). This strategy allows WIKA to explore and capitalize on new markets, by avoiding irrelevant competition and improving efficiency and sustainability (Orlov 2020). ESG initiatives are defined as measures or practices implemented to support the company's sustainability principles. Based on the identification and evaluation results, there are 10 main initiatives that have been implemented to support sustainability principles in the company which can be seen in Table 1.

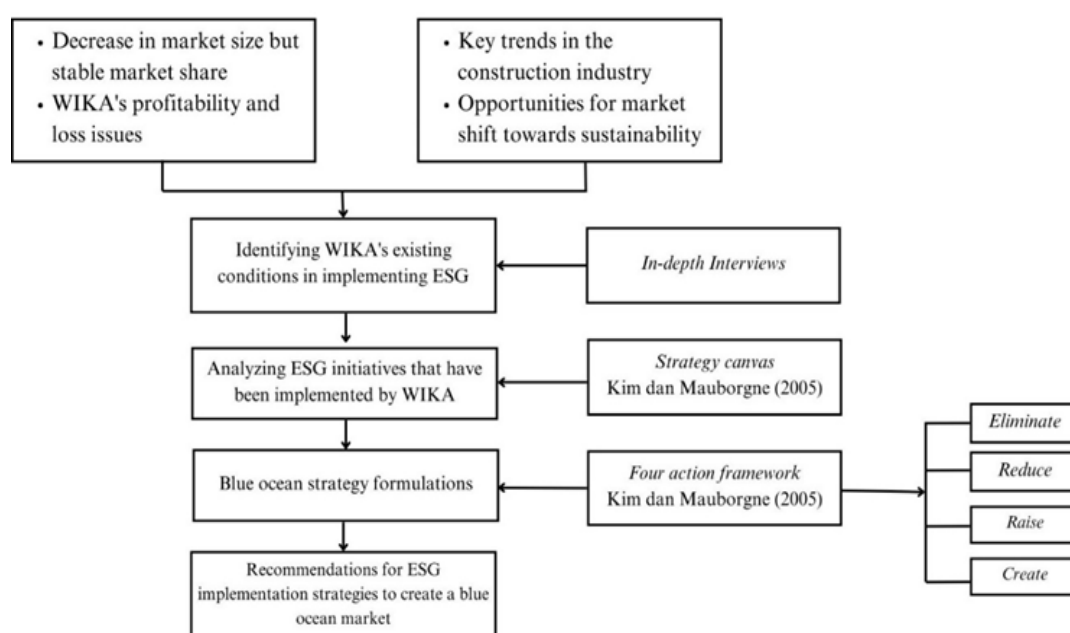


Figure 3. Research framework

Table 1. Identification of ESG Initiatives

ESG Initiatives	Description	Score	Interpretation
Products Sustainability	Development of eco-friendly products such as eco-friendly concrete and non-OPC cement.	3.25	Medium
Energy Efficiency	Improved energy efficiency through the use of energy-efficient equipment and renewable energy sources.	3.5	High
Hazardous Waste Management	Hazardous and toxic waste management according to regulations, including recycling and reuse.	3.75	High
Greenhouse Gas Emission Reduction (GHG)	Reducing emissions through production efficiency and the use of electric motors in the project.	3.25	Medium
Environmental Conservation	Tree and species protection program and employee education on environmental conservation.	3.75	High
Social and Environmental Responsibility (SER)	SER programs that support community welfare and the environment.	5	Very High
Occupational Health and Safety (OHS)	Policies and training programs to ensure a safe and healthy work environment.	4.75	Very High
Respectful Workplace	Policies to create an inclusive and fair work environment for all employees.	4.5	Very High
Anti-bribery Management System (ABMS)	Implementation of an anti-bribery management system to maintain business integrity and transparency.	4.5	Very High
Risk Governance	Implementation of the principles of good corporate governance for every decision making.	4.5	Very High

This assessment reflects the varying levels of success that have been achieved in ESG implementation at WIKA, with some initiatives showing excellent performance while others still have room for improvement. The ESG initiatives were assessed using a five-point scale, where ratings are categorized as follows: Medium (3.0 - 3.49), indicating moderate ESG integration; High (3.5 - 4.49), representing significant investment and implementation; and Very High (4.5 - 5.0), reflecting extensive and deeply embedded ESG initiatives.

While higher scores suggest stronger implementation efforts, they do not necessarily equate to higher effectiveness in achieving long-term sustainability goals. Some initiatives with high scores may still require adjustments or elimination if their contribution to sustainability is limited (Sardana et al. 2020).

The score that has been obtained is used as the score of each factor on the vertical axis of the Strategy Canvas. While for the horizontal axis, ESG initiatives that have been identified and evaluated are used.

Strategy Canvas Analysis on ESG Implementation at WIKA

Strategy Canvas is a visual tool used to illustrate the strategic profile of ESG initiatives at WIKA (Figure 4).

The vertical axis of the Strategy Canvas is generated based on the average performance assessment obtained from questionnaires filled out by interviewees after in-depth interviews. Meanwhile, the horizontal axis of the Strategy Canvas illustrates ESG initiatives that have been identified through the interview process and direct evaluation.

Through this visualization, WIKA can clearly see how each ESG initiative compares to each other in terms of performance and value offered. The results of the Strategy Canvas help WIKA identify initiatives that are already working well and those that still require improvement to create a sustainable competitive advantage.

The result of Strategy Canvas shows a comparison of the performance of various ESG initiatives at WIKA, with varied assessments ranging from “medium” to “very high”. This allows WIKA to identify which initiatives are effective and which require improvement. Beyond visualization, the Strategy Canvas serves as a foundation for decision-making in ESG strategy. To translate these insights into concrete actions, the Four Action Framework (Eliminate, Reduce, Raise, Create) is applied to refine and optimize ESG initiatives.

Based on this framework, each ESG initiative is assessed for its strategic relevance, alignment with long

term sustainability goals, and overall contribution to corporate value. High impact initiatives are reinforced, underperforming initiatives are adjusted, and resources are reallocated to maximize ESG effectiveness. This structured approach ensures that sustainability efforts are integrated into business objectives while generating measurable impact.

These insights from the Strategy Canvas lay the groundwork for the next step: structuring a Blue Ocean Strategy using the Four Action Framework.

The following is an explanation of the value curve shown in the strategy canvas above:

1. Products Sustainability (3,25 - Medium): Although WIKA has developed various environmentally friendly products, there is still much room for improvement to better support the company's sustainability.
2. Energy Efficiency (3,5 – High): WIKA has undertaken many projects to improve energy efficiency, such as using renewable energy in some of its facilities and improving operational efficiency, but to achieve higher performance, further investment in renewable energy technology is required.
3. Hazardous Waste Management (3,75 - High): WIKA has implemented a hazardous waste management system that meets the standards, but still needs to be improved to achieve optimal performance.
4. Greenhouse Gas Emission Reduction (GHG) (3,25 - Medium): Despite significant efforts through decarbonization programs, the results still require more attention to effectively reduce emissions.
5. Environmental Conservation (3,75 - High): Conservation programs such as reforestation and WIKASATRIAN have shown positive results, including the planting of 7,700 trees by 2023 as part of climate change mitigation efforts. However, to improve performance, WIKA needs to continue to maintain and expand these environmental conservation programs.
6. Social and Environmental Responsibility (SER) (5,00 – Very High): This is the highest performing initiative, reflecting WIKA's strong commitment to social programs and community empowerment.
7. Occupational Health and Safety (OHS) (4,75 – Very High): WIKA has a good OHS system, reflecting continuous training and strict safety procedures.
8. Respectful Workplace (4,5 – Very High): Policies to create an inclusive and fair work environment have been effectively implemented, showing that WIKA is very concerned about employee rights and strives to create a positive and productive work environment.
9. Implementation of Anti-Bribery Management System (ABMS) (4,5 – Very High): Strong ABMS implementation demonstrates WIKA's commitment to anti-corruption practices and corporate integrity.
10. Risk Governance (4,5 – Very High): Operational, financial and environmental risk assessments were conducted effectively, demonstrating a sound risk management system.

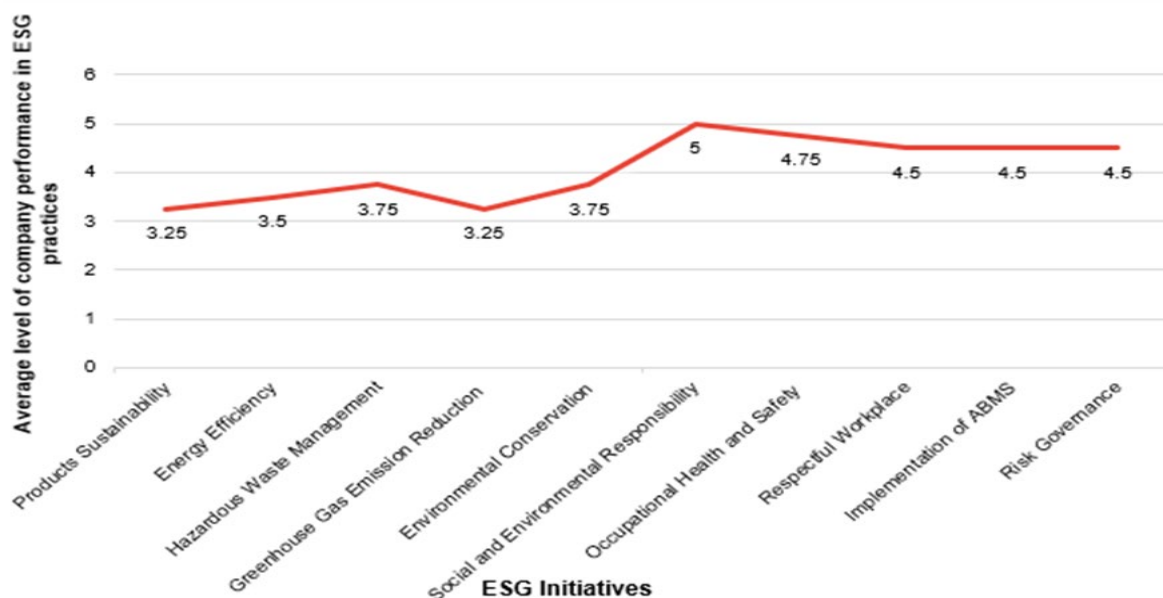


Figure 4. Strategy canvas of WIKA's ESG implementation

In accordance with the principles of Blue Ocean Strategy, this Strategy Canvas helps WIKA in strategic planning for innovation, strengthening market position, and aligning ESG strategies with long-term business goals (Dong 2023; Kulova and Nikolova 2023). Thus, the strategy canvas not only provides a comprehensive overview of current performance, but also assists WIKA in formulating future strategies that are more effective and have a significant impact, in accordance with the company's vision and mission in implementing ESG.

Formulation of Blue Ocean Strategy with Four Action Frameworks

After mapping the performance of each initiative in the strategy canvas, the next step is to categorize each initiative based on the four action framework to design a more effective strategy. Initiatives with high value but no significant impact on sustainability can be reduced or eliminated, while initiatives with new value creation potential will be enhanced or created. The combination of the four action framework and the strategy canvas will provide comprehensive guidance in identifying the main factors that need to be changed to create new markets and improve the competitiveness of the company. The formulation of the four action framework can be seen in Table 2.

The strategy steps through the Four Action Framework approach can be described as follows:

1. **Eliminate:** Although SER initiatives have a very high performance score of 5, this does not necessarily indicate that they are running efficiently. Therefore, a review is needed to identify less efficient programs that can be eliminated to focus on initiatives that truly improve sustainability (Park et al. 2023).
2. **Reduce:** Adjust employee deployment and reduce energy consumption and waste through audits and energy-saving technologies, which have been shown to improve company performance (Sardana et al. 2020). Reducing tree felling outside development areas to preserve natural vegetation and maintain ecosystems (Sardana et al. 2020; Shahzad et al. 2020).
3. **Raise:** Increase employee training and focus group discussions to increase awareness and competence in sustainability (Kong et al 2020; Cristobal et al. 2022). Collaborate with stakeholders and conservation agencies to strengthen environmental conservation efforts and improve the effectiveness of ESG programs. In addition, improving marketing strategies and consumer education will strengthen WIKA's position in the market (Sardana et al. 2020; Shahzad et al. 2020).
4. **Create:** Creating green procurement policies, developing ESG guidebooks, and setting up ESG reporting platforms to strengthen ESG integration in business operations and create long-term sustainable value (Sembiring 2019; Graafland and Smid 2019; Khan et al. 2021).

Table 2. Strategy formulation with the four action framework

Action	Strategy Recommendation	Improved Initiative Performance
Eliminate	Ineffective SRE program	Social and Environmental Responsibility
Reduce	Placement of employees who do not match skills	Respectful Workplace
	Energy consumption and waste	Energy Efficiency, GHG Emission Reduction, Hazardous Waste Management
	Felling of trees outside the construction area	Environmental Conservation
Raise	Employee training and awareness	Respectful Workplace
	Focus Group Discussion monitoring and evaluation of each division's implementation	Respectful Workplace
	Identification of projects or business initiatives with ESG schemes	Energy Efficiency, GHG Emission Reduction
	Cooperation with conservation organizations	Environmental Conservation
	Sustainable product marketing and education	Products Sustainability
Create	Green Procurement Policy	Green Procurement
	ESG Guidebook	Guidebook
	ESG Reporting Platform	ESG Reporting

New Strategy Canvas with Blue Ocean Strategy Approach

A new Strategy Canvas was developed to compare the value curve of the existing condition of WIKA's ESG initiatives and the possible value curve that can occur if the strategy recommendations from the analysis of the four action framework (eliminate, reduce, raise, create) are implemented. Re-assessment of initiative performance is carried out by researchers based on strategic recommendations that are adjusted to the actual conditions of the company. The results of this assessment are integrated into the new Strategy Canvas to visualize changes in ESG initiative performance, provide an initial overview of expected improvements, and support the company's future strategic decision making.

The Figure 5 shows two value curves comparing the existing condition of WIKA's ESG initiatives and the possible movement of the new value curve if the results of the analysis and recommendations of the blue ocean strategy are implemented by the company. The old value curve reflects a situation where some initiatives are still not optimal, while the new value curve shows improved performance based on recommendations from the Four Action Framework. Some initiatives, such as OHS, SMAP Implementation, and Risk Governance, remain consistent as they are already well implemented and do not require significant changes. This analysis focuses

on initiatives that require improvement or new value creation, while initiatives that are already adequate are maintained to maintain the stability and consistency of the company's ESG performance.

Strategy Recommendation

The recommended strategies can be categorized into three main parts, namely:

1. Resource Optimization

WIKA can improve efficiency by eliminating ineffective CSR programs, reducing energy consumption and waste, and adjusting employee placement to better match their skills (Park et al. 2023). This step focuses resources on programs that have a significant impact on the company's sustainability, thereby increasing productivity and operational efficiency.

2. Increased Competence and Awareness

Recommended strategies include enhancing competency and awareness, namely increasing training on sustainability, engaging employees through Focus Group Discussions (FGD), and identifying projects that can be integrated into ESG schemes (Cristobal et al 2022). These strategies ensure that employees have the necessary skills and understand the importance of ESG initiatives, thus contributing more effectively to the sustainability of the company (Kong et al 2020).

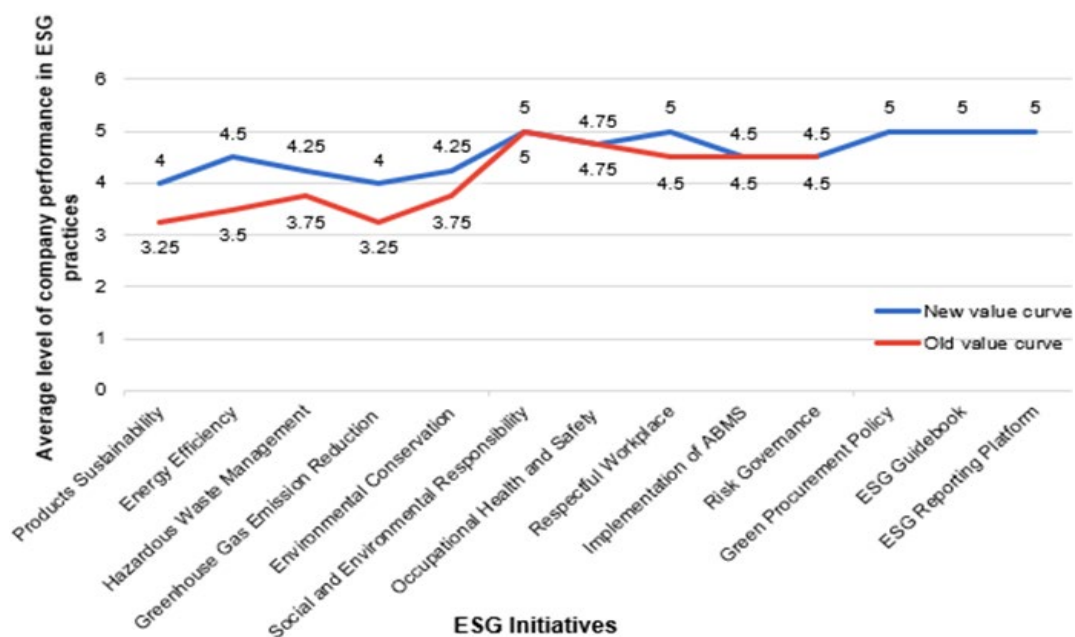


Figure 5. New strategy canvas with blue ocean strategy approach

3. Market Strengthening and Transparency

This strategy involves marketing and consumer education on sustainable products, implementing a green procurement policy, preparing an ESG guidebook, and developing an ESG reporting platform (Sembiring 2019; Graafland and Smid 2019). These measures aim to increase market awareness and demand, and ensure transparency and accountability in WIKA's business operations, which will strengthen the company's position in the market.

The implementation of ESG practices as a strategy formulation with a blue ocean strategy approach allows WIKA to create new value and expand the market. Recommendations such as reducing energy consumption, green procurement policies, and developing ESG reporting platforms can generate carbon credits that are traded on the carbon market (Faradila and Aqilla 2022). With this step, WIKA can tap into the carbon market, support long-term profitability and contribute to the reduction of greenhouse gas emissions. As a result, WIKA strengthens its market position, improves its corporate image, and benefits financially from carbon trading proceeds. This strategy helps WIKA address efficiency and sustainability challenges, and builds a strong foundation for long-term growth through reduced operational costs and sustainable innovation (Mourtzikou et al. 2019; Markopoulos and Ramonda 2022).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of this study, WIKA has taken measurable steps in ESG implementation, although it is still sporadic, as ESG initiatives are still carried out unconsciously in some divisions and lack structured, company-wide integration, limiting their overall impact on long-term sustainability. The company has strengths in sustainable product development, HR management, and good governance, but still faces regulatory barriers and internal challenges, including the absence of a structured ESG framework, inconsistent implementation across divisions, and limited internal expertise towards sustainability.

There are 10 key ESG initiatives with performance varying from moderate to very high. The analysis using

Blue Ocean Strategy tools reveals that while certain ESG initiatives such as Occupational Health and Safety (OHS) and Social and Environmental Responsibility (SER) have been effectively implemented, others, like Greenhouse Gas Emission Reduction and Product Sustainability, require further development. Previous studies (Cruz et al., 2023; Inawati & Rahmawati, 2023) emphasize the need for structured ESG frameworks to maximize sustainability impact, aligning with this study's findings on WIKA's ESG challenges and opportunities.

The resulting strategy recommendations cover three main areas: Resource Optimization, Competency and Awareness Improvement, and Market Strengthening and Transparency. These recommendations aim to improve resource efficiency, build ESG capabilities across divisions, and strengthen market positioning through enhanced stakeholder engagement. Theoretically, this research extends the application of Blue Ocean Strategy in ESG, showcasing how structured ESG adoption can drive innovation and unlock new market opportunities. By addressing these aspects, this study provides a practical and theoretical roadmap for WIKA to strengthen its ESG initiatives, ensuring sustainable growth while reinforcing its leadership in the construction industry.

Recommendations

This research only focuses on the implementation of ESG at PT Wijaya Karya. Further research is recommended to incorporate a benchmarking analysis of against competitors by evaluating their ESG frameworks, disclosure practices, and sustainability performance metrics. By doing so, WIKA can identify gaps and adopt more competitive ESG strategies, ensuring alignment with market trends and regulatory expectations. Further research is expected to involve other divisions, such as the operational division, particularly in areas like resource efficiency, supply chain sustainability, and environmental impact reduction to better understand practical challenges and opportunities for improvement. A broader ESG perspective across divisions will support WIKA in developing a holistic and integrated ESG strategy aligned with its long-term sustainability goals.

FUNDING STATEMENT: This research did not receive any specific grant from public, commercial, or not-for-profit funding agencies.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

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