

CORPORATE MARKETING CHANGE MANAGEMENT AT PT WIJAYA KARYA (PERSERO) TBK

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ABSTRACT

Background: The construction industry plays a vital role in Indonesia's GDP. However, the Covid-19 pandemic has negatively impacted this sector, prompting companies to adapt. PT Wijaya Karya (WIKA) faces marketing challenges, including issues with decentralization and lack of focus on key customers, necessitating organizational changes.

Purpose: This research examines how the application of Kotter's 8 Step Change Model and the ADKAR Model can address WIKA's marketing challenges by fostering structured adaptation. These models were selected for their ability to navigate organizational change during periods of disruption, such as the pandemic, which intensified decentralization and strained customer focus in the construction sector.

Design/methodology/approach: This study employs a descriptive qualitative approach through interviews with five internal WIKA stakeholders, from senior vice presidents to corporate marketing staff, and one external expert for validation, supplemented by an analysis of internal reports and strategic plans.

Findings/Result: The findings show that the integration of Kotter's 8 Step Change Model, the ADKAR Model, and Key Account Management significantly improves marketing performance and strengthens relationships with key customers. Enhanced employee engagement, intensive training, improved inter-division coordination, and the adoption of modern technologies also contribute to operational efficiency and sustainable company growth.

Conclusion: Integrating Kotter's 8 Step and ADKAR Models with Key Account Management at WIKA offers an effective framework for overcoming decentralized marketing, providing a replicable strategy for companies facing similar challenges to drive strategic growth.

Originality/value (State of the art): This research highlights the importance of integrating change management models with Key Account Management practices to enhance both marketing performance and customer relationships, ultimately supporting sustainable business growth.

Keywords: ADKAR, change management, key account management, kotter 8 step change model, marketing decentralization

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INTRODUCTION

The construction industry, a crucial segment of the Engineering, Procurement, and Construction (EPC) sector, has historically contributed an average of 10.53% to Indonesia's GDP over the past decade. However, the onset of the Covid-19 pandemic led to a significant contraction, reducing its contribution to 9.92% in 2023 (BPS, 2024)(Figure 1). Consequently, this shift necessitated strategic adjustments across the sector to adapt to the changing market landscape. Within this context, PT Wijaya Karya (WIKA), a major player in Indonesia's construction industry, faced critical challenges in corporate marketing due to decentralized structures and insufficient focus on key clients.

Between 2019 and 2021, according to a McKinsey diagnostic analysis, WIKA experienced a 35% revenue decline and a 40% reduction in market share. This fragmented marketing approach weakened client engagement, fostered internal competition among business units, and led to misaligned strategies. Ultimately, these factors impeded WIKA's ability to secure new contracts and maintain strategic relationships. Therefore, these challenges underscore the need for structured change management strategies to enhance marketing alignment, strengthen customer focus, and ensure organizational responsiveness to evolving market dynamics.

Marketing in the construction sector is inherently complex, involving various activities such as client acquisition, market analysis, proposal submissions, and promotional efforts. Given this complexity, effective marketing strategies are crucial for construction companies to navigate market volatility, enhance client

relationships, and secure new projects. Despite the recognized importance of these strategies, WIKA has faced significant challenges in aligning its marketing efforts with the dynamic market demands and internal organizational changes. This highlights the need for integrating organizational change and advanced decision-making frameworks. As explored by Kamran et al. (2024), synthesizing AI with change management can foster collaborative and data-driven decisions, thereby streamlining complex marketing operations. Therefore, applying similar strategies may help WIKA optimize its marketing efforts and better adapt to shifting market needs.

One primary issue identified is the decentralization of marketing activities. While decentralization can enhance flexibility and responsiveness, it often results in inconsistent messaging, fragmented efforts, and a lack of cohesive strategy. In WIKA's case, decentralization has led to a diluted brand message and inefficient allocation of marketing resources, as each division tends to operate in silos. This, in turn, causes duplicated efforts and weakens synergy in pursuing common goals. According to Yashchenko et al. (2022), integrating structured change models facilitates smoother transitions, minimizing operational fragmentation, and enhancing interdepartmental collaboration. Consequently, adopting systematic approaches, such as Kotter's and ADKAR models, could assist WIKA in overcoming its decentralized structure. Furthermore, building sustainable and adaptable organizational practices, as highlighted by studies within educational institutions (Yashchenko et al., 2022), can offer relevant insights for long-term market resilience.

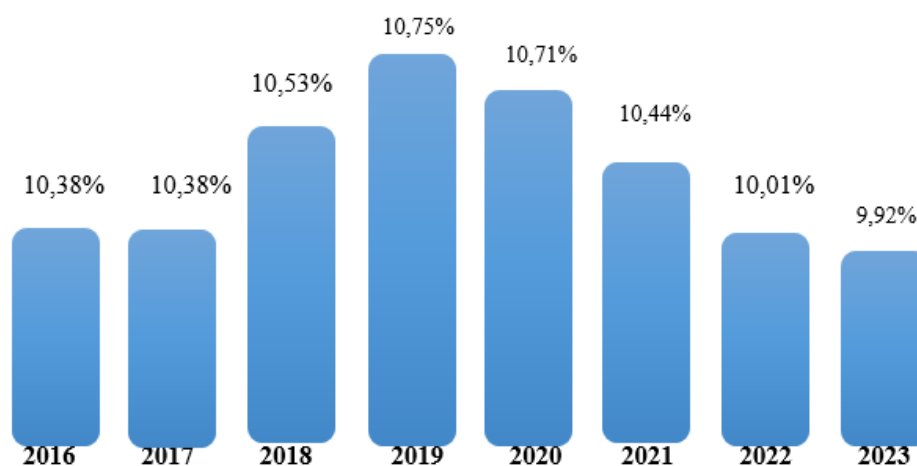


Figure 1. contribution of the construction sector to Indonesia's GDP (BPS, 2024)

Another significant challenge pertains to the inadequate focus on key customers. In a highly competitive industry, maintaining robust relationships with key accounts is vital for sustained success. However, WIKA's marketing efforts have often been too broadly distributed across numerous clients, thereby diluting the attention and resources that could otherwise be concentrated on high-value accounts. This lack of focus has hindered the company's ability to establish deep, strategic partnerships with key clients, ultimately resulting in missed opportunities for long-term collaboration and business growth.

Previous research on organizational change and marketing within the construction industry has underscored the necessity for adaptive and customer-centric marketing strategies. Studies, such as those conducted by Beck et al. (2008) and Hiatt (2006), have explored various change management models and demonstrated their effectiveness in driving organizational transformation. Nevertheless, a gap remains in the literature concerning the integration of these models with specific marketing strategies, such as Key Account Management (KAM), to enhance overall marketing performance in the construction sector.

This research leverages Kotter's 8 Step Change Model and the ADKAR Model to restructure WIKA's marketing organization, addressing core issues of decentralization and fragmented client focus. Kotter's model offers a systematic framework for driving organizational transformation through stages such as creating urgency, developing strategic vision, and embedding cultural change. Concurrently, the ADKAR Model focuses on individual readiness, guiding employees through the phases of awareness, desire, knowledge, ability, and reinforcement. By addressing both structural and individual dimensions, these models collectively ensure cohesive change implementation and long-term organizational adaptation.

Furthermore, the study integrates Key Account Management (KAM) strategies to enhance customer engagement and optimize resource allocation for high-value clients, fostering deeper and more strategic relationships. Employing a conceptual framework that utilizes Fishbone Analysis, this research identifies key marketing challenges and applies structured change management and KAM strategies to propose a centralized marketing structure aimed at improving coordination, resource efficiency, and overall market

performance, thereby ensuring WIKA's sustainable growth and adaptability to market dynamics.

The objectives of this research are to:

1. Identify the primary challenges in WIKA's corporate marketing activities.
2. Analyze the necessary changes required to address these challenges using Kotter's 8 Step Change Model and the ADKAR Model.
3. Evaluate the impact of implementing these change management models and KAM strategies on WIKA's marketing performance.

By addressing these objectives, this research aims to contribute both practical and theoretical insights into organizational change and marketing strategies within the construction industry. The application of Kotter's 8 Step Change Model and the ADKAR Model is expected to enhance coordination, minimize redundancies, and improve marketing efficiency at WIKA, leading to outcomes such as increased customer retention, higher return on marketing investments, and more effective resource allocation. Moreover, the integration of Key Account Management (KAM) strategies seeks to deepen client relationships, prioritize high-value customers, and drive overall revenue growth, thereby strengthening WIKA's competitive positioning within the market.

METHODS

The research was conducted on the marketing personnel of PT Wijaya Karya (Persero) Tbk, headquartered at WIKA Tower 2, Jl. D.I. Panjaitan Kav 10, RT.1/RW.11, Cipinang Cempedak, Jatinegara District, East Jakarta, Special Capital Region of Jakarta. The selection of this site was based on the execution of a Capstone Project within the company. The research was carried out in a hybrid format from September to May 2024.

This study employs a descriptive qualitative approach, gathering primary and secondary data to analyze challenges in WIKA's corporate marketing strategies and organizational change (Creswell, 2022).

Primary Data:

- In-Depth Interviews: Conducted with key stakeholders at WIKA, including senior management, marketing staff, and business strategy personnel. A total of 20 interviews were conducted

to gain deep insights into the internal perspectives on marketing challenges and change management processes.

- **Direct Observations:** Performed during capstone project activities to gain firsthand understanding of the practical implementation of marketing strategies and change management efforts within WIKA. Observations focused on real-time interactions, workflows, and responses to implemented changes.

Secondary Data:

- **Company Documents:** Analyzed internal reports, strategic plans, and financial records to understand the historical context and performance metrics of WIKA's marketing activities.
- **Industry Reports:** Reviewed industry publications, market analysis reports, and previous research studies to contextualize WIKA's challenges within the broader construction industry landscape.

This study employed purposive sampling to select six key informants, including top management, corporate marketing staff, and an external strategic management expert. To gain a deep understanding of marketing challenges and change management at WIKA, in-depth interviews were conducted using both structured and semi-structured formats. Furthermore, direct observations during capstone project activities provided real-time insights into operational dynamics and marketing processes. In addition, internal documents such as policies, financial reports, and meeting records were reviewed to offer a comprehensive view of WIKA's strategies and organizational changes. This multi-source approach ensured that the collected data captured a wide range of perspectives and operational details.

To ensure a thorough examination of the collected data and to derive actionable insights, multiple analytical techniques were employed:

1. **Fishbone Analysis:** Utilized to identify the root causes of marketing issues at WIKA by categorizing factors such as communication barriers, organizational misalignment, and customer engagement challenges (Holifahtus et al. 2022).
2. **Kotter's 8 Step Change Model:** Guided the development and implementation of structured

change strategies, ensuring organizational buy-in and progress through eight stages of change, from creating urgency to embedding changes in the corporate culture (Kotter, 2014).

3. **ADKAR Model:** Implemented to assess individual readiness for change, focusing on awareness, desire, knowledge, ability, and reinforcement. The model helped in evaluating how well employees adapted to the changes and identified areas needing further support (Hiatt, 2006).
4. **Thematic Analysis:** Conducted on interview and observation transcripts to identify recurring themes and patterns. This qualitative method allowed for a comprehensive understanding of stakeholders' perspectives and the underlying factors influencing marketing performance (Shlepneva and Maletina, 2021).
5. **Triangulation techniques:** Including data, method, theory, and source triangulation, were applied to enhance the validity and reliability of the findings. This involved cross-verifying data from interviews, document analysis, and multiple sources to reduce bias and ensure comprehensive results.

To systematically achieve the research objectives, the conceptual framework illustrated in Figure 2 addresses WIKA's primary marketing challenges, such as inadequate focus on key customers and inefficiencies from decentralized marketing efforts. Using Fishbone Analysis, root causes like miscommunication, misaligned strategies, and fragmented efforts were identified, enabling a targeted organizational change approach. Kotter's 8 Step Change Model guided transformation by fostering urgency, building leadership coalitions, developing a cohesive vision, communicating change, empowering employees, achieving short-term wins, and embedding changes into the company culture. In parallel, the ADKAR Model ensured individual readiness for change through stages of awareness, desire, knowledge, ability, and reinforcement. The implementation of Key Account Management (KAM) strategies further enhanced client focus and optimized resource allocation, while the proposed centralized marketing structure aimed to streamline operations, leverage advanced technologies, and adapt to market demands, ultimately boosting marketing performance and supporting sustainable growth.

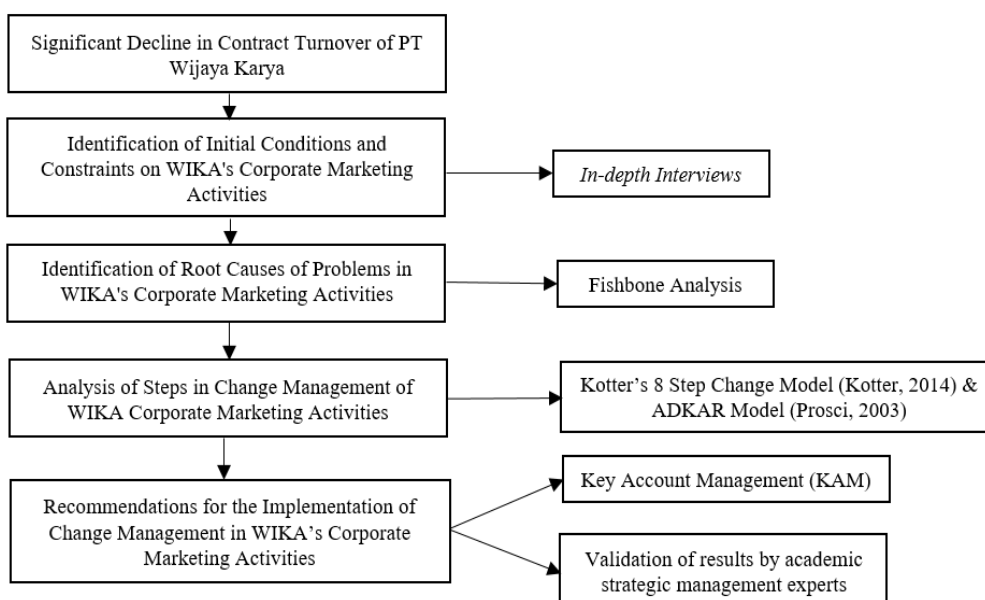


Figure 2. Conceptual Framework

RESULTS

Identifying Key Marketing Challenges

The primary challenges in WIKA's corporate marketing activities were identified as inadequate focus on key customers and ineffective marketing decentralization. A Fishbone Analysis categorized these root causes into four key areas: People, Methods, Tools, and Environment, providing a structured framework for deeper analysis.

People

Issues related to internal communication and collaboration among staff are critical in understanding the marketing challenges at WIKA. The primary issue identified was internal communication barriers and misalignment between departments. These barriers are caused by inconsistent communication channels and a lack of inter-departmental collaboration. When different departments do not communicate effectively, it leads to misunderstandings and duplicated efforts. For instance, marketing strategies and initiatives may be developed in isolation, without considering the input or coordination from other departments such as sales or product development. This fragmentation results in a lack of unified direction and strategy, ultimately hindering the effectiveness of marketing efforts.

Methods

The approaches and processes used in marketing activities significantly influence their effectiveness. At WIKA, the issue of ineffective marketing decentralization was identified, leading to fragmented efforts. This problem arises from a lack of a cohesive strategy and centralized marketing plan. Without a unified marketing strategy, different divisions may pursue their own objectives, leading to inconsistencies in branding and messaging. Additionally, resources are not optimally allocated, as efforts and budgets are spread thin across various initiatives without a clear focus. This scattered approach reduces the overall impact of marketing activities and makes it difficult to achieve significant results.

Tools

The technology and tools available to the marketing team play a vital role in executing marketing strategies. WIKA faced the issue of insufficient use of advanced marketing tools and technologies. This issue stemmed from limited investment in marketing technologies and training for the staff. Advanced tools such as customer relationship management (CRM) systems, marketing automation software, and data analytics platforms are essential for gathering customer insights, personalizing marketing efforts, and measuring campaign effectiveness. The lack of these tools results in inadequate data analysis and poor customer insights, which in turn leads to ineffective marketing campaigns.

Without the ability to leverage data-driven strategies, WIKA's marketing efforts are less targeted and less effective.

Environment

External factors and customer focus are essential components of successful marketing strategies. WIKA's marketing efforts were hampered by an inadequate focus on key customers and market conditions. The primary issue was an overemphasis on new customer acquisition rather than retaining and nurturing existing high-value accounts. In a competitive industry like construction, building and maintaining strong relationships with key customers is crucial for long-term success. Focusing too much on acquiring new customers can dilute efforts to serve and satisfy existing ones, leading to weak strategic partnerships and missed opportunities for business growth. Additionally, neglecting the evolving market conditions and customer preferences can result in a misalignment between WIKA's offerings and the market needs, ultimately reducing customer satisfaction and loyalty.

To provide a visual representation of these challenges, a Fishbone Diagram was created (Figure 3). By categorizing these issues into People, Methods, Tools, and Environment, the Fishbone Analysis provided a structured approach to identifying the root causes of WIKA's marketing challenges. This comprehensive analysis allowed for the development of targeted strategies to address these issues and enhance overall marketing effectiveness.

The application of Kotter's 8 Step Change Model involved the following steps:

Create a Sense of Urgency

Identifying and highlighting the immediate need for change in the marketing organization, driven by the declining performance and market share. The sense of urgency was created by presenting the stark realities of market performance, customer dissatisfaction, and the potential long-term impacts if changes were not made. This step involved numerous meetings and presentations to different departments to build consensus on the need for immediate action.

Form a Powerful Coalition

Assembling a group of influential stakeholders from various departments to lead the change effort. The coalition included senior management, key marketing personnel, and representatives from operational units. This diverse group was chosen to ensure broad-based support and comprehensive perspectives in the change process.

Develop a Vision and Strategy

Crafting a clear vision for the future state of WIKA's marketing organization and developing strategic initiatives to achieve this vision. The vision focused on transforming WIKA into a customer-centric organization with streamlined marketing processes. Strategic initiatives included the adoption of new marketing technologies, restructuring of marketing teams, and focused customer engagement strategies.

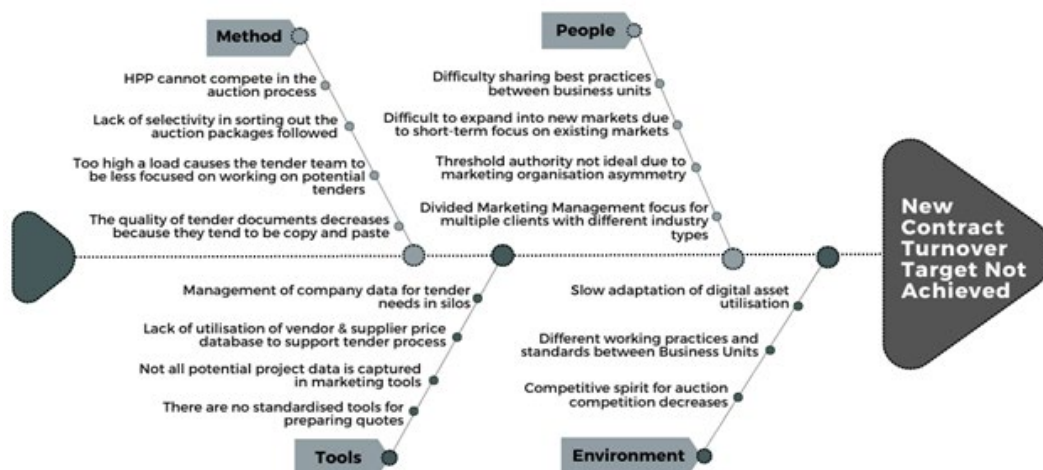


Figure 3. Fishbone Diagram

Communicate the Vision

Consistently and effectively communicating the change vision across all levels of the organization to ensure understanding and buy-in. Regular communication channels such as town hall meetings, internal newsletters, and dedicated intranet pages were used to disseminate information about the vision and progress. This step was crucial in maintaining momentum and keeping all employees informed and engaged.

Empower Employees for Broad-Based Action

Removing obstacles and providing the necessary resources and authority for employees to implement the changes. Obstacles such as outdated systems, lack of training, and bureaucratic hurdles were identified and addressed. Employees were given access to training programs, new tools, and a more flexible decision-making framework to facilitate the change process.

Generate Short-Term Wins

Identifying and celebrating early successes to build momentum and reinforce the benefits of the change effort. Short-term wins were tracked and celebrated through internal recognition programs and public acknowledgment in company meetings. These wins included successful customer engagement campaigns, improved marketing metrics, and positive customer feedback (Kotler et al. 2022)

Consolidate Gains and Produce More Change

Using the credibility from early wins to drive further changes and ensuring the new approaches are firmly embedded in the organization. Continuous improvement processes were established to build on initial successes and extend changes across the organization. This step involved regular reviews of progress and adjustments to strategies based on feedback and performance data.

Anchor New Approaches in the Culture

Reinforcing the changes by aligning organizational culture and behaviours with the new marketing strategies and practices. The new approaches were anchored in the company culture through revised performance metrics, reward systems, and continuous reinforcement in training programs and leadership communication.

The ADKAR Model focuses on individual readiness for change, encompassing the following elements:

Awareness

Ensuring all employees are aware of the need for change and the reasons behind it. Awareness campaigns were conducted using various communication tools such as email blasts, posters, and interactive workshops. These initiatives aimed to educate employees about the market challenges and the necessity for change.

Desire

Fostering a desire to participate in and support the change initiative. Desire was cultivated through motivational talks, success stories from early adopters, and involvement of employees in the change process. Incentives and recognition programs were also used to encourage participation.

Knowledge

Providing employees with the knowledge and skills needed to implement the changes. Comprehensive training programs, online courses, and hands-on workshops were organized to equip employees with the necessary skills and knowledge. Continuous learning and development opportunities were emphasized.

Ability

Ensuring employees have the capability to apply the knowledge and skills in their roles. Ability was enhanced through regular feedback sessions, mentorship programs, and practical assignments. Employees were encouraged to practice new skills and apply them in real-world scenarios.

Reinforcement

Implementing mechanisms to sustain the changes and prevent regression. Reinforcement mechanisms included regular performance reviews, periodic refresher courses, and continuous support from leadership. Successes were regularly communicated, and employees were reminded of the long-term benefits of the changes.

Implementing Key Account Management (KAM)

The implementation of Key Account Management (KAM) strategies involved the following five stages:

Selection of Key Accounts

Identifying and selecting high-value customers who contribute significantly to the company's revenue and have potential for long-term partnerships. Criteria for selecting key accounts included revenue potential, strategic alignment, and mutual growth opportunities. A dedicated team was formed to analyze customer data and identify key accounts.

Account Planning

Developing comprehensive account plans tailored to the specific needs and goals of each key account. Account plans included detailed profiles of key accounts, their business objectives, challenges, and potential opportunities for collaboration. Customized strategies were developed to meet the unique needs of each key account (Pratama, 2022).

Resource Allocation

Allocating appropriate resources, including dedicated account managers, to ensure focused attention and support for key accounts. Dedicated account managers were assigned to each key account, supported by cross-functional teams. Resources such as time, budget, and technology were allocated to provide high-quality service and support.

Implementation of Account Strategies

Executing the account plans through coordinated efforts and regular communication with key accounts. Implementation involved regular meetings, progress reviews, and collaborative initiatives with key accounts. Account managers acted as the primary point of contact, ensuring seamless communication and execution of strategies.

Performance Measurement and Review

Monitoring and evaluating the performance of key account strategies to ensure continuous improvement

and alignment with customer needs. Key performance indicators (KPIs) were established to track the success of account strategies. Regular reviews were conducted to assess performance, gather feedback, and make necessary adjustments to account plans.

Proposed Corporate Marketing Structure

To address the identified challenges and effectively implement Key Account Management, a new corporate marketing structure for WIKA is proposed. This structure aims to enhance coordination, improve focus on key customers, and leverage advanced marketing tools and technologies (Petrelli 2020). The proposed structure is illustrated in Figure 4 and includes the following key elements.

Corporate Marketing Division

This division serves as the centralized hub overseeing all marketing activities, ensuring a cohesive strategy and alignment across all departments.

Marketing Synergy

This unit is responsible for initiating marketing synergies and overseeing marketing administration and systems to ensure consistency and efficiency in marketing operations.

Key Account Management (KAM) Teams

Two distinct Key Account Management teams, KAM I and KAM II, each led by dedicated account managers focusing on high-value accounts to provide personalized service and strategic partnership development.

KAM I Team

- Account Manager I: Responsible for managing a portfolio of key accounts, developing strategies, and maintaining strong relationships.
- Account Manager II: Assists in strategic planning and execution, ensuring alignment with overall marketing objectives.
- Account Manager III: Supports the team in data analysis and performance measurement to drive continuous improvement.

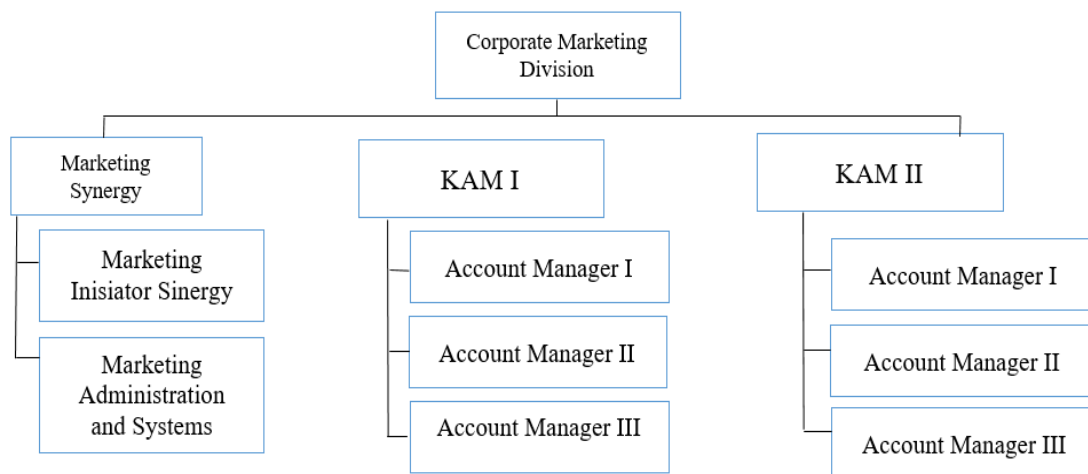


Figure 4. Proposed Corporate Marketing Structure for WIKA

KAM II Team

- Account Manager I: Similar to KAM I, this role focuses on managing another set of high-value accounts.
- Account Manager II: Collaborates with Account Manager I to develop tailored marketing strategies.
- Account Manager III: Provides analytical support, ensuring that marketing efforts are data-driven and effective.

This proposed structure aims to create a more cohesive and efficient marketing organization at WIKA. By centralizing marketing activities, focusing on key customers, leveraging advanced tools and technologies, and investing in employee development, WIKA can enhance its marketing performance and build stronger relationships with its customers (Jaaron et al. 2021)

Enhancing Marketing Performance

The integration of Key Account Management (KAM) strategies further strengthened WIKA's marketing effectiveness. By prioritizing key customers and aligning marketing efforts with their needs, WIKA improved customer relationships and overall marketing performance. Comparative analysis with previous studies highlighted that these integrated strategies positioned WIKA competitively within the construction sector (Setyo, 2023).

- Prioritizing Key Customers: Implementing a Key Account Management approach allowed WIKA to focus its resources on high-value customers, fostering stronger relationships and ensuring personalized service.

- Aligning Marketing Efforts: Marketing strategies were tailored to meet the specific needs and preferences of key customers, resulting in more effective and targeted campaigns.
- Improved Customer Relationships: Regular communication and feedback loops with key customers ensured their needs were met and expectations exceeded, leading to higher satisfaction and loyalty.

To provide a structured summary of the challenges, implementations, and enhancements in WIKA's marketing activities, the following of table 1 outlines the key points identified, the strategies implemented, and the resulting enhancements:

Managerial Implications

The findings suggest that effective change management, combined with targeted KAM strategies, can significantly enhance marketing performance in the construction industry. For practitioners, this underscores the importance of structured change management processes and customer-focused marketing approaches to navigate industry challenges and achieve sustainable growth.

Structured Change Management: Implementing structured change management frameworks such as Kotter's 8 Step Change Model and the ADKAR Model ensures a systematic and comprehensive approach to organizational transformation.

Customer Focused Marketing: Adopting Key Account Management strategies aligns marketing

efforts with customer needs, resulting in improved customer relationships and business outcomes.

Sustainable Growth: Integrating change management and KAM strategies supports sustainable growth by fostering a responsive and adaptable marketing organization.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research concludes that the implementation of Kotter's 8 Step Change Model and the ADKAR Model effectively addressed the marketing challenges at PT Wijaya Karya (WIKA), such as inadequate focus on key customers and inefficiencies stemming from decentralized marketing practices. These models provided a structured approach, facilitating the creation of urgency, coalition building, clear vision development, and the embedding of new strategies within WIKA's corporate culture, while also ensuring individual readiness through the stages of awareness, desire, knowledge, ability, and reinforcement. This conclusion aligns with findings by Jaaron et al. (2022), who emphasized the adaptability of ADKAR for managing individual change in construction projects, and echoes Thanh's (2022) demonstration of Kotter's model's efficacy in higher education contexts. However, unlike prior studies that focus exclusively on either organizational or individual change, this research underscores the combined application of both, thereby advancing theoretical perspectives on integrated change management frameworks.

From a practical standpoint, the integration of Key Account Management (KAM) strategies further enhanced WIKA's marketing performance by prioritizing high-value customers, developing tailored account plans, and fostering continuous client engagement. The proposed centralized corporate marketing structure, comprising a Corporate Marketing Division, a Marketing Synergy unit, and dedicated KAM teams, improved operational coordination and reduced redundancies through the deployment of advanced marketing tools. This holistic transformation mirrors customer-centric strategies examined by Wahyuni and Titus (2013) and demonstrates the contextual adaptability required in WIKA's market environment. The conclusions drawn logically stem from empirical evidence, leading to actionable recommendations for

enhancing organizational cohesion, optimizing resource allocation, and strengthening client relationships. Thus, this research bridges theoretical insights and practical applications, contributing to the broader discourse on change management and strategic marketing within the dynamic construction sector.

Recommendations

To ensure continued progress, WIKA should focus on refining its change management processes and expanding Key Account Management initiatives, emphasizing stronger internal communication, better alignment of marketing and operational goals, and enhanced customer engagement. Additionally, the publication of this research contributes positively to the authors' academic standing, enhancing the perceived value and impact of their work within the fields of organizational change and strategic marketing.

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