

Review of: "Application of Business Model at PT. ABC – A Learning Case from a Construction Service Company"

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Potential competing interests: No potential competing interests to declare.

This is an interesting study and the authors have presented a new methodology in a construction service company under uncertain condition. But, in my opinion the paper has some shortcomings. Below I have provided numerous remarks on the paper.

- A brief description of the PT. ABC, such as history, products, national and international position, should be explained in a specific section.
- Many similar studies have been presented, and nothing has been referred. It is recommended to be presented in the literature section, and analyze and compare the finding of the current study and other studies in the discussion section.
- The paper does not have a proper structure and framework. The sections of literature, methodology, findings, and discussion should be added. It needs a major revision.
- It is suggested to use statistical results, graphs, figures and tables. The paper is only an executive plan and report, and no results are provided.
- It is recommended that authors cite more relevant and recent literature for in-depth analyses of the model. There are many researches and many similar models have been designed. Also, it is better if the references are based on APA (**without links**) and format of journal. Figure 1 (**Table 1 is correct**) is not referred to in the text and the order of years should be from left to right (2018, 2019,..., 2022). Keywords are not comprehensive (PT. ABC (company name) does not exist in keywords). Also, paper contains a lot of grammatical and syntax errors. Therefore, a professional proof-reading by an editor is mandatory.
- The current state of arts and the innovative aspect should be presented briefly. The impact of the implementation of the business model canvas (**not canvas business model**) and SWOT on the performance and productivity of the company should be comprehensively explained.
- The impact of uncertainty condition is not so clear. Two sections have been assigned, but there is no clear result.
- The future study is not appropriate: "... the authors hope that the next study will be accompanied by more complete information to obtain more accurate conclusions". Future study is taken from methodology and implementation, and no suggestions are provided. On the other hand, results are not mentioned. Therefore, the conclusion should be rewritten.

