

## SUCCESS STORY – PT KREASI CEMERLANG Nusantara (KCN) Indonesia, Asia

### General Information

PT Kreasi Cemerlang Nusantara (KCN) is a privately owned construction management company based in West Java, Indonesia. With nine permanent employees and almost 50 non-permanent staff, KCN is considered a small and medium-sized enterprise (SME). Ami Sutisna, founder of the company, also chairs the Women Business Association (IWAPI), Cimahi Chapter, West Java.

### Status Quo

Against all odds, in the male-dominated construction industry, our company is quite successful. Before joining the Women in Integrity Working Group of the Alliance for Integrity, our strategy to deal with corruption was mainly based on a clear tone from the top. As CEO and Founder, I have tried to exemplify transparent and clean business practices to my employees and support them in implementing compliance mechanisms. At times, this also means strictness and being tough.

### Joining the Women in Integrity Working Group (WIN)

I originally joined WIN in August 2017 to contribute to a corruption-free Indonesia. However, by joining WIN, I have not only found a safe space for women entrepreneurs to discuss corruption-related challenges, but also a way to directly engage with regulators from the public sector in order to jointly work on possible solutions. The Working Group also offers me the opportunity to further improve the compliance measures in my own business and to learn from experienced compliance experts.

### Real Change Takes Time

It is not always easy to make the right decision and real change takes time. Even though all staff supported the decision to implement a zero-tolerance policy on corruption, we faced some challenges. For example, we received fewer contract awards due to the fact that no bribes were paid. It is therefore important to engage staff from the beginning, to make them aware of the benefits of acting with integrity and to develop a strategy on how to compensate for possible lost contracts.

### Find Contractors who Represent your Integrity Standards

The experiences shared by the members of the Working Group raised our awareness of the importance of integrity. Through this regular exchange, we were even more motivated to continue our path. In order to avoid the challenges described before, we decided to only participate in tenders where the contractor shows zero tolerance towards corruption. In this way, we were able to open up additional business opportunities even without paying the required “percentage money”. I also advise other companies to identify new fields where they can tender instead of sacrificing their integrity. Besides this, I set a clear tone from the top and empower my staff to do business with integrity.

### Need to Build Compliance Capacity Among Staff

A company committed to integrity is much less likely to be confronted with ethical dilemmas than others. Our accountants no longer have to deal with personal and legal consequences due to illegal payments. However, it remains a challenge to leave the vicious circle of corruption. It is therefore essential to provide staff with the necessary knowledge and tools to implement effective compliance mechanisms. With KNC, I searched for business partners who recognise and value our integrity standards. Once you choose this path, you will discover that there are many ways to do business with integrity.

### My Advice for Other Companies

It is important to do business with integrity. However, before starting the communication process with a clear tone from the top, business leaders need to make themselves aware of the importance of compliance. The regular exchange with like-minded organisations is a crucial part of this process.

