



## Innovation and Strategy in Tender Marketing PT Chop's Approach to Enhance Tender Success

Tiffany Devlin<sup>1</sup>, Prawira Fajarindra Belgiawan<sup>2</sup>

<sup>1,2</sup>School of Business and Management, Institut Teknologi Bandung  
J1. Ganesha No. 10, Bandung, 40132, Indonesia

### ABSTRACT

**Introduction:** This paper investigates the importance of innovative tender marketing strategies in enhancing PT Chop's competitive positioning and ensuring continued success in the tendering process (PT Chop Tender Success Strategies).

**Data Collection Methods:** Using a mixed-methods approach with surveys and interviews with 5 respondents.

**Data Analysis.** The analysis will be employed the qualitative descriptive methods.

**Results and Discussion:** PT Chop's tender success hinges on financial strength, resourcefulness, experience, and connections. Strategic partnerships and cash flow management keep them competitive. Proactive resource allocation ensures they have the right talent for each project. Their proven track record and innovative solutions build trust with clients. Affiliations with various professionals provide a comprehensive understanding of project requirements. To further excel, PT Chop can target niche markets, invest in advanced project management tools, and leverage online collaboration for better communication. They can also address weaknesses through regular technology training and develop value-added services. Finally, identifying risks during tender prep and implementing sustainable practices will help mitigate threats.

**Conclusion:** Based on the findings, an strategy found to Enhance Tender Success of PT Chop.

**KEYWORDS:** Tender; EPCI; Strategy; PT Chop

### A. INTRODUCTION

In today's fiercely competitive global business landscape, companies across industries are compelled to devise efficient strategies to ensure their survival (Widjanarko, 2022). This is particularly pertinent in Indonesia, a country poised to emerge as a global economic powerhouse by 2045 (Bima & Aprianingsih, 2022). Amidst significant transformations in Indonesia's energy sector, driven by evolving government policies, fluctuating energy prices, and growing environmental concerns, companies must continuously innovate their strategies to adapt to changing market conditions (Febrianto, 2021). This includes entities involved in Engineering, Procurement, Construction, and Installation (EPCI) projects, which operate within a dynamic environment marked by rapid technological advancements and intense competition (Soedarsono, 2001).

Procurement, Construction, Installation (EPCI) company operates within a dynamic and challenging environment characterized by rapid technological advancements, evolving market dynamics, and intense competition in winning the EPCI project called tender or contract. Each tenderer competes to devise innovative methods of organizing the work to minimize construction costs while maximizing profit margins within the proposed price. However, this process is often constrained by the owner's design specifications. As a result, the scope for innovation by the successful tenderer is severely limited (Tony, 2016). The successful procurement of EPCI contracts not only translates to immediate revenue but also opens doors to long-term partnerships and expansion opportunities (Tony, 2016). However, winning tenders in this highly competitive arena demands innovative strategies to stand out among competitors and secure lucrative contracts. This necessitates a deep understanding of how innovation intersects with strategic approaches in tender marketing, where novel methodologies are crucial for differentiation and meeting specific tender requirements (Widjanarko, 2022).

To explore the integration of innovation and strategy in tender marketing, this study focuses on PT Chop, a prominent player in Indonesia's energy industry. Since its establishment in 1996, PT Chop has garnered a reputation for excellence, serving national and multinational clients with a diverse range of services across offshore and onshore facilities (PT Chop Company Profile). Despite its success, PT Chop faces challenges in minimizing construction costs while maximizing profit margins, as well as establishing



trust and winning contracts in a competitive landscape dominated by well-established vendors (PT Chop Business Challenges). These challenges underscore the importance of innovative tender marketing strategies in enhancing PT Chop's competitive positioning and ensuring continued success in the tendering process (PT Chop Tender Success Strategies). The research questions guiding this study revolve around the challenges faced by companies like PT Chop operating in the Engineering, Procurement, Construction, and Installation (EPCI) sector. The study aims to explore innovative strategies that can be proposed to enhance tender success and address the challenges presented by the competitive tendering landscape. By addressing these questions, this study aims to provide valuable insights and practical recommendations that can help organizations like PT Chop enhance their tender success rates and thrive in the competitive energy industry.

## B. LITERATURE REVIEW

### 1. Previous Study

The research is based on previous research that has been conducted. Nursin et al. (2020) studied strategies to improve tender success in Jakarta's construction projects. They identified 22 factors leading to tender failures, with bid evaluation being a critical stage due to inadequate human resources. They proposed enhancing human resource efficiency and contractor environment and suggested training for construction service providers in bid administration. To reduce failures, they recommended appointing qualified personnel and mandating a procurement certificate. Barango (2022) assessed factors determining success in construction tenders. Prastiko (2023) focused on increasing tender success in price offering for Construction Company X's projects. They used DMAIC analysis, identifying 11 dominant factors and suggested pre-qualification information collection, recruiting experienced personnel, and reevaluating operational decisions. Seshadri et al. (2013) explored showcasing value in Indian B2B tendering, emphasizing early engagement with buyers, leveraging relationships, and using tiered adjusted-price bid mechanisms. Unlike previous studies, the upcoming research intends to delve deeper into internal and external factors within PT Chop, employing a thorough methodology.

### 2. Business Strategy

A business strategy serves as the guiding framework for a company to actualize its vision, prioritize objectives, compete effectively, and optimize financial outcomes through its business model (Adha, 2020). This strategic blueprint entails plans delineating methods for achieving business goals, fostering competitiveness, creating value, meeting product demands, and attracting customers (Dewi et al., 2023). The success of a strategy is gauged by its efficacy in facilitating business growth, enhancing financial performance, and fortifying competitiveness. Conversely, an unsuccessful strategy necessitates adaptation or risks jeopardizing the company's viability.

Booth (2021) delineates the evolution of strategic thinking across four distinct stages. Initially, there's an emphasis on budget-centered financial planning, allocating resources to specific areas like production, finance, and marketing. Subsequently, attention shifts to long-term financial planning, guided by a functional perspective analyzing each area individually. The third stage entails a broader strategic vision integrating various business domains, emphasizing cohesive synthesis of ideas and alignment with the competitive landscape. Finally, the fourth stage underscores organizational learning and environmental analysis, where strategy formulation begins with an assessment of the company's environment, enabling adaptation to competitive conditions and guiding the company toward achieving its goals (Booth, 2021). As companies evolve, their strategies may change in response to the competitive challenges they encounter, necessitating continuous assessment and adaptation to maintain success in the marketplace.

### 3. Marketing Strategy

Marketing, as elucidated by Kotler (2008), encompasses a multifaceted array of goals, policies, and rules directing a company's efforts in navigating its environment and competitive landscape. It serves as a social managerial process facilitating the exchange of products or services between producers and consumers to fulfill their needs and wants. This dynamic process involves anticipating customer needs and orchestrating the flow of goods and services accordingly. Assauri (2013) further delves into the concept, defining marketing strategy as a framework encompassing goals, objectives, policies, and regulations that steer a company's marketing endeavors over time, adapting to evolving environmental and competitive dynamics. Swasta (2008) complements this by characterizing marketing strategy as a comprehensive framework of business activities, including planning, pricing, promoting, and distributing goods and services to meet buyer needs. Integrating these perspectives, marketing strategy entails market segmentation,

target market identification, positioning, and the orchestration of the marketing mix, comprising product, price, promotion, and place.

### C. RESEARCH METHODS

This chapter delineates the methodology utilized in the study to offer a thorough comprehension of the business issue and situation analysis as follows:

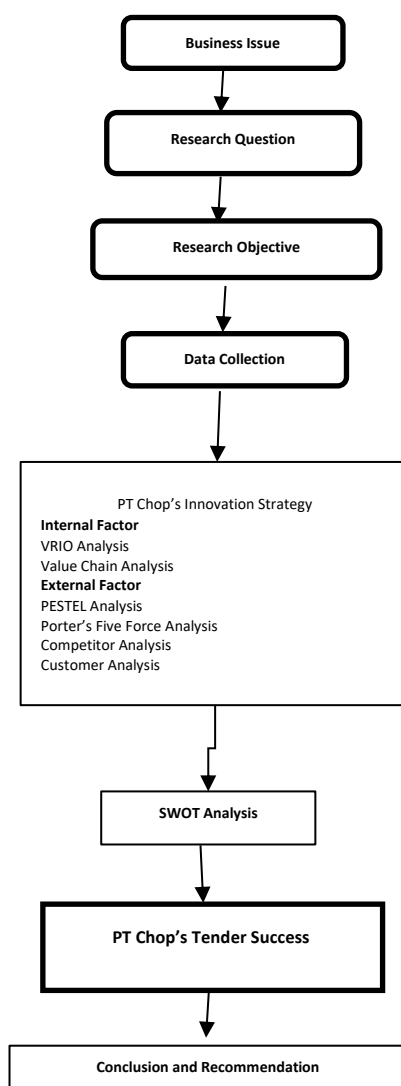


Figure 1. Research Methodology

The conceptual framework for PT. Chop's Innovation and Strategy to Enhance Tender Success encompasses from factors influence their tender success and both internal and external factors that integrated the strategy they use to win the tender. Internally, the researcher will conduct VRIO Analysis and Value Chain Analysis. Externally, the researcher will conduct a PESTEL Analysis, a Porter's Five Forces Analysis, Competitor analysis, Customer Analysis. Finally, these internal and external analyses will be integrated into a SWOT Analysis to provide a comprehensive view of PT. Chop's position.

The data to be used are primary data and secondary data. Primary data was obtained by conducting direct interviews with first handed sources, in this study the authors conducted in-depth interviews with Business Development division and PT Chop's



clients such as PT A as followed in table 1. This secondary data will be used to complement primary data so that it can produce more in-depth and complete research.

**Table 1. Primary Data**

No.	Name	Job Position	Company
1.	Fian	Business Development	PT Chop
2.	Orichi	Project Corporate	PT Chop
3.	David	Business Development	PT Chop
4.	Mr. A	Business Development	PT A

The primary data collection methods for this research will involve semi-structured interviews with key stakeholders within PT Chop. These interviews will provide valuable insights into the company's internal processes, decision-making mechanisms, and the practical application of innovative and strategic approaches in tender marketing. Additionally, document analysis of project reports, tender submissions, and internal documents will complement the interview data, offering a comprehensive understanding of PT Chop's strategies.

**D. RESULTS AND DISCUSSION**

**Internal Factors of PT Chop**

**1. VRIO Analysis**

**Table 2 VRIO Analysis of PT Chop**

NO.	Capability	V	R	I	O	Competitive Advantage	
		(Y/N)	(Y/N)	(Y/N)	(Y/N)		
<b>I</b>	<b>MANAGEMENT</b>						
	Business Planning	Yes	No	...	...	Competitive	Parity
	Business Organization	Yes	No	...	...	Competitive	Parity
	Team Motivation	Yes	No	...	...	Competitive	Parity
	Staff/Project PIC Appointment	Yes	No	...	...	Competitive	Parity
	Business Operational Activity Control	Yes	No	...	...	Competitive	Parity
<b>Conclusion</b>						<b>Competitive</b>	<b>Parity</b>
<b>II</b>	<b>MARKETING</b>						
	Customer Analysis	Yes	Yes	Yes	Yes	Sustainable	Competitive Advantage
	Product/Service Selling Skills	Yes	No	...	...	Competitive	Parity
	Pricing Strategy	Yes	Yes	Yes	Yes	Sustainable	Competitive Advantage
	Market Research	Yes	Yes	Yes	Yes	Sustainable	Competitive Advantage
	Market Opportunity Analysis	Yes	Yes	Yes	Yes	Sustainable	Competitive Advantage
	Social Responsibility/Branding Responsibilities	Yes	Yes	Yes	Yes	Sustainable	Competitive Advantage
<b>Conclusion</b>						<b>Sustainable</b>	<b>Competitive Advantage</b>
<b>III</b>	<b>FINANCIAL</b>						
	Revenue Achievement Stability	No	...	...	...	Competitive	Disadvantage



	COGS (Cost of Goods Sold) Management Capability	No	...	...	...	Competitive Disadvantage
	Maximizing/Maintaining Gross Profit Margin Capability	No	...	...	...	Competitive Disadvantage
	Cash Conversion Cycle Speed	Yes	No	...	...	Competitive Parity
	Management of Tax from Job Activities	Yes	No	...	...	Competitive Parity
<b>Conclusion</b>						<b>Competitive Parity</b>
<b>IV</b>	<b>PRODUCT</b>					
	Production Process Effectiveness	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Operational Capacity Planning in Production Processes	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Production Resources Management Capability	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Workforce Management Capability	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Quality Control Assurance	Yes	No	...	...	Competitive Parity
<b>Conclusion</b>						<b>Sustainable Advantage Competitive</b>
<b>V</b>	<b>QUALITY RESEARCH &amp; DEVELOPMENT</b>					
	Developing New Services	Yes	No	...	...	Sustainable Advantage Competitive
	Enhancing the Quality of Existing Products	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Improving Process Efficiency	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Enhancing Technological Capabilities in Business	Yes	No	...	...	Sustainable Advantage Competitive
	Monitoring Trends in Existing Services	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
<b>Conclusion</b>						<b>Sustainable Advantage Competitive</b>
<b>VI</b>	<b>INFORMATION SYSTEM</b>					
	Business Data Recording	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Business Data Storage	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Business Data Processing	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Business Data Analysis	Yes	Yes	Yes	Yes	Sustainable Advantage Competitive
	Accuracy of Data/Information for Business Decision Making	Yes	No	...	...	Sustainable Advantage Competitive
<b>Conclusion</b>						<b>Sustainable Advantage Competitive</b>

Source: Primary data processed, 2024



Based on the VRIO analysis of PT Chop, the company faces substantial challenges across key aspects of its business. In management, issues such as uncertainty in tender openings, internal conflicts affecting organizational efficiency, and difficulties in team motivation and staff appointments contribute to a competitive parity rather than a distinct advantage. Similarly, in marketing, PT Chop struggles with vendor quality uncertainties, which undermine its ability to consistently deliver products and services, despite strengths in customer analysis and market research. Financially, PT Chop suffers from poor revenue stability and cost management issues, leading to a significant revenue decline from 2022 to 2023. These financial challenges pose a serious threat to the company's sustainability and competitive edge. Moreover, PT Chop encounters difficulties in ensuring consistent service quality, indicating weaknesses in its product quality control processes. Although the company exhibits strengths in certain marketing capabilities, such as market research, these are not sufficient to offset its overarching weaknesses. Addressing these management, financial, and quality control challenges will be crucial for PT Chop to improve operational efficiency, stabilize its financial position, and enhance its competitive standing in the market.

2. Value Chain Analysis

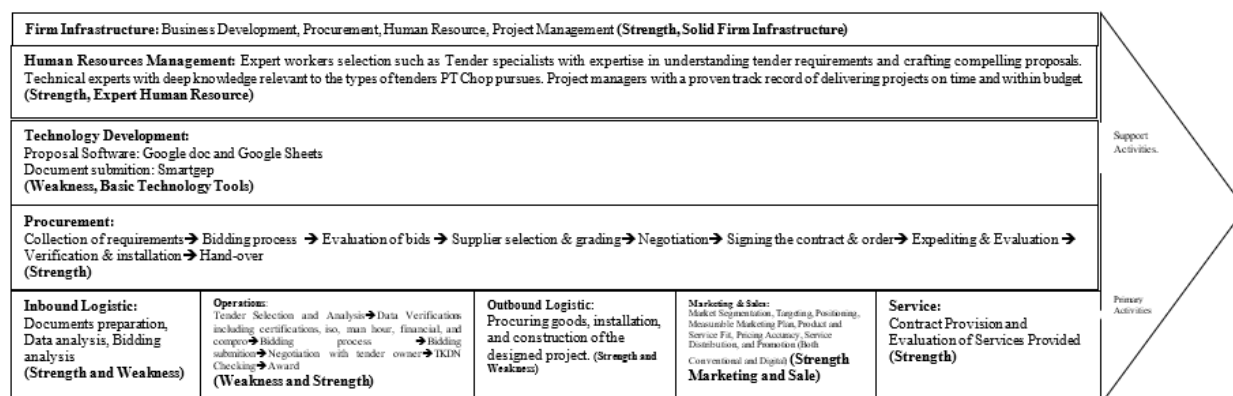


Figure 2. Value Chain Analysis

Based on the comprehensive analysis of PT Chop's value chain activities, several strengths and weaknesses emerge that impact the company's competitive positioning in the EPCI (Engineering, Procurement, Construction, and Installation) sector. In inbound logistics, PT Chop demonstrates meticulousness in document preparation for tender submissions, ensuring all prerequisites are consistently met, which is a notable strength. However, challenges arise in bidding analysis, particularly in accurately setting bid prices, leading to inflated bids and competitive disadvantages, thus categorizing as a weakness. Operationally, PT Chop's detailed tender selection and analysis process highlight strengths in thoroughness but reveal weaknesses in initial assessment and risk management, potentially hindering their success in winning tenders. Limited flexibility in tailoring proposals further restricts their competitive edge. Outbound logistics, focusing on project execution post-tender, showcases PT Chop's strength in procurement, where effective vendor selection and negotiation contribute to cost control and timely delivery. However, maintaining project timelines remains a challenge, indicating an area for improvement. In marketing and sales, PT Chop effectively segments markets and adapts strategies to client needs, leveraging market analysis and positioning to enhance competitiveness—a clear strength that supports sustained growth in the sector. Service provision is a critical strength for PT Chop, particularly in contract drafting and project management, ensuring clear expectations, responsibilities, and risk mitigation strategies, which enhances client satisfaction and future tender prospects. Support activities like firm infrastructure highlight the importance of integrated departments and continuous improvement culture. Human resource management focuses on attracting and retaining talent critical to tender success, although technology development reveals a weakness in outdated proposal management tools, impacting efficiency and competitiveness.

Overall, while PT Chop exhibits strengths in certain operational and strategic aspects such as service provision and market segmentation, addressing weaknesses in pricing strategy, operational flexibility, technology adoption, and timeline management is crucial to improving overall competitiveness and securing future tender success in the dynamic EPCI market.



**External Factors of PT Chop**

**1. PESTEL Analysis**

PT Chop navigates a complex landscape influenced by various external factors crucial to their tendering success in the EPCI sector. Politically, leveraging government policies favoring domestic components provides PT Chop with strategic advantages, yet they must contend with uncertainties stemming from global economic slowdowns, geopolitical tensions, and shifting governmental priorities, which can impact project viability and profitability. Economically, while thriving periods offer abundant project opportunities, economic downturns like the COVID-19 pandemic pose challenges such as reduced budgets and supply chain disruptions, affecting project feasibility and execution. Socially, PT Chop benefits from collaborating with NGOs and local communities to enhance project proposals and transparency, yet they face challenges related to local preferences and societal expectations on labor practices and environmental impacts.

Technologically, PT Chop relies on practical yet basic tools like Google Sheets, posing risks in terms of efficiency and competitiveness in complex proposal management. Environmentally, their commitment to environmental impact assessments and compliance with regulations positions them favorably amidst rising client demand for sustainable practices. Legally, PT Chop's adherence to ethical standards and proactive approach to regulatory compliance mitigate risks but require continuous adaptation to evolving laws and verification standards to maintain a competitive edge in tender processes. Overall, addressing these multifaceted external factors strategically is crucial for PT Chop to sustain and enhance their position in the competitive EPCI market.

**2. Porter's Five Forces**

**Table 3. Porter's Five Forces Analysis of PT Chop**

Overall Industry Rating	Favorable	Moderate	Unfavorable	Remarks	Opportunity to Improve the Stage
Threat of New Entrants			V	Threat of New Entrants is <b>Unfavorable</b> due to: <ul style="list-style-type: none"> <li>• The significant capital costs</li> <li>• Demands substantial technical expertise</li> <li>• Complicated Regulations</li> </ul>	Focusing on continuous improvement in areas like engineering expertise, project management efficiency, and safety protocols can further solidify PT Chop's position as a reliable and trustworthy provider.
Bargaining Power of Suppliers		V		Bargaining Power of Suppliers is <b>Moderate</b> due to: <ul style="list-style-type: none"> <li>• Limited number of suppliers in oil &amp; gas, fabrication, and manpower</li> <li>• PT Chop's large purchase volume</li> <li>• Complexity of PT Chop's tender</li> </ul>	Strong relationships with key suppliers can improve negotiation leverage for PT Chop. Building trust and fostering collaboration can lead to better pricing and terms.
Bargaining Power of Buyers	V			Bargaining Power of Buyers is <b>Favorable</b> due to: <ul style="list-style-type: none"> <li>• The long and competitive tender process</li> <li>• Well-informed about the services offered</li> <li>• Level of competition</li> </ul>	PT Chop should emphasize the overall value it brings beyond just price. This could include aspects like quality, reliability, past performance, or innovative solutions. Proactive relationship building with potential buyers can create a competitive advantage. Understanding their specific needs and tailoring proposals accordingly can be highly effective.



Threat of Substitute Product or Services		V		Threat of Substitute Product or Services is <b>Moderate</b> due to: <ul style="list-style-type: none"> <li>• Limited number of suppliers in oil &amp; gas, fabrication, and manpower</li> <li>• PT Chop's large purchase volume</li> <li>• Complexity of PT Chop's tender process</li> </ul>	While the analysis suggests similar quality among providers, even slight improvements in quality, efficiency, or safety can give PT Chop a significant edge. Staying informed and adaptable can help PT Chop maintain its competitive edge.
Rivalry among Existing Competitors	V			Rivalry among Existing Competitors is <b>Moderate</b> due to: <ul style="list-style-type: none"> <li>• Well-established competitor</li> <li>• Lower price</li> <li>• Proven track record</li> </ul>	PT Chop can showcase its successful project history to build buyer confidence. Highlighting past achievements and client testimonials can counter the perception of limited experience.

Source: Primary data processed, 2024

PT Chop faces a low threat of new entrants (1.33) due to high barriers like significant capital costs and technical expertise required for EPCI projects. Government regulations and permitting add further hurdles. While new entrants may offer lower prices, they often fail to meet client expectations. PT Chop's supplier bargaining power is moderate (2.33). Limited alternatives in industries like oil & gas give suppliers leverage, but PT Chop's large purchase volume weakens this. Complexity in PT Chop's tender process deters new suppliers, tipping the scale in PT Chop's favor. Buyers hold significant power (2.67) due to a competitive tender process and access to information. They can easily switch providers and negotiate pricing. Established relationships with competitors diminish PT Chop's uniqueness advantage. The threat of substitutes is moderate (2.33) due to scarcity of EPCI companies in Indonesia and established customer loyalty. Complex tender procedures deter buyers from seeking alternatives, fostering loyalty to PT Chop. PT Chop faces high rivalry (3.0) from competitors, particularly due to a well-established competitor offering lower prices and a strong reputation. PT Chop must constantly vie for market share and project wins in this challenging environment.

### 3. Competitor Analysis

Based on the data obtained by researcher, there were 2 main competitors found from PT Chop, as seen in table 5 below:

**Table 4. Competitor Analysis of PT Chop**

Competitor	Strength	Weakness
PT Buk	<b>Extensive Experience</b> With over 40 years in construction and manufacturing, Bukaka holds deep expertise across various projects, from infrastructure to energy.	<b>Reliance on Government Projects</b> Bukaka heavily relies on government projects for revenue, making them vulnerable to changes in government policies.
	<b>Strong Manufacturing Capabilities</b> Bukaka's advanced manufacturing facilities in Indonesia enable them to produce high-quality products and components.	<b>Fierce Competition</b> The company faces stiff competition from other players in the construction and manufacturing industries.
	<b>Extensive Network</b> Bukaka possesses a wide network within Indonesia and internationally, allowing them to reach customers in diverse locations.	<b>High Overhead Costs</b> Bukaka experiences high overhead costs, potentially impacting their profitability.
	<b>Skilled Workforce</b> The company employs a skilled and experienced workforce exceeding 10,000 employees.	<b>Import Dependence</b> The company relies on imports for certain raw materials and components, exposing them to





	<p><b>Commitment to Innovation</b> Bukaka prioritizes innovation, developing new products and services to meet evolving customer needs.</p> <p><b>Solid Reputation</b> The company enjoys a strong reputation for reliability and trustworthiness.</p>	<p>currency fluctuations and supply chain disruptions.</p> <p><b>Lack of Diversification</b> Bukaka's focus on construction and manufacturing makes them susceptible to economic shifts within those industries.</p>
PT PDC	<p><b>Extensive Experience</b> PDS has over 50 years of experience in the drilling industry, making it one of the most experienced drilling contractors in Southeast Asia.</p>	<p><b>Reliance on PT Prtmna</b> PDS is a subsidiary of Prtmna, the Indonesian state-owned oil and gas company. This means that PDS is heavily reliant on Prtmna for contracts.</p>
	<p><b>Strong Track Record</b> PDS has a strong track record of safety and operational excellence. The company has a low incident rate and a high drilling success rate.</p>	<p><b>Limited Geographical Presence</b> PDS is primarily focused on the Indonesian market. This limits the company's growth potential.</p>
	<p><b>Large and Modern Fleet</b> PDS has a large and modern fleet of drilling rigs, including land rigs, offshore rigs, and jackup rigs. This allows the company to take on a wide range of drilling projects.</p>	<p><b>Exposure to Oil Price Volatility</b> PDS's business is exposed to oil price volatility. When oil prices are low, drilling activity decreases, which can hurt PDS's profitability.</p>
	<p><b>Strategic Partnerships</b> PDS has strategic partnerships with major oil and gas companies, which gives the company access to a pipeline of new projects.</p>	<p><b>Skills Shortage</b> The oil and gas industry is facing a skills shortage, which could make it difficult for PDS to find qualified workers.</p>
	<p><b>Strong Financial Position</b> PDS is a financially strong company with a healthy balance sheet. This allows the company to invest in new equipment and technology.</p>	<p><b>Environmental Concerns</b> The drilling industry has a negative impact on the environment. PDS could face increased scrutiny and regulation from environmental groups.</p>

Source: Primary data processed, 2024

According to table above both PT Buk and PT PDC are formidable competitors for PT Chop, each with unique strengths and weaknesses. PT Buk's extensive experience, strong manufacturing capabilities, and solid reputation are significant advantages, although its reliance on government projects and high overhead costs pose challenges. On the other hand, PT PDC's extensive experience in the drilling industry, strong financial position, and strategic partnerships are key strengths, but its heavy reliance on Prtmna and exposure to oil price volatility are potential vulnerabilities.

#### 4. Customer Analysis

A researcher conducted an interview with a customer of PT Chop, represented by Mr. A as Bussines Development Manager in this company. PT A is big company operates across multiple sectors including oil and gas, mining, manufacturing, electrical, mechanical, and fabrications. With over 20 years of experience, the company has established itself as a seasoned player in its respective industries, demonstrating resilience and sustained growth over two decades.

Table 5. Customer Analysis of PT Chop

No.	Aspects	Questions	Score
1.	Production	Quality of work delivered	3
		Meeting project deadlines	3
		Efficiency of project execution	2
		Adherence to safety protocols	2



<b>Average</b>			<b>2.50</b>
2.	<b>Treatment</b>	Responsiveness of PT Chop's team to your inquiries	2
		Communication clarity and timeliness throughout the project	3
		Professionalism and courtesy of PT Chop staff	3
		Overall experience interacting with PT Chop	3
<b>Average</b>			<b>2.75</b>
3.	<b>Services</b>	Value proposition of PT Chop's services compared to competitors	2
		Availability and support offered after project completion	2
		Effectiveness of any additional services provided (e.g., post-construction maintenance)	2
<b>Average</b>			<b>2.00</b>
4.	<b>Expectations</b>	How satisfied are you with PT Chop's services?	3
<b>Average</b>			<b>3.00</b>
<b>TOTAL</b>			<b>10.24</b>
<b>AVERAGE</b>			<b>2.56</b>

Source: Primary data processed, 2024

PT Chop has achieved commendable customer satisfaction, particularly excelling in high-quality work, timely project completion, and strong customer interactions, with an overall average score of 2.56. The company's strengths lie in professionalism, communication, and overall client relationships, which are reflected in its high customer satisfaction score of 3.00. However, there are notable areas for improvement, such as project efficiency, safety protocols, responsiveness to inquiries, and the enhancement of additional service offerings. Results and discussion contain findings obtained from the results of research and must be supported by adequate data. Research findings must be able to answer the research questions or hypotheses in the introduction.

**SWOT Analysis of PT Chop**

The current situation of PT Chop in the EPCI (Engineering, Procurement, Construction, and Installation) industry is as follows:

**Table 6. SWOT Analysis of PT Chop**

Strength	Weakness
<ul style="list-style-type: none"> <li>• <b>Marketing Expertise (VRIO and Value Chain)</b> Strong marketing execution (segmentation, client needs analysis, service development)</li> <li>• Meticulous document preparation ensures all tender requirements are met (<b>Value Chain</b>)</li> <li>• Strong procurement process (collaboration, structured selection) (<b>Value Chain</b>)</li> <li>• Comprehensive project evaluation for future tenders (<b>Value Chain</b>)</li> <li>• Well-performed departmental collaboration for smooth tender preparations (<b>Value Chain</b>).</li> <li>• PT Chop has a history of successful project delivery, fostering strong client relationships and repeat business (<b>Value Chain</b>).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Management Inefficiencies (VRIO)</b> Uncertain business planning, internal conflicts, and operational inefficiencies hinder performance.</li> <li>• <b>Financial Instability (VRIO)</b> Revenue fluctuations, declining revenue, and poor COGS management threaten financial health.</li> <li>• <b>Product Quality Control Issue (VRIO)</b> Weak quality control processes</li> <li>• Miscommunication leads to difficulty in setting accurate bid prices, resulting in inflated bid prices (<b>Value Chain</b>)</li> <li>• Initial tender assessment overlook crucial details (<b>Value Chain</b>)</li> <li>• Risk assessments not fully consider</li> </ul>



	<p>unforeseen challenges (<b>Value Chain</b>)</p> <ul style="list-style-type: none"> <li>• Pricing strategy lacks real-time market data for a competitive edge (<b>Value Chain</b>).</li> <li>• Limited flexibility in tailoring proposals to specific tenders (<b>Value Chain</b>).</li> <li>• PT Chop's reliance on basic tools like Google Docs and Sheets for proposal development and submission might limit their efficiency and competitiveness in the long run (<b>Value Chain</b>)</li> </ul>
<b>Opportunity</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>• Infrastructure development creates project opportunities in PT Chop's expertise area (<b>PESTEL</b>).</li> <li>• Government policies favoring domestic components (<b>PESTEL</b>).</li> <li>• A commitment to following environmental regulations and sustainable solutions can be a selling point during tenders (<b>PESTEL</b>).</li> <li>• High barriers to entry. The substantial capital costs and technical expertise required in the EPCI industry limit competition from new entrants (<b>Porter's Five Forces</b>).</li> <li>• High customer satisfaction PT Chop's strong track record of delivering high-quality work, clear communication, and professionalism can build trust and position them favorably during tenders (<b>Customer Analysis</b>).</li> </ul>	<ul style="list-style-type: none"> <li>• Political and economic uncertainty can disrupt projects and reduce tender budgets (<b>PESTEL</b>).</li> <li>• Shifting government policies (<b>PESTEL</b>).</li> <li>• Economic downturns can lead to reduced tender budgets and project viability (<b>PESTEL</b>).</li> <li>• Labor shortages can hinder PT Chop's ability to secure skilled personnel (<b>PESTEL</b>).</li> <li>• Competition from foreign contractors (<b>PESTEL</b>).</li> <li>• Bargaining power of buyers The long and competitive tender process allows buyers to easily switch between providers, driving down prices. Buyers are well-informed about the services offered, reducing PT Chop's leverage on pricing (<b>Porter's Five Forces</b>).</li> <li>• Rivalry among existing competitors The presence of well-established competitors with a longer track record and experience can influence project owners to choose alternatives (<b>Porter's Five Forces and Competitor Analysis</b>).</li> <li>• Moderate scores in efficiency and safety Less efficient project execution and safety concerns could delay projects, increase costs, and damage PT Chop's reputation (<b>Customer Analysis</b>).</li> </ul>

Source: Primary data processed, 2024

**TOWS Matrix**

The TOWS matrix combines key external and internal factors to formulate a strategy for PT Chop.



Table 7. TOWS Matrix of PT Chop

<b>Internal</b>	<b><u>Strength (S)</u></b> 1) Marketing Expertise 2) Meticulous document preparation 3) Strong procurement process 4) Comprehensive project evaluation 5) Well-performed departmental collaboration 6) History of successful project delivery	<b><u>Weakness (W)</u></b> 1) Management Inefficiencies 2) Financial Instability 3) Product Quality Control Issue 4) Miscommunication in bid pricing 5) Initial tender assessment oversight 6) Risk assessments not fully considering unforeseen challenges 7) Pricing strategy lacks real-time market data 8) Limited flexibility in tailoring proposals 9) Reliance on basic proposal development tools
<b>External</b>		
<b><u>Opportunity (O)</u></b> 1) Infrastructure development creates project opportunities 2) Government policies favoring domestic components 3) Commitment to environmental regulations can be a selling point 4) Customer Satisfaction 5) High Barriers to Entry	<b><u>SO Strategies</u></b> 1. (S1, O1) Leverage strong marketing expertise to target tenders arising from infrastructure development. 2. (S6, O2, O4) Highlight successful project delivery history and high customer satisfaction to win tenders with a focus on domestic components. 3. (S2, S3, O3) Utilize meticulous document preparation and strong procurement processes to ensure cost-effectiveness and compliance with environmentally-friendly regulations. 4. (S1, O5) Invest in real-time market data and proposal development tools to enhance competitiveness.	<b><u>WO Strategies</u></b> 1. (W1, W2, O3) Improve financial stability and address management inefficiencies to ensure long-term sustainability and seize emerging opportunities. 2. (W3, O5) Implement robust quality control measures to build trust and mitigate risks associated with unforeseen challenges. 3. (W4, W5, W6, O1) Improve communication and risk assessment processes to develop accurate bid prices and flexible proposals that cater to specific tenders.
<b><u>Threat (T)</u></b> 1) Political and economic uncertainty 2) Shifting government	<b><u>ST Strategies</u></b> 1. (S1, T1) Utilize strong marketing expertise to develop strategies that	<b><u>WT Strategies</u></b> 1. (W1, W2, T3) Streamline internal processes and address management



policies 3) Economic downturns 4) Labor shortages 5) Competition from foreign contractors 6) Bargaining power of buyers 7) Rivalry among existing competitors 8) Moderate scores in efficiency and safety	mitigate the impact of political and economic uncertainty. 2. (S6, O5, T5) Leverage a successful project delivery record and commitment to environmental regulations to differentiate themselves from competitors, especially foreign contractors. 3. (S5, T8) Foster departmental collaboration to improve efficiency and safety, addressing concerns from potential clients.	inefficiencies to improve financial stability and project execution efficiency. 2. (W3, T8) Implement stricter quality control procedures to minimize project delays and reputational damage. 3. (W7, T6) Develop a pricing strategy based on real-time market data to counteract the bargaining power of buyers. 4. (W8, T7, T8) Benchmark against established competitors and invest in employee training to improve efficiency and safety scores
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Source: Primary data processed, 2024

**E. CONCLUSION**

According to the results above, this study finally answer the reaserch question as concluded below. Strategies to enhance tender success:

1. (S1, O1): Leverage strong marketing expertise to target tenders arising from infrastructure development.
2. (S6, O2, O4): Highlight successful project delivery history and high customer satisfaction to win tenders with a focus on domestic components.
3. (S2, S3, O3): Utilize meticulous document preparation and strong procurement processes to ensure cost-effectiveness and compliance with environmentally-friendly regulations.
4. (S1, O5): Invest in real-time market data and proposal development tools to enhance competitiveness.
5. (W1, W2, O3): Improve financial stability and address management inefficiencies to ensure long-term sustainability and seize emerging opportunities.
6. (W3, O5): Implement robust quality control measures to build trust and mitigate risks associated with unforeseen challenges.
7. (W4, W5, W6, O1): Improve communication and risk assessment processes to develop accurate bid prices and flexible proposals that cater to specific tenders.
8. (S1, T1): Utilize strong marketing expertise to develop strategies that mitigate the impact of political and economic uncertainty.
9. (S6, O5, T5): Leverage a successful project delivery record and commitment to environmental regulations to differentiate themselves from competitors, especially foreign contractors.
10. (S5, T8): Foster departmental collaboration to improve efficiency and safety, addressing concerns from potential clients.
11. (W1, W2, T3): Streamline internal processes and address management inefficiencies to improve financial stability and project execution efficiency.
12. (W3, T8): Implement stricter quality control procedures to minimize project delays and reputational damage.
13. (W7, T6): Develop a pricing strategy based on real-time market data to counteract the bargaining power of buyers.



14. (W8, T7, T8): Benchmark against established competitors and invest in employee training to improve efficiency and safety scores.

Finally, PT Chop can address threats by identifying potential risks during the tender preparation stage and implementing sustainable construction practices.

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