



Forging a Competitive Edge: A Policy Paper on Mandating Certification for Industrial Management Consulting Services in Indonesia

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ABSTRACT: Indonesia's industrial sector stands as the cornerstone of the national economy, yet it faces escalating challenges from intense global competition. To sustain growth and competitiveness, there is an urgent need for a strategic enhancement of the sector's internal support systems. This policy paper identifies a critical structural weakness within this ecosystem: the absence of a standardized quality assurance mechanism for Industrial Management Consulting Services (JKMI). The current lack of regulation creates significant market uncertainty, hinders effective decision-making for industrial clients, and places a ceiling on the nation's industrial potential.

To address this gap, this paper proposes a decisive regulatory intervention: the issuance of a Minister of Industry Regulation mandating business entity certification for all JKMI providers. The validity of this proposal is underpinned by a comprehensive Regulatory Impact Assessment (RIA) and a detailed Cost-Benefit Analysis (CBA). These evaluations rigorously compared the proposed regulatory framework against the status quo. The findings are unequivocal, demonstrating that the regulation offers substantial net benefits. It promises to provide industries with reliable and competent partners, incentivize consulting entities to invest in quality standards, and equip the government with superior tools for policy development.

Translating these findings into action, the paper concludes with four strategic recommendations. First, it urges the immediate finalization of the regulation to establish legal certainty. Second, it calls for a robust implementation framework for certification and classification. Third, a managed transition plan is recommended to accommodate existing entities. Finally, the paper advises executing strategic socialization and inter-agency coordination to ensure widespread adoption, thereby securing the long-term reliability of Indonesia's industrial support infrastructure.

KEYWORDS: Consulting, Certification, Cost-Benefit Analysis, Industry, Regulation.

1. INTRODUCTION: THE STRATEGIC IMPERATIVE FOR INDUSTRIAL COMPETITIVENESS

In an era of intense global competition, a nation's industrial strength is a primary determinant of its economic sovereignty and long-term prosperity. This policy paper addresses a critical support system that underpins this strength: industrial management consulting. This section details the strategic role of Indonesia's industrial sector, the function of its consulting services, and the urgent need for a regulatory framework to guarantee their quality and effectiveness.

The industrial sector holds a paramount strategic role as the main driver of the Indonesian economy, consistently providing the largest contribution to the nation's Gross Domestic Product (GDP). The scale of this sector is immense, encompassing approximately 30,000 large and medium industries and 4.3 million micro and small industries. This vast ecosystem generates an exceptionally high demand for expert guidance to navigate complex operational challenges and maintain a competitive edge. The strategic importance of developing high-quality support services is explicitly recognized in national law, including Law Number 3 of 2014 concerning Industry and Presidential Regulation Number 74 of 2022, which designates JKMI as a priority industrial service.

Within this context, Industrial Management Consulting Services (JKMI) function as a "force multiplier" for industrial competitiveness. These services act as catalysts for efficiency, innovation, and strategic problem-solving, providing industrial players with the expertise needed to adapt and thrive. This crucial role is underscored by national law, which emphasizes the need for consultants to possess skills aligned with the Indonesian National Work Competency Standards (SKKNI), a standard this policy seeks to institutionalize.

The central thesis of this paper is that the current lack of a standardized, credible quality assurance mechanism for JKMI providers represents a systemic vulnerability for the entire industrial sector. Without a reliable way to verify the competence and legality of consultants, industries operate with uncertainty, and the potential of these vital services remains unrealized. Therefore, targeted



regulatory intervention is not merely beneficial but is essential for unlocking the full potential of Indonesian industry and securing national economic progress. To fully grasp the need for this intervention, one must first understand the specific failures and consequences of the current regulatory landscape.

2. PROBLEM STATEMENT: A MARKET FAILURE IN QUALITY ASSURANCE

A clear diagnosis of the problem is the foundation of effective policy. This section dissects the inadequacies of the current system governing Industrial Management Consulting Services (JKMI), framing it as a classic case of market failure driven by information asymmetry. The absence of a trusted quality signal prevents the market from functioning efficiently, harming both service users and high-quality providers.

The existing regulatory framework is insufficient for the specialized needs of the industrial sector. Currently, business licensing for consultants falls under the general standards of Management Consulting Activities (KBLI 70204), as stipulated in Minister of Industry Regulation Number 9 of 2021. This generalist approach fails to account for the specific technical and managerial competencies required to advise industrial enterprises effectively. Unlike general management consulting, which may focus on corporate finance or marketing, industrial consulting requires deep expertise in areas such as manufacturing process optimization, supply chain logistics, quality control systems (e.g., Six Sigma, ISO 9001), and industrial automation. The current framework fails to differentiate between these fundamentally different skill sets, creating a critical competency gap.

The direct consequences of this regulatory gap are significant and detrimental to the national economy:

- **Uncertainty for Service Users:** Industrial enterprises face considerable difficulty and risk in identifying and contracting credible, competent consulting partners. This uncertainty leads to wasted resources, suboptimal decision-making, and missed opportunities for innovation and efficiency gains;
- **Lack of Incentives for Providers:** In a market where quality is not formally recognized or rewarded, JKMI business entities have little incentive to invest in the professional development and skills enhancement of their personnel. This discourages alignment with national standards, such as the SKKNI, and stifles the growth of a high-caliber domestic consulting industry; and
- **Prevalence of Unverified Providers:** The market is populated by business entities operating without valid or credible proof of competence. This creates an uneven and unreliable playing field, where reputable firms must compete with unqualified actors, and industrial clients are left to navigate a landscape fraught with risk.

Having defined this market failure and its damaging consequences, the subsequent sections will present the formal policy objective designed to correct it and the rigorous analytical framework used to evaluate the proposed remedy.

3. POLICY OBJECTIVE AND ANALYTICAL FRAMEWORK

Effective policymaking requires a clearly defined goal and a robust, transparent methodology for evaluating alternatives. This section formally presents the objective of the proposed policy and details the Regulatory Impact Assessment (RIA) framework that was used to analyze its potential impacts and justify its adoption over the alternative of inaction. The primary objective of the proposed policy is to guarantee the competence quality and legality of industrial management consulting business entities in Indonesia.

To determine the most effective path toward achieving this objective, this analysis employs the Regulatory Impact Assessment (RIA) methodology. This globally recognized framework provides a structured and evidence-based comparison of policy alternatives, ensuring that the chosen course of action delivers the greatest possible net benefit to society. The two alternatives under consideration were:

- **Alternative 1:** Proposing the issuance of a Minister of Industry Regulation on Guidelines for Industrial Management Consulting Business Certification; or
- **Alternative 2:** Taking no action (*status quo*).

The core analytical tool utilized within the RIA is a Cost-Benefit Analysis (CBA). This method systematically identifies, quantifies, and compares the positive impacts (benefits) and negative impacts (costs) of each alternative on all relevant stakeholders. By weighing these factors, the CBA provides a clear rationale for selecting the policy with the superior outcome.

Before delving into the specific costs and benefits, it is crucial to first identify and understand the interests and influence of all actors involved in this policy landscape.

4. STAKEHOLDER ANALYSIS: MAPPING THE POLICY LANDSCAPE

Understanding the interests, influence, and potential impact on each group affected by a policy is critical for designing an effective, equitable, and implementable regulation. This stakeholder analysis maps the key actors in the industrial management consulting ecosystem, classifying them based on their level of authority and interest in the proposed certification mandate. In this section, before determining the benefit and cost components of each of the alternative actions above, it is first necessary to map the relevant stakeholders (stakeholders mapping) to identify which parties will receive benefits and bear the costs resulting from the implementation of each alternative. In the stakeholders mapping, it is divided into 4 (four) groups based on authority (power) and its importance (interest) regarding the issue being studied. The division of these groups can be seen in the quadrants of stakeholders mapping as follows:

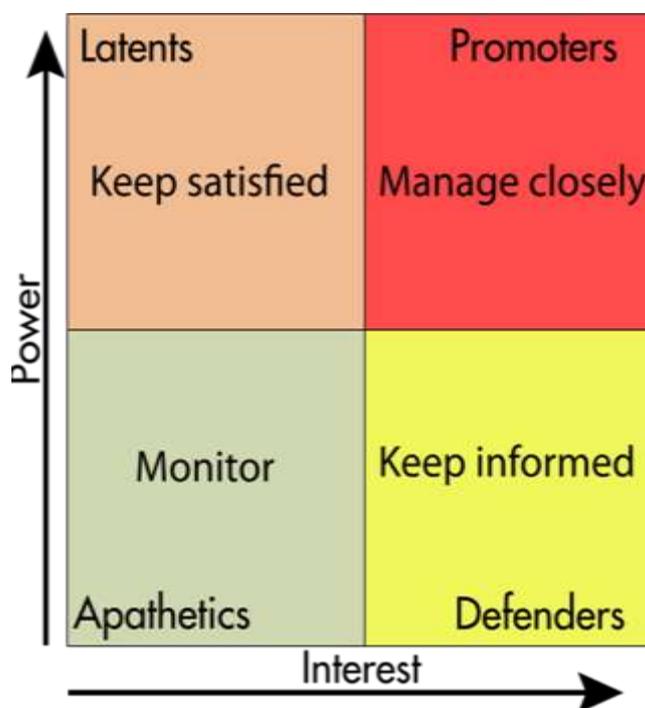


Figure 1 Stakeholders Mapping

Based on the quadrant above, the 4 (four) stakeholder groups referred to are: Promoters, Defenders, Latents, And Apathetics. Promoters group are defined as all stakeholders who have a significant interest in the issue being studied and whose actions can have a significant impact on the implementation of policies related to the issue. The Defenders, are a group of stakeholders who have a significant interest in the issue being studied, yet whose actions cannot have a significant impact on the implementation of policies related to that issue. Latent, defined as a group of stakeholders who do not pay much attention to an issue but whose actions can have a significant impact on the implementation of policies. Finally, Apathetics, are the stakeholder group that do not have a great deal of attention to the issue and whose actions do not have a significant impact on the implementation of the policy on the related issue.

In this case, we have classified numerous stakeholders into each corresponding quadrant as follows:

4.1. Promoters (High Authority, High Interest)

- **Ministry of Industry of The Republic of Indonesia**

As the primary government body responsible for national industrial policy, the Ministry is the principal driver of this regulation. Its motivation is to enhance the competitiveness of the entire industrial sector, establish effective governance, and create a reliable ecosystem of support services. The policy directly aligns with its strategic mandate.



• **Business Entities in Industrial Management Consulting Sector**

While these entities face new compliance requirements and costs associated with certification, they are ultimately classified as promoters. The regulation offers them significant long-term benefits, including enhanced professional credibility, increased client trust, and the potential for expanded market share in a more regulated, quality-driven environment. Certification creates a level playing field that rewards competence and integrity.

4.2. Defenders (High Interest, Low Authority)

User Entities of Industrial Management Consulting Service

This group, which includes all processing industries and government agencies that procure consulting services, stands as the primary beneficiary of the proposed quality assurance. Their core interest is in accessing reliable, effective, and verified consulting expertise to solve problems and improve performance. The policy defends their interests against unqualified providers and reduces the risks associated with procuring professional services.

4.3. Latents (High Authority, Low Interest)

Ministry of Manpower of The Republic of Indonesia

While not a primary actor, this ministry has a significant but indirect interest in the policy. The mandate to certify consultants based on national standards directly supports the Ministry of Manpower's Key Performance Indicators (KPI's) related to the widespread implementation and adoption of the Indonesian National Work Competency Standards (SKKNI).

4.4. Apathetics (Low Interest, Low Authority)

Public Household

As the ultimate, indirect beneficiaries of a more competitive and efficient industrial sector, the public has a low direct interest but stands to gain from the policy's success. A stronger industrial base can lead to higher quality goods, greater economic stability, and improved national prosperity.

With the key actors and their respective interests clearly defined, the analysis can now proceed to a detailed examination of the specific costs and benefits each will experience under the proposed policy versus the *status quo*.

5. IN-DEPTH COST-BENEFIT ANALYSIS (CBA)

This section represents the analytical core of this policy paper. The Cost-Benefit Analysis (CBA) provides the empirical justification for the proposed regulatory intervention by rigorously comparing the tangible and intangible impacts of action (Alternative 1) versus inaction (Alternative 2). Based on the stakeholder mapping results above, the benefits and costs received by these stakeholders from each of the previously formulated alternative actions are then identified. The method for calculating benefits and costs is simple, namely only calculating the amount of benefits and costs in a quasi-quantitative manner, not purely quantitatively in terms of monetization value. The following is an analysis of the benefits and costs for each alternative action regarding the formulation of regulations for the implementation of registration, licensing, and verification of industrial management consulting services businesses in Indonesia:

• **Alternative 1: Proposing the Issuance of a Minister of Industry Regulation on Guidelines for Industrial Management Consulting Business Certification**

No.	Stakeholder	Benefit	Cost	Magnitude
1	Ministry of Industry of The Republic of Indonesia	Increasing the competitiveness and contribution of the national industrial sector as a beneficial impact of the results of quality assurance of industrial management consulting services competency.		+
		Obtaining a database of the population of industrial		+



No.	Stakeholder	Benefit	Cost	Magnitude
		management consulting service companies along with information on the company's areas of expertise and capabilities.		
		Updating information and insights into sustainable industrial management consulting services expertise		+
		Improving the capabilities and competencies of the Ministry of Industry's human resources assigned as verifiers of industrial management consulting service business entities		+
		Increasing Non-Tax State Revenue (PNBP) through certification services for industrial management consulting business entities		+
			Costs for coordination, socialization and dissemination of regulations to relevant stakeholders (Ministry of Law and Human Rights, Ministry of Investment, and business entities in industrial management consulting sector)	-
			Operational costs and expenses for implementing registration, licensing, verification, certification and monitoring of business entity competency	-
			The cost of developing institutional mechanisms and improving the competency of human resources for verifiers of industrial management consulting services business entities	-
2	Business Entities in Industrial Management Consulting Sector	Improving the competence and integrity of industrial management consulting services		+



No.	Stakeholder	Benefit	Cost	Magnitude
		Increased customer satisfaction index as a beneficial impact of the results of quality assurance of consulting service competency		+
		Potential increase in demand from customers and potential customers		+
		Obtaining equal distribution of work in accordance with the value of the work and the capabilities of the industrial management consulting services business entity.		+
		The potential for collaboration between consulting service companies with different fields of expertise can improve market share		+
			Certification costs for industrial management consulting services business entities	-
			Additional time for the verification and certification process from the Government before issuing an industrial business permit.	-
			Additional allocation of time, energy and thought to reposition the organizational structure, human resources and core competencies of the business entity	-
3	User Entities in Industrial Management Consulting Sector	Obtaining quality assurance for more efficient and effective industrial management consulting services		+
		Gain increased competitiveness as a result of implementing industrial management consulting service recommendations		+
		Obtaining information regarding the list of industrial management consulting service business		+



No.	Stakeholder	Benefit	Cost	Magnitude
		entities based on their field of expertise		
			Increase in consulting service fees as a consequence of increasing the quality of service	-
4	Ministry of Manpower of The Republic of Indonesia	Increased KPI acquisition for the implementation of SKKNI regarding industrial consultant HR as an impact of the implementation of the policy for organizing registration, licensing, verification and certification of industrial management consulting service business entities.		+
5	Public Household	Obtaining information regarding a list of credible consulting service companies based on their field of expertise		+
		Obtaining benefits from the results of increasing the competitiveness of entities using industrial management consulting services		+

• **Alternative 2: Taking No Action (*Status Quo*)**

No.	Stakeholder	Benefit	Cost	Magnitude
1	Ministry of Industry of The Republic of Indonesia		There is no guarantee of the quality of competence of industrial management consulting services for the national industrial sector.	-
			The loss of potential PNPB through certification services for industrial management consulting services	-
			The rise of industrial management consulting services companies whose credibility has not been proven	-
2	Business Entities in Industrial Management Consulting Sector		Lack of motivation to improve the competence and integrity of industrial management consulting services	-



No.	Stakeholder	Benefit	Cost	Magnitude
			Potential decline in customer satisfaction index as a result of the absence of quality assurance of consulting service competency	-
			There is no equal distribution of work in accordance with the value of the work and the capabilities of industrial management consulting services companies.	-
3	User Entities in Industrial Management Consulting Sector		There is no guarantee of the quality of competence of industrial management consulting services.	-
			Difficulty in obtaining information on a list of industrial management consulting service providers who are experts in a particular field.	-
4	Ministry of Manpower of The Republic of Indonesia	<i>No impact</i>	<i>No impact</i>	0
5	Public Household		There is no information regarding a list of credible consulting service companies based on their field of expertise.	-

Based on the analysis of benefits and costs in the two tables above, it can be seen that the first alternative action, namely proposing the issuance of a Regulation of the Minister of Industry concerning Guidelines for Certification of Industrial Management Consulting Services Business Entities, shows a greater net benefit than the second alternative action, namely not issuing the related regulation (*status quo*). From this comparison, it can be said that the policy of issuing the Minister of Industry Regulation concerning the Certification Guidelines for Industrial Management Consulting Services Business Entities is a better policy to implement, rather than doing nothing and leaving the current conditions as they are.

6. POLICY IMPLEMENTATION ROADMAP AND STRATEGIC RECOMMENDATIONS

A strong policy proposal requires a clear and actionable implementation plan. A well-designed regulation is only as effective as its execution. This section translates the paper's analytical conclusion into a series of concrete, strategic recommendations designed to ensure a smooth and effective rollout of the new certification regulation.

- **Finalize and Issue The Ministerial Regulation**

The Ministry of Industry must immediately form a dedicated task force to finalize the draft regulation. This process must incorporate final stakeholder feedback to ensure absolute clarity on critical elements such as the scope of services covered, the classification of business entities, qualification requirements for consultants, and the precise procedures for certification.

- **Establish a Robust Institutional Framework**

To transform the "verifier HR competence" cost identified in the CBA into a strategic asset, the Ministry must prioritize the establishment of a world-class training and accreditation program for certification verifiers. This ensures the new standard is not merely bureaucratic, but a credible and consistently applied benchmark of quality. Concurrently, the Ministry must appoint accredited and highly competent Registration and Certification Providers to manage the system's integrity.



- **Formulate and Communicate Clear Transition Provisions**

A well-defined grace period must be designed to mitigate market disruption and foster buy-in from existing market participants. Clear guidelines must be developed and communicated for business entities that already possess business licenses under the old system, outlining the pathway and timeline for achieving compliance with the new certification mandate.

- **Launch a Comprehensive Socialization and Coordination Campaign**

The Ministry must launch a multi-channel communication strategy to inform and educate all stakeholders. This campaign must target both JKMI entities, explaining the certification process and its benefits, and service users (industries), promoting the value of hiring certified providers. Crucially, this requires close coordination with the Ministry of Manpower to ensure the SKKNI for industrial consultants is universally adopted as the foundational reference for competency validation.

7. CONCLUSION: SECURING INDONESIA'S INDUSTRIAL FUTURE

The strategic importance of Indonesia's industrial sector as the primary driver of national economic growth cannot be overstated. However, its potential is currently undermined by a fundamental weakness in its support ecosystem: an unregulated, unreliable market for industrial management consulting services. This policy paper has diagnosed this problem as a market failure and, through a rigorous Regulatory Impact Assessment, has demonstrated a clear and effective solution.

The central finding of this analysis is that mandating business entity certification for Industrial Management Consulting Services is a demonstrably superior policy choice. It is a strategic intervention that creates a significant net positive impact for the nation by fostering a market built on competence, quality, and trust. This policy will empower industries to make better decisions, enable high-quality consultants to thrive, and strengthen the overall competitiveness of the Indonesian economy.

Ultimately, the issuance of this regulation should not be viewed as a regulatory burden, but as a strategic and necessary investment in the quality, integrity, and global competitiveness of Indonesia's economic backbone for decades to come.

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