



# Analysis Of Marketing Strategy In The Strategic Business Division Of Government And Institution At Pt Surveyor Indonesia

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## ABSTRACT

The Testing, Inspection, and Certification (TIC) industry plays a crucial role in driving economic growth, especially in an ever-evolving market. PT Surveyor Indonesia's Strategic Business Division for Government and Institution is a key player in this sector, requiring effective strategies to capitalize on its strengths and address weaknesses to maintain competitiveness. This study aims to analyze both internal and external factors impacting the division's marketing strategy and to identify the most effective strategic alternatives for its development. A qualitative research approach was employed, using purposive sampling and a descriptive-qualitative methodology. Analytical tools such as the Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, Internal-External (IE) matrix, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM) were used. The results indicate that the division falls under the Growth and Build category in the IE matrix, implying that strategies like market penetration, market development, service diversification, and strategic partnerships are the most effective in strengthening its position in both domestic and global markets. These findings provide key recommendations for enhancing the division's competitiveness and ensuring sustainable growth in the TIC industry.

## INTRODUCTION

Indonesia's improving Ease of Doing Business ranking highlights its growing appeal to both domestic and international investors, signaling the country's potential as a leading economic force in Southeast Asia. Despite moving up to 73rd place in 2022, Indonesia still lags behind several ASEAN countries. The government has prioritized policies that attract both domestic and foreign investment, fostering a more conducive business environment.

As a state-owned enterprise (SOE) in the Testing, Inspection, and Certification (TIC) sector, PT Surveyor Indonesia plays a key role in supporting the government's investment efforts. Its TIC services help companies comply with regulations and international product quality standards. The Government and Institution Business Division, within the B2G model, provides essential services to government entities.

The Asia-Pacific TIC market, valued at USD 94 million in 2021, is expected to grow at a 5.8% CAGR, reaching USD 156 million by 2030. In Indonesia, the TIC market is projected to reach IDR 7.35 trillion in 2023. PT Surveyor Indonesia, with its integration into the BUMN IDSurvey holding, aims to rank among the top 20 TIC companies globally. The company's revenue has grown steadily, reaching IDR 1,862.3 billion in 2021, reflecting a 4.35% CAGR.

Given the market's rapid expansion and the challenges faced by PT Surveyor Indonesia, particularly within the Government and Institution Business Division, it is essential for the company to streamline operations and adopt effective marketing strategies to stay competitive amidst rising competition and regulatory pressures. This study will assess the division's internal performance, identify core competencies, and evaluate external factors to provide strategic recommendations for maintaining competitiveness in the TIC industry.

## **LITERATURE REVIEW**

### **Marketing**

Marketing is a social process that involves creating, offering, and exchanging valuable products and services to meet the needs and wants of individuals and groups (Kotler, 2016). It is a dynamic exchange of value influenced by evolving consumer demands. Widiaini, Harahap, and Daulay (2024) emphasize that a marketing strategy involves a series of strategic decisions, including pricing, product positioning, promotional activities, and distribution channels. Its primary objective is to fulfill customer needs and preferences while ensuring profitability for the company and achieving targeted business outcomes.

### **Strategic Management**

Strategic management, as defined by Safitri et al. (2023), is a process of making long-term decisions within an organization, involving internal and external analysis, strategy formulation, implementation, and evaluation. It integrates various management functions to achieve organizational success and provides direction for executives in determining goals and the means to reach them.

### **Macro External Environmental Analysis**

David and David (2017) categorize external factors into five areas that influence operations and strategy: economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive factors.

### **Industry Environmental Analysis**

Suprpto et al. (2017) suggest using Porter's Five Forces Model to analyze industry competition, which is shaped by the threat of new entrants, substitutes, consumer bargaining power, supplier bargaining power, and industry rivalry.

### **External Factor Evaluation Matrix (EFE)**

The EFE Matrix assesses external factors related to opportunities and threats, integrating elements such as economic, social, cultural, legal, technological, and competitive factors (Abdurahman et al., 2020). These factors, categorized into macro and micro environments, significantly impact organizational decisions and strategies (David & David, 2017).

**Internal Factor Evaluation**

The IFE matrix evaluates internal factors by assigning weights and ratings to key areas, identifying an organization's strengths and weaknesses (David & David, 2017).

**Internal-External Matrix (IE)**

The Internal-External (IE) Matrix integrates Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) analyses to determine suitable strategic approaches. This matrix classifies businesses into three primary strategies:

Growth and Build – Applied to divisions with strong conditions (Cells I, II, IV).

Hold and Maintain – Suitable for divisions with moderate positions (Cells III, V, VII).

Harvest or Divest – Recommended for divisions with weak standings (Cells VI, VIII, IX).

**Marketing Mix (4P)**

The 4P framework (Kotler & Armstrong, 2016) consists of Product, Price, Place, and Promotion, essential tools for achieving marketing goals by meeting consumer needs, setting appropriate pricing strategies, ensuring product availability, and driving consumer awareness and purchases.

**SWOT Analysis**

Rangkuti (2015) defines SWOT analysis as a systematic approach to identifying internal and external factors, forming strategies that leverage strengths and opportunities while minimizing weaknesses and threats. Strategies are categorized into four types: SO (Strengths and Opportunities), WO (Weaknesses and Opportunities), ST (Strengths and Threats), and WT (Weaknesses and Threats).

**Quantitative Strategic Planning Matrix (QSPM)**

Astika and Suharyo (2021) explain that the QSPM helps determine the most appropriate strategy by calculating Total Attractiveness Scores (TAS), which are derived by multiplying the weight by the attractiveness score based on criteria from 1 (not attractive) to 4 (very attractive)..

**METHODS**

This study uses a qualitative approach to analyze the marketing strategies of the Government and Institution Business Division. As defined by Sugiyono (2020), qualitative research focuses on understanding objects in their natural state, with the researcher as the primary instrument. The study aims to uncover the underlying meanings in data, gathered through descriptive forms such as texts, images, or behaviors, and analyzed inductively.

Purposive sampling was employed to select participants based on specific criteria relevant to the research. Informants were chosen for their relevant knowledge of marketing strategies within the Government and Institution Business Division of PT Surveyor Indonesia

**Data Collection**

Primary data was collected through case studies conducted during the internship period, involving observations and interviews. Secondary data was gathered from company documents, annual reports available on PT Surveyor Indonesia's website ([www.ptsi.com](http://www.ptsi.com)), and relevant academic publications.

## Measures

### 1. Data Triangulation

Triangulation was used to enhance the accuracy and credibility of the findings by comparing data from multiple sources, methods, and perspectives, thereby reducing bias and providing a more comprehensive understanding of the studied phenomenon.

### 2. Member Checking

Member checking involved presenting preliminary findings to participants for feedback, ensuring the results aligned with their experiences and perspectives, and revising the findings to improve accuracy and reliability.

### 3. Reliability Testing

Reliability was ensured through consistency in analysis and reflective thinking. Consistency was maintained by systematically categorizing and interpreting data to ensure an unbiased analysis, while reflective thinking helped identify and address potential biases throughout the research process, ensuring a rigorous framework for reliable findings.

## RESULTS

### External Factor Evaluation Matrix

Based on the EFE matrix table, the total weighted score from the analysis of opportunities and threats is 2.95. From this total score, the highest opportunity factor is the change in government policies supporting Government and Institution Business Division services, with a value of 0.51. Meanwhile, the highest threat factor is the increasing competition, with a value of 0.36. Therefore, Government and Institution Business Division can enhance service quality and establish strategic partnerships with government institutions as an effort to create long-term, mutually beneficial relationships through the provision of consistent, innovative, and high-quality services.

**Table 1. EFE Matrix Analysis**

No	External Strategic Factors	Weight	Rating	Weight Score
<b>Opportunities</b>				
1	Emerging opportunities in the TIC sector	0.12	3	0.36
2	Government policy changes that support Government and Institution Business Division services	0.15	3.461538462	0.519230769
3	Increasing demand for certification in government procurement of goods and services	0.13	2.692307692	0.35
4	The Government and Institution Business Division in leveraging technological advancements.	0.1	3.076923077	0.307692308
<b>Threats</b>				
1	Increasing competition	0.14	2.615384615	0.366153846
2	High bargaining power of competing companies	0.09	2.307692308	0.207692308
	Global and domestic economic uncertainty	0.11	3.076923077	0.338461538

4	Dependence on experts	0.08	2	0.16
5	Government regulations posing a threat to Government and Institution Business Division	0.08	3.846153846	0.307692308
	<b>Total</b>	<b>1.00</b>		<b>2.916923077</b>

Source: Data Processed, 2025

### Internal Factor Evaluation Matrix

The Internal Factor Evaluation (IFE) matrix, which analyzed functional aspects, provided a total weighted score of 3.41. The greatest strength was the division's diverse portfolio and adequate certifications, scoring 0.50. The most significant weakness was the dependence on a limited number of major clients, particularly government institutions, with a score of 0.36. To address this, the division can diversify its services to reach broader market demands and offer TIC services to untapped industrial sectors, mitigating risks associated with reliance on government clients.

**Table 2. IFE Matrix Analysis**

No	Internal Strategic Factors	Weight	Rating	Weight Score
	<b>Strenghts</b>			
1	The Strategic Business Division Government and Institution of PT Surveyor Indonesia has a diverse portfolio and adequate certifications	0.15	3.384615	0.507692308
2	Strong capital funding sources	0.12	3.923077	0.470769231
3	PT Surveyor Indonesia holds a strong market position as part of the BUMN IDSurvey Holding	0.1	3.615385	0.361538462
4	Strategically located headquarters and 11 operational regions of PT Surveyor Indonesia	0.08	3.384615	0.270769231
5	Efficient operational tools in Government and Institution Business Division	0.1	3.307692	0.330769231
	<b>Weaknesses</b>			
1	Dependence on a limited number of major clients, particularly government institutions or agencies	0.12	3	0.36
2	Lack of service diversification	0.08	3.038462	0.243076923
3	Complex organizational structure of Strategic Business Division Government and Institution	0.07	3.230769	0.226153846
4	Dependence on regulations, especially regarding pricing in the bidding process	0.09	3.576923	0.321923077

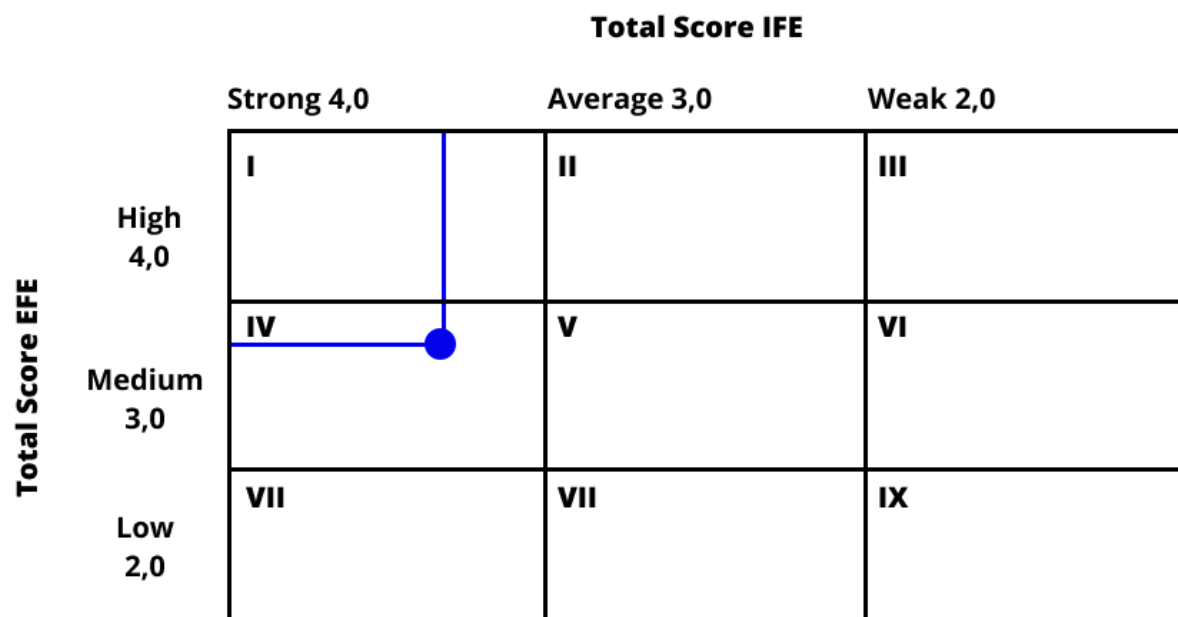
5	Insufficient number of competent human resources	0.09	3.615385	0.325384615
	<b>Total</b>	<b>1.00</b>		<b>3.418076923</b>

Source: Data Processed, 2025

### Internal-External Matrix

The Internal-External (IE) matrix, based on the EFE and IFE matrices, positioned the division in Quadrant IV, which indicates the Growth and Build phase. This positioning suggests that strategies such as market penetration, market development, service/product development, and integrative strategies (backward, forward, and horizontal integration) are most appropriate.

**Table 3. IE Quadrant Analysis**



Source: Data Processed, 2025

### SWOT Matrix

**Table 4. SWOT Matrix Analysis**

	Strength (S)	Weakness (W)
	S1. Government and Institution Business Division of PT Surveyor Indonesia has a diverse portfolio and adequate certifications S2. Strong capital funding sources S3. PT Surveyor Indonesia holds a strong market position as part of the BUMN IDSurvey Holding S4. Strategically located headquarters and 11 operational regions of PT Surveyor Indonesia S5. Efficient operational tools in	W1. Dependence on a limited number of major clients, particularly government institutions or agencies W2. Lack of service diversification W3. Complex organizational structure of Government and Institution Business Division W4. Dependence on regulations, especially regarding pricing in the bidding process W5. Insufficient number of

	Government and Institution Business Division	competent human resources
<b>Opportunities (O)</b>	<b>S-O</b>	<b>W-O</b>
O1. Emerging opportunities in the TIC sector O2. Government policy changes that support Government and Institution Business Division services O3. Increasing demand for certification in government procurement of goods and services O4. Government and Institution Business Division in leveraging technological advancements	1. Diversify TIC services by focusing on emerging and high-growth sectors 2. Develop long-term strategic partnerships with government institutions and related agencies 3. Enhance service offerings in certification for government procurement of goods and services 4. Implement AI-based systems to automate testing and certification processes, such as test data analysis and automated certification report generation	1. Diversify the client base by offering innovative services 2. Adapt services to align with government priority programs 3. Strengthen cross-functional collaboration between divisions through an integrated project management system 4. Leverage technology to enhance workforce productivity
<b>Threats (T)</b>	<b>S-T</b>	<b>W-T</b>
T1. Increasing competition T2. High bargaining power of competing companies T3. Global and domestic economic uncertainty T4. Dependence on experts T5. Government regulations posing a threat to Government and Institution Business Division	1. Expand strategic partnerships to address increasing competition 2. Enhance operational efficiency to reduce costs 3. Implement a more structured risk management strategy	1. Restructure the organization to improve efficiency 2. Innovate services to attract new clients 3. Recruit and develop internal experts

Source: Data Processed, 2025

The SWOT analysis further reinforced this direction, indicating that the division could capitalize on opportunities by diversifying into high-growth sectors, forming long-term partnerships with government institutions, enhancing certification services, and integrating AI-

based systems. To address threats, expanding strategic alliances, improving operational efficiency, and implementing a structured risk management strategy were identified as key actions. Additionally, addressing internal weaknesses through organizational restructuring, service innovation, and reducing reliance on external experts were recommended to improve competitiveness and long-term sustainability.

## QSPM (Quantitative Strategic Planning Matrix)

Table 5. QSPM Matrix Analysis

Quantitative Strategic Planning Matrix																														
		Alternative Strategies																												
Key Factors	Weight	SO1		SO2		SO3		SO4		WO1		WO2		WO3		WO4		ST1		ST2		ST3		WT1		WT2		WT3		
Opportunities		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	
Emerging opportunities in the TIC sector	0.12	4	0.48					4	0.48	2	0.24	3	0.36	2	0.24	4	0.48	4	0.5											
Government policy changes supporting Government and Institution Division services	0.15	4	0.60																											
Demand for certification in public procurement of goods and services	0.13									2	0.26			2	0.26	4	0.52													
Government and Institution Division in leveraging technological advancements	0.1				3	0.30		4	0.40					2	0.20			4	0.4											
Threats																														
Increasing competition	0.14																		4	0.56	4	1								
High bargaining power of competing companies	0.09																						3	0.3	3	0.27	2	0.18		
Global and domestic economic uncertainty	0.11																		4	0.44	4	0	3	0.3			2	0.22	3	0.33
Dependence on experts	0.08																													
Government regulations posing a threat to Government and Institution Division	0.08																								3	0.24			3	0.24
Strenghts																														
Government and Institution Division of PT Surveyor Indonesia has a diverse portfolio and adequate certifications	0.15	4	0.60																											
Strong capital funding sources	0.12				3	0.36													4	0.48										
PT Surveyor Indonesia holds a strong market position as part of the BUMN IDSurvey Holding	0.1						4	0.40													4	0								
Strategically located headquarters and 11 operational regions of PT Surveyor Indonesia	0.08																													
Efficient operational tools in Government and Institution Division	0.1								2	0.20													3	0.3						
Weaknesses																														
Dependence on a limited number of major clients, particularly government institutions or agencies	0.12										3	0.36													3	0.36				
Lack of service diversification	0.08													2	0.16												2	0.16		
Complex organizational structure of Government and Institution Division	0.07															4	0.28													
Dependence on regulations, especially regarding pricing in the bidding process	0.09																													
Insufficient number of competent human resources	0.09																	4	0.4										3	0.27
Total Score			1.68		0.66		1.28		0.70		0.72		0.86		1.28		1.2		1.48		1		0.9		0.87		0.56		0.84	

Source: Data Processed, 2025

The Quantitative Strategic Planning Matrix (QSPM) highlighted the most attractive strategy for the division, which was diversifying TIC services to target emerging sectors (SO1 strategy), with a Total Attractiveness Score (TAS) of 1.68. This strategy aims to reduce dependence on existing markets and position the division in high-potential, developing sectors. By leveraging its expertise, the division can strengthen its market position and ensure sustainable growth, adapting to the dynamic market conditions and addressing diverse demands.

## DISCUSSION

### Macro External Environment Analysis

#### 1. Sociodemographic/Consumption Patterns of Government and Society

The socio-demographic shifts in Indonesia influence government programs and purchasing. One such example is the implementation of the Indonesian government's subsidy policy for purchasing Battery Electric Motorcycles (*KBLBB Roda Dua*). The policy was reinforced by Minister of Industry Regulation No. 21 of 2023, which amended the previous regulation on subsidy guidelines. During the implementation of this program, Government and Institution Business Division played a key role as a verifier of manufacturers and sales transactions. However, several challenges emerged, one of the factors contributing to the low sales of electric motorcycles is the lack of public trust in modern technology, as many people still believe that electric vehicles are prone to issues such as short circuits during rainy conditions (Veva & Roostika, 2023).



Additionally, political transitions, such as the 2024 presidential change, have led to shifts in government priorities, affecting the focus of the Government and Institution Business Division.agenda.

## 2. Technology

Social media platforms, particularly Instagram (@surveyor.id), and the official website of PT Surveyor Indonesia (<https://www.ptsi.co.id>) serve as pivotal channels for marketing services and enhancing the company's brand image. In the digital landscape, Instagram, with over 1.21 billion monthly users in 2021 and projected to reach 1.44 billion by 2025, offers a vast audience for PT Surveyor Indonesia to engage with (Hartono, Roostika, & Muslichah, 2024). This broad user base highlights the platform's importance as a key tool in strengthening the company's digital presence. The company has also integrated advanced technologies like Computer-Assisted Personal Interviewing (CAPI) to improve operational efficiency and data accuracy, aligning with the demands of a digitally driven market.

## 3. Economy

The 2024 General Election and Regional Head Elections bring both challenges and opportunities for industries, with increased government and public spending expected to contribute to a 5.2% national GDP growth. PT Surveyor Indonesia is committed to sustaining its growth and supporting national economic development, aligning with its vision of becoming part of a state-owned survey services holding company offering world-class TIC services.

In response to market volatility, PT Surveyor Indonesia recognizes the need for corporate transformation to remain relevant in a dynamic environment. The Government and Institution Business Division must remain agile and innovate continuously to adapt its business structure and operations.

While less impacted by global markets, the division's projects rely heavily on State Budget (APBN) funding. During election periods, budget redirection to electoral agencies affects allocations for other sectors. Although APBN remains a stable funding source, challenges arise when budget allocations are fragmented across multiple ministries, especially those without collaborations with the division.

The national economy and APBN are interconnected, as economic conditions directly influence government revenue and expenditure. Tax revenue rises during economic growth but declines during downturns, while government spending fluctuates based on economic conditions. The APBN plays a crucial role in managing fiscal policy, stabilizing the economy, and fostering growth. Data from Indonesia's Ministry of Finance (2024) shows a persistent budget deficit from 2020 to 2023, highlighting the challenge of balancing revenue and spending.

## 4. Environment

PT Surveyor Indonesia's CSR efforts are relatively modest within Government and Institution Business Division due to the administrative nature of its operations. Although ISO 14001 environmental audits are conducted, their scope remains minor. The company's limited direct environmental impact reflects its non-environmental focus, with more extensive environmental management practices being carried out in other divisions focused on more directly impactful projects.

## 5. Government Policy and Regulation

Government regulations significantly influence the business direction of PT Surveyor Indonesia, particularly within the Government and Institution Business Division. As a key partner in national programs, the division faces challenges when budget delays occur, particularly during the pre-election period. These delays have led to reduced revenue due to postponed projects, decreased demand for services, and payment delays, affecting both financial stability and operational efficiency.

Shifts in government leadership often bring regulatory changes that impact operations. For example, the implementation of the Special Export/Import Facilities Verification (USDFS-IJEPA) program in 2022 and the Indonesia-Korea Comprehensive Economic Partnership Agreement (IK-CEPA) have opened new business opportunities. These developments present significant growth potential for PT Surveyor Indonesia, particularly in institutional strengthening and governance.

Given the division's reliance on regulations, it is crucial to continuously adapt to policy changes and actively foster partnerships with government agencies and other business entities to maintain growth and competitiveness.

### **Micro External Environment/Industry Environment**

The industry analysis using Porter's Five Forces approach is employed to evaluate the strength of external factors based on potential threats.

#### **1. Threat of New Entrants**

As a subsidiary within the IDSurvey state-owned enterprise (SOE) holding, PT Surveyor Indonesia benefits from shared resources and operational synergy. However, it still faces significant competition from private firms, which tend to have more pricing flexibility. Unlike these competitors, Government and Institution Business Division must adhere to specific financial targets, including revenue, operating profit, and profit margins, limiting its ability to offer competitive pricing. This constraint becomes particularly challenging in procurement tenders where cost plays a decisive role. Moreover, emerging competitors continuously introduce innovative services that Government and Institution Business Division has yet to adopt.

The growing presence of multinational companies in the TIC industry further intensifies market competition. These firms possess superior expertise, extensive experience, and well-developed business strategies, making them formidable challengers. To maintain a competitive edge, PT Surveyor Indonesia must leverage its SOE advantages while focusing on cost efficiency, innovation, and service differentiation.

#### **2. Threat of New Opportunities**

Aligned with Indonesia's Vision 2045 for economic transformation, the Government and Institution Business Division contributes by expanding its portfolio, notably through the establishment of the Project Management Unit (PMU) Pro Investasi. This unit provides integrated solutions for investors entering the Indonesian market, supporting the broader goal of sustainable economic development.

Despite holding multiple *Klasifikasi Baku Lapangan Usaha Indonesia (KBLI)* licenses, Government and Institution Business Division faces challenges in managing smaller-scale projects. While the company has extensive experience handling large and complex projects, adapting to the constraints of smaller projects such as limited resources and scope poses unique difficulties. These challenges demand greater flexibility, adaptability, and responsiveness to economic and business dynamics.

#### **3. Building Client Trust**

As part of its commitment to client satisfaction, Surveyor Indonesia continuously aligns its services with client needs and expectations while fostering trust with potential clients. To maintain its reputation, the company is committed to delivering excellent services, consistently updating its approaches to enhance customer experience and credibility, particularly in building trust with government institutions. Lemke (2010, as cited in Helmyzan & Roostika, 2022) defines experience quality as consumers' perceived superiority in their interactions with a product or service. It encompasses not only the fulfillment of consumer desires but also broader aspects such as environmental design, location, staff services, and overall service delivery.

As emphasized in an interview with the company. "Customer satisfaction is the core of our approach, especially with government institutions and ministries. Ensuring service quality that aligns with the Terms of Reference (TOR) or other government requirements is essential in maintaining long-term partnerships."

#### 4. Dependence on Skilled Workforce

The reliance on technical experts poses a significant challenge to PT Surveyor Indonesia's operations and growth, particularly in the TIC sector, which requires specialized technical expertise. As a company engaged in testing, inspection, and certification, Government and Institution Business Division heavily depends on highly skilled professionals to execute complex tasks and ensure service quality that meets industry standards.

External factors such as economic fluctuations and regulatory changes also influence expert availability, given the dynamic market demand. To mitigate this dependency, PT Surveyor Indonesia must strengthen its workforce development strategies, ensuring that training and certification programs align with technological advancements and market needs.

#### 5. Competition with Similar Companies

**Table 6. Peer Companies**

No	Company Name	Company Status
1	PT Sucofindo	State-Owned Enterprise
2	Deloitte	Private
2	McKinsey	Private
3	PWC (PricewaterhouseCoopers)	Private
4	EY (Ernst & Young)	Private
5	PT Anindya	Private
6	SGS (Société Générale de Surveillance)	Private
7	SGL (Sustainable Governance Indicators)	Private
8	PT Multi Utama Riset Indo	Private
9	Ciriajasa Engineering	Private
10	PT Amitas	Private
11	PT AWK	Private
12	PT Amitas	Private
13	PT Ekstar	Private
14	PT Kominka	Private
15	PT Aminka	Private
16	PT Wahana Utama	Private

Source: Data Processed, 2025

The Government and Institution Business Division faces increasing competition from established consulting firms and private enterprises with extensive networks and flexible strategies. In government tenders, it competes with companies like PT Anindya, PT Amitas, PT Wahana Data Utama, and Multi Utama Riset Indo, which specialize in survey and verification services. Industry experts also highlight the significant threat from global players, such as PwC, which frequently participate in government tenders and have a strong market presence.

PT Sucofindo, a major competitor in the TIC sector, holds approximately 34% of the market share in Indonesia, according to its Director of Finance and Strategic Planning. A comparative revenue analysis between PT Surveyor Indonesia and PT Sucofindo for 2022–2023 reveals a

decline for both companies, with PT Surveyor Indonesia experiencing a 26.19% drop in government sector revenue, from IDR 374.41 billion in 2022 to IDR 276.35 billion in 2023. This decline underscores the impact of external and internal factors on service demand. PT Sucofindo also saw a revenue decrease of 19.55%, reaching IDR 419.86 billion in 2023, but maintained a stronger market position than PT Surveyor Indonesia in terms of total government sector revenue.

### Internal Environment Analysis

#### 1. Management and Planning

The corporate management planning process is realized through the formulation of the Corporate Work Plan and Budget (RKAP), which serves as a guideline for setting company targets. These targets are further broken down into Key Performance Indicators (KPIs). The RKAP is distributed across various divisions, including Government and Institution Business Division, with specific revenue targets. To support this, PT Surveyor Indonesia has implemented the Information System for Planning and Performance (SIREKIN). As a digital management tool, SIREKIN facilitates comprehensive planning, monitoring, evaluation, and reporting of the Long-Term Corporate Plan (RJPP), RKAP, KPI, and work programs.

Under the 2024 RKAP theme, "Sustainable Growth through Accelerated Business Transformation," PT Surveyor Indonesia remains committed to driving business growth while striving to become a part of the state-owned TIC services holding with internationally recognized standards. As annual targets increase, marketing strategies must continuously adapt to market dynamics to ensure sustainable growth.

#### 2. Organizational Structure

The organizational structure of Government and Institution Business Division exhibits a higher level of complexity compared to other DBS divisions. This is evident in the presence of three Assistant Vice Presidents (AVPs) for operations: Government Mandatory Scheme, Management Consulting 1, and Management Consulting 2. The presence of two AVPs in the operational segment is attributed to the nature of projects funded by the state budget (APBN), which carry significant consequences, high risks, and relatively low margins. Given the utilization of public funds, the management of Management Consulting projects necessitates a higher level of prudence. Furthermore, the Government and Institution Business Division organizational structure includes AVP Marketing Product Development and AVP Business Support, reinforcing the company's strategic approach to market adaptability and business sustainability.

#### 3. Employee Motivation and Development Strategies

PT Surveyor Indonesia has implemented employee empowerment strategies to optimize workforce development in response to the evolving business landscape. Employee achievements is a very important thing in a company's efforts to achieve its goals. One way that can be used to see the development of the company is by looking at the results of the performance appraisal (Riwukore, Alie, & Hattu, 2022, p. 1220). The company's Total Reward policy integrates performance evaluations with compensation and recognition, ensuring objective assessments through the Performance Development System. The corporate culture is strengthened by the AKHLAK BUMN principles, as guided by the Ministry of State-Owned Enterprises' AKHLAK Culture Journey Implementation Guidelines. To internalize these values, PT Surveyor Indonesia has established several cultural programs, including the Culture Monitoring System, Culture Ranger Monthly Meetup, Culture Talk Series (CTS), Transformation Talk Series (TTS), Knowledge Sharing, SI-Innovation, SI-Mingle Day, Fit n Fun, and the Corporate Culture Health Survey.

#### 4. Staff Placement Strategy

The recruitment process at Government and Institution Business Division PT Surveyor follows two main approaches: project-based hiring and organic recruitment for long-term needs. To

attract suitable candidates, the company utilizes various digital platforms, including its official website, BUMN social media, and LinkedIn. Additionally, PT Surveyor Indonesia implements multiple human resource development programs to enhance both technical and managerial competencies, ensuring adaptability to market changes and evolving expectations, such as: Leadership Pipeline Development, Future Leader Development and Expertise Enhancement, Team Leader Development Program (TLDP), Optimization of Human Resource Utilization.

5. Marketing Strategy

The company's marketing strategy is based on the 4P framework:

- **Product:** Government and Institution Business Division offers a diverse TIC services:

**Table 7. Government and Institution Business Division Portfolio**

No	Product/Service Name	No	Product/Service Name
1	Warehouse/Storage Inspection	7	Minimum Service Standards
2	Verification of Non-New Capital Goods / Second-Hand Goods (SHG)	8	Customer Satisfaction Survey
3	Verification of Economic Partnership Agreement Facilities	9	Demographic Survey
4	Verification of Special Export/Import Duty Facilities	10	Government Project Management Consulting
5	Verification of Technical Inspection for Imported Goods (VPTI)	11	Monitoring and Evaluation of Government Programs
6	Verification of Industrial Incentive Facilities		

Source: Data Processed, 2025

- **Price:** The pricing strategy of the Government and Institution Business Division is shaped by various factors, particularly the type of project and government involvement. For government-related projects, pricing is influenced by historical data, previous offers, and competitor bids within competitive bidding processes, ensuring compliance with regulations and competitiveness. In Government Mandatory Scheme (GMS) projects, pricing is determined by ministries and associations, considering factors like import volume and contract duration, ensuring alignment with established agreements.

In accordance with Presidential Regulation No. 16 of 2018, tenders must comply with the Self-Estimated Price set by the relevant ministry and must not exceed the allocated budget. The use of state budget funds limits profit margins, reinforcing the need for fair and transparent pricing. Project execution costs, financial requirements, and historical data significantly impact pricing decisions, with the scope of work influencing costs. The division's approach ensures that bids align with project requirements and financial constraints, allowing it to remain competitive while adhering to government regulations.

- **Place:** PT Surveyor Indonesia, headquartered at Graha Surveyor Indonesia in Jakarta, operates nine branch offices, six representative offices, four regional work units, and two marketing offices across Indonesia, with an international presence in Singapore. The Government and Institution Business Division is based at the headquarters, occupying the 7th and 14th floors.

To maintain service excellence, PT Surveyor Indonesia enhances its global reach through strategic partnerships with internationally recognized industry leaders. These collaborations improve the company's ability to meet global standards and strengthen its service offerings. Additionally, the company's extensive domestic presence provides a competitive edge in procurement, particularly in public tenders.

- **Promotion:** The promotional strategy of the Government and Institution Business Division emphasizes a comprehensive approach that engages both government and private sector clients. It involves personal and institutional outreach to understand client needs, particularly in procurement processes such as tenders or verification requests. By aligning client requirements with its core competencies, the division ensures relevant service offerings. When client requests match the company's expertise, the division participates in procurement stages, including online tenders through the government's electronic system (LPSE) and manual tenders from ministries, agencies, state-owned enterprises, and private companies. The division remains actively involved throughout the procurement process, ensuring the successful acquisition of projects and formal service contracts or Work Commencement Orders. This strategy enhances client engagement and facilitates project acquisition through structured procurement channels.

#### 6. Financial Conditions

The financial condition of the Government and Institution Business Division remains stable, making it one of the highest revenue-generating units within PT Surveyor Indonesia. However, its contribution to total company revenue is limited due to the concentration of its portfolio at the headquarters, with branch offices contributing less.

According to the 2023 annual report, the division experienced a 5% performance increase in the previous year, generating IDR 374.41 billion, primarily from management consulting services. However, a 26.19% revenue decline was observed, dropping to IDR 276.35 billion, due to changes in work execution methods and reduced earnings from certain projects. The political climate in 2023 further impacted state budget allocations, affecting revenue streams. Despite these fluctuations, PT Surveyor Indonesia maintains a well-structured financial system, ensuring stability at both divisional and corporate levels. The company's strategic project selection and risk management approach play a crucial role in sustaining profitability amidst economic and regulatory challenges.

#### 7. Operational Tools

Government and Institution Business Division operates with a limited number of operational tools due to the nature of its portfolio, which does not require extensive specialized equipment. The available tools primarily include digital scales and calipers. Although digital scales and calipers are not prone to frequent damage, they require regular calibration to ensure measurement accuracy. In survey execution, Government and Institution Business Division has adopted the Computer-Assisted Personal Interviewing (CAPI) system, replacing manual methods. This transition aims to enhance efficiency and improve data accuracy, ultimately optimizing the quality of survey outcomes.

## CONCLUSION

The IE matrix analysis positions PT Surveyor Indonesia in quadrant IV, classified as Growth and Build, based on an EFE score of 2.91 and an IFE score of 3.4. This positioning suggests that the most appropriate strategies involve intensive approaches, such as market penetration, market development, and service/product development, as well as integrative strategies, including backward, forward, and horizontal integration.

The SWOT analysis highlights the SO (Strengths-Opportunities) strategy as the most effective for the Government and Institution Business Division. This strategy leverages internal strengths to capitalize on external opportunities, including diversifying TIC services into

emerging sectors, forming long-term strategic partnerships with government institutions, enhancing certification services for government procurement, and implementing AI-based systems for automation. These initiatives will enhance efficiency, service quality, and the division's position as a strategic partner in government projects, ultimately improving business sustainability and competitiveness.

The QSPM analysis further emphasizes the SO1 strategy diversifying TIC services into emerging sectors as the most attractive, with a Total Attractiveness Score (TAS) of 1.68. By adopting this strategy, PT Surveyor Indonesia can expand its service offerings, strengthen its market presence, and ensure long-term growth.

## LIMITATION

This study acknowledges several limitations that may affect the generalizability of its findings. First, the reliance on qualitative data from interviews and observations introduces potential bias, as the perspectives of selected informants may not fully represent all stakeholders within the Government and Institution Business Division. Additionally, the dynamic nature of government regulations and the external environment may limit the long-term relevance of the findings. Future research could benefit from a longitudinal study or comparative analysis with external respondents, providing a more objective and comprehensive understanding of the TIC services sector in government.

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