Journal Development Manecos

ISSN: 2988-5957
Vol. 4 No. 1, 2026
Page: 209-230

Enhancing a B2B Marketing Strategy in Engineering Consulting Services: A Case Study of PT EMKA Rekayasa Energi

Raditya Ova Triandi[1]

[1]Master of Business Administration Program, School of Business and Management, Institut Teknologi Bandung

*Corresponding Author: Raditya Ova Triandi

Email: 29324316@mahasiswa.itb.ac.id

Article Info

Article History:

Received May 22, 2026
Revised June 19, 2026
Accepted: July 24, 2026

Keywords:

B2B Marketing Strategy, Engineering Consulting, Relationship Marketing, SWOT, TOWS.

Abstract

This study examines how PT EMKA Rekayasa Energi can enhance its business-to-business marketing strategy in the engineering consulting service industry. EMKA has strong technical expertise, project experience, and client trust, especially in energy and electricity-related projects. However, its marketing activities remain largely informal, relationship-based, and dependent on existing professional networks. This condition limits the company's visibility, client acquisition process, and long-term business development potential. This research uses a qualitative single-case study approach to explore EMKA's internal capabilities, external market pressures, client expectations, and strategic marketing gaps. Data were collected through semi-structured interviews, written client responses, field notes, internal company information, and secondary data. Five respondents were selected through purposive sampling, consisting of two internal management representatives and three client representatives from different project contexts. The data were analyzed using thematic analysis and supported by Porter's Five Forces, PESTLE, competitor analysis, customer analysis, RBV VRIO, STP, Marketing Mix 9P, SWOT, and TOWS frameworks. The findings show that EMKA's main strength lies in technical credibility, responsiveness, field experience, and independent judgment. However, the company still faces weaknesses in digital visibility, proposal standardization, client mapping, portfolio communication, and internal marketing routines. The study proposes a structured B2B marketing strategy focused on market visibility, standardized communication materials, systematic relationship management, digital presence, and internal business development capability. These strategies are expected to reduce dependence on limited client networks, improve proposal competitiveness, expand market reach, and support sustainable growth in the engineering consulting market.

Introduction

Engineering consulting services have become an important part of modern infrastructure development, industrial transformation, and technical decision-making (Rogers et al., 2015; Berglund et al., 2020; Wang et al., 2024). These services support clients in areas such as feasibility studies, engineering design, project planning, technical evaluation, testing, commissioning, supervision, and project control. According to Wagner (2012), In business-to-business markets, engineering consulting firms are not selected only because of price. Clients also evaluate technical competence, project experience, credibility, responsiveness, documentation quality, professional reputation, and the ability to provide reliable recommendations for complex projects (Chih et al., 2019; Ogbu & Imafidon, 2022; Aluko et al., 2022; Sunindijo et al., 2014; Chakrabarty et al., 2008). This condition makes engineering consulting different from ordinary service businesses because clients often make decisions through formal procurement, technical evaluation, risk assessment, and multi-stakeholder approval.

DOI: https://doi.org/10.71435/738863

The importance of engineering consulting services is closely related to Indonesia's infrastructure and construction development. The construction sector remains one of the major contributors to the national economy. BPS-Statistics Indonesia (2025) reported that the construction sector contributed around 10.43% to Indonesia's gross domestic product in the fourth quarter of 2024. Infrastructure development also remains a strategic priority in Indonesia's medium-term development agenda, with projected infrastructure funding needs for RPJMN 2025-2029 reaching Rp1,905.3 trillion (PwC Indonesia, 2025). These figures show that engineering and technical consulting services will continue to have strategic relevance. However, the market also faces serious challenges, including project delays, procurement pressure, cost efficiency demands, funding uncertainty, technological change, and stronger competition among service providers.

In this competitive environment, engineering consulting companies need to build more than technical capability (Mogashoa & Selebi, 2021; Srivastava et al., 2013). They also need strong market visibility, clear positioning, structured client communication, and consistent business development activities. Strategic marketing helps companies align market opportunities, internal resources, customer value, and competitive positioning (Aghazadeh, 2015; Lestari, 2023; Islami et al., 2024; Varadarajan, 2020). In B2B markets, clients usually require clear evidence before selecting a supplier or consulting partner. They need to see relevant project portfolios, strong proposal quality, technical credibility, professional communication, and proof of past performance. Therefore, marketing in engineering consulting services should not be treated only as promotion. It should function as a strategic capability that helps firms communicate expertise, build trust, and create new project opportunities (Baloh et al., 2008; Dahan et al., 2010; Collins & Hitt, 2006; Bellini et al., 2019).

PT EMKA Rekayasa Energi, hereafter EMKA, is an engineering consulting company established on December 26, 2005. The company provides technical consulting services related to engineering planning, feasibility studies, testing, commissioning, technical evaluation, supervision, and project execution support. EMKA serves industrial and institutional clients, including private companies, state-owned enterprises, and government-related entities. Over the years, the company has developed project experience in energy and electricity-related sectors. It also has competent technical personnel and strong trust from several important clients. These strengths are valuable because technical expertise, project experience, reputation, and client trust can support competitive advantage in professional service industries (Alkhatib & Valeri, 2024; Perifanis & Kitsios, 2023; Haseeb et al., 2019).

However, EMKA still faces a strategic marketing challenge. The company's project acquisition process remains largely informal and relationship-based. Many project opportunities are obtained through tenders, bidding, direct appointments, long-term relationships, and existing professional networks (Nahdi et al., 2024; Hosseini et al., 2020; Adiyanti & Fathurrahman, 2021). This approach has helped EMKA maintain business continuity and preserve trust from existing clients. Relationship-based marketing remains important in B2B markets because trust, long-term interaction, and professional credibility influence buying decisions (Wahyudi, & Sukaris, 2026; Guan et al., 2025). However, excessive dependence on existing relationships can limit market expansion. A company may have strong technical value, but potential clients may not recognize that value if it is not supported by visible portfolios, updated company profiles, strong digital presence, and systematic client outreach.

The need for a more structured marketing system becomes stronger because B2B buying behavior has changed. Business clients now expect easier access to supplier information, digital interaction channels, professional content, and clear evidence of service capability (Alamäki &

DOI: https://doi.org/10.71435/738863

Korpela, 2021; Saunila et al., 2019; Corsaro & Anzivino, 2021). Many engineering consulting firms, EPC-related companies, specialist consultants, and international service providers already present their capabilities through websites, LinkedIn, digital portfolios, webinars, technical publications, and standardized proposal materials. These practices make competitors more visible and easier to compare. As a result, firms with strong technical competence but weak marketing communication may lose opportunities to competitors that appear more organized, responsive, and professional in presenting their service value (Zhang et al., 2018; Homburg & Wielgos, 2022; Björkdahl, 2020).

EMKA's recent financial condition also strengthens the urgency of this issue. In 2024, the company experienced a significant decline in financial performance, including a recorded loss of more than Rp500 million and a limited cash position. The company recovered in 2025 through restructuring actions, asset divestment, shareholder support, and the opening of bank credit facilities. However, this recovery was not mainly driven by systematic expansion into new markets. Most new projects still came from existing networks, especially PLN and ESDM-related relationships. This condition shows that EMKA still has technical credibility and project execution capacity, but its marketing system has not yet become a proactive engine for sustainable business growth. In a project-based business, this dependence can increase risk because demand may fluctuate and client procurement decisions can change over time.

This situation indicates that EMKA's main challenge is not only financial or operational. It is also related to marketing capability. The company already has technical expertise, project experience, and client trust, but these strengths have not been fully converted into systematic market visibility and broader client acquisition. In professional service markets, value must be communicated clearly because clients often cannot fully evaluate service quality before purchase. They rely on signals such as reputation, documentation, past projects, proposal clarity, professional communication, and responsiveness. Therefore, EMKA needs to strengthen its B2B marketing strategy so that its technical capability becomes more visible, credible, and accessible to potential clients.

The practical gap in EMKA's case lies in the distance between strong technical capability and weak structured marketing practice. The company has valuable engineering expertise, but its marketing activities are still not fully supported by standardized proposal materials, client mapping, digital visibility, portfolio communication, and internal business development routines. This issue is important because engineering consulting firms operate in markets where trust and competence must be proven before clients commit to a project. A more structured B2B marketing strategy can help EMKA reduce dependence on limited client networks, improve proposal competitiveness, strengthen professional branding, and expand its project pipeline.

This study focuses on enhancing EMKA's B2B marketing strategy by identifying the company's key marketing problems and formulating practical strategic directions. The contribution of this study lies in its focus on a medium-sized engineering consulting firm that needs to transform relationship-based marketing into a more structured, visible, and sustainable B2B marketing capability. The discussion is expected to provide practical value for EMKA by showing how the company can strengthen market visibility, improve client communication, standardize proposal and presentation materials, manage client relationships more systematically, and support long-term business growth in the engineering consulting market.

DOI: https://doi.org/10.71435/738863

Method

Research Design

This study used a qualitative single-case study design to examine the B2B marketing strategy of PT EMKA Rekayasa Energi. The qualitative approach was selected because the research focused on understanding a specific business issue in depth, particularly how EMKA manages its marketing activities in a project-based, technical, and relationship-driven engineering consulting market. This study did not aim to test statistical relationships between variables. Instead, it aimed to explore EMKA's internal condition, external market pressure, client expectations, and strategic marketing gaps within its real organizational context. A single-case study design was considered appropriate because EMKA represents a relevant case of an engineering consulting company with strong technical capability but limited structured marketing practices. The company operates in a specialized B2B service industry where technical credibility, client trust, project experience, responsiveness, and professional relationships strongly influence project acquisition. This context allowed the research to analyze how internal capabilities and external market dynamics shape EMKA's marketing strategy. This study does not seek to generalize the findings to all engineering consulting firms in Indonesia. Rather, it aims to provide an in-depth understanding of EMKA's marketing condition and formulate strategic recommendations that fit the company's specific business context.

Research Object and Context

The object of this research is PT EMKA Rekayasa Energi, an engineering consulting company established on December 26, 2005. EMKA provides technical consulting services related to engineering planning, feasibility study, testing, commissioning, technical evaluation, project supervision, and project execution support. The company serves industrial and institutional clients, including private companies, state-owned enterprises, and government-related entities. EMKA was selected because the company faces a clear strategic marketing challenge. The company has technical expertise, project experience, and long-term client relationships, especially in the energy and electricity sectors. However, its marketing activities remain largely informal and relationship based. Most project opportunities are still obtained through tenders, bidding, direct appointments, and existing professional networks. This condition creates a strategic issue because competition in engineering consulting services has become more structured, visible, and digitally supported. Therefore, EMKA provides a suitable case for examining how a technical consulting firm can strengthen its B2B marketing capability.

Data Sources

This study used multiple sources of data to obtain a comprehensive understanding of EMKA's marketing condition. The data consisted of internal company information, field notes, managerial clarification, client written responses, and secondary data related to the engineering consulting market. Internal company information was used to understand EMKA's background, service focus, project experience, financial condition, and business development activities. Managerial clarification and field notes were used to capture internal perspectives on marketing practices, project acquisition, client relationships, and strategic challenges. Client written responses were used to understand external perspectives on EMKA's service quality, responsiveness, technical credibility, proposal quality, and comparison with competitors. Secondary data were used to support the analysis of industry conditions, macro-environmental factors, market trends, competitor visibility, and B2B marketing practices. The use of multiple

DOI: https://doi.org/10.71435/738863

data sources helped the researcher compare internal and external perspectives and strengthen the validity of the strategic analysis.

Respondent Selection

Respondents were selected using purposive sampling. This technique was used because the research required information from individuals who had relevant knowledge of EMKA's business condition, project acquisition process, service quality, client expectations, and marketing challenges. The respondents were not selected randomly because this study did not aim to achieve statistical representation. Instead, the study required information-rich respondents who could provide meaningful insights into EMKA's marketing problem. The study involved five respondents. Two respondents came from EMKA's internal management, while three respondents came from client organizations that had experience working with EMKA in different project contexts. Internal respondents were selected because they understood EMKA's operations, project delivery, internal resources, and business development process. Client respondents were selected because they could provide external perspectives on EMKA's technical credibility, responsiveness, professional communication, proposal quality, and service experience. Respondent codes were used to protect confidentiality and maintain data traceability. This was important because the information involved business-sensitive issues related to company strategy, client evaluation, project experience, and market competition.

Table 1. Respondent Profile

Code	Category	Role / Context	Selection Rationale	Data Source
R1	Internal	Operations Manager	Directly involved in operations, project delivery, and business development activities	Managerial clarification and field notes
R2	Internal	Director	Provided strategic clarification regarding company direction and management issues	Managerial clarification and field notes
R3	Client	Feasibility study and licensing project	Represented client perspective on regulatory, study, and approval-related projects	Written response
R4	Client	Testing and commissioning project	Represented client perspective on performance validation and technical execution	Written response
R5	Client	Construction supervision project	Represented client perspective on quality, compliance, HSE, and site coordination	Written response

Full data saturation was not claimed in this study because the research used a single-case design with a limited number of respondents. However, the selected respondents were considered sufficient for the research objective because they represented both internal and external perspectives. They also covered different types of EMKA projects, including feasibility study and licensing, testing and commissioning, and construction supervision. This respondent

DOI: https://doi.org/10.71435/738863

structure allowed the study to compare company perspectives with client perspectives and identify the main marketing issues more clearly.

Data Collection Technique

Data were collected through document review, field notes, managerial clarification, client written responses, and secondary data review. Document review was used to examine internal company information related to company background, service portfolio, project experience, business development activities, and financial condition. Field notes were used to record important observations and contextual information during the research process. Managerial clarification was used to obtain internal understanding of EMKA's marketing practices, client acquisition process, market pressure, competitor comparison, internal resources, and strategic direction. Client written responses were used to capture client perspectives on service experience, responsiveness, technical credibility, proposal quality, and future expectations. Secondary data review was used to understand the external environment, including industry competition, infrastructure development, digital visibility, and broader B2B marketing trends. This data collection approach was selected because the study focused on strategic analysis rather than detailed narrative reporting of interview excerpts. Therefore, the collected information was synthesized into thematic findings and strategic frameworks.

Analytical Framework

The analysis was divided into three stages: external analysis, internal analysis, and strategy formulation. This structure was used to ensure that the proposed marketing strategy was based on both market conditions and EMKA's internal capabilities. External analysis was conducted using Porter's Five Forces, PESTLE analysis, competitor analysis, and customer analysis. Porter's Five Forces was used to examine competitive pressure in the engineering consulting industry, including the threat of new entrants, threat of substitutes, bargaining power of suppliers, bargaining power of buyers, and rivalry among existing competitors. PESTLE analysis was used to identify political, economic, social, technological, legal, and environmental factors that influence EMKA's business environment. Competitor analysis was used to compare EMKA with large engineering consulting firms, EPC-related firms, specialist consultants, independent experts, OEM-related consultants, and international consultants. Customer analysis was used to understand client needs, purchasing behavior, decision criteria, and expectations toward engineering consulting services. Internal analysis was conducted using RBV VRIO, STP, and Marketing Mix 9P. RBV VRIO was used to evaluate EMKA's resources and capabilities in terms of value, rarity, imitability, and organization. STP was used to analyze EMKA's segmentation, targeting, and positioning in the B2B engineering consulting market. Marketing Mix 9P was used to assess EMKA's service marketing elements, including planning, product, price, place, promotion, people, partners, presentation, and passion. The results of the external and internal analyses were then integrated into SWOT analysis and the TOWS matrix. SWOT analysis was used to summarize EMKA's strengths, weaknesses, opportunities, and threats. The TOWS matrix was used to formulate strategic alternatives by matching internal and external factors. This sequence ensured that the proposed strategies were derived from the research findings and aligned with EMKA's actual business condition.

Data Analysis Procedure

The data were analyzed using thematic analysis. The collected data were reviewed repeatedly to identify recurring issues related to EMKA's B2B marketing condition. The first stage was data familiarization, where the researcher examined all collected information to understand the overall meaning of the data. The second stage was initial coding, where relevant information

DOI: https://doi.org/10.71435/738863

was grouped based on recurring issues such as relationship-based marketing, technical credibility, client trust, responsiveness, proposal quality, market visibility, competitor pressure, and internal system limitations. The third stage was theme development. The initial codes were refined into broader themes that reflected EMKA's marketing condition and strategic challenges. Information related to tenders, direct appointments, repeat clients, and professional networks was grouped under relationship-based marketing. Information related to company profile, website, LinkedIn activity, proposal materials, and portfolio documentation was grouped under marketing visibility and communication. Information related to technical expertise, project experience, field understanding, and independent judgment was grouped under technical credibility. The fourth stage was framework-based interpretation. The identified themes were connected to the analytical frameworks used in this study, including Porter's Five Forces, PESTLE, competitor analysis, customer analysis, RBV VRIO, STP, Marketing Mix 9P, SWOT, and TOWS. This stage helped the researcher move from descriptive findings to strategic interpretation. The final stage was strategy formulation, where the findings were translated into practical recommendations for strengthening EMKA's B2B marketing capability.

Result and Discussion

The main themes from the collected data are summarized before the detailed framework analysis. R1 and R2 represent internal perspectives, while R3, R4, and R5 represent client perspectives.

Table 2. Thematic analysis summary

Theme	Supporting respondents	Evidence summary	Analytical meaning
Relationship-based marketing	R1, R2, R3-R5	EMKA obtains many projects through tenders, direct appointments, long-term relationships, and existing professional networks. Client respondents also indicate that trust and previous experience influence vendor selection.	Relationship remains an important strength, but it needs to be institutionalized through client mapping, regular follow-up, and structured business development routines.
Technical credibility	R1, R3-R5	Technical competence, project experience, methodology, field understanding, and ability to solve project-specific issues are central in client evaluation.	Technical credibility is EMKA's main value proposition and should be communicated more clearly through proposals, portfolios, and professional materials.
Client trust and responsiveness	R3-R5	Clients value responsiveness,	EMKA can differentiate itself

DOI: https://doi.org/10.71435/738863

		flexibility, independence, and the ability to adapt to project dynamics.	from larger or more bureaucratic competitors by emphasizing agility and reliable execution.
Limited visibility	R1, R2	The company profile, website, LinkedIn presence, and portfolio communication are not yet used consistently.	EMKA's technical value is not sufficiently visible to new prospects, which limits market reach outside existing networks.
Proposal quality and documentation	R3-R5	Clients consider the clarity of scope, methodology, documentation, presentation, and professional communication when evaluating consultants.	Standardized proposal and presentation materials are needed to improve consistency and credibility in client-facing communication.
Internal system limitations	R1, R2	Marketing activities are not yet formalized and still depend on key individuals and informal business routines.	B2B marketing capability should become system-supported rather than person-dependent.

Competitive Pressure and Market Direction

The external analysis shows that EMKA operates in a competitive and dynamic industry. Based on Porter's Five Forces, the threat of new entrants is moderate. Entry to the engineering consulting industry is formally open, but gaining credibility is difficult because clients strongly consider technical competence, reputation, professional networks, and project experience. This finding is important because it shows that the main barrier in engineering consulting is not merely legal entry, but trust-based entry. A new competitor can establish a company, but it cannot easily build a credible project history or gain access to institutional buyers. This supports Porter's argument that industry competition is shaped by structural forces, but it also extends the analysis by showing that in engineering consulting, intangible credibility functions as a practical entry barrier (Khaled, 2020).

The threat of substitutes is also moderate. Alternatives such as internal client teams, OEM support, and digital tools can support some technical activities, but they cannot fully replace independent engineering judgment, on-site validation, and project-specific expertise. This finding has strategic meaning for EMKA because technological change should not be seen only as a threat. Instead, digital tools can become a complement to EMKA's field-based expertise if the company uses them to improve reporting speed, documentation quality, and analytical consistency. This is consistent with B2B marketing literature, which argues that service

DOI: https://doi.org/10.71435/738863

providers need to adapt their value delivery when buyers expect more efficient and digitally supported interactions (Wirtz & Kowalkowski, 2023; Grandinetti et al., 2020; Rangaswamy et al., 2020). Supplier power is moderate to high because the industry depends not only on vendors, but also on specialized experts, associate consultants, and technical equipment providers. Limited availability of specific experts can influence project cost and execution. Buyer power is high because institutional buyers such as PLN, IPPs, EPCs, and government-related entities have formal procurement processes, the ability to compare proposals, and strong sensitivity toward price, time, and risk. Rivalry among existing competitors is also high because the market is project-based, demand can fluctuate, and competition happens across price, technical quality, relationship, documentation quality, and credibility. These findings indicate that EMKA must compete not only by maintaining technical quality, but also by improving how that quality is communicated and converted into client confidence.

The PESTLE analysis strengthens this finding. Politically, the industry is policy-driven because electricity infrastructure development and energy transition priorities directly affect the project pipeline. Economically, investment fluctuation, project delays, cost pressure, exchange rate movement, and interest rate changes can create uncertainty for project-based firms. Socially, sustainability awareness and the need for energy efficiency increasingly influence client decisions. Technologically, analysis software, digital tools, and documentation systems are becoming more important, although technology integration requires investment and human resource readiness. Legally, the industry requires strong compliance because tender documents, contracts, scope of work, and project changes can create legal risk. Environmentally, energy transition and ESG-related demands create opportunities for performance evaluation, efficiency optimization, loss reduction, and renewable energy-related consulting. PESTLE therefore does not only describe the external environment but also explains why EMKA's future marketing strategy should emphasize credibility, adaptability, and relevance to energy transition needs.

Competitor analysis from EMKA's perspective shows that competition does not come from a single homogeneous group. EMKA competes with large national engineering consulting companies, EPC-affiliated firms, specialist consultants, independent expert groups, OEM-related consultants, and international consultants. Large-scale competitors usually have stronger brand recognition, organizational capacity, experts, equipment, financial stability, systems, and documentation. Specialist consultants may have deep technical expertise in narrow services. Independent experts often have strong field experience and personal connections. International consultants tend to offer stronger methodology, reporting systems, and integration between technical and commercial aspects. These patterns show that EMKA's competitive issue is not simply a lack of technical capability. The more strategic issue is that competitors may look more visible, organized, and professionally presented to buyers.

From the clients' perspective, competitors are evaluated not only based on size or brand but also based on the alignment between their services and the specific project needs. Clients recognize that large and international consultants often have stronger systems and documentation quality. However, they also see weaknesses such as higher cost, slower response, lower flexibility, and weaker adaptation to local or on-site conditions. This creates a strategic opportunity for EMKA: the company does not need to imitate large competitors completely, but must strengthen the way it communicates its agility, field experience, independence, and cost-effective technical value. Customer analysis confirms that B2B buyers in engineering projects make decisions through a rational, formal, and multi-stakeholder process. Technical credibility remains the most important factor, followed by relevant

DOI: https://doi.org/10.71435/738863

experience, methodology, independence, responsiveness, proposal quality, price, and professional reputation.

Table **Kesalahan! Tidak ada teks dari gaya yang ditentukan dalam dokumen.**. External analysis summary

Framework	Key finding	Supporting source	Strategic implication
Porter's Five Forces	Buyer power and rivalry are high due to formal procurement, price pressure, project-based competition, and competitor comparison.	R1, R3-R5	EMKA needs clearer differentiation and stronger proposal communication to compete beyond relationship-based access.
PESTLE	Policy direction, energy transition, funding uncertainty, compliance requirements, and digital tools affect project opportunities and consulting needs.	R1, company context, secondary data	EMKA should connect its service offerings with energy transition, compliance, technical reliability, and efficiency needs.
Competitor analysis	Competitors may have stronger brand recognition, documentation quality, digital visibility, organizational systems, and financial capacity.	R1, R3-R5	EMKA needs better visibility, standardized presentation materials, and clearer communication of its independent and agile technical value.
Customer analysis	Clients prioritize technical credibility, relevant experience, methodology, independence, responsiveness, proposal quality, price, and trust.	R3-R5	EMKA should strengthen client-facing communication, proposal clarity, and relationship management routines.

Technical Strength and Marketing Capability Gap

The internal analysis using RBV VRIO shows that EMKA's main strengths are largely intangible. The company has strong technical expertise in power plant performance testing, commissioning, engineering review, technical due diligence, and feasibility study. This expertise is supported by experience in gas-fired, coal-fired, geothermal, and solar-related projects, including work connected with PLN contracts and international standards such as ASME PTC. EMKA also has a reputation as an independent technical party, which supports client trust in performance testing and commissioning projects. This finding supports the

DOI: https://doi.org/10.71435/738863

resource-based view because EMKA's most meaningful resources are not physical assets, but technical knowledge, experience-based judgment, relationships, and reputation. However, the VRIO analysis also shows that many of EMKA's strengths are not yet fully system based. Technical expertise and reputation are valuable, but they are not entirely rare because other large or specialist competitors may have similar resources. Knowledge capital is valuable, but it has not been fully organized through an integrated knowledge management system. Experience-based judgment and organizational flexibility can become temporary competitive advantages, but they are still highly dependent on key individuals. This means that EMKA's current competitive advantage is strong in practice, but not yet fully reinforced by scalable internal systems and governance. Theoretically, this finding supports the RBV argument that resources need to be organized before they can generate stronger and more sustainable advantage. Practically, it means that EMKA must move from person-based credibility to system-supported credibility.

The STP analysis shows that EMKA already has a focused and selective market approach. Its segmentation is concentrated in the power generation sector, including coal, gas-fired, geothermal, solar, EPC contractors, and IPPs. EMKA also prioritizes small to medium-scale projects, while selectively handling large projects by considering capacity and risk. In targeting, EMKA focuses on PLN Group, EPC contractors, and mid-sized IPPs because these segments require technical independence, compliance, and risk-sensitive evaluation. Its positioning is as an independent, technically rigorous, and field-oriented engineering consultant. This positioning is strategically relevant because it differentiates EMKA from larger bureaucratic firms, more expensive foreign consultants, and internal EPC teams.

The Marketing Mix 9P analysis shows that EMKA's marketing approach is still project-driven and relationship-based. In planning, marketing activities are not yet fully formalized and are mostly integrated with business planning and project pipeline evaluation. In product or service, EMKA has strong technical offerings, especially in performance testing, due diligence, feasibility study, and technical advisory. In price, EMKA uses project-based pricing that considers scope, project complexity, duration, expert involvement, and cost structure. In place, EMKA reaches clients through tender systems, direct relationships, and project networks. In promotion, however, EMKA still has weak visibility because the company has not consistently used its website, LinkedIn, professional content, or portfolio communication. This finding confirms that EMKA's main weakness is not the absence of value, but the absence of a structured system to communicate and market that value.

The remaining elements of the Marketing Mix 9P also show the same pattern. EMKA has capable people because technical expertise is one of the company's most important strengths. Partners are important because project execution often involves associate experts, technical networks, EPCs, and institutional clients. Presentation is still an area that needs improvement, especially in company profile design, proposal standardization, portfolio documentation, and consistent visual identity. Passion appears in EMKA's commitment to accurate and reliable engineering work, but this value has not been communicated strongly as part of the company's branding. Therefore, internal analysis indicates that EMKA has strong technical substance, but it still needs stronger marketing structure, communication materials, and business development systems.

DOI: https://doi.org/10.71435/738863

Table 4. Internal analysis summary

Framework	Key finding	Supporting source	Strategic implication
RBV VRIO	EMKA has valuable technical expertise, reputation, project experience, client trust, and organizational flexibility, but many strengths are not yet fully system based.	R1, R2, R3-R5	EMKA needs to institutionalize technical knowledge, marketing routines, and business development capability.
STP	EMKA already focuses on power generation, EPC contractors, PLN Group, and mid-sized IPPs, with positioning as an independent, agile, and technically rigorous consultant.	R1, R2	The positioning should be communicated more consistently through company profile, proposal, and digital presence.
Marketing Mix 9P	Product, people, partners, and passion are relatively strong, while planning, promotion, presentation, and process consistency are still weak.	R1, R2, R3-R5	EMKA needs stronger branding, proposal templates, portfolio documentation, LinkedIn/website activity, and clearer internal marketing roles.

From Relationship-Based Marketing to Structured B2B Capability

When the external and internal analyses are integrated, the main strategic issue becomes clearer. Externally, the market is becoming more competitive, buyers are more selective, and competitors are strengthening visibility and documentation. Internally, EMKA has strong technical resources, client trust, and flexibility, but its marketing process is still informal and highly dependent on relationships. This interaction creates a strategic gap: EMKA already has value to offer, but the market may not fully recognize that value because it is not consistently communicated through structured marketing channels.

This finding supports previous B2B marketing studies that emphasize the role of relationship quality and trust in industrial markets (Lasrado et al. 2023). However, the findings also extend the discussion by showing that relationship-based marketing alone may become insufficient when buyers increasingly expect professional documentation, digital accessibility, and structured communication. In EMKA's case, relationship capital remains useful, but it needs to

DOI: https://doi.org/10.71435/738863

be supported by marketing capability. Therefore, the strategic question is not whether EMKA should abandon relationship marketing, but how EMKA can institutionalize and strengthen it through client mapping, proposal standardization, project portfolio documentation, and systematic follow-up.

The root cause of EMKA's marketing problem is the absence of an institutionalized B2B marketing system. This root cause explains why several weaknesses appear across the analysis: low brand visibility, dependence on existing clients, limited business development routines, inconsistent presentation materials, and dependence on key individuals. These weaknesses are connected rather than separate. Limited visibility reduces new client awareness. Limited client mapping reduces market expansion. Lack of standardized proposals reduces professional consistency. Dependence on key individuals creates delivery and business development risk. Therefore, the proposed strategy needs to address these issues as a system, not as isolated marketing actions.

From a theoretical perspective, this research shows that the resource-based view and B2B marketing capability should be connected in service-based engineering firms. Technical expertise, reputation, and client trust can create value, but they need to be organized through marketing processes before they become stronger sources of competitiveness. The study also shows that STP and Marketing Mix 9P remain useful in engineering consulting because they translate intangible service capability into clearer target markets, positioning, communication materials, people, partnership, and presentation strategy.

Table 5. Triangulation summary

Main finding	**Internal evidence**	**Client evidence**	**Document / secondary evidence**	**Interpretation**
EMKA relies on relationship-based marketing.	R1 and R2 indicate that projects mostly come from tenders, direct appointments, and existing networks.	R3-R5 confirm that trust, previous experience, and credibility influence vendor selection.	Company project history shows repeated work from related sectors and institutional networks.	Relationship marketing remains important, but it needs to be supported by structured B2B marketing.
EMKA has strong technical credibility.	R1 and R2 highlight technical expertise, project experience, and independent technical judgment.	R3-R5 value EMKA's technical ability, responsiveness, and field understanding.	Company portfolio supports experience in power-related projects, testing, commissioning, and feasibility study.	Technical credibility is a core strength, but it must be communicated more professionally.
EMKA has limited market visibility.	R1 and R2 indicate limited use of website, LinkedIn, portfolio	R3-R5 show that documentation quality and professional	Competitor and secondary data show increasing use of digital and	EMKA needs stronger branding, company profile, and

DOI: https://doi.org/10.71435/738863

	communication, and structured promotion.	presentation matter in vendor evaluation.	professional B2B visibility.	digital/professional visibility.
EMKA needs stronger internal marketing systems.	R1 and R2 show dependence on key individuals and informal business development routines.	R3-R5 expect consistent proposal quality, communication, and responsiveness.	Internal materials exist but are not yet fully standardized into integrated marketing assets.	Proposal templates, client database, portfolio documentation, and follow-up routines are needed.

SWOT, TOWS, and Strategic Priorities

The SWOT analysis summarizes the external and internal findings. EMKA's strengths are strong technical expertise in power-sector engineering consulting, reputation and trust from clients, project experience in power generation and related sectors, agility compared with more bureaucratic competitors, and experience-based judgment in project execution. Its weaknesses are the absence of a structured B2B marketing strategy, dependence on a limited client network, low digital and public visibility, internal system limitations, and reliance on key individuals. Opportunities include rising demand for independent technical consulting, energy transition and ESG-related projects, the use of digital and professional platforms in B2B marketing, and the possibility of expanding beyond existing client networks. Threats include competitors with stronger brands and systems, more digitally active consulting firms, price and relationship-based rivalry, high bargaining power of institutional clients, and project fluctuation risk. The SWOT factors are specific to EMKA because they reflect the company's actual strategic condition.

Table 6. SWOT Summary

SWOT element	Summary	Supporting source	Strategic meaning
Strengths	Technical expertise, reputation and client trust, project experience, agility, and experience-based judgment.	R1, R2, R3-R5, company portfolio	EMKA has strong technical value that can support differentiation in engineering consulting services.
Weaknesses	Unstructured B2B marketing strategy, dependence on limited client networks, low visibility, internal system limitations, and reliance on key individuals.	R1, R2	The main challenge is not technical capability, but the absence of an institutionalized marketing and business development system.
Opportunities	Demand for independent technical consulting, energy transition and ESG-related projects, digital/professional	R1, secondary data, market context	EMKA can expand market reach by connecting its technical expertise with visible and

DOI: https://doi.org/10.71435/738863

	platforms, and expansion beyond existing networks.		structured marketing communication.
Threats	Competitors with stronger brands and systems, digitally active consulting firms, price and relationship-based rivalry, buyer power, and project fluctuation.	R1, R3-R5, competitor analysis	EMKA must improve differentiation, documentation, visibility, and client relationship management.

The TOWS matrix suggests that EMKA should develop strategic initiatives at three levels. First, EMKA should use its technical expertise, reputation, and field experience to strengthen positioning as an independent and agile technical consulting partner. Second, EMKA should reduce weaknesses in marketing visibility and business development by improving digital presence, company profile, project portfolio, proposal standardization, and client mapping. Third, EMKA should strengthen internal systems and knowledge management so that competitiveness does not depend only on key individuals. These initiatives are higher-level strategic directions because they focus on capability development, competitive positioning, value communication, and long-term organizational growth rather than only short-term operational tasks.

Table 7. TOWS strategy summary

Strategy type	Strategic direction	Supporting logic
SO	Use technical expertise, reputation, and project experience to enter growing energy transition and engineering consulting opportunities.	Matches EMKA's technical strengths with rising demand for independent and credible technical consulting.
ST	Use reputation, agility, responsiveness, and technical credibility to differentiate from larger or more visible competitors.	Uses internal strengths to reduce pressure from competitors with stronger brands, systems, and digital visibility.
WO	Improve digital visibility, company profile, portfolio communication, client mapping, and proposal standardization.	Uses market opportunities and B2B digital/professional platforms to reduce weaknesses in marketing structure and visibility.
WT	Standardize proposal, documentation, knowledge management, and internal business development routines.	Reduces dependence on key individuals and limited clients while responding to intense rivalry and buyer power.

DOI: https://doi.org/10.71435/738863

Because not all strategic actions can be implemented at the same time, priorities were selected based on expected impact, feasibility, resource requirements, and contribution to competitive advantage. The prioritization is presented in Table 8.

Table 8. Strategic priority selection

Priority	Strategic rationale	Expected impact	Feasibility	Resource implication
Structured B2B marketing system	Responds directly to the root cause of informal and relationship-based marketing	High impact on business development consistency and client reach	High because it can begin with internal coordination and client mapping	Low to moderate
Market visibility and professional branding	Addresses low visibility compared with more digitally active competitors	High impact on awareness, credibility, and proposal competitiveness	Moderate because it requires content, profile, portfolio, and digital updates	Moderate
Client expansion and relationship management	Reduces dependence on existing networks while preserving relationship strength	High impact on long-term project pipeline and business sustainability	Moderate because it requires networking, follow-up routines, and market mapping	Low to moderate
Proposal and documentation standardization	Strengthens professionalism and reduces dependence on individual knowledge	Medium to high impact on tender/direct-offering quality	High because it can be developed from existing internal materials	Low
Internal marketing capability	Supports continuity of business development activities	Medium to high impact on organizational readiness	Moderate because it requires clearer role allocation	Low to moderate

The prioritization shows that EMKA should first build a structured B2B marketing system and strengthen market visibility because these two priorities respond directly to the most critical gap. Client expansion, proposal standardization, and internal marketing capability should follow because they support the sustainability of the first two priorities. This order is important because digital visibility without internal follow-up would not create a strong business development process, while client expansion without standardized materials would reduce consistency in communicating EMKA's value.

DOI: https://doi.org/10.71435/738863

Proposed Business Solution and Implementation Logic

The proposed marketing direction focuses on five connected initiatives. First, EMKA needs a clearer marketing plan by setting target markets, managing a project pipeline, and conducting more focused business development activities. Second, EMKA should improve market visibility by updating the company profile, strengthening project portfolio documentation, optimizing the website and LinkedIn profile, and publishing engineering insights or project highlights. Third, the company should maintain its project-based pricing system while explaining the scope of work, technical value, and proposal breakdown more clearly to clients. Fourth, EMKA should improve standardization in proposals, reports, presentation materials, and company visual identity to strengthen professional credibility. Fifth, EMKA should maintain existing relationships while expanding collaboration with EPC companies, engineering partners, and professional communities.

The managerial implication is that EMKA should not treat marketing as a separate promotional activity, but as part of its strategic capability. For a consulting firm, marketing is closely connected with trust, technical evidence, client communication, and professional credibility. Therefore, improving company profile, proposal templates, project portfolio, and client database is not only administrative work. These activities help convert technical expertise into visible market value. This also explains why strategic priorities related to documentation, visibility, and client mapping should receive early attention.

The implementation plan can be developed over one year. In Q1, EMKA should strengthen internal foundations by compiling a target client database, updating the company profile, developing proposal templates, and improving internal coordination. These actions should come first because they create the basic materials and internal structure needed for future marketing activities. In Q2, EMKA should enhance visibility and operational consistency through website improvement, LinkedIn optimization, standardized documentation, and regular client follow-ups. This stage builds on Q1 by using the newly prepared materials in outward-facing communication. In Q3, the focus should shift to external networking through engineering forums, seminars, business exhibitions, EPC partnerships, and publication of engineering insights. This stage is placed after internal preparation so that EMKA enters external channels with stronger branding and clearer materials. In Q4, EMKA should evaluate the effectiveness of the implemented strategy, maintain networking activities, and strengthen branding consistency for the next business cycle.

The sequence is designed to balance impact and feasibility. The first stage emphasizes low-cost internal readiness, the second stage improves visibility, the third stage expands external reach, and the fourth stage evaluates and institutionalizes learning. This sequencing is suitable for EMKA because the company has a lean structure and should avoid implementing too many activities at once. The proposed strategy does not require large capital investment in the early stage. The main resource requirement is internal commitment, documentation effort, content development, and consistent business development follow-up. Over time, these activities are expected to increase market visibility, improve proposal competitiveness, expand the project pipeline, reduce dependence on limited clients, and support more sustainable business growth.

DOI: https://doi.org/10.71435/738863

Table 9. Implementation KPI

Timeline	Main action	KPI / success indicator
Q1	Build target client database and update company profile.	Minimum 30 target companies listed; one updated company profile completed.
Q1	Develop proposal and presentation templates.	Minimum two standardized proposal templates and one company presentation template completed.
Q2	Improve website and LinkedIn presence.	Website content updated; LinkedIn updated at least two times per month.
Q2	Conduct regular client follow-up routine.	Minimum 10 follow-ups to existing or potential clients recorded in the client database.
Q3	Join networking activities and approach partners.	Minimum two professional events joined; minimum five new partner or client contacts recorded.
Q3	Publish engineering insights or project highlights.	Minimum two technical or project-related contents published.
Q4	Evaluate marketing implementation.	Number of leads, proposal submissions, follow-ups, and new opportunities reviewed.
Q4	Prepare next-year marketing plan.	One marketing evaluation report and one next-year action plan completed.

The implementation KPI for EMKA's proposed B2B marketing strategy over a one-year period. The implementation plan is divided into four quarterly stages to ensure that the strategy can be executed gradually and systematically. In Q1, the focus is on building the internal marketing foundation through the development of a target client database, updated company profile, proposal templates, and presentation materials. These actions are important because EMKA needs standardized marketing tools before expanding its external business development activities.

In Q2, the focus shifts to improving market visibility and client engagement. Website updates, regular LinkedIn activity, and structured client follow-ups are expected to increase EMKA's professional presence and strengthen communication with existing and potential clients. In Q3, EMKA is expected to expand its external network by joining professional events, approaching new partners, and publishing technical or project-related content. These activities support the

DOI: https://doi.org/10.71435/738863

company's effort to reach broader market opportunities beyond its existing client network. In Q4, the implementation focuses on evaluation and future planning. EMKA needs to review the number of leads, proposal submissions, follow-ups, and new opportunities generated from the marketing activities. This evaluation will help the company identify which actions are effective and which areas need improvement. The preparation of a next-year marketing plan also ensures that the B2B marketing strategy does not stop as a short-term program but becomes a continuous business development system. Overall, the KPI structure shows that EMKA's marketing improvement should begin with internal readiness, continue with visibility enhancement, expand into networking activities, and end with evaluation for long-term sustainability.

Conclusion

This study concludes that PT EMKA Rekayasa Energi has strong technical credibility, project experience, client trust, and agility in engineering consulting services, but its B2B marketing activities are still largely informal, relationship-based, and dependent on existing networks. The findings show that EMKA's main strategic challenge is not the lack of technical capability, but the absence of a structured marketing and business development system that can communicate its value more clearly to potential clients. Through external and internal analysis, this study identifies the need for stronger market visibility, standardized proposal and presentation materials, improved digital presence, systematic client mapping, regular follow-up routines, and stronger internal marketing capability. The proposed strategy emphasizes a gradual implementation process, starting from internal marketing readiness, followed by digital visibility improvement, networking expansion, and performance evaluation. These actions are expected to help EMKA reduce dependence on limited client relationships, improve proposal competitiveness, expand its project pipeline, and support more sustainable business growth in the engineering consulting market.

References

Adiyanti, N. P., & Fathurrahman, R. (2021). Assessing critical success factors for PPP water project in Indonesia: Lessons from West Semarang. *Policy & Governance Review*, *5*(2), 164-181. https://doi.org/10.30589/pgr.v5i2.372

Aghazadeh, H. (2015). Strategic marketing management: Achieving superior business performance through intelligent marketing strategy. *Procedia-Social and Behavioral Sciences*, *207*, 125-134. https://doi.org/10.1016/j.sbspro.2015.10.161

Alamäki, A., & Korpela, P. (2021). Digital transformation and value-based selling activities: seller and buyer perspectives. *Baltic Journal of Management*, *16*(2), 298-317. https://doi.org/10.1108/BJM-08-2020-0304

Alkhatib, A. W., & Valeri, M. (2024). Can intellectual capital promote the competitive advantage? Service innovation and big data analytics capabilities in a moderated mediation model. *European Journal of Innovation Management*, *27*(1), 263-289.

Aluko, O. R., Idoro, G. I., & Ajayi, S. O. (2022). Perceived service quality of architectural consultancy firms and client satisfaction in building projects in Nigeria. *Journal of Engineering, Design and Technology*, *20*(5), 1057-1072. https://doi.org/10.1108/JEDT-09-2020-0369

Baloh, P., Jha, S., & Awazu, Y. (2008). Building strategic partnerships for managing innovation outsourcing. *Strategic Outsourcing: An International Journal*, *1*(2), 100-121. https://doi.org/10.1108/17538290810897138

DOI: https://doi.org/10.71435/738863

Bellini, E., Piroli, G., & Pennacchio, L. (2019). Collaborative know-how and trust in university–industry collaborations: Empirical evidence from ICT firms. *The Journal of Technology Transfer*, *44*(6), 1939-1963. https://doi.org/10.1016/j.jengtecman.2006.06.007

Berglund, E. Z., Monroe, J. G., Ahmed, I., Noghabaei, M., Do, J., Pesantez, J. E., ... & Levis, J. (2020). Smart infrastructure: a vision for the role of the civil engineering profession in smart cities. *Journal of Infrastructure Systems*, *26*(2), 03120001. https://doi.org/10.1061/(ASCE)IS.1943-555X.0000549

Björkdahl, J. (2020). Strategies for digitalization in manufacturing firms. *California management review*, *62*(4), 17-36. https://doi.org/10.1177/0008125620920349

Chakrabarty, S., Whitten, D., & Green, K. (2008). Understanding service quality and relationship quality in IS outsourcing: Client orientation & promotion, project management effectiveness, and the task-technology-structure fit. *Journal of Computer information systems*, *48*(2), 1-15. https://doi.org/10.1080/08874417.2008.11646004

Chih, Y. Y., Zwikael, O., & Restubog, S. L. D. (2019). Enhancing value co-creation in professional service projects: The roles of professionals, clients and their effective interactions. *International Journal of Project Management*, *37*(5), 599-615. https://doi.org/10.1016/j.ijproman.2019.04.001

Collins, J. D., & Hitt, M. A. (2006). Leveraging tacit knowledge in alliances: The importance of using relational capabilities to build and leverage relational capital. *Journal of Engineering and Technology Management*, *23*(3), 147-167. https://doi.org/10.1016/j.jengtecman.2006.06. 007

Corsaro, D., & Anzivino, A. (2021). Understanding value creation in digital context: an empirical investigation of B2B. *Marketing theory*, *21*(3), 317-349. https://doi.org/10.1177/14705931211001542

Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Co-creating new business models for developing markets. *Long range planning*, *43*(2-3), 326-342. https://doi.org/10.1016/j.lrp.2009.11.003

Grandinetti, R., Ciasullo, M. V., Paiola, M., & Schiavone, F. (2020). Fourth industrial revolution, digital servitization and relationship quality in Italian B2B manufacturing firms. An exploratory study. *The TQM Journal*, *32*(4), 647-671. https://doi.org/10.1108/TQM-01-2020-0006

Guan, J. L., Lee, T. R., Svensson, G., Høgevold, N. M., & Otero-Neira, C. (2025). The Role of Commitment and Trust Between Financial and Social Satisfaction in B2B Purchase and Sales Relations. *Journal of Relationship Marketing*, 1-31. https://doi.org/10.1080/15332667.2025.2546183

Haseeb, M., Hussain, H. I., Kot, S., Androniceanu, A., & Jermsittiparsert, K. (2019). Role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. *Sustainability*, *11*(14), 3811. https://doi.org/10.3390/su11143811

Homburg, C., & Wielgos, D. M. (2022). The value relevance of digital marketing capabilities to firm performance. *Journal of the Academy of Marketing Science*, *50*(4), 666-688. https://doi.org/10.1007/s11747-022-00858-7

DOI: https://doi.org/10.71435/738863

Hosseini, M. R., Martek, I., Banihashemi, S., Chan, A. P., Darko, A., & Tahmasebi, M. (2020). Distinguishing characteristics of corruption risks in Iranian construction projects: a weighted correlation network analysis. *Science & Engineering Ethics*, *26*(1), 205. https://doi.org/10.1007/s11948-019-00089-0

Islami, M. M., Rahyuni, S., & Rukayyah, A. (2024). Strategic branding: Building market positioning and business growth through integrated management practices. *Advances in Business & Industrial Marketing Research*, *2*(2), 110-122. https://doi.org/10.60079/abim.v2i2.293

Khaled, R. (2020). Strategic Management And Competitive Advantage. *Journal of Management and Organizations Strategy*, *2*(4), 8-13.

Lasrado, F., Thaichon, P., & Nyadzayo, M. W. (2023). Exploring the role of relationship management and relationship quality in B2B: empirical insights and future research directions. *Journal of Business & Industrial Marketing*, *38*(5), 1055-1086. https://doi.org/10.1108/JBIM-05-2021-0267

Lestari, V. (2023). Strategic approaches to marketing management in contemporary business environments. *Advances: Jurnal Ekonomi & Bisnis*, *1*(5), 255-268. https://doi.org/10.60079/ajeb.v1i5.210

Mogashoa, M. M., & Selebi, O. (2021). Innovation capacity: A perspective on innovation capabilities of consulting engineering firms. *The Southern African Journal of Entrepreneurship and Small Business Management*, *13*(1), 372.

Nahdi, M., Widayati, N., Wibowo, M. A., Sari, E. M., Tamin, R. Z., & Thohirin, A. (2024). Examining solicited projects of public–private partnerships (PPP) in the initiative of Indonesian government. *Buildings*, *14*(6), 1870. https://doi.org/10.3390/buildings14061870

Nwabueze, U., & Mileski, J. (2018). Achieving competitive advantage through effective communication in a global environment. *Journal of International Studies (2071-8330)*, *11*(1).

Ogbu, C. P., & Imafidon, M. O. (2022). Influence of selection criteria on clients' satisfaction with construction consultancy services in Nigeria. *Journal of Engineering, Design and Technology*, *20*(6), 1519-1537. https://doi.org/10.1108/JEDT-02-2021-0081

Perifanis, N. A., & Kitsios, F. (2023). Investigating the influence of artificial intelligence on business value in the digital era of strategy: A literature review. *Information*, *14*(2), 85. https://doi.org/10.3390/info14020085

Rangaswamy, A., Moch, N., Felten, C., Van Bruggen, G., Wieringa, J. E., & Wirtz, J. (2020). The role of marketing in digital business platforms. *Journal of Interactive Marketing*, *51*(1), 72-90. https://doi.org/10.1016/j.intmar.2020.04.006

Rogers, J., Chong, H. Y., & Preece, C. (2015). Adoption of building information modelling technology (BIM) perspectives from Malaysian engineering consulting services firms. *Engineering, Construction and Architectural Management*, *22*(4), 424-445. https://doi.org/10.1108/ECAM-05-2014-0067

Saunila, M., Ukko, J., & Rantala, T. (2019). Value co-creation through digital service capabilities: the role of human factors. *Information Technology & People*, *32*(3), 627-645. https://doi.org/10.1108/ITP-10-2016-0224

DOI: https://doi.org/10.71435/738863

Srivastava, M., Franklin, A., & Martinette, L. (2013). Building a sustainable competitive advantage. *Journal of technology management & innovation*, *8*(2), 47-60. http://dx.doi.org/10.4067/S0718-27242013000200004

Sunindijo, R. Y., Hadikusumo, B. H., & Phangchunun, T. (2014). Modelling service quality in the construction industry. *International Journal of Business Performance Management*, *15*(3), 262-276.

Varadarajan, R. (2020). Customer information resources advantage, marketing strategy and business performance: A market resources based view. *Industrial marketing management*, *89*, 89-97. https://doi.org/10.1016/j.indmarman.2020.03.003

Wagner, S. M. (2012). Partners for business-to-business service innovation. *IEEE Transactions on Engineering Management*, *60*(1), 113-123. https://doi.org/10.1109/TEM.2012.2198066

Wahyudi, Y., & Sukaris, S. (2026). The Role of Word of Mouth and Digital Media in Increasing Promotion Effectiveness. *Advances in Business & Industrial Marketing Research*, *4*(2), 167-181. https://doi.org/10.60079/abim.v4i2.852

Wang, X., Hou, Y., Peng, J., & Hu, J. (2024). Research on the evaluation method of whole process engineering consulting service modes based on uncertain multiple-attribute group decision-making. *Heliyon*, *10*(15).

Wirtz, J., & Kowalkowski, C. (2023). Putting the "service" into B2B marketing: key developments in service research and their relevance for B2B. *Journal of Business & Industrial Marketing*, *38*(2), 272-289. https://doi.org/10.1108/JBIM-02-2022-0085

Zhang, T., Lu, C., Torres, E., & Chen, P. J. (2018). Engaging customers in value co-creation or co-destruction online. *Journal of Services Marketing*, *32*(1), 57-69. https://doi.org/10.1108/JSM-01-2017-0027

DOI: https://doi.org/10.71435/738863