



Marketing Strategies for Construction Services in Facing Market Competition at PT Creative Berkas Abadi

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ABSTRACT

Increasingly fierce competition in Indonesia's construction services sector requires companies to implement comprehensive and structured marketing strategies. This study aims to analyze the implementation of PT Creative Berkas Abadi's construction services marketing strategy in responding to market competition using the 7P marketing mix framework (*Product, Price, Place, Promotion, People, Process, and Physical Evidence*). The method used was descriptive qualitative research, with data collected through observation, semi-structured in-depth interviews, and documentation from three key informants selected via purposive sampling. Data analysis employed the Miles and Huberman interactive model with triangulation of techniques and sources to ensure data validity. The research results indicate that PT Creative Berkas Abadi has implemented a fairly effective marketing strategy based on trust and personal relationships, characterized by integrated services (*Engineering, General Contractor, Supplier, and Maintenance*), transparent *real-cost-based* pricing, and *word-of-mouth* and repeat-order mechanisms that have successfully maintained a steady flow of clients over four years of operation. However, there are strategic limitations, including a lack of digital presence, the absence of written Standard Operating Procedures, and human resource development that remains informal. This study serves as a practical reference for medium-sized construction service companies seeking to optimize their marketing mix. The company is recommended to undertake digital transformation by developing a *website* and business social media accounts, formalize operational processes through the creation of SOPs, and diversify marketing channels to expand market reach and enhance long-term competitiveness.

Keywords

Construction Services
Digital Transformation
Marketing Strategy
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Word of Mouth

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**Introduction**

The rapid development of the business world has intensified competition among businesses, both in the goods and services sectors. Market conditions that are constantly changing and difficult to predict require every business operator to think strategically and adaptively in running their business [1]. Rapid business growth and the intense competition currently taking place have elevated the marketing function to a critically important and strategic element in the business world [2]. The business world cannot function without strategies to market products and services as a means of addressing competition.

Strategies are formulated and implemented to achieve the Company's established goals, while also ensuring sustainability and expanding the Company's activities into new areas in response to changes in the business environment [3]. Marketing is a business activity involving planning, pricing, promotion, and distribution that satisfies the needs of both existing and potential customers [4]. Thus, marketing strategy serves as a vital tool for the Company in achieving its business objectives while effectively responding to market dynamics.

A marketing strategy can be understood as a comprehensive planning framework designed to achieve business objectives through the process of creating, offering, and exchanging products and services that provide value to both consumers and distribution partners [5]. Thus, a marketing strategy is not merely a promotional activity but encompasses the company's overall efforts to understand the market and position itself competitively.

A marketing strategy is essentially a comprehensively developed plan that serves as a guide for achieving a company's marketing objectives and as a foundation for addressing changes in the business environment and competition. One of the fundamental tools for formulating a marketing strategy is the marketing mix. According to Mujito, marketing involves various elements within *the marketing mix* that serve as the foundation for designing an effective marketing strategy. Mujito reiterates that marketing strategy provides direction in formulating the marketing mix, which includes the elements of product, price, place, and promotion [6]. According to Widharta and Sugiharto, the *marketing mix* is a combination of various variables that form the core of a company's marketing system [7]. Traditionally, the marketing mix is known as the 4Ps *product, price, place, and promotion* which are generally applied in the manufacturing sector. However, in the service industry, this concept has been expanded by adding three new elements *people, processes, and physical evidence* resulting in

the 7Ps [8]. These three factors of the marketing mix are based on characteristics inherent to the service sector, where service providers and users are directly involved in every stage of the process.

According to Kotler, a service is essentially an activity or benefit offered by one party to another that is intangible and does not involve a transfer of ownership [9]. According to Jumadi, a service is an intangible activity performed by a service provider to deliver benefits to consumers that hold economic value for the provider and utility value for the user [10]. This indicates that services not only generate benefits but also create economic value for the service provider. Consequently, the service industry has become a sector of interest to business actors as a potential business opportunity. One of the most prominent sectors is the construction services industry.

According to data from the Central Statistics Agency (BPS), the number of construction companies in Indonesia throughout 2025 reached 199,006, comprising 172,455 small-scale companies, 25,377 medium-scale companies, and 1,174 large-scale companies [11]. The data shows that small-scale companies hold the top position in Indonesia's construction sector. This indicates that competition among construction companies in Indonesia is quite intense, particularly among small-scale companies, which are able to grow faster than medium- and large-scale companies. This situation may well be accompanied by strategic factors aimed at optimally marketing services using *the 7P marketing mix*.

Studies on marketing strategies using the 7P marketing mix approach have been widely conducted across various service industry sectors. Rachmadizal et al. [12] show that the comprehensive implementation of the seven elements of the marketing mix at the Grand Mercure Jakarta Kemayoran Hotel during the "*new normal*" era is a crucial strategic innovation in maintaining the competitiveness of the hospitality industry. Meanwhile, Ayu et al. [13] identified that the elements of physical evidence and process were the dominant factors influencing visitor satisfaction at the Romokalisari Adventure Land tourist destination in Surabaya. Furthermore, Dwi Suryani et al. [14] demonstrated that the 7P marketing strategy is effective in enhancing the reputation of early childhood education institutions, increasing customer satisfaction, and strengthening long-term relationships between service providers and consumers. These three studies affirm the relevance of the 7P framework as an analytical tool in the service sector; however, its application specifically to the construction services sector particularly medium-sized private companies has yet to be thoroughly examined.

PT Creative Berkas Abadi is a relevant subject of research because it exemplifies the characteristics of a growing medium-sized construction services company in Indonesia. Established in 2022 in South Tangerang, the company has successfully built a loyal client base through its *engineering, general contracting, supply, and maintenance* services, with its primary

operational area in Jakarta and the surrounding region. Over the course of four years of operation, all new clients have been acquired solely through referrals from existing customers, without the use of any formal or digital promotional media.

Based on initial observations and preliminary interviews, the suboptimal implementation of PT Creative Berkas Abadi's marketing mix can be specifically identified in several elements of the 7Ps: *promotion*, *physical evidence*, *process*, and *people*. One model of the 7Ps in service marketing emphasizes *process*, *people*, and *physical evidence* as forms of marketing that directly engage with people [15]. This poses a marketing challenge for PT Creative Berkas Abadi, given that these four elements particularly *process*, *people*, and *physical evidence* are dimensions of service marketing that directly impact the customer experience. This situation reflects a marketing potential that has not yet been fully optimized, while also serving as a clear illustration of the challenges faced by many medium-sized construction companies in comprehensively implementing marketing mix strategies.

This situation indicates that, although PT Creative Berkas Abadi has been conducting marketing activities, the comprehensive implementation of the 7P marketing mix has not yet been optimized. An in-depth study of the application of the 7P marketing mix at PT Creative Berkas Abadi is considered important not only for the company itself but also as a reference for similar construction businesses facing the same challenges in optimizing their marketing strategies. Given these conditions, this study aims to analyze the construction services marketing strategies implemented by PT Creative Berkas Abadi in responding to market competition, using the 7P marketing mix approach as the analytical framework.

Materials and Methods

This study employs a descriptive qualitative approach aimed at analyzing and describing the construction services marketing strategies implemented by PT Creative Berkas Abadi in response to market competition, using the 7P marketing mix as the analytical framework. Data collection was conducted over a period of one month April 2026 using three techniques combined through triangulation: direct observation, semi-structured in-depth interviews, and documentation. Informants were selected through purposive sampling, consisting of three individuals identified by the initials W.M. (CEO), I.S. (Director), and A.H. (Project Manager), who were deemed to have direct involvement in and knowledge of the company's marketing strategies.

Data analysis utilized the Miles and Huberman interactive analysis model, which comprises three stages: data reduction, data presentation, and drawing conclusions/verification [16]. During the data reduction stage, all interview transcripts were read repeatedly, and each relevant statement from the informants was analyzed in relation to the 7P marketing mix elements under discussion. For example, the statement by informant

W.M. (CEO) that “if there’s a word-of-mouth recommendation that something is good, people already trust it because it comes from recommendations by those who have used our services before, and so far we’ve secured the most projects thanks to our repeat-order system” was categorized as trust based on personal recommendations, which was then grouped under the “word-of-mouth” and “repeat order” mechanisms within the “promotion” theme. The same process was consistently applied to all interview transcripts from the three informants W.M. (CEO), I.S. (Director), and A.H. (Project Manager) for each of the 7P elements (product, price, place, promotion, people, process, and physical evidence). The conclusion-drawing/verification stage was conducted by comparing the patterns of findings in the of each 7P element to formulate a comprehensive picture of the company’s marketing strategy.

Data validity was ensured through triangulation by employing different data collection techniques namely, participatory observation, in-depth interviews, and documentation to obtain data from the same source. Source triangulation was performed to obtain data from different informants (CEO, Director, and Project Manager) using the same techniques. To strengthen the credibility of the findings, this study includes supporting evidence in the form of documentation of direct interviews with each informant, namely the CEO (Fig. 1), the Director (Fig. 2), and the Project Manager (Fig. 3).



Fig. 1. CEO



Fig. 2. Director



Fig. 3. Project Manager

This documentation forms part of the data used in the triangulation process and serves as evidence that the interviews were conducted in person with all three research informants.

Results and Discussions

PT Creative Berkas Abadi was officially established in 2022 in response to growing opportunities in the construction sector. PT Creative Berkas Abadi is a company engaged in *engineering, general contracting, supply, and maintenance services*. The presence of PT Creative Berkas Abadi in the construction services industry reflects the significant market potential, as well as the high level of competition among businesses in the same sector.

Based on this, this study analyzes the marketing strategies of PT Creative Berkas Abadi using the 7P marketing mix framework, which includes *product, price, place, promotion, people, process, and physical evidence*. The marketing mix refers to the set of marketing tools and

strategies implemented by the company to achieve its marketing objectives with its target consumers [17]. The 7P framework was chosen for this study because it covers marketing aspects more comprehensively than the conventional marketing mix approach, making it suitable for analyzing the marketing conditions of PT Creative Berkas Abadi, which operates in the service sector. The following discussion systematically presents the research findings based on each element of the marketing mix, as obtained through the field data collection process.

A. Product

The research results show that PT Creative Berkas Abadi offers comprehensive (general) construction services, covering three main areas, namely (1) *Engineering*, which includes civil engineering, architecture, and interior design (Fig. 4); (2) *General Contracting*, which covers civil engineering, building construction, and residential construction (Fig. 5); and (3) *Supplier and Maintenance Services*, which include the procurement of construction materials, supporting materials, and periodic building maintenance (Fig. 6).



Fig. 4. Engineering



Fig. 5. General Contractor



Fig. 6. Suppliers
and Maintenance
Services

In addition, product development is carried out flexibly and continuously, with the addition of new types of services tailored to customer requests in each project (Fig. 7).



Fig. 7. Request

Client needs are the top priority, with the company accommodating and fulfilling the unique needs of each client [18]. This is reflected in PT Creative Berklat Abadi's approach, which places client needs at the forefront of every service development and customization effort.

When viewed from the perspective of competitive differentiation, PT Creative Berklat Abadi's competitive advantage lies in its ability to integrate these three core functions into a single business entity. In the construction industry, which remains largely fragmented where companies tend to specialize in only one area PT Creative Berklat Abadi's position as an integrated service provider offers significant differentiation value in the eyes of clients. The key performance indicators that most influence the success of construction companies, in order of importance, are *marketing and advertising*, *financial*, *creativity*, *technical and operational*, and *social and political* [19]. These findings indicate that technical excellence and a comprehensive range of services alone are not sufficient; construction companies must also actively and strategically communicate and position their product advantages to the market. In this regard, PT Creative Berklat Abadi already possesses strong technical and operational strengths, but these have not yet been supported by commensurate product communication and branding efforts.

The integration of services from *Engineering* to *Maintenance* creates a strategically valuable *customer lock-in* mechanism, whereby clients who have used PT Creative Berklat Abadi's construction services tend to continue using its *maintenance* services due to the company's team's deep technical familiarity with the buildings they have worked on. *Perceived switching costs* that is, clients' perceptions of the costs and risks involved in switching to another service provider significantly moderate the relationship between *value equity* and repurchase intention [20]. In the context of PT Creative Berklat Abadi, the company's team's in-depth technical knowledge of previously completed projects creates high relational and

procedural switching costs for clients, thereby naturally strengthening loyalty and encouraging *repeat orders*. Management needs to *explicitly* recognize and optimize this strategic potential as a product advantage that is difficult for competitors to replicate.

The quality of products and services is the direct responsibility of the CEO, Directors, and *Project Managers* as on-site supervisors. The company enforces quality standards by employing professionals with the appropriate expertise, using high-quality raw materials from various *suppliers*, and maintaining strict on-site supervision, where timely project completion is an integral part of the service quality standards upheld. This process involves implementing the plans set forth in *the Quality Plan* by monitoring, evaluating, and verifying the execution of work, as well as identifying and anticipating various issues that may arise during the project's duration [21]. This commitment to quality has proven to have a tangible impact, as customer satisfaction with the results of the work drives *repeat orders* a strong indicator of customer trust and loyalty toward the services offered by PT Creative Berkas Abadi.

This finding aligns with research in the housing industry, which confirms that good product quality increases consumer satisfaction, and if a product meets consumer expectations, consumers are likely to become loyal [22]. Given the nature of PT Creative Berkas Abadi's business, which operates in a business-to-business (B2B) context, these findings are particularly relevant when considered alongside other research examining loyalty models in a B2B context. Such studies confirm that service quality is identified as the dominant factor influencing customer loyalty: the higher the quality of service provided, the greater the resulting loyalty and vice versa [23]. Both studies indicate that quality whether in the form of products or services is the primary driver of customer loyalty. However, in a B2B context such as that of PT Creative Berkas Abadi, the strengthening of loyalty stems not only from the quality of the work itself but also from the company's image of professionalism and the competence of its team, which are built through strict supervision and the consistent implementation of *a Quality Plan*.

B. Price

PT Creative Berkas Abadi sets prices based on *actual costs* calculated using a lump-sum wage system, calculated per square meter of work area. Price components include the costs of raw materials, labor, and a risk margin. A *flat-rate* pricing structure cannot be applied because each project has different characteristics, levels of difficulty, and risks. As a reference, the Company actively compares raw material prices from various suppliers for identical brand specifications and types to maintain price competitiveness without compromising quality. Transparency in cost components is a critical factor in preventing *cost overruns* and building long-term client trust [24]. Price transparency is achieved through the presentation of a comprehensive Unit Price Analysis (UPA) starting from the tender stage, which includes details

of all cost components that can be verified by the client in an accountable manner. The price negotiation process is conducted in a structured manner during the tender process with a maximum price reduction limit of 10% from the initial bid, and the authority to set the final price rests with the CEO and Directors. Loyal customers tend to appreciate flexibility in price negotiations because it reflects the value of their long-term relationship with the Company [25]. Thus, the negotiation limits set by the Company serve not only as a margin control mechanism but also as a form of recognition for the long-term relationships established with clients based on their loyalty, as evidenced by a track record of *repeat orders* with the Company. During project implementation, a financial evaluation is conducted when the project reaches 50% completion as an early budget control mechanism, and in line with the company's positioning as a premium service provider that reflects quality, experience, and comprehensive risk management.

The cost-oriented pricing approach with an additional risk margin applied by PT Creative Berkati Abadi aligns with the findings of Hanak [26], which noted that the majority of contractors in their study (86 out of 145 contractor respondents) used a similar approach with profit markups generally below 10%; however, a significant difference lies in the management of that tolerance level. While the markup in Hanak's study serves as a profit target, the 10% limit set by PT Creative Berkati Abadi actually functions as the maximum negotiation margin to protect the risk margin that has been factored in from the outset. This difference in orientation becomes even clearer in Hanak's findings, which reveal the phenomenon of "abnormally low bids" (bids priced below cost estimates to win a tender) a practice quite common among Czech contractors [26]. This is a practice that PT Creative Berkati Abadi actively avoids, as the company would rather forgo a project than excessively lower its price; this demonstrates that the company prioritizes a long-term focus on quality and healthy margins over simply winning a bid.

C. Promotion

PT Creative Berkati Abadi's promotional strategy is based entirely on two main pillars: *word of mouth* and a *repeat-order* system. This system has been in place for four years since the company began operations and has proven to generate a steady stream of projects. All new clients are acquired purely through recommendations from existing customers, without the involvement of trade shows, paid advertising, or digital media. *Word of mouth* is information passed from person to person based on an individual's experience in recommending a product or service to those closest to them; it is generally considered more trustworthy than other forms of promotion because it stems from firsthand experience amid the multitude of available options [27]. This trust is the main strength of PT Creative Berkati Abadi's promotional strategy, as recommendations from customers who have personally experienced the company's service

quality are considered more effective in influencing the decisions of potential new clients. *Word of mouth* has a positive and significant impact on purchasing decisions [28].

The *word-of-mouth* mechanism that is implemented is not a process that occurs by chance, but rather the result of a series of consistent efforts to build good relationships with clients, provide responsive service, and deliver satisfactory work quality. An extensive network and relationships that accommodate and meet the unique needs of each client are the keys to the success of *word-of-mouth* promotion [18]. Another study states that effective *word-of-mouth* relies not only on the transmission of information but is also supported by product quality, reasonable pricing, and good service, thereby encouraging consumers to give positive recommendations to others [29]. Thus, the Company's approach to maintaining service quality and direct client relationships serves as the foundation that drives organic recommendations from one client to another.

In addition to *word of mouth*, the second pillar underpinning the Company's promotional strategy is the *repeat order* system. *Repeat orders* serve not only as an indicator of customer loyalty but also as an active component of the promotional mechanism, where each subsequent order from the same client generally covers a different scope of work. The more effective the Company's promotions are, the greater the likelihood that consumers will make repeat purchases of the products or services offered at [30]. This is reflected in the behavior of PT Creative Berkat Abadi's clients, who consistently return to use the Company's services for their subsequent projects, thereby strengthening the continuity of the workflow without relying on active efforts to acquire new clients.

Although *word-of-mouth* and *repeat-order* strategies have proven effective in generating a sustainable flow of projects, complete reliance on these two mechanisms poses strategic vulnerabilities that must be taken seriously. This finding aligns with previous research on CV. Sriwijaya Cipta Sejahtera, which showed that *electronic Word of Mouth* (e-WOM) significantly contributes to increased tender wins by accelerating the dissemination of information and providing real-time data access, thereby speeding up the procurement process for goods and services [31]. The commonality between these two studies lies in the central role of recommendations and reputation as drivers of project acquisition without active marketing efforts. However, there is a key difference in terms of scalability: e-WOM in the previous study leveraged digital channels, resulting in a broader and faster reach, whereas *Word of Mouth* at PT Creative Berkat Abadi remains conventional and relies on personal relationships without the support of digital platforms. This difference underscores the need for the company to consider integrating digital elements into its promotional strategy to expand its market reach and reduce vulnerability resulting from reliance on a limited personal network.

Digital presence in promotional strategies is becoming an increasingly significant competitive advantage. Digital marketing strategies, investments in digital technology, and customer engagement through digital channels have a positive and significant impact on the Company's overall performance [32]. These findings are reinforced by other research confirming that direct marketing can build trust and close relationships with customers through face-to-face interactions, but online marketing is more effective at conveying information widely and quickly through digital channels [33]. This indicates that the approach currently implemented by PT Creative Berkas Abadi, while effective in building trust with clients, may potentially limit the company's reach to new client segments that increasingly rely on online information searches during the vendor selection process. Therefore, PT Creative Berkas Abadi needs to consider developing a more structured, multi-channel promotional strategy for example, through a presence on *LinkedIn* as a professional B2B platform, a *Google Business Profile* to boost local visibility, and a digital portfolio that prospective clients can access independently.

D. Place

The selection of PT Creative Berkas Abadi's office location was based on budget constraints and the availability of land the company already owned, rather than on a market-based strategic analysis. The available land was then developed in phases and utilized as a *site office* according to the office's operational needs (Fig. 8). The primary recommended operational area is in DKI Jakarta and its surrounding regions, with a dynamic scope that adapts to the locations of acquired projects.



Fig. 8. *Site Office*

The Company implements a *direct service* model without involving intermediaries or business partners in its operational chain. All activities, from proposal to project execution, are handled internally. Clients can access the Company through three main channels: direct contact with the CEO or Director, communication via email, and face-to-face meetings during site surveys or *kick-off meetings*. Within the 7P framework, "*place*" refers not only to physical location but also encompasses accessibility, ease of access, and proximity to the target market [34]. This is reflected in PT Creative Berkas Abadi's approach, which leverages its operational

focus in the Jakarta area as a competitive advantage; with a concentrated operational area, team mobility becomes more efficient, enabling faster responses to client needs in the field. This finding aligns with a previous study of two small-to-medium-sized contractors in Batang Hari Regency that were handling construction projects simultaneously. The study identified challenges such as the risk of material loss and an imbalance in resource distribution resulting from projects located far apart, while concentrating project locations within a single operational area facilitates regular monitoring of equipment and materials [35]. This common pattern confirms that the centralization of operational areas is not merely an operational choice but also serves as a risk control mechanism and helps maintain the intensity of oversight for small-to-medium-sized contractors managing multiple projects simultaneously.

The lack of digital access channels, such as an official website or online platforms, poses a significant limitation regarding the “place” element in the context of today’s competitive market. This situation means that PT Creative Berkas Abadi can only be accessed by prospective clients who have already been introduced to the company through recommendations, thereby failing to reach potential new clients who conduct independent searches online. This lack of a digital presence not only limits accessibility but also directly impacts the company’s long-term competitiveness. Digital marketing strategies, including optimizing online presence, , significantly enhance SME performance by opening access to broader market segments and strengthening digital customer engagement [32].

Customer requirements are one of the three main drivers of digital transformation in the construction sector, alongside support from top management and an adaptive organizational culture [36]. These findings have direct implications for PT Creative Berkas Abadi, as clients both corporations and individuals are increasingly accustomed to searching for construction vendors online before making procurement decisions; the company’s lack of a digital presence effectively bars access to client segments that begin the selection process online. Digital transformation in the “place” dimension does not have to start with complex technologies; a basic online presence such as an informative website, a *Google Business profile*, and a company *LinkedIn* account already constitutes a significant strategic step that can be implemented with affordable resources.

Furthermore, the selection of office locations based solely on land availability without strategic market analysis needs to be addressed with more structured planning moving forward. While concentrating operations in the DKI Jakarta area does provide efficiency in team mobility, without a complementary digital presence, PT Creative Berkas Abadi’s market reach remains limited to the radius of its existing relational network. Therefore, expanding access channels through a structured digital presence is a strategic step that must be implemented immediately so that the company can compete on a broader scale. The

implementation of a website-based construction services information system can facilitate interactions between the company and customers, speed up service responses, and improve the effectiveness of the construction services ordering process [37].

E. People

PT Creative Berkati Abadi implements a recruitment system that holistically combines two dimensions of assessment: character and personal values such as honesty, dedication to work, a willingness to learn, and responsibility as well as technical competencies. Human resource development takes place through *experiential learning* mechanisms in every project undertaken. Human resource service standards encompass four complementary dimensions: openness, professionalism, friendliness, and an informative attitude. Honesty in conveying on-site conditions to clients is a core value that cannot be compromised. Performance evaluations are conducted directly, spontaneously, and continuously on-site throughout the duration of the project.

Such HR management demonstrates that the Company has positioned *human capital* as its primary strategic asset. HR development does not rely solely on formal programs but is also influenced by a work environment that supports and fosters continuous employee growth [38]. This aligns with PT Creative Berkati Abadi's approach, which relies on work culture and project experience as vehicles for developing team competencies. Furthermore, in the service industry, employees act as *part-time marketers* who directly influence customer perception and satisfaction through every interaction[39] . Service standards that have been internalized through the work culture embody a strong *service culture* and serve as one of the company's competitive advantages in the eyes of clients.

However, the absence of formal training programs can create vulnerabilities during workforce turnover or business expansion, as the knowledge and work standards that have been informally practiced are not systematically documented. Additionally, while the current workforce capacity is deemed sufficient for operations in the Jakarta area, structural reinforcement is still needed if the company plans to expand into regions outside Jakarta. These conditions indicate that developing workforce competencies through structured training is a critical need for construction service companies, particularly to maintain consistent work quality and support the company's readiness for business expansion. Construction training has a significant impact on improving workers' knowledge, skills, attitudes, and performance. Previous studies have demonstrated that construction training significantly enhances workforce competencies, as evidenced by high Relative Importance Index (RII) values across all Kirkpatrick levels: reaction (88.02%), learning (86.36%), behavior (89.48%), and results (88.10%). The results of the regression analysis in this study indicate that the variables of learning and behavior have a significant effect on training outcomes, while

participant reaction, when considered in isolation, does not have a significant effect. This suggests that the effectiveness of training is greatly influenced by program design, training methods, and structured implementation [40]. Based on these findings, the future success of formal training at PT Creative Berkas Abadi cannot rely solely on work standard documentation but must also be supported by the quality of trainers and structured training methods serving as the foundation for maintaining consistent work quality and supporting the company's readiness to address workforce renewal and expansion beyond Jakarta.

F. Process

PT Creative Berkas Abadi's project management process proceeds in a phased and systematic manner through the receipt of official *Purchase Orders* (POs) or *Work Orders* (WOs) as the legal basis, the development of a *schedule*, the preparation of raw materials and the phased deployment of labor based on needs analysis, the on-site execution of work, progress monitoring and weekly *meetings*, work documentation, and finally the handover of the final results to the client. The process refers to the series of activities a client goes through when receiving services, which plays a role in determining the efficiency and convenience of service [41]. The structured workflow implemented by PT Creative Berkas Abadi not only serves as an internal operational guide but also directly shapes the client's experience and satisfaction throughout the project.

Supervision is conducted in tiers by field supervisors, project managers, and company leadership. Progress reports are submitted weekly as a general standard, or daily upon client request, through in-person meetings and photo/video documentation via a WhatsApp group. Changes to the scope of work requested by the client are handled promptly through internal coordination and require a formal letter of approval from the client before implementation. Quality evaluations are conducted directly, spontaneously, and in real-time on-site throughout the project. The main challenges frequently encountered such as material delays and labor capacity constraints are addressed by seeking alternative suppliers and increasing the workforce.

There is a fundamental limitation in the process elements that could potentially hinder the Company's competitiveness, namely the lack of officially documented Standard Operating Procedures (SOPs). Although the entire field team performs their work in accordance with mutually understood standards and complies with Occupational Safety and Health (OSH) standards, the absence of written SOPs entails a number of operational risks. First, the consistency of service quality is heavily dependent on individual understanding, which can lead to variations in team work standards, particularly when project volume increases or there are personnel changes. Second, the absence of formal SOPs can complicate the efficient *onboarding* of new employees, which ultimately risks slowing the Company's response to new

project opportunities. This situation highlights the importance of implementing a more structured and formally documented work system. Implementing SOPs helps organizations establish structured and uniform work procedures for all employees, thereby improving work efficiency, minimizing errors, and supporting the company's productivity [42]. Therefore, developing written SOPs that cover all stages of the process from project acceptance to project handover is a crucial step toward formalization to support business growth and enhance the company's competitive position in the market.

This finding must be directly compared with previous studies emphasizing that SOPs serve as a control tool that documents every project activity in detail and in sequence, while also establishing a formal chain of communication between the client, consultants, and contractors from the conceptualization stage through project completion [43]. This function is crucial because the client acts as the initiator, not merely a recipient, in the construction industry. The situation at PT Creative Berkas Abadi differs from this framework; field team coordination relies on implicit shared understanding and tiered direct supervision, rather than on formal documentation as described by Gunpule [43]. As long as team size and project volume remain manageable, this informal approach appears adequate, and direct supervision is able to maintain consistent quality without the need for a written system. However, when project volume increases or personnel changes occur, this gap has the potential to widen. Operational knowledge tied to individuals, rather than systems, makes it difficult for managerial oversight capacity to scale linearly with business growth. Thus, the formalization of SOPs is not merely an administrative recommendation but a structural prerequisite for PT Creative Berkas Abadi to grow to the next scale.

G. Physical Evidence

PT Creative Berkas Abadi has established a comprehensive set of physical evidence in the context of procurement and bidding, including *a company profile*, *project references*, and project documentation, as tools to build trust with prospective clients. Operational equipment is distributed to project sites as needed, and its completeness is checked periodically (Fig. 9).



Fig. 9. Fabrication Area and Operational Equipment

The fabrication area and operational equipment, as shown in Figure 9, reflect PT Creative Berkas Abadi's technical readiness to execute every project professionally. Adequate fabrication facilities serve as a crucial foundation for ensuring the smooth progress of projects,

so that every task can be carried out in accordance with established quality standards. Equipment and materials are among the primary resources in project execution, and their availability must be planned and prepared in stages in accordance with the phases of construction work [44].

Further evidence of PT Creative Berkas Abadi's corporate image is that all employees wear uniforms bearing the CBA logo, while field workers are required to wear vests, *safety* shoes, and *safety* helmets in accordance with occupational safety and health (K3) standards (Fig. 10).

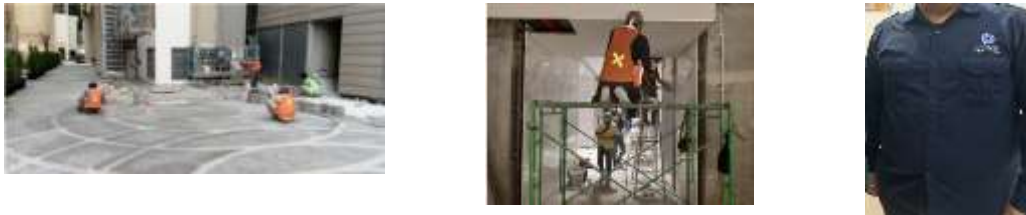


Fig. 10. Employees wearing CBA uniforms and field workers wearing *safety* gear

Generally, uniforms are a key component in building a company's brand identity [45]. The combination of complete documentation and the uniformity of employees' visual identity collectively reinforces PT Creative Berkas Abadi's professional image in the eyes of clients, both during the bidding phase and throughout project execution.

The completeness of the available physical documentation serves as an adequate proxy for quality for prospective clients during the bidding process. This aligns with the concept of "*tangibilizing the intangible*" in service marketing, where physical evidence functions as a signal of quality that cannot be directly perceived before the service is consumed [39]. *Marketing and advertising* are explicitly identified as the top KPIs determining the success of construction companies in a competitive environment, which includes the quality and accessibility of marketing materials, including the company's digital portfolio [19]. This finding confirms that the completeness of physical evidence in digital format is not merely supplementary but a critical determinant of competitiveness.

There is a significant gap in the accessibility and digitization of physical evidence. Company profiles and project references are only accessible to prospective clients during the bidding process, as the company does not yet have an official website or a digital platform that can be accessed independently and on an ongoing basis. The lack of an official website prevents potential clients from accessing company information independently. The availability of digital physical evidence is now a key factor in building trust within a competitive and transparent online business ecosystem, and serves as a bridge between brand perception and reality [46].

Construction companies that succeed in digital transformation reap indirect benefits such as increased work efficiency, improved quality, and enhanced long-term competitiveness through the creation of new business models [36]. In practice, digital *physical evidence* for B2B construction companies encompasses at least three key elements: first, a self-accessible digital

company profile containing the company's profile, service structure, and legal status; second, a digital project portfolio in the form of a project gallery featuring technical specifications, progress photos, and photos of the final results; and third, digital client references in the form of verifiable written testimonials or endorsements from clients.

Relational benefits including the trust built through quality signals accessible before service consumption hold greater relevance in the context of services compared to physical goods [47]. This confirms the urgency of developing digital *physical evidence* for PT Creative Berkat Abadi; prospective clients who lack access to the company's digital quality signals will face higher *perceived risk*, potentially leading them to choose competitors with a more structured digital presence even if those competitors' actual quality is no better. By building a cohesive and self-accessible digital physical evidence ecosystem, PT Creative Berkat Abadi can significantly reduce the perceived risk for new prospective clients and expand *its* client acquisition *funnel* beyond the limitations of its current *referral* network.

Overall, the analysis of the 7P elements of PT Creative Berkat Abadi's marketing mix reveals a consistent pattern: the company's strengths lie in personal relationships and technical quality, but it remains limited in terms of system formalization and digitization. These seven 7P elements do not stand alone; rather, they are interconnected and influence one another holistically. Comprehensive product quality (*Product*) serves as the foundation for client satisfaction, which in turn drives *word-of-mouth* as the primary promotional mechanism (*Promotion*). Transparency in pricing (*Price*) through AHS strengthens client trust, which in turn contributes to loyalty and *repeat orders*. Personnel with integrity (*People*) ensure service standards are maintained throughout the project execution process (*Process*), while the completeness of physical documentation (*Physical Evidence*) and geographic focus (*Place*) round out the overall client experience. The interconnection among these elements demonstrates that PT Creative Berkat Abadi has built a cohesive, trust-based marketing ecosystem, although its potential has not yet been fully optimized through digital transformation and the formalization of operational systems.

Conclusion

This study concludes that PT Creative Berkat Abadi has implemented a fairly effective construction services marketing strategy based on the 7P marketing mix framework. The company's key strengths lie in its comprehensive service integration encompassing Engineering, General Contracting, Supplier, and Maintenance Services within a single business entity; transparent, real-cost-based pricing through Unit Price Analysis (AHS); and strong client trust built through mechanisms such as word-of-mouth, and a repeat-order system that has been in place for four years of operations. Human resources committed to the values of

honesty and professionalism further reinforce consistent service standards in every project undertaken.

Nevertheless, there are several strategic limitations that need to be addressed immediately to support the company's long-term growth. The lack of a digital presence such as an official website and business social media accounts limits the company's accessibility to existing referral networks, preventing the optimal realization of opportunities to acquire new clients from broader segments. Furthermore, the lack of formally documented Standard Operating Procedures (SOPs) and the continued reliance on informal human resource development programs have the potential to hinder consistent service quality, particularly when the company faces an increase in project volume or expands its operational territory.

PT Creative Berkas Abadi needs to implement three strategic steps simultaneously: digital transformation through the development of a structured online presence; the formalization of operational processes through the creation of comprehensive written SOPs; and the diversification of marketing channels to avoid relying entirely on organic word-of-mouth mechanisms. Implementing these three steps will strengthen the company's competitiveness in a sustainable manner and unlock broader growth potential in Indonesia's increasingly competitive construction services market.

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Conflict of Interest

The author declares that there are no conflicts of interest.

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