

Strategy Analysis to Improve Consultant Qualification in Surabaya

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Abstract—Electronic Procurement Agency indicated that in the 2015 up to 2017 project for infrastructure consulting services with qualifying middle to upper class in the Minister for Republic Works and Human Settlements increased 5% per year. The Development Institution Construction Services shows that number of consulting firm in Surabaya city with qualifying middle to upper level less than 20 company, while the company consultant were at the middle to lower is very much. This research aimed to producing strategy in the qualification a consulting firm in Surabaya city. The variables used in a study are internal and external factors in increasing the consultant qualification. This variables analysis using Strength Weakness Opportunity Treats Matrix (SWOT), External Internal Matrix (I-E), and Quantities Strategic Planning Matrix (QSPM) used to determine the best strategy. The result of the study indicate several strategies that can be used to improve consultants qualification. The first strategy is joint venture with other consulting firm to enhance experiences and increase the income of company. The second strategy is improve the quality of human resources and adjust infrastructure facilities with international quality standard namely ISO 9001. The third strategy is work on projects that have high risk.

Keywords—Analysis Strategy, Qualifications Consultant, Quantitative Strategic Planning Matrix, Iso 9001, Joint Venture, Conservative, Selective Work.

I. INTRODUCTION

THE Ministry of Public Works and Public Housing projects are divided into several fields. According to data from the electronic survey procurement agency, in 2016 the number of consultant service project in the ministry of public works and public housing with middle to lower qualification was 497 projects, while the middle to upper qualification were 503 projects. In 2017 the number of consultant service project in the ministry of public works and public housing with middle to lower qualification was 405 projects, while the middle to upper qualification were 595 projects. In 2018 the number of consultant service project in the ministry of public works and public housing with middle to lower qualification was 302 projects, while the middle to upper qualification were 698 projects (in Figure 1).

A consulting firm especially in the city of Surabaya are in the middle to lower qualifications. The qualifications of a consulting firm in the middle to upper middle to lower level are depends on the number of staff and workers, experience working, the team leader and expert, company owned and the level of difficulty in project.

Planning consultants have a role in decision-making and the importance of the owner as translator and landing implementer [1]. The idea of the owner put into a planning documents which is made up of specifications and pictures to be implemented by a contractors. The

performance of consultant planner can be measured through several factors that reviewed in terms of making documents, time, costs and reference framework. A consultant is in charge of planning the planned architecture, structure, mechanical electrical, budget plan, and other complementary documents.

The planning consultants gets the projects through an auction process organized by the construction auction committee. A consultant is the vice of the project in the field. The supervisory consultant is the person/agency who is the representative of the project owner in the field. The supervisory consultant oversees every development in the field starting from quality control and quantity. The supervisory consultant also task with making daily reports, weekly reports, and monthly reports, as well as coordinating or meeting with contractors.

Data from the construction services development institute notes that in surabaya a consulting firm with a small one was 98 companies. Consultant firm with small twoqualification of 36 companies. A consulting firm with middle one qualification of 8 companies. Consultant firm with middle two qualifications of 6 companies. A consulting firm with a large qualification of 6 companies.

Many project that are in the middle to upper qualifications make consultants who are in the middle to lower qualifications unable to win tenders in the construction of large-scale projects. The result is a consulting firm that is in the middle to lower qualification rarely gets a project and doesn't get a profit. A company that provide large projects well will increase confidence of owner to use the consulting firm again, so that it will also influence when increasing company revenue. The consulting firm must have the right strategy in this qualification. The right strategy will make it easier for consulting firm to improve their qualifications because with the strategy, the consulting firm has made plan and compared all related aspects.

This study aims to analyze strategies in improving the qualification of consulting firm in Surabaya. Hopefully in the future, consulting firm especially in the city of surabaya can improve their qualification and quality, considering that projects that are at the middle to upper class each year will increase. Increasing the qualification of consulting firm to obtain projects with medium to upper scale.

II. LITERATURE REVIEW

A. Strategy

Strategy are a means together with the long-term goals to be achieved. Includes geographical expansion, diversification, acquisition, product development, penetration, tightening, divestment, liquidation, and joint ventures.

Table 1.
The survey of weights Score Eksternal Factor

Variable	Indicator	Result	Weight (%)	Rating	Weighted Score	Reference
Social	Satisfaction clients services	3.00	0.107	3.933	0.571	Handayani [2], Muttaqin [3], Ramdani [4]
	Communication client satisfaction	4.00	0.143	4.000	0.421	
Economy	The level great influence auction value	3.00	0.107	3.200	0.343	Ramdani [4]
	The level of development of construction industry	3.00	0.107	3.200	0.343	
	The implementation level circulars Minister No 11/SE/M/2016	3.00	0.107	2.200	0.336	
Regulation	The implementation level LPJK regulation	3.00	0.107	2.067	0.236	Handayani [2], Muttaqin [3], Ramdani [4]
	The quality of the implementation ISO 9001	3.00	0.107	3.133	0.221	
Competition	The level of development of rival companies	3.00	0.107	2.333	0.250	Muttaqin [3], Ramdani [4]
	The quality of rival companies	3.00	0.107	2.133	0.152	
Tax	The implementation level of recent tax	2.00	0.071	1.733	0.062	Muttaqin [3],
Total		28.00	1.000	27.933	2.936	

Table 2.
The survey of weights Score Internal Factor

Variable	Indicator	Result	Weight (%)	Rating	Weighted Score	Reference
Human Resources	The availability of experts	4.00	0.121	4.000	0.485	Handayani [5], Muttaqin [3], Ramdani [4]
	The ability of experts	4.00	0.121	1.200	0.145	
	The availability of employees	3.00	0.091	4.000	0.364	Ramdani [4]
	The ability of employees	2.00	0.061	1.067	0.065	
Financial	The quality of the infrastructure	3.00	0.091	1.200	0.109	Handayani [5], Muttaqin [3], Ramdani [4]
	The company financial	4.00	0.121	3.867	0.469	
Experience and Achievement	The number of the value of the project are being fulfilled	3.00	0.091	3.733	0.339	Muttaqin [3], Ramdani [4]
	The project experience	4.00	0.121	3.933	0.477	
Management Systems	Management capability	3.00	0.091	2.000	0.182	Ramdani [4]
Analysis of a problem	The ability of the decision making process	3.00	0.091	2.000	0.182	
Total		33.00	1.000	27.000	2.816	

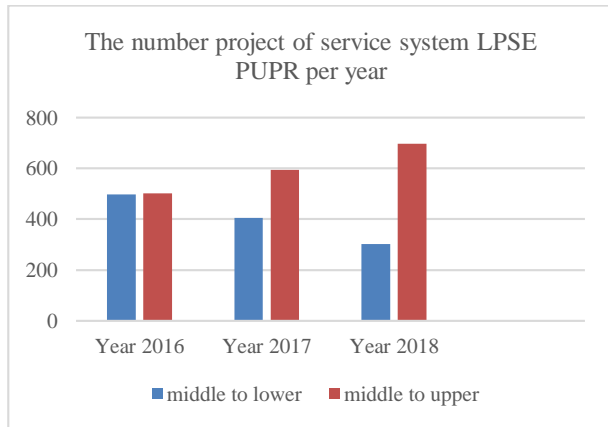


Figure 1. The number project of service system LPSE PUPR per year.

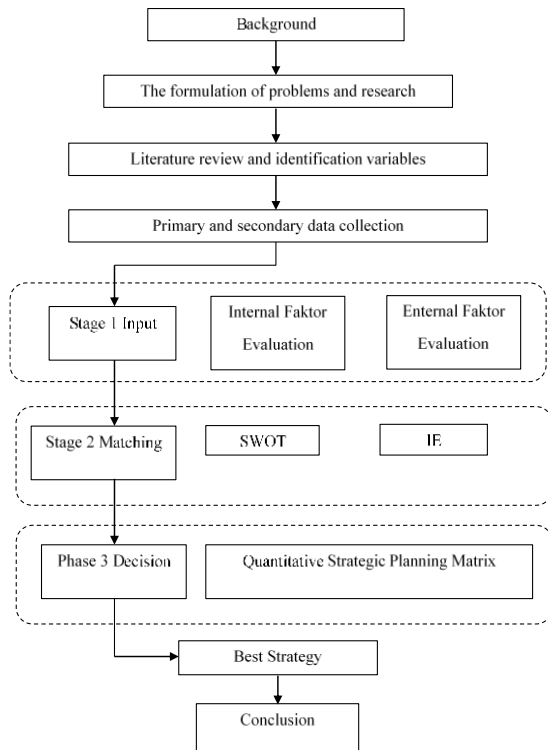


Figure 2. Conceptual flowcharts for this research.

B. Strategy Management

The meaning of strategic management is art and knowledge in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives [6]. Strategic management focuses on efforts to integrate management, marketing, finance/accounting, production/ operations, research and development, and computer information systems to achieve organizational success.

C. Consultant Company Strategy

Alternative strategy consultant time for small band in Surakarta in dealing with the freedom of investment research method consisting of a literature review, the object, research, data collection and analysis of data [7]. A literature review is conducted to gather environmental factor both internal and external. In the analysis data will be categorized as, strength, weakness, opportunity and threats.

Study classify service company construction and looking for the internal factor of the company [5]. This study take sample to level companies small one, small two, middle one, middle two and large qualification.

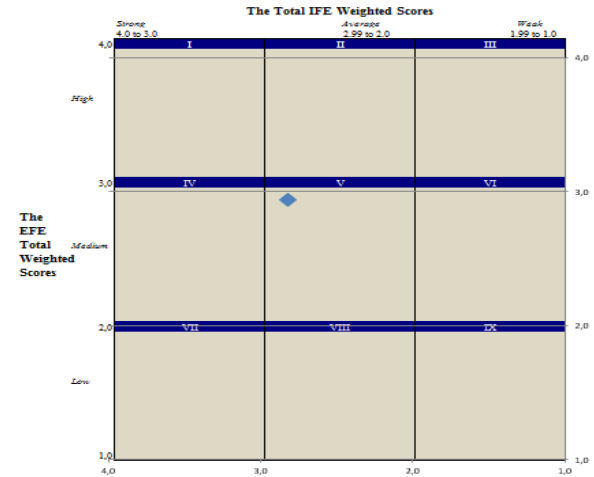


Figure 3. Result IE matrix for this research.

III. METHOD

A. Types of Research

This type of research is case study research. Case study research is the right research strategy if the subject of a research question is related to how or why, and if a researcher has little opportunity to control the events to be studied [8].

B. Data Source

Sources of data in this study are primary data which is data obtained directly from the source, and collected by researchers with observation, field surveys, distributing questionnaires and interviews to respondents. This study also uses secondary data, by studying various writings through related literature books, regulations, reports on activities relating to asset management, as well as literature studies on similar research conducted by previous researchers.

C. Data Collection Technique

Data collection method in this research was interview and observation. The interviews conducted is semi-structure interview using the help of interview guidelines used to facilitate and focus the questions submitted to respondents, while the questionnaire used was a closed questionnaire, where respondents chose the answers provided. The respondents in this study were selected based on purposive sampling.

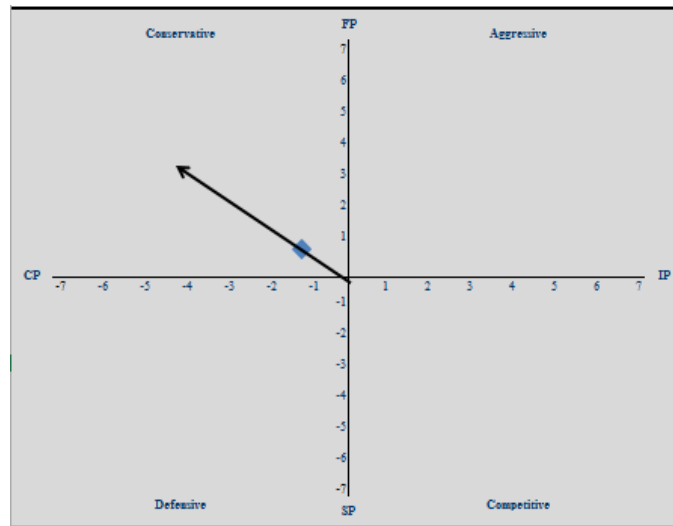
Data collection techniques with the observations used when research with regard to human behavior, the process of working, symptoms nature and if respondents observed are not too big [9]. Speakers assessed competent the research is the related in the preparation of strategic companies that have been done by consultant, among others:

1. The director of a consulting firm
2. Head of INKINDO

The flowchart of this research in Figure 2.

D. Data Analysis Technique

The analysis technique in this study includes the first stage, namely identifying indicators that include strengths, weaknesses, opportunities and threats based on the results of interviews with respondents and giving weight and rating to each of these indicators. The second stage is formulating strategies using External Factors Evaluation



Financial Position (FP)	Rating	Stability Position (SP)	Rating
The quality of the infrastructure	1,20	The implementation level circulars Minister No 11/SE/M/2016	-2,20
Management capability	2,00	The quality of the implementation ISO 9001	-3,13
The number of the value of the project are being fulfilled	3,73	The level of development of construction industry	-3,20
The project experience	3,93	The implementation level LPJK regulation	-2,07
The company financial	3,87	The implementation level of recent tax	-1,73
Average	2,90	Average	-2,50
Competitive Position (CP)	Rating	Industry Position (SP)	Rating
Communication client satisfaction	-4,00	The availability of experts	4,00
Satisfaction clients services	-3,93	The ability of experts	1,20
The level great influence auction value	-3,20	The availability of employees	4,00
The quality of rival companies	-2,13	The ability of employees	1,07
The level of development of rival companies	-2,13	The ability of the decision making process	2,00
Average	-3,10	Average	2,50

Figure 4. Result Space Matrix for this research.

(EFE) Matrix, Internal Factors Evaluation (IFE) Matrix, Internal External (IE) Matrix, Strategic Position and Action Evaluation (SPACE) Matrix, Grand Strategy Matrix, Strengths, Weaknesses, Opportunities and Threats (SWOT) Matrix and Quantitative Strategic Planning Method (QSPM) [7].

E. Strategy Formulation Input Stage External Factors Evaluation (EFE) Matrix

The EFE matrix is used to evaluate the external factors of the organization which consist of opportunities and threats originating from outside the organization. The steps in creating an EFE Matrix are as follows:

Give weights for external factors as identified in the external audit process, with a range of 0,01 (not important) to 1,00 (very important). The sum of all weights against the factor must be equal to 1,00.

Give a rating between 1 and 4, for key external factors to indicate how effective the company's strategy is currently responding to these factors. Where 4 = the response is very good, 3 = the response is good, 2 = the response is bad and 1 = the response is very bad.

Multiplying each factor weight by its ranking to determine a weighted score and add the weighted score for each variable to determine the total weighted score for the organization.

F. Internal Factors Evaluation (IFE) Matrix

The IFE matrix is used to evaluate internal organization factors which consist of strengths and weaknesses owned by the organization. The steps in creating an IFE Matrix are as follows:

Give weights for internal factors as identified in the internal audit process, with ranging from 0,0 (not important) to 1,0 (all important) for each factor. Factors that are considered to have the greatest effect on organizational performance are given the highest weight. The sum of all weights must be equal to 1,0.

Ranks 1-4 on each factor to indicate whether the factor presents major weaknesses (rank = 1), small weaknesses (rank = 2), small strengths (rank = 3), and main strengths (rank = 4).

Multiplying each factor weight by its ranking to determine a weighted score and add the weighted score for each variable to determine the total weighted score for the organization [5].

G. Matching Stage Internal External (IE) Matrix

This matrix positions various divisions in the organization in a nine-cell view. The Internal External Matrix (IE) is based on two key dimensions, the weighted total score of Internal Factor Evaluation (IFE) on the X axis and the weighted total score of External Factor Evaluation (EFE) on the Y axis.

H. Strategic Position and Action Evaluation (SPACE) Matrix

In SPACE matrix consists of internal dimensions (Financial Position, Stability Position) and external (Competitive Position, Industry Position) of an organization. There are four quadrant frameworks that can determine whether an aggressive, conservative, defensive, or competitive strategy is the one that best fits the organization. This rating on the SPACE matrix is based

Table 3.
The Result SWOT Matrix

ST Strategies	Description
1 Provides locomotion expert who highly capable and much to let employees who are not inferior to the other consultants. (T3, T4, S1, S3, S4)	Selective
2 Provide experts , and a finance company to increase qualification according to the the implementation of the regulation LPJK and circulars minister (T1, T2, S1, S2)	Selective
3 Get the value of a job large projects to meet their payment of tax in accordance with qualifying (T5, S4, S5)	Selective
WT Strategies	
1 Improve the ability of experts and the ability of employees and improving facilities and infrastructure in order to compete with competitors (T3, T4, W1, W4, W5)	Conservative
2 Fix the ability of the company management and make decisions in working with consultants big proper qualifications to help improve qualifications in accordance with existing regulation (T1, T2, T5, W2, W3)	Joint Venture
WO Strategies	
1 Increase facilities and infrastructures, the capacity employees, and management capability in overcoming construction project to industrial development large and created ISO 9001. (O4, O5, W1, W2, W4)	Conservative
2 Take decisions by communicate with clients in order to get client service to get large projects. (O1, O2, O3, W3)	Joint Venture
SO Strategies	
1 Expand communication and get client service by means of providing expert who has abilities reliable. (O1, O2, S1, S3)	Conservative
2 A consultant had the opportunity to take large projects to get to experience the project and got the predicate have taken the value of large projects and will raise corporate finance. (O3, O4, S5, S6, S2)	Selective
3 To implement iso 9001 consultants can add more power to increase the quality management. (O5, S4)	Conservative

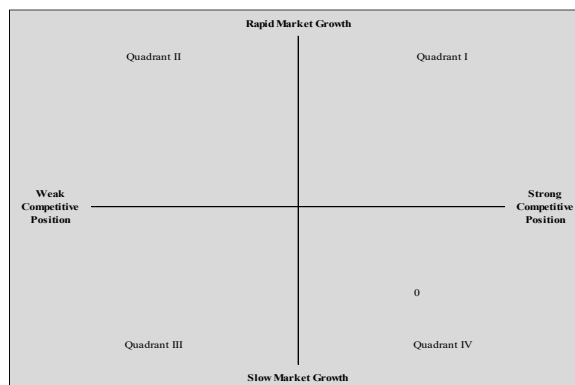


Figure 5. Result Grand Strategy Matrix for this research

on the results of the questionnaire to respondents with a score of +1 (very bad) to +4 (very good) for indicators that are Financial Position and Industry Position and score -1 (very good) to -4 (very bad) for indicator which is Stability Position and Competitive Position.

I. Grand Strategy Matrix

This matrix is used to formulate alternative strategies. The grand strategy matrix is based on 2 (two) evaluative dimensions, competitive position and market growth. Organizations are positioned into 4 quadrants in the matrix grand strategy.

J. Strengths Weaknesses Opportunities Threats (SWOT) Matrix

An important matching tool that helps decision makers to develop 4 (four) types of strategies, Strength-opportunity strategy (SO): uses internal power to take advantage of external opportunities. Weakness-Opportunity (WO): aims to increase internal weakness by taking advantage of external opportunities. Strength-threat strategies (ST): use organizational strength to avoid or reduce the impact of external threats. Weakness-Threats (WT) Strategy: is a defensive tactic carried out to reduce internal weaknesses and avoid external threats.

K. Decision Making Stage Quantitative Strategic Planning Method (QSPM)

QSPM is an analytical tool used for decision making strategies that will be used based on alternative strategies arranged in the previous stage. QSPM calculations are based on the weights in the EFE and IFE matrices and alternative strategies at the matching stage [2].

L. Inference Stage

The end of the research is the conclusion for the overall results of the research conducted. The withdrawal of this conclusion is it and the existing problems, it is also a positive feedback as input pertaining to the results of the study. The strategy is based on the results of data processing previous alternative to several strategies were reassessed by respondents to rank or the importance of each alternative the strategy considering the conditions.

IV. RESULTS AND DISCUSSION

The measures used to complete this research is as follows:

1. Researchers conducted interviewing Ir. Adi Prawito, MM, MT as chairman of INKINDO East Java to give comments on the internal factor and external factors that into weaknes, strenght, opportunities and the threat.
2. Determine the weighting of all the variables.
3. The researchers make questioner to consultants middle-low located in Surabaya.
4. Researchers put the value of each variables being on all a consulting firm.

A. Identification and Assessment Variable

The determination of variables reaches as high as this report is written with the objective of the interview the head of INKINDO (Asociation of Consultant). The variable is divided into 2 parts those are the external factor that determines the increase in qualification a consulting firm and the internal factors determine an increase in qualification a consulting firm.

Table 4.
The Result QSPM

NO	Opportunities	Weight	Joint venture with other consulting firm to enhance experiences and increase the income of company (Joint Venture)		Work on projects that have high risk (Selective)		Improve the quality of human resources and adjust infrastructure facilities with international quality standard namely ISO 9001 (Conservative)	
			AS	TAS	AS	TAS	AS	TAS
1.	Communication client satisfaction	0.14	4	0.57	2	0.29	2	0.29
2.	Satisfaction clients services	0.11	4	0.43	1	0.11	2	0.21
3.	The level great influence auction value	0.11	3	0.32	4	0.43	3	0.32
4.	The level of development of construction industry	0.11	3	0.32	3	0.32	4	0.43
5.	ISO 9001	0.11	1	0.11	1	0.11	4	0.43
	Threats	<u>Weight</u>	<u>AS</u>	<u>TAS</u>	<u>AS</u>	<u>TAS</u>	<u>AS</u>	<u>TAS</u>
1.	The implementation level circulars Minister No 11/SE/M/2016	0.11	3	0.32	3	0.32	3	0.32
2.	The implementation level LPJK regulation	0.11	2	0.21	4	0.43	4	0.43
3.	The level of development of rival companies	0.11	4	0.43	4	0.43	3	0.32
4.	The quality of rival companies	0.07	4	0.29	3	0.21	3	0.21
5.	The implementation level of recent tax Strength	0.04	1	0.04	2	0.07	1	0.04
		Weight	AS	TAS	AS	TAS	AS	TAS
1.	The availability of experts	0.12	3	0.36	4	0.48	4	0.48
2.	The company financial	0.12	4	0.48	4	0.48	3	0.36
3.	The availability of employees	0.09	3	0.27	3	0.27	4	0.36
4.	The number of the value of the project are being fulfilled	0.09	4	0.36	3	0.27	2	0.18
5.	The project experience	0.12	4	0.48	3	0.36	3	0.36
	Weaknesses	<u>Weight</u>	<u>AS</u>	<u>TAS</u>	<u>AS</u>	<u>TAS</u>	<u>AS</u>	<u>TAS</u>
1.	The quality of the infrastructure	0.09	4	0.36	3	0.27	4	0.36
2.	Management capability	0.09	3	0.27	3	0.27	2	0.18
3.	The ability of the decision making process	0.09	4	0.36	2	0.18	1	0.09
4.	The ability of employees	0.06	3	0.18	4	0.24	4	0.24
5.	The ability of experts	0.12	3	0.36	4	0.48	4	0.48
	TOTALS			6.55		6.05		6.12

B. The determination of variable weight and rating

The determination of the weighting of variable at got from interviews with chairman INKINDO namely Ir. Adi Prawito against the interests of improving the qualifications of a consulting firm. The 1-4 quisioner had points. Points 1 were less critical of every variable and 4 are the most important for each variable.

After getting the result of quisioner of each variable so the result totaled .The determination of the percentage of variable weight obtained from the results of quisioner divided by the number of result survey.

The rating from the quisioner given to any consultant director.he smallest number of respondents of the study it

consists of 15 companies with a qualification small one and small two that is given to them of the questionnaire was to of directors of a company.

The results of rating was collected of its quisioner of respondents .The value of quisionernya is 1-4 .Value 4 is the value to be compatible with the assessment to his company , while the value 1 is value that is not appropriate or not to apply values .

The determination of classifications variable done after the researchers determines the dependent variable research and indicators variable .The determination of classifications variables of respondents aims to menentukan value highest and the lowest of the quisioner result. The determination of classifications variable

discerned from the results of quisioner and in sort based on the results of the largest.

This study using internal and external factors as variable .The variables are used in research 10 variable for each internal and external variables. Classifications variables used in this research was classifications strength and weakness of classification for the internal and external variables opportunities and threats to. The classifications variable in this research is conducted by seeing the place in every indicator variables.

Formula to the strategy to determine the strategies will be used to increase company consultant qualification. The internal and external factors other than a fuel in this research very connected. For the external factors and internal factors can be seen in table below.

C. Matrix IFE and EFE

The matrix IE is based on two as many dimensions of the key: a score that the weight of IFE the total on an axis x and a score that the weight of EFE the total on an axis y. The results of the IE matrix conclude that for company that wants to increase the size of the qualification to make it capable in choose a selective works. Selective works access to justice strategy have been carried out with the selection of work that you do that a high value in order to enhance its qualification the company. The result of IFE and EFE Matrix will be explain in Figure 3.

D. Space Matrix

The matrix space used for the evaluation position. Strategy space analysis approach trying to overcome the limitations of other methods, by adding two dimensions on a matrix. Put a number of factors such as a strategist can do alternative evaluation particular strategy of some perspective, in a better position was needed to determine the strategy chosen. This was the result of the matrix space analysis. The result will be explain in Figure 4.

Matrix the space above shows that strategy taken is conservative facilities and increase and improve the ability employee of the company.

E. Grand Strategy Matrix

The Grand Strategy Matrix is a tool for formulating alternative strategies based on two dimensions, competitive position and market growth. Grand matrix a strategy on nonprofit organization can be used, it should be modified and adapted for the purpose is to be achieved by the organization of government who used it. Organization profit memilikit two dimensions evaluative sense that is growth the market and competitive position to 4 quadrant in which there are strategy that can be used. According to BCI Economics sector civil includes the establishment infrastructure, transportation, and utilities, where inflation figure it is predicted similar to the 2018 this at 4 %. The building, 2018 it is predicted years growth slowed or risen only about 1 percent. The conclusion is growth market in the construction industry it had slowed down. The result of Grand Strategy Matrix will be explain in Figure 5.

Assessment grand strategy in this research is at competition are very tight in get a job a construction project. This assessment is on the right that is strong competitive positions. Consultants construction project that is at qualification middle to lower increased project low, so are in slow market growth. The result of

assessment a consulting firm who are in position qualification middle to lower is at quadrant 4.

F. SWOT Matrix

After compiling the EFE Matrix, IFE, IE Matrix, SPACE Matrix and Grand Strategy, the next step is to compile the SWOT matrix. In accordance with the results obtained in the previous stage

1. Internal External Matrix (IE), the result is selective works.
2. SPACE matrix that shows that work units are in a conservative position,
3. Grand strategy that shows that the work unit is in quadrant IV, the results is a joint venture.

The result of SWOT Matrix will be explain in Table 3.

G. Quantitative Strategic Planning Method (QSPM)

From the various alternative strategies, the next step is to evaluate each of the alternative strategies using the QSPM matrix. The preparation of the QSPM matrix is based on the results of a closed questionnaire to the respondents.

The results of qspm in this research in Table 4 is concluded that a strategy that will be used for the first joint venture with the act of improving the ability of the company management and make decisions in working with consultants big proper qualifications to help improve qualifications in accordance with existing regulation. The second strategy which is conservative with the act of increasing, facilities and infrastructure the ability of experts and employees, and management capability to deal with the development of the construction industry large projects and create ISO 9001. Thrid Strategy is selective which is the act of taking a project to gain experience and the project have made each project generous and could increase a finance company.

IV. CONCLUSION

Strategies which used in raising qualification a consultant. The strategy first a joint venture with the act of fixing company management capacity and made a choice in working with large consultant right qualification to help improve qualification is based on. Cooperation with big company will make firm will increase the quality of work and small project, so can increase qualification the consultant. The second strategy which is conservative with the act of increasing, facilities and infrastructure the ability of experts and employees, and management capability to deal with the development of the construction industry large projects and create ISO 9001. Thrid Strategy is selective which is the act of taking a project to gain experience and the project have made each project generous and could increase a finance company.

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