

# **Business to Business (B2b) Marketing Strategy for Construction Industry Equipment Manufacturing Company, CV. Ziaulhaq Solution**

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## **ABSTRACT**

The construction industry in Indonesia drives economic growth through large-scale infrastructure projects, increasing demand for reliable testing equipment like CV. Ziaulhaq Solution's Laboratory Test Sieve. Despite robust production capabilities of 1,254 units per month, the company faces challenges due to reliance on offline distribution and intensifying market competition. The purpose of this study is to identify and analyze the challenges faced by the company in the face of intensifying market competition and shifting buyer behavior towards digital platforms. This research used qualitative methods, data was collected through in-depth interviews, document analysis, and triangulation. Tools such as PESTEL, 7P Marketing Mix, STP analysis, SWOT, and TOWS Matrix assessed market dynamics and strategic positioning. Findings highlight the integration of offline channels with digital strategies, including e-catalog registration for government procurement, improved after-sales service, and partnerships with educational institutions. Digital promotion through social media, value-based pricing, and certification for compliance are essential. This study provides actionable insights for manufacturers to align marketing efforts with decision-making processes, improving market competitiveness and customer trust. By combining traditional and digital approaches, CV. Ziaulhaq Solution can meet industry demands, achieve sustainable growth, and create long-term value for customers.

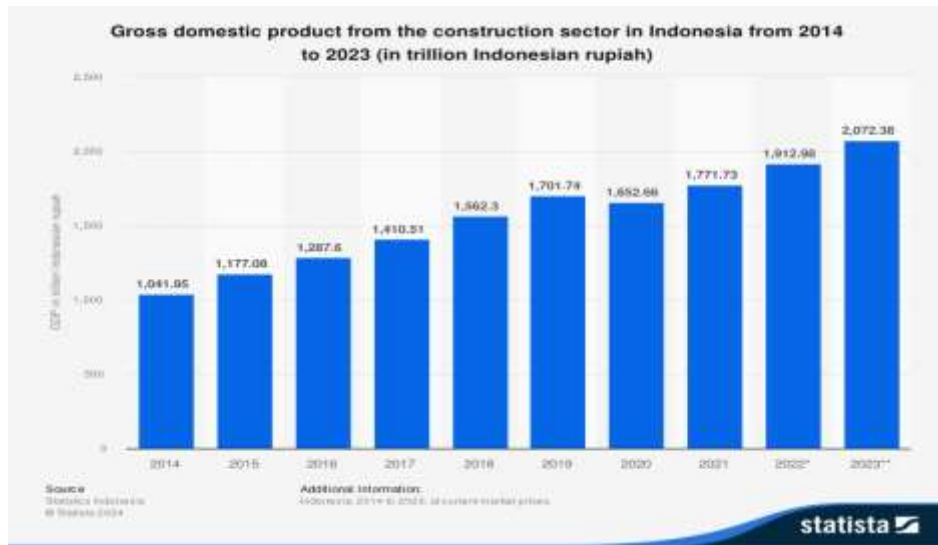
**Keywords : B2B marketing strategy, business buying organization, business decision process, buyer behavior, industrial equipment, construction industry**

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## **INTRODUCTION**

The construction industry has a very important role in infrastructure development which is the backbone of a country's economic growth (Alaloul et al., 2021) . The current situation shows that infrastructure development continues to be a priority, especially with government initiatives in increasing strategic infrastructure development (Salim & Negara, 2018). So that this industry has a large contribution in many countries globally with a market value of USD 10.4 trillion in 2023 and is expected to continue to grow to more than USD 16.1 trillion in 2030 (Deloitte, 2024). In addition, a report from the Future of Construction and Oxford Economics (2021) shows that the global construction industry is expected to grow by 42% until 2030, with rapid growth in developing countries, especially in Asia and Africa will be the main drivers of the sector's growth, with investments focused on building basic infrastructure and improving public facilities.

Similarly, what happened to the construction industry in Indonesia showed a significant growth pattern. Based on data obtained from Statistics Indonesia (Statista, 2024), Indonesia's construction sector GDP has consistently increased during the period 2014 to 2023. This encourages companies in the construction sector to improve work quality and efficiency in order to compete and meet the increasing demand (Ministry of PUPR, 2024). Based on Figure 1, the GDP figure of the construction sector increased from 1,041.95 trillion rupiah in 2014 to 2,072.38 trillion rupiah in 2023, indicating a doubling in less than a decade.



**Figure 1 GDP from Construction Sector in Indonesia**

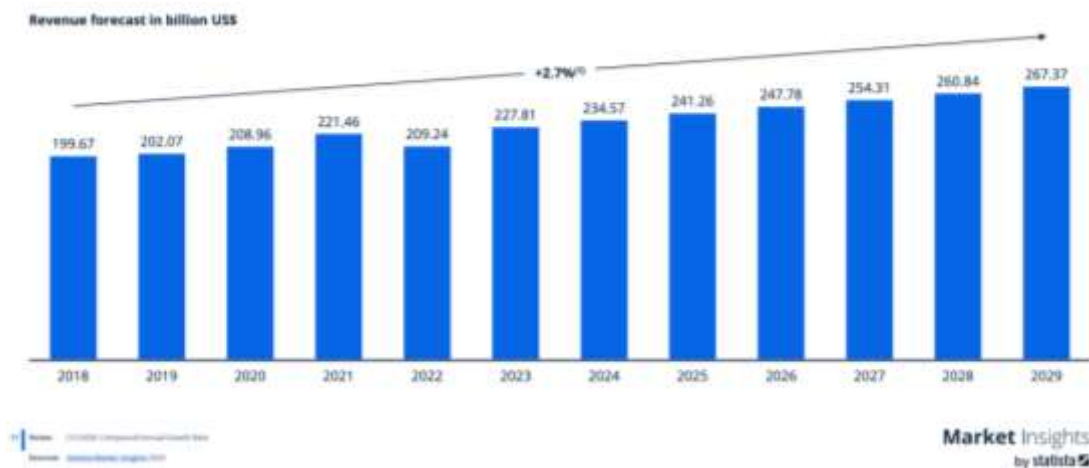
As well as a report from the Ministry of Public Works and Public Housing (2024) states that the construction sector in Indonesia contributes around 9.92% to the national Gross Domestic Product in 2023 based on data from the Central Statistics Agency, which shows the vital role of this industry in the country's economy which is one of the main drivers of investment, with many large-scale infrastructure projects, such as the construction of toll roads, bridges, airports, and other public facilities that are the government's priority. This not only improves the quality of national infrastructure, but also has a positive impact on improving mobility and connectivity, which ultimately drives overall economic growth.

The rapid development of the construction industry is in line with the increasing demand for industrial equipment used to ensure the quality of the infrastructure being built (Balaji, de Azevedo, & Madurwar, 2022). This increase is in line with the increase in infrastructure projects and the need for compliance with higher safety standards (de la Vara, Marín, Ayora, & Giachetti, 2020).

The equipment and machinery industry is also an important part in supporting the construction sector, according to Brown (2010), the construction industry faces various challenges related to the quality, efficiency, and safety of the built infrastructure. One of the crucial aspects in this industry is the use of industrial equipment for the measurement and testing of quality construction materials to ensure the safety and

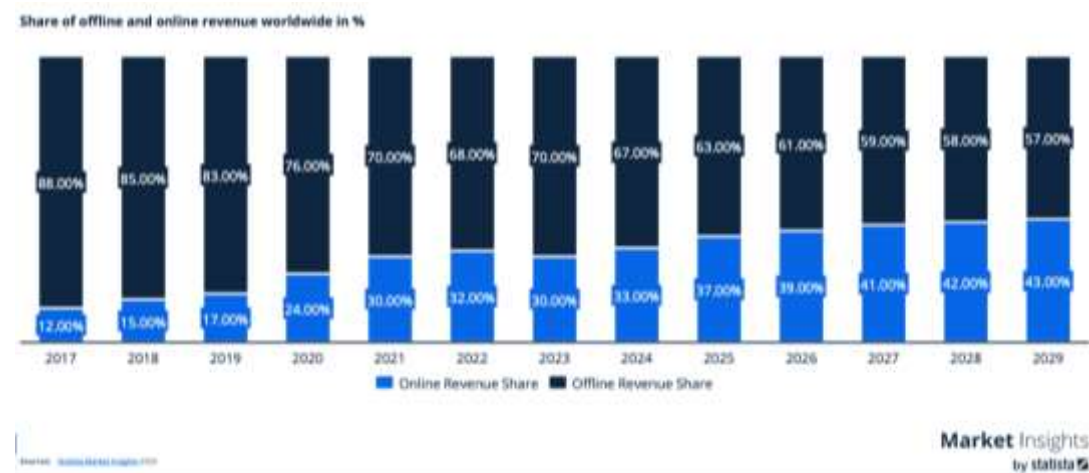
durability standards of infrastructure, such as buildings, roads, and bridges (Mishra, Lourenço, & Ramana, 2022).

So that it makes the market of tools and machines that include carpentry tools and measurements needed in this construction industry. In 2023, the global tool and machinery market in this sector reached a revenue of USD 227.8 billion. Although the growth is moderate, it shows stable and sustainable demand for tool and machinery products, mainly driven by the increasing trend of the construction industry based on Figure 2 (Statista Market Insights, 2024)



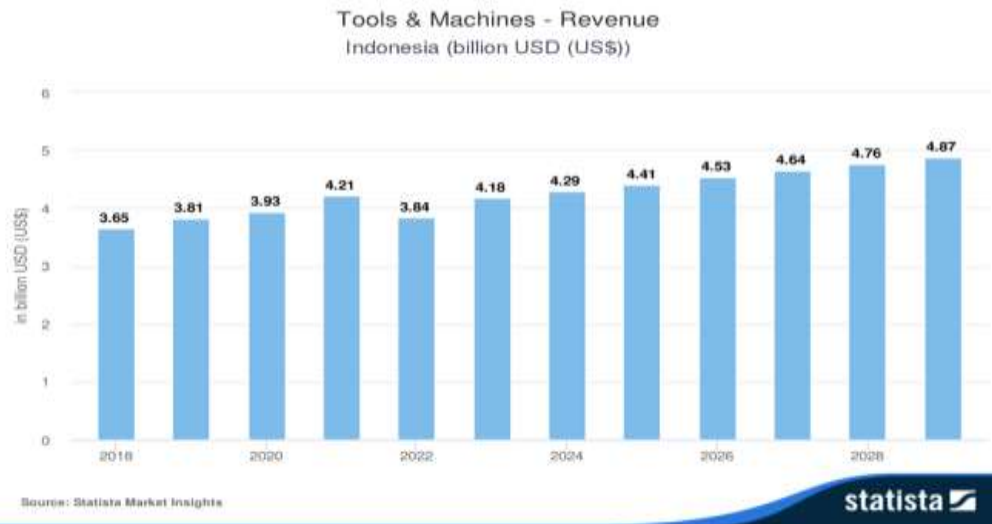
**Figure 2 Expect the Tools & Machines market revenue global**

The revenue of this tool and machine market is influenced by online sales penetration of 30% in 2023 and is expected to continue to increase every year, Projections until 2029 predict that the share of online sales will continue to increase to reach 43%, indicating an increasingly strong digitalization trend among tool and machine consumers based on data from the statista report in Figure 3.



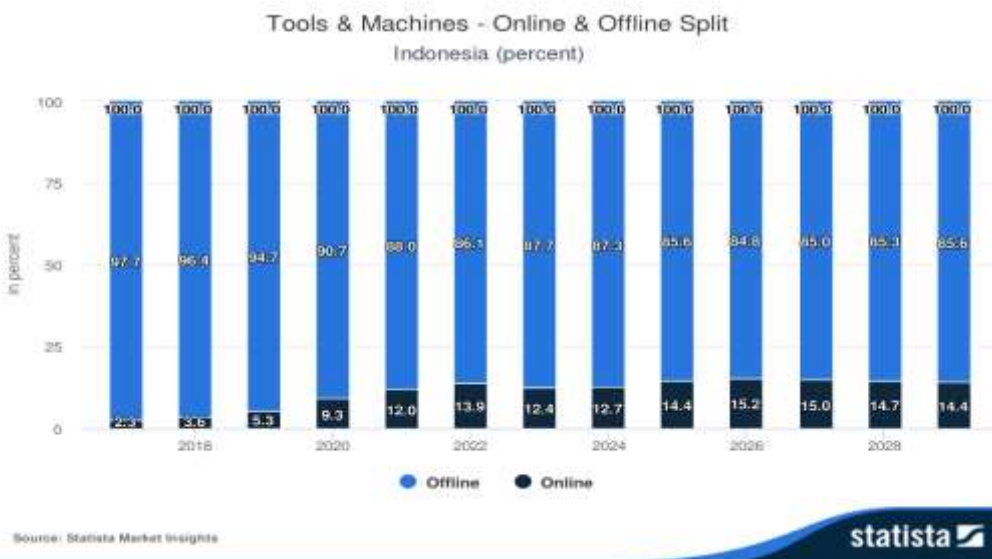
**Figure 3 The online Share of the Tools & Machine online eCommerce Market**

On the other hand, the development of the tool and machinery market in Indonesia shows the same trend. Revenue projections in the tool and machinery sector in Indonesia are based on data from Statista Market Insights (2024). In general, the graph shows an upward trend in revenue from 2018 to the projection of 2029. By recording revenue of USD 4.18 billion in 2023 as shown in Figure 4.



**Figure. 4 Expect the Tools & Machines market revenue Indonesia**

However, the market share of tools and machines in Indonesia is still dominated by offline sales even in 2018, the sales of tools and machines in Indonesia are almost entirely carried out through offline sales. Although offline channels will still dominate the tool and machinery market, the increasing proportion of online sales shows the adaptation of Indonesian consumers to digitalization (Kurniawan, Othman, Hwang, & Gikas, 2022). Based on Figure I.5, the increase in online sales only occurred at the beginning of 2020 when online sales reached 5.3% and at this time it rose to 12.4% in 2023.



**Figure 5 Online & Offline Split Revenue**

It also reflects a global trend where consumers are increasingly relying on digital platforms for convenience. Turban et al. (2020) in the book *Electronic Commerce: A Managerial and Social Networks Perspective* emphasized that e-commerce has made it easier for consumers to access various products from various brands quickly and efficiently. This accessibility is driving a shift in purchasing behavior from physical stores to digital platforms, particularly in the retail industry.

Previous research shows that the sector contributes significantly to global GDP, with the market value reaching USD 10.4 trillion in 2023 and expected to grow to over USD 16.1 trillion by 2030 (Deloitte, 2024). While there are many studies addressing market dynamics and marketing strategies in the construction industry, this research offers novelty by focusing on the business purchase decision-making process and marketing strategies specific to a test equipment company in Indonesia, namely CV Ziaulhaq Solution (Zagloel, Siregar, Hidayatno, & Setiawan, 2024).

The purpose of this study is to identify and analyze the challenges faced by the company in the face of intensifying market competition and shifting buyer behavior towards digital platforms. The benefits of this research include the development of marketing strategies that can improve the company's competitiveness, increase customer trust, and provide practical insights for test equipment manufacturers to adapt their marketing efforts to the business decision-making process. As such, this research is expected to contribute to a better understanding of the integration of traditional and digital marketing strategies in the context of the construction industry in Indonesia.

## **RESEARCH METHOD**

This study uses a qualitative method with structured stages. The first step begins by exploring business problems, identifying research objectives, and setting boundaries to make the discussion more focused. Furthermore, external analysis was carried out which included PESTEL, competitor analysis, and customer analysis, as well as internal analysis through STP (Segmentation, Targeting, Positioning) evaluation, 7P Marketing Mix, and the company's marketing capabilities. Data from internal and external analyses are then combined in a SWOT analysis to identify the company's strengths, weaknesses, opportunities, and threats. Based on the results of the SWOT, an alternative strategy is formulated using the TOWS Matrix to produce a strategy that is relevant to market needs, which is then designed in the context of the 7P Marketing Mix.

The final stage of the research includes the preparation of an implementation plan using the PDCA (Plan, Do, Check, Action) approach, which includes planning, implementation, evaluation, and corrective action. In addition, the research leverages primary data through in-depth interviews with potential customers from various market segments as well as secondary data from internal and external sources to support the analysis. The data analysis method used is descriptive statistics based on qualitative data, which aims to describe the phenomenon and develop strategies that can be applied practically to answer the business problems faced by the company.

## **RESULT AND DISCUSSION**

This analysis delves deeply into the results of data analysis conducted to address the research questions and objectives of the study. The findings, derived from primary and secondary data, are analyzed using qualitative and quantitative methods and systematically aligned with the conceptual framework. This section integrates theoretical perspectives with practical insights, offering a thorough understanding of key factors influencing decision-making processes within the Business Buying Organization, along with detailed reflections on strategic directions.

### **1. External Analysis**

#### **a. PESTEL Analysis**

Political factors heavily influence the material testing equipment industry, driven by evolving government policies, international relations, and national development strategies (O'Brien & Williams, 2024). Presidential Regulation No. 109 of 2020 reflects Indonesia's commitment to infrastructural growth, providing openings for companies like CV Ziaulhaq Solution to integrate their products into national strategic projects. The national emphasis on domestic procurement not only facilitates business growth but aligns with broader industrialization goals, offering resilience against foreign market dependencies (Amighini et al., 2023).

The Indonesian government's focus on infrastructure, including roadways, ports, and public utilities, necessitates rigorous quality control, subsequently boosting the demand for testing equipment (Afpriyanto, Putra, Jupriyanto, & Sari, 2023). Through collaboration with public works and educational institutions, domestic manufacturers can influence project specifications, positioning their products favorably. Additionally, international trade agreements and local protectionist policies shape pricing, competitive dynamics, and innovation.

Economic factors underpin market expansion and contraction. Indonesia's steady GDP growth of approximately 5% creates a fertile environment for construction and manufacturing industries, elevating the demand for advanced testing equipment. However, inflation rates, interest levels, and economic cycles introduce variability in market conditions. Companies must navigate fluctuating exchange rates and material costs to sustain profitability and competitive pricing (Sreaya, 2024).

Technological advancements are reshaping the landscape. The integration of Industry 4.0 technologies such as IoT, AI, and blockchain transforms manufacturing processes, enabling predictive maintenance, enhanced precision, and improved productivity (Logeswaran et al., 2024). CV Ziaulhaq Solution's adoption of automated production lines exemplifies how technological evolution enhances operational efficiency, minimizing production errors and expanding capacity. Future opportunities include AI-driven quality assessment tools, enabling real-time calibration and fault detection.

Social considerations, driven by heightened awareness of safety, sustainability, and workforce training, further influence industry trends. End-users, such as construction firms, increasingly demand products adhering to global safety standards, reinforcing the need for high-quality testing tools. Social media and digital platforms offer additional engagement opportunities, allowing companies to communicate directly with clients and streamline feedback mechanisms (Ewing, Men, & O'Neil, 2019).

Environmental factors reflect rising global emphasis on sustainable development. The Indonesian government's environmental policies promote green technology and eco-friendly manufacturing practices. Companies that prioritize energy efficiency, reduce waste, and integrate recyclable materials into their production processes gain competitive advantages. CV Ziaulhaq Solution's sustainable initiatives, such as reducing energy consumption through advanced machinery, enhance brand reputation.

Legal frameworks set the operational boundaries for market players. Compliance with regulations such as the Indonesian National Standard (SNI) and ISO certifications ensures product reliability and market acceptance. Regular audits and government inspections necessitate continuous improvement in quality assurance protocols. Legal reforms addressing public procurement streamline opportunities for certified domestic suppliers, fostering long-term growth.

#### **b. Competitor Analysis**

Competitive forces shape the strategic direction of companies within the material testing equipment industry. CV Ziaulhaq Solution competes against both domestic manufacturers and international brands, each leveraging distinct advantages. Local competitors typically focus on cost efficiency, while foreign brands emphasize technological superiority and certification credentials. The company's ability to differentiate through customer-centric services, responsive technical support, and customizable products secures market positioning (Fader, 2020).

Competitor benchmarking identifies gaps and opportunities. Extended warranty programs, comprehensive maintenance services, and integration of smart technologies are areas where CV Ziaulhaq Solution can gain a market edge. International brands such as Bosch and Hitachi provide case studies on value-driven customer engagement, emphasizing quality and after-sales support.

## **2. Internal Analysis**

#### **a. Segmentation, Targeting, and Positioning (STP)**

Market segmentation reveals three primary sectors: large-scale construction, specialized testing laboratories, and academic institutions. Each segment exhibits distinct purchasing behaviors, necessitating tailored marketing approaches. The construction sector prioritizes cost efficiency and rapid procurement, while laboratories emphasize precision and durability (Ninduwezuor-Ehiobu et al., 2023). Educational institutions require affordable, standardized products that align with curriculum needs.

Targeting strategies align with sector-specific demands. By developing tiered product lines, CV Ziaulhaq Solution can address varying customer budgets and performance expectations. Direct engagement with project managers, procurement heads, and institutional leaders strengthens relationship-building, facilitating long-term contracts and repeat business (Challender, 2019).

Positioning reflects the company's commitment to quality, innovation, and reliability. Digital marketing campaigns, participation in industry expos, and collaboration with government bodies enhance brand visibility. Differentiation through localized customer service and hands-on product training underscores the company's value proposition.

## **Marketing Mix (7P)**

### **1. Product**

CV Ziaulhaq Solution has succeeded in providing the best product quality, as proven from previous analysis which shows that the product specifications have been designed by the company's internal team of experts with the standards that have been set. Laboratory Test Sieve products have the durability, precision, and performance that meet customer expectations in aggregate grading testing.

Based on customer product analysis, the specifications are designed by the internal part of the expert team in the company or organization that prioritizes product quality and certification in accordance with the standards in national projects. Therefore, to meet the needs of national projects and civil engineering educational institutions, CV Ziaulhaq Solution needs to develop added value in Laboratory Test Sieve products that focus on improving additional services. The development of added value at the augmented product level is a strategic step to complement product quality excellence with additional services and features that provide a better customer experience.

By strengthening trust through quality certification, it can increase customer confidence that the product not only has high quality standards, but is also officially recognized for use in national-scale projects. This strengthens the company's positioning as a competitive local producer of imported products. As well as additional services in the form of training to improve understanding of the use of tools to help customers understand how to use the tools to the fullest. This is a relevant added value for educational institutions, where this training can also be used to increase students' knowledge of technical standards for testing materials.

### **2. Price**

Based on the analysis that has been carried out, the Laboratory Test Sieve CV Ziaulhaq Solution pricing strategy has included a comprehensive approach, namely value-based pricing, competitive pricing, and promotional pricing. These three approaches have been designed to ensure that products are accessible to various market segments without sacrificing quality, while providing competitiveness against imported products. However, it should be noted that the success of this strategy largely depends on how the company communicates product quality effectively to customers.



One important step is to blend a pricing strategy with marketing materials that highlight the product's excellence. This material should be designed to ensure that customers understand that the competitive pricing offered reflects cost efficiency as well as the maximum value they get.

Therefore, companies need to emphasize the value proposition to ensure that customers not only see competitive prices as an indication of low prices, but also as a reflection of efficiency, high quality, and additional services provided. This is crucial, especially in the Business-to-Business (B2B) market, where customers are more focused on the balance between price and the benefits received. By integrating the value proposition, CV Ziaulhaq Solution was able to build the perception that the price they set reflected an investment in quality, efficiency, and after-sales service that supported the needs of national projects and civil engineering education.

This strategy ensures that customers not only buy products, but also complete solutions that can improve their performance and work results. Therefore, the competitive price provided by CV Ziaulhaq Solution not only provides an advantage in the market, but also strengthens the company's position as a local manufacturer that is able to compete with imported products without sacrificing quality. This strategy is expected to support business growth while building long-term customer loyalty.

### **3. Place**

CV Ziaulhaq Solution needed to optimize its presence on digital platforms to reach a wider market. This is done so that customers can easily access information about the company. Although based on customer analysis, customers tend to use recommendations in selecting suppliers or vendors, this strategy can increase customer accessibility to Laboratory Test Sieve products efficiently and competitively. Through website optimization as a landing page is an important step to attract more customers by providing complete information about the product, its advantages, and specifications. A professionally designed website can increase customer trust and become a referral center to get to know Laboratory Test Sieve products in more depth.

Meanwhile, marketplaces are an effective channel to reach customers in various regions, both inside and outside the main operational areas. Marketplace makes it easy to search for products, compare prices, and make purchases. It is important for CV Ziaulhaq Solution to ensure that the digital store in the marketplace has a professional design and consistent branding, thus creating a strong and attractive impression for customers. By optimizing features on the website and marketplace, CV Ziaulhaq Solution not only expands its market reach but also improves the overall customer experience. This strategy will help the company build customer trust and strengthen its position as a leading provider of materials test equipment in the national market.

#### **4. Promotion**

Strengthening the brand is an important strategic step for CV Ziaulhaq Solution to compete in an increasingly competitive market. Based on customer analysis, the majority of customers prefer suppliers through recommendations. Therefore, building a strong brand image is one of the main ways to increase the company's visibility and make it the main recommendation in supplier selection. Through participation in national projects and strategic partnerships with educational institutions, it becomes an effective promotional medium to build brand reputation and expand customer base.

This strategy can be achieved by becoming an authorized provider of material testing equipment for large-scale infrastructure projects and educational institutions through the official e-catalog platform. And publicize participation in national projects through various promotional channels, such as the official website as a company portfolio. This will increase the brand's credibility in the eyes of potential customers, and show that CV Ziaulhaq Solution's Laboratory Test Sieve products have quality and trust recognized by major institutions, increasing the attractiveness of other customers to choose the company's products. As well as carrying out strategic partnerships with civil engineering educational institutions, this can be used as a reference to show that CV Ziaulhaq Solution products have been trusted by professionals in the field of materials testing.

#### **5. People**

CV Ziaulhaq Solution has provided after-sales services such as warranty and provision of basic technical support. However, based on customer analysis that has been done before, the company tends to review and modify contracts with its previous suppliers and provide assessments or evaluations regarding the results of the work that has been done, this indicates the loyalty of the organization's buyers in working with vendors. Therefore, companies need to build good relationships with customers, which is a very important aspect to create customer loyalty and ensure the company remains the first choice in a competitive market.

The after-sales service that has existed so far is reactive, meaning that the company only responds when there is a need, such as a warranty claim or repair request. This approach is less than optimal in creating a strong emotional connection with customers, which is often key in decision-making in the B2B market. Customers need more than just technical solutions. They are also looking for partners who can provide long-term support, understand their specific needs, and proactively help them achieve their business goals.

Therefore, the strategy of forming a special team for after-sales services aims to improve this approach. This team not only serves as a technical support unit but also serves as a bridge to maintain good relations with customers. With this special team, CV Ziaulhaq Solution can be more proactive in establishing communication, providing more personalized services, and building customer trust in the company's brand.

## **6. Process**

CV Ziaulhaq Solution's operational processes have been well designed to meet the needs of customers in the Business-to-Business (B2B) sector. With a simple and responsive ordering system through digital channels or directly to the sales team, the company already offers convenience for customers in making transactions. This process includes several main stages, ranging from Request for Quotation, Purchasing Order, to Delivery and confirmation of Order Success. This needs to be maintained because it is in line with the strategy proposed by the author, namely using a digital platform.

## **7. Physical Evidence**

The proposed strategy for Physical Evidence in supporting the strengthening of CV Ziaulhaq Solution's brand presence is to improve the physical elements that represent the company in the eyes of customers, especially in the design aspect of the business premises by improving the appearance of offline and online stores with modern and professional designs. This gives a good first impression for customers who visit in person or access through digital platforms.

Based on the results of the analysis for the CV digital platform. Ziaulhaq Solution is good enough in displaying the company's image but needs to be improved in the physical location to strengthen the company's visual identity by creating an environment that reflects professionalism. Through the strengthening of this Physical Evidence element, CV Ziaulhaq Solution can not only strengthen its reputation in the market, but also provide a better customer experience. This ensures that every customer interaction with the company, whether in-person or digital, reflects CV Ziaulhaq Solution's quality, professionalism, and commitment to optimally meeting customer needs.

## **Implementation Plan and Justification**

In this section, the author will explain the implementation plan, which aims to provide an overview of how the company will realize the strategy that has been formulated within a certain period of time. The implementation plan will describe the estimated timeline for realizing the proposed marketing strategy for the CV. Ziaulhaq Solution Each strategy is presented with action steps that provide brief information about the series of activities to realize the strategy. In addition, each action step will be supplemented with additional information, i.e. the person in charge (PIC) to ensure that each activity can be monitored and controlled according to the purpose; as well as key performance indicators (KPIs) to help companies evaluate the effectiveness of progress in achieving goals. In addition, the estimated or estimated cost of each strategy will also be displayed. The author considers cost estimates based on low, medium and high categories, for cost estimates still need to be re-observed because these costs depend on how the company implements them.

### **1. Customer Analysis**

In-depth customer analysis draws from qualitative interviews, surveys, and purchasing data. Behavioral patterns reveal varying decision-making criteria, influenced by project scale, budget constraints, and technical requirements.

### **2. SWOT and TOWS Analysis**

Comprehensive SWOT and TOWS matrices identify internal strengths, external opportunities, and risk mitigation strategies.

### **3. Business Solution**

Strategic initiatives, including digital transformation, market expansion, and product diversification, position CV Ziaulhaq Solution for sustained growth. Performance metrics, periodic reviews, and adaptive strategies ensure dynamic market responsiveness. Through the integration of comprehensive analyses, CV Ziaulhaq Solution is poised to lead the material testing equipment industry, fostering innovation, growth, and customer loyalty over the long term.

The marketing strategy proposed by the author is the 7P marketing mix. The proposed solution aims to support CV Ziaulhaq Solution's brand positioning as a local manufacturer of high-quality material testing equipment. After analyzing customer preferences and behavior, CV. Ziaulhaq Solution can implement strategies to address weaknesses and threats and maximize their strengths and opportunities. Each element of this strategy complements each other, from product innovation, competitive pricing, to digital promotion, so that it can answer customer needs while expanding market reach. Especially in the price element regarding competitive prices and promotions to strengthen brands and relationships so that they can be the main recommendations in the industrial equipment market. This is to ensure that the proposed strategy can meet customer needs based on the dynamics of the Business Decision Process.

## **CONCLUSION**

The conclusion of this study shows that CV Ziaulhaq Solution has great potential to improve competitiveness in the material testing equipment industry through the implementation of an integrated B2B marketing strategy. This research aims to identify and analyze the purchasing decision-making process in business organizations and develop marketing strategies that suit market needs. The results show that a combination of traditional and digital approaches can strengthen the company's position in the face of increasingly fierce competition.

Suggestions for future research are to explore more deeply the impact of implementing the proposed marketing strategy, as well as conduct longitudinal studies to measure the long-term effectiveness of digital channel integration in B2B marketing. In addition, further research could consider external factors such as changes in government policies and global trends that might affect the dynamics of the construction equipment market in Indonesia.

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