ENHANCING MARKETING STRATEGY IN SURVEY SERVICES: A CASE STUDY OF MULTI-LINE BUSINESS SECTOR

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Abstract

This abstract explores the critical need for enhancing marketing strategies within survey services, particularly focusing on the multi-line business sector, which encompasses a diverse range of industries offering different products and services. In an increasingly competitive environment, effective marketing is essential for survey service providers to distinguish themselves and capture the attention of potential clients. The study involves a comprehensive analysis of existing marketing frameworks and their efficacy, using a mixed-methods approach that combines qualitative interviews with industry experts and quantitative surveys of business clients. By identifying key trends, challenges, and opportunities in the multi-line sector, the research aims to propose innovative marketing strategies that address the unique requirements of these businesses. Additionally, the findings will delve into the role of digital marketing, social media engagement, and customer relationship management in enhancing service delivery and building brand loyalty. The outcome of this research is intended to offer practical recommendations that survey service companies can implement to improve their visibility, increase their client base, and ultimately enhance service quality. The implications of this study underscore the necessity for adaptive and customer-centric marketing strategies that can effectively respond to the dynamic needs of the multi-line business sector, ensuring sustained growth and competitive advantage.

Keywords: *Marketing Strategy,Survey Services,Multi-Line Business Sector,Customer Engagement,Brand Visibility,Market Penetration*

INTRODUCTION

1.1.Background

The survey service industry plays an important role in supporting various industrial sectors. The industry is evolving as the need for better safety standards, regulatory compliance, and risk management in multiple sectors increases. Survey service companies act as independent parties in verifying, inspecting, and certifying various infrastructures and operations. The Company also makes a vital contribution to supporting various industrial sectors. PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia as its members, IDSurvey in Indonesia demonstrates its function as a survey service provider. IDSurvey is a holding company that organizes survey services; it was founded and began operations in 2021. IDSurvey functions as a platform for managing and coordinating business operations by leveraging the resources of these three holding businesses.

This holding is important role in optimizing testing, inspection, certification, consulting, classification, and legal services throughout Indonesia. In carrying out its functions, this holding applies the concept of a collaborative innovation network which refers to the company's interaction with various collaborators, namely suppliers, customers, competitors, and research organizations to develop new products. This concept emphasizes the active participation of network members in new product development and the branding process. Based on the RJPP 2025-2029, IDSurvey not only focuses on its traditional sectors, but also diversifies into various other sectors. This expansion strategy positions IDSurvey as a multi-line business company can offering a diverse spectrum of services to various market segments. This holding prioritizes improving technological capabilities, operational efficiency, and sustainable risk management. (Engkull et al., 2024; Laage-Hellman et al., 2021) .

1.2. Company Profile

In 2021, three significant SOEs—PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia—merged to establish ID Survey, a national leader in the survey services sector. IDSurvey, Indonesia's sole national classification authority, offers impartial certification, inspection, and verification services to guarantee adherence to national and international standards. By providing services including testing, inspection, certification, consultancy, and legal services, the holding firm supports several industries, including infrastructure, logistics, and the maritime sector. IDSurvey's business approach is built on three pillars: technology adoption, teamwork, and innovation. Its strategy incorporates a collaborative innovation network that brings together suppliers, customers, and research organizations to enhance product development and penetrate new markets. The company is looking to cut down costs without compromising risk management and improving operational efficiency.

1.2.1 Vision and Mission

Vision: To create an integrated assurance business in Indonesia that is top-notch, trustworthy, and value-creating while observing the highest level of quality. Mission:

1. Offering quality assurance services and fulfilment as an added value to stakeholders and increasing safety, security, and efficiency in various industries.
2. Universal and Trustworthy Services: operational enhancement through technological, human, and business resources development.
3. Development and Exposure on the Global Stage: Expansion of IDSurvey's brand equity globally and supporting Indonesia's aspiration of becoming Emas country by 2045.

This is primarily to enter the global market, with the values of integrity, professionalism, and strict quality management, backed by technological advancement and operational strategies.

1.2.2. Company Products

IDSurvey works based on the services provided in testing, inspection, certification, consulting, and legal services orientated in various fields. These services are vital to ensure that the companies and sectors in Indonesia, or even abroad, comply with national and international standards. Furthermore, apart from its core business which focuses on logistics, infrastructure, and maritime, IDSurvey is also venturing into other sectors as part of its diversification strategy due to the influence of tourism and digital transformation.

1.2.3 Organizational Structure

IDSurvey's organizational structure has been modified to consolidate the assets of PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia under a single strategic management. This organization includes several important divisions, one of which is the Holding Management Department (DMH), which was established in 2021 to oversee the office operations of the three companies. In 2023, a new unit was formed to further eliminate the management of BKI's operational functions, thus creating a more independent operational organization. In addition, the company also has a Business Operational Management and Support Department which is tasked with managing the main manufacturing facilities spread across various branches, intending to improve managerial operational efficiency.

This involves making certain that business support managers and operational control managers at main, mid-range, and large branches coordinate with one another. Through the recently established Commercial Independence Working Group, the organization is also striving to become a Center of Excellence, with an emphasis on enhancing operations, branding, human resources, marketing, and sales. The continuous structural change is intended to support a more integrated approach to resource management while preserving flexibility among its subsidiaries, all while meeting the dynamic demands of IDSurvey's changing business model.

1.2.4 Business Process

The development of integrated and sustainable survey services is the focus of IDSurvey's business process as the parent company of three sizable companies: PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia. To achieve maximum efficiency and synergy in performing inspection, verification, and certification services, IDSurvey's organizational structure was created to promote cooperation amongst the three businesses that had previously functioned independently. The business process of IDSurvey begins with strategic planning, during which the organization concentrates on customizing services to meet the demands of a dynamic

and heterogeneous market. The business uses the idea of a collaborative innovation network to address the ever-more complicated market concerns.

1.3 Business Issues

As a holding company that houses three large business entities in the field of surveys, namely PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia, IDSurvey faces complex challenges in ensuring the success of its digital transformation in a multi-entity environment. Because each of the three organizations specializes in different fields, the holding company's brand recognition has decreased. For instance, customers who are aware of Sucofindo's offerings frequently get in touch with the company directly. However, it is proposed that all tasks be managed under a single structure with the establishment of the holding company, IDSurvey. By using IDSurvey as a channel for all testing, inspection, certification, statutory, and categorization services, the holding company would be able to strategically and cooperatively distribute tasks among its businesses.

LITERATURE REVIEW
2.1 Market Analysis of PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia

In the survey services industry in Indonesia, PT Biro Klasifikasi Indonesia (BKI), PT SUCOFINDO, and PT Surveyor Indonesia have grown as three main entities that cater to specific needs in various sectors. The three are now members of the IDSurvey holding, a strategic initiative that aims to create operational synergies, improve efficiency, and expand the scope of services. Even though they have become a single holding, each company still maintains a strategic focus that reflects their core expertise, in line with the characteristics and needs of the markets they serve.

2.1.1 PT Biro Klasifikasi Indonesia (BKI)

PT Biro Klasifikasi Indonesia (BKI) is the only national classification body in Indonesia that has a strategic role in the maritime sector. As an institution responsible for ensuring operational safety and efficiency, BKI provides a wide range of services, such as ship classification, offshore structures, as well as technical inspections and certifications. The service is designed to meet international standards, including Safety of Life at Sea (SOLAS) and International Safety Management (ISM Code), thereby supporting efforts to improve safety and operational performance in the maritime sector.

2.1.2. PT SUCOFINDO

PT SUCOFINDO is a company that has a broad portfolio of services, including inspection, testing, certification, consulting, and training. The company's excellence lies in its ability to provide comprehensive solutions along the supply chain, so that it can answer the needs of various strategic sectors. One of SUCOFINDO's main focuses is to provide quality management, sustainability audits, and risk management services, which are essential needs in facing modern industry challenges.

2.1.3. PT Surveyor Indonesia

PT Surveyor Indonesia plays an important role in supporting national infrastructure development through the provision of inspection, technical verification, and project consulting services. The company utilizes the latest technology to provide real-time data-driven solutions that can improve project efficiency and effectiveness, thus making a significant contribution to the success of infrastructure projects in Indonesia.

2.2. Customer Relationship Management (CRM) System

Customer relationship management (CRM) systems are proven technologies that allow for enhancing the efficiency of interactions between organizations and their patrons (Galih et al., 2023). The scope of CRM systems, apart from operating as detailed client database/s, also includes enhancing internal relations and knowledge management between different business units. This is very appropriate witnessing that IDSurvey deals with different actors in survey services; adopting customer relations management crowns digital evolution. In this manner, IDSurvey is able to bring together information which was previously compartmentalized into a number of organization units and located different places including a department's records on contract recaps, marketing, and tendering, thus making data retrieval fast and precise. With the help of this technology, provides the potential for companies to minimize the pitfalls and maximize the productivity.The company-building Customer Relationship

Management (CRM) system at IDSurvey, has also the objective of enhancing connections beetwen the different companies, which were operating independently before, now that they are in the holding's structure. CRM services as a means of reducing the time taken during interactions within and outside the organization when dealing with clients. Identifying with IDSurvey, through the use of their CRM system, a more flexible and customized service approach can be developed. This is because not only does the system monitor all the clients it targets but it also goes further to ensure every client's communication and likes are well documented. Also, with CRM, one is able to understand them better as in most cases, one has to do an even deeper analysis of them, which gives IDSurvey a clearer picture of what the customers are like, how they behave, and what they want hence corrections made in the marketing strategy will be better and will work.

2.3. Marketing Strategies in Digital Transformation

Digital transformation is a challenge that comes as a result of technological development. The presence of digital transformation also has an impact on the company's marketing strategy. In the face of digital transformation, CRM can be used as one of the solutions to answer these challenges. CRM utilizes the collection of consumer data in its implementation. The implementation of CRM in facing this challenge is considered effective and able to create an effective marketing strategy (Gillpatrick, 2019; Nwabekee et al., 2024). CRM helps companies in making decisions through data collected from consumers. CRM collects consumer data, including consumer habits, social media activity, and purchase history. This makes it easier for companies to develop products according to consumer needs and preferences (Nwabekee et al., 2024; Reinartz et al., 2019).

2.4 Corporate Strategy

Corporate strategy focuses on how a company creates value across its business units and markets. It involves decision-making on diversification, resource allocation, and competitive positioning. According to Chandler (2021), corporate strategy determines a company's long-term direction and its ability to achieve synergies between its business divisions. Three key dimensions of corporate strategy include synergy, operational relatedness, and corporate relatedness (Rumelt, 2022).

2.5 SWOT Analysis for Strategic Planning

SWOT analysis is one of the commonly used methods to analyze the market. This analysis emphasizes strengths, weaknesses, opportunities, and threats to evaluate the position of an organization/company in the market. This analysis is also often used to develop a new product/service. In this study, SWOT analysis is implemented as a tool that helps evaluate the effectiveness of strategies to face digital transformation and increase brand awareness. Meanwhile, externally, SWOT analysis is used to analyze opportunities that can be leveraged to increase the value of an organization or business and analyze threats that may arise and hinder the growth of the business or organization. The commonly used SWOT analysis framework can be seen in figure 3.1. (Benzaghta et al., 2021)

METHOD

3.1 Data Collection Methods

The data collection of this research was carried out in two main stages, namely primary data and secondary data. Primary data is data obtained to answer the objectives of this research through observation and interviews, while secondary data is obtained through an approach through the deletion of information from literature studies or information that is already available related to the research being researched. (Sugiyono, 2018)

3.3. Data Analysis Methods

The data analysis method is a mechanism for exploring and systematically organizing data obtained from interviews, field notes, and other materials, making it easier to understand and communicate to others. The researcher employs the data analysis model by Miles, Huberman, and Saldana, which involves an interactive and iterative analysis process that continues until data saturation is achieved. The steps in the data analysis model by Miles, Huberman, and Saldana are as follows:

1. Data Condensation
   Data condensation refers to the process of selecting, abstracting, simplifying, and transforming data derived from various sources, including written field notes, interview transcripts, materials, and other empirical documents. This step aims to distill the essential components of the data to facilitate further analysis.

2. Data Display

Data display involves presenting data that has undergone the reduction process. In qualitative research, data is typically presented in the form of concise descriptions, diagrams, or charts. This presentation aims to make it easier to comprehend the phenomena being studied. Furthermore, the displayed data is correlated with other data to identify relationships relevant to the research problem being addressed.

3. Drawing Conclusions and Verification

Conclusions are drawn based on the formulation of the specific research problem that was previously determined. The answers to the research questions represent the results of the analysis. These conclusions are verified to ensure their validity and reliability within the context of the study. (Miles, Huberman, & Saldana, 2014)

RESULTS AND DISCUSSION

4.1. Market Analysis and the Role of CRM in SUCOFINDO, BKI, and Surveyor Indonesia's Business Operations

The implementation of Customer Relationship Management (CRM) at IDSurvey plays a critical role in supporting the understanding and fulfillment of diverse market needs served by the company's three main subsidiaries: PT Sucofindo, PT BKI, and PT Surveyor Indonesia. Each subsidiary serves a distinct market segment with different customers (Who) and products/services (What) to meet the specific demands of their respective industries. Therefore, CRM's role in managing customer relationships is essential to create synergy among these subsidiaries, ensure the proper transfer of competencies, and facilitate more efficient resource management to address the particular demands of these markets. Furthermore, CRM plays a strategic role in ensuring that the company can communicate its technical competencies that each subsidiary possesses in order to meet its customers' needs (How).

4.2 Analysis of the Effectiveness of CRM Implementation As A Solution In Improving IDSurvey's Marketing Strategy

To evaluate the effectiveness of IDSurvey's Customer Relationship Management (CRM) system in improving its marketing strategy, it is crucial to consider both tangible and intangible resources. These resources provide the foundational support for CRM integration and determine its impact on business processes. The tangible resources include financial, technological, organizational, and facility-based assets, which are essential for setting up and maintaining a robust CRM system. On the other hand, intangible resources, such as human resources, reputation, and innovation, play a significant role in ensuring that CRM systems are used effectively to create personalized marketing strategies that enhance customer engagement. Here is a graphic analysis showing the comparison of IDSurvey activities between 2023 and 2024. The chart illustrates significant growth across various categories:
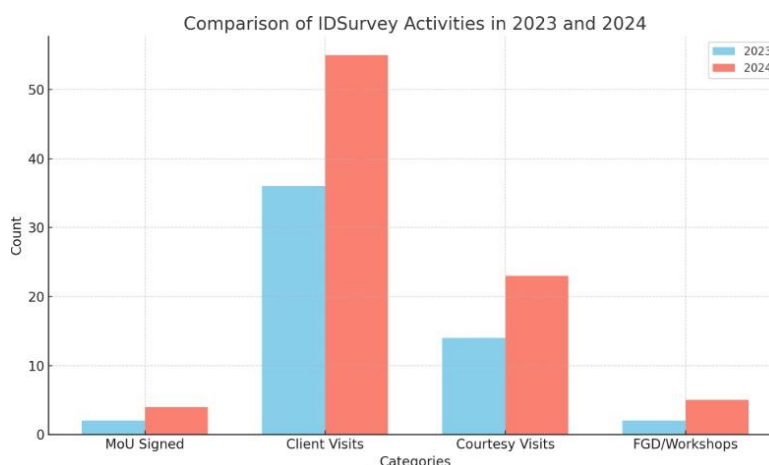

Figure 4.1 IDSurvey's Activity Comparison from 2023 and 2024

This graphic showcases the notable improvement in IDSurvey's outreach and collaboration activities in 2024, such as:

- MoU Signed: Increased from 2 in 2023 to 4 in 2024, reflecting a 100% growth

- Client Visits: Grew from 36 in 2023 to 55 in 2024.
- Courtesy Visits: Increased from 14 in 2023 to 23 in 2024.
- FGD/Workshops: Rose from 2 in 2023 to 5 in 2024.

Synergy within IDSurvey is achieved through the integration of CRM across subsidiaries, allowing for shared data utilization and unified marketing efforts. The ability to access consolidated market intelligence enables subsidiaries to align strategies, reduce duplication, and enhance efficiency in project execution. This synergy leads to cost reductions and improved resource allocation.

4.2.1 Tangible   Resources:

A. Financial Resources

The financial resources available to IDSurvey are key to the successful implementation of CRM systems and the development of marketing strategies that rely on this data. Adequate financial backing enables IDSurvey to invest in advanced CRM platforms that provide critical features such as customer segmentation, automation, and data analytics. The funds available also allow the company to invest in complementary technologies, such as marketing automation tools, email campaign systems, and social media management platforms, that integrate seamlessly with the CRM system. As a result, marketing efforts can be more personalized, targeted, and effective.

B. Technology

Technology is the backbone of CRM implementation, as it enables the seamless management of customer data, integration with various marketing tools, and the execution of data-driven campaigns. For IDSurvey, investing in state-of-the-art CRM software is essential to create a centralized platform where customer interactions and insights are stored, allowing for more effective marketing. Cloud-based CRM systems ensure that data is accessible across all departments in real-time, which facilitates collaboration and ensures that marketing teams have the most up-to-date information on customer preferences and behaviors.

C. Organization

The organizational structure of IDSurvey plays a crucial role in ensuring the successful implementation and use of CRM systems. A well-structured organization facilitates the smooth flow of data between departments, such as sales, marketing, and customer service, allowing all teams to benefit from CRM insights. Effective collaboration between these teams ensures that customer data is used consistently and that marketing strategies are aligned with customer needs and expectations. For example, the sales team can provide valuable insights into customer interactions that can be fed into the CRM system to refine marketing strategies and vice versa.

D. Facilities

While physical facilities are often overlooked, they are an important consideration for CRM implementation and its associated marketing strategies. IDSurvey's office space and infrastructure must be equipped with the necessary technological tools and resources to ensure that employees can access and use the CRM system effectively. This includes providing high-quality computers, secure networks, and reliable servers that support the software and data management functions of the CRM system. The proper facilities allow the marketing and customer service teams to work efficiently, share information seamlessly, and collaborate on CRM-driven campaigns.

4.2.2 External Analysis: Value-Chain Activity

In analyzing the effectiveness of Customer Relationship Management (CRM) implementation within IDSurvey, it is essential to examine both the primary and supporting value-chain activities. These activities help determine how the CRM system enhances various aspects of the marketing strategy and drives customer engagement. By mapping these activities, IDSurvey can assess how CRM systems contribute to the efficiency and effectiveness of its value chain, ultimately improving its competitive position in the market. From an external perspective, the value-chain approach is used to evaluate how CRM influences marketing strategies across different activities.

- Inbound Logistics: The CRM system acts as a central data hub, consolidating information from customer interactions, sales pipelines, and market trends. This ensures subsidiaries can access real-time data for strategic planning.
- Operations: CRM automates key marketing functions such as lead tracking, customer segmentation, and campaign execution. By streamlining these processes, IDSurvey enhances efficiency and ensures a more targeted approach in marketing efforts.
- Outbound Logistics: CRM facilitates personalized communication and engagement with customers. Automated customer visits and sales follow-ups improve client relationships and service delivery.
- Marketing & Sales: CRM-driven market intelligence allows for data-driven marketing strategies, ensuring that campaigns are tailored to specific customer segments. Additionally, subsidiaries can optimize service offerings based on real-time insights.
- Customer Service: By integrating feedback mechanisms into CRM, IDSurvey ensures that customer experiences are continuously improved, fostering long-term relationships.

4.2.3 Recommendations for Strategy Optimization

To sustain and optimize its external marketing strategy, IDSurvey should consider several key actions. First, expanding the functionality of the CRM system by integrating it with Enterprise Resource Planning (ERP) software would allow for even greater operational efficiency. This integration would provide a more comprehensive view of customer data and facilitate better resource management, improving the decision-making process across departments.

Second, IDSurvey should consider expanding its market penetration through more targeted digital marketing campaigns. By leveraging data analytics, the company can identify and reach previously underserved market segments, increasing its market share in both local and international markets.

Finally, it is crucial for IDSurvey to continuously evaluate and refine its marketing strategies using customer feedback. Regularly soliciting insights from clients will enable the company to remain responsive to their needs and adjust its services accordingly. This ongoing dialogue with clients ensures that IDSurvey remains at the forefront of industry trends and continues to deliver exceptional value.

The implementation of CRM has been instrumental in helping IDSurvey identify and map out its key customers. By leveraging data-driven insights, the CRM system allows IDSurvey to categorize its customer base, prioritize high-value clients, and tailor interactions to meet their specific needs. This strategic approach extends beyond improving service performance—it has also enabled IDSurvey to strengthen customer relationships and foster loyalty through meaningful engagements.

One notable example of this is IDSurvey's celebration of Hari Pelanggan Nasional (HPN) on September 4, 2024. Recognizing the significance of this annual event in Indonesia as a moment to appreciate and connect with customers, IDSurvey used its CRM to organize personalized outreach campaigns. The company sent customized emails expressing gratitude to its customers, reinforcing a sense of value and appreciation. Moreover, IDSurvey hosted a Gala Dinner themed around a blend of Art Deco and Indonesia's rich batik motifs. This unique event symbolized a harmonious mix of modernity and tradition, creating a memorable experience that resonated with its customers (IDSurvey, 2024).

Figure 4.3 Nusantara Art Deco 2024 In Celebration of National Customers Day
Source: Laporan Kinerja IDSurvey Divisi Pemasaran Korporat 2024

Through these initiatives, IDSurvey not only enhanced customer satisfaction but also reinforced its brand image as a company that values its clientele. By utilizing CRM to plan and execute events like HPN, IDSurvey demonstrated its commitment to building deeper, long-lasting relationships with its customers while showcasing its cultural identity in a creative and sophisticated manner. Looking ahead, IDSurvey plans to further enhance the CRM platform by integrating it with other enterprise systems, such as ERP (Enterprise Resource Planning). This integration will create a more comprehensive operational ecosystem, enabling seamless workflows across various business functions and further improving efficiency.

4.3 SWOT Analysis
4.3.1 Strengths of IDSurvey Subsidiaries

A significant strength of IDSurvey subsidiaries lies in the potential to centralize their CRM systems. By consolidating customer data into a unified CRM platform, subsidiaries can gain access to a shared database that enhances decision-making and service personalization. Centralized systems offer the opportunity to streamline operations, ensuring that each subsidiary can benefit from comprehensive customer insights, ultimately improving customer satisfaction and loyalty. Additionally, the ability to access shared data across subsidiaries promotes collaboration, creating a foundation for synergy within the holding company. By using a common data repository, subsidiaries can share knowledge, best practices, and insights, leading to more innovative solutions and improved overall efficiency.

Another strength of a unified CRM approach is its ability to enhance resource efficiency. The holding company can consolidate CRM infrastructure—such as customer service platforms, marketing tools, and data analytics—across its subsidiaries. This approach can reduce costs, improve operational efficiency, and ensure that resources are allocated more effectively. Furthermore, by aligning the CRM system with the needs and preferences of consumers, the company can adopt a more consumer-centric approach, tailoring its services to meet specific demands. This alignment fosters customer loyalty and improves engagement, which is crucial for maintaining competitive advantage in the marketplace. Furthermore, the CRM platform facilitates the alignment of internal processes across IDSurvey's entities, ensuring that all departments adhere to a standardized protocol for data management. This harmonization not only enhances operational transparency but also builds a cohesive organizational structure, ultimately positioning IDSurvey to handle complex internal and external demands.

Table 4.2 Customer Service Inquiries Report November 2024

Ticket Berdasarkan Kategori	Jumlah
Create New Customer	61
Customer Complain	1
Informasi Umum	7
Permintaan Jasa	38
Register BKI Armada	10
Tender	16
Grand Total	**133**

Source: Laporan Kinerja IDSurvey Divisi Pemasaran Korporat 2024

The consistency in communications and services has directly contributed to IDSurvey's impressive operational performance, as evidenced by the data in Table 4.2. This table showcases the results from November, where the company successfully met its monthly Key Performance Indicator (KPI) by closing 133 tickets. This achievement is a clear result of the effective implementation of a robust Customer Relationship Management (CRM) application, which streamlines customer interactions and optimizes ticket resolution processes. By leveraging CRM technology, IDSurvey has been able to enhance its efficiency in addressing customer inquiries and resolving issues. Such outcomes not only demonstrate the organization's commitment to operational excellence but also reinforce customer trust and satisfaction, as timely and effective service delivery is a critical component of a positive customer experience.

The introduction of CRM has significantly improved operational efficiency by providing real-time access to critical customer data. Teams can now monitor contract lifecycles, track outstanding payments, and generate financial reports more effectively. This capability reduces delays in addressing client needs and ensures timely interventions in cases of overdue receivables or expiring contracts. The system's automation features further streamline routine tasks, such as sending reminders for payments or contract renewals, allowing employees to focus on strategic initiatives (Piskar & Faganel, 2009).

4.3.2 Weaknesses of IDSurvey Subsidiaries

The CRM implementation process was not without its challenges, particularly in integrating existing systems from the three entities under IDSurvey. Each entity previously operated with distinct data management practices, requiring significant effort to standardize and migrate data into the new CRM platform. To address these challenges, IDSurvey adopted a phased implementation approach, starting with high-priority data categories like contracts and revenues. This methodical strategy minimized disruptions and allowed for incremental improvements.

Despite the potential strengths, several weaknesses must be addressed for the effective implementation of a unified CRM system. One of the primary concerns is the possibility of fragmented CRM systems across subsidiaries. If each subsidiary operates its own CRM platform or manages customer data differently, it may hinder the seamless sharing of resources and insights. This fragmentation can create silos, preventing the holding company from realizing the full potential of a collaborative, data-driven approach. Such inconsistencies in data management practices could result in inefficiencies and missed opportunities to optimize customer relationships.

4.3.3 Opportunities for Growth

While IDSurvey's marketing strategy has proven effective in strengthening client relationships and enhancing its brand image, several key opportunities exist to further boost its brand awareness and expand its market presence. One such opportunity lies in digital marketing and content creation. By leveraging social media platforms, SEO strategies, and targeted digital advertisements, IDSurvey can significantly increase its visibility among potential clients across different sectors. This digital transformation presents an opportunity to engage new market segments, particularly in regions where IDSurvey is not yet fully established.

This cohesive branding directly impacts customer satisfaction by fostering a sense of trust and reliability. When customers experience consistent communication and service standards across all subsidiaries, it reduces confusion and ensures a seamless interaction with the organization. This uniformity reassures customers that their needs will be addressed efficiently, regardless of which entity they engage with. As a result, the consistent branding and unified approach not only strengthen IDSurvey's market presence but also enhance the overall customer experience, building lasting loyalty and satisfaction.

Table 4.1 IDSurvey's Customer Satisfaction Indicator Report 2024

Indikator *Satisfaction*							
MasterQuestionID	**Jan**	**Feb**	**Mar**	**Apr**	**Mei**	**Juni**	**Avg Total**
Kecepatan Respon Dalam Berkomunikasi	8,07	8,03	8,25	8,15	8,63	8,47	8,27
Kemampuan Surveyor BKI	8,33	8,11	8,33	8,13	8,65	8,53	8,35
Ketepatan Waktu Mendapatkan	8,07	7,90	8,16	8,08	8,47	8,20	8,15
Publikasi BKI	8,21	8,02	8,16	8,15	8,80	8,43	8,30
Sikap Personil BKI	8,33	8,42	8,27	8,21	8,82	8,30	8,39
Rata Rata Keseluruhan							8,29

Source: Laporan Kinerja IDSurvey Divisi Pemasaran Korporat Semester I 2024

The data presented in Table 4.1 highlights a significant achievement for IDSurvey and its subsidiaries in delivering excellent customer service. With a customer satisfaction score of 8.29 out of 10, this metric reflects a strong alignment between the company's service delivery and customer expectations. Such a high score indicates that IDSurvey consistently meets or exceeds the standards of quality and reliability that its customers value. This accomplishment not only underscores the effectiveness of the company's customer service strategies but also reinforces its reputation as a dependable and customer-centric organization. Moreover, the high satisfaction score serves as a testament to the success of IDSurvey's branding and operational consistency, demonstrating that its commitment to excellence resonates positively with its customers and strengthens its competitive position in the market.

IDSurvey's 2025 corporate marketing plan reflects a strong focus on enhancing its brand awareness through strategic initiatives aimed at positioning itself as a market leader in Indonesia and a globally recognized integrated TIC (Testing, Inspection, and Certification) provider. The strategic objective to rank among the top 20 TIC companies globally by 2029 underscores the importance of strengthening the company's market presence. This ambition is supported by initiatives to improve stakeholder engagement, leverage digital capabilities, and implement comprehensive marketing strategies that align with its revenue and growth targets (IDSurvey, 2024).

4.3.4 Threats and Mitigation

However, despite these opportunities, IDSurvey faces several threats that could hinder its ability to enhance brand awareness and maintain a competitive position in the market. One of the key challenges is market competition. The survey, inspection, and certification industries are highly competitive, with both local and international players vying for the same pool of strategic clients. Larger multinational firms may have more resources for aggressive marketing campaigns, which could overshadow IDSurvey's efforts to strengthen its brand.

Furthermore, IDSurvey faces the potential threat of market saturation, particularly in highly established sectors such as infrastructure and transportation, where many companies already offer similar services. The challenge is not only in differentiating IDSurvey from its competitors but also in convincing clients of its unique value proposition amidst a crowded market. Differentiation in service offerings and a more personalized approach will be essential for mitigating this threat.
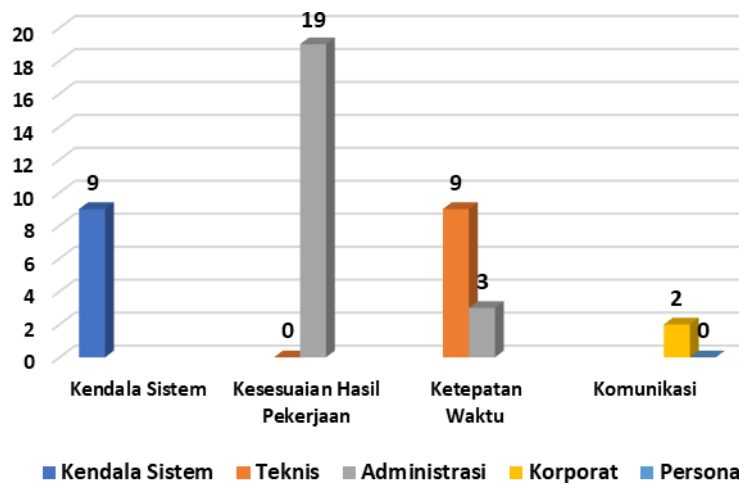

Figure 4.2 Customer Complaints (Quarter I-III)
Source: Laporan Kinerja IDSurvey Divisi Pemasaran Korporat 2024

Although the CRM application has significantly enhanced the efficiency and performance of IDSurvey, some challenges persist, as reflected in Figure 4.1. Over the first three quarters of 2024, the company received a total of 42 complaints. These complaints are primarily attributed to the conformity of work results, with 19 issues stemming from administrative problems. Punctuality concerns account for 12 complaints, which include 9 related to technical issues and 3 tied to administrative errors. Additionally, there were 9 complaints related to system issues and 2 complaints concerning corporate communications. While the CRM system has bolstered IDSurvey's ability to manage and resolve customer interactions effectively, these figures highlight areas requiring further refinement, particularly in administrative processes, technical reliability, and internal communication strategies. Addressing these issues is crucial for maintaining and improving customer satisfaction and operational consistency.

4.4 Enhancing Marketing Strategy of IDSurvey
4.4.1 The Synergy between Subsidiary Entities of IDSurvey Through CRM

The subsidiaries of IDSurvey leverage their Customer Relationship Management (CRM) system as a centralized platform for sharing market intelligence and project-related activities, creating a powerful synergy among the entities. This system functions as an integrated database where essential secondary data is consolidated, enabling all subsidiaries within the holding to access and utilize the information effectively. The CRM serves as a dynamic repository that not only stores but also categorizes data based on various project phases, including

preparation, planning, tendering, and execution. By systematically organizing market intelligence, the CRM facilitates informed decision-making and enhances cross-functional collaboration among subsidiaries, fostering a cohesive and unified approach to market opportunities.

4.4.2 Competency Transfer For Better Customer Services Through CRM

The Customer Relationship Management (CRM) system at IDSurvey plays a pivotal role in ensuring that subsidiaries not only share their competencies but also tailor their services to align with customer needs. Customers seek services that are specific to their industry requirements, regulatory compliance, operational efficiency, and project feasibility. These needs vary widely across sectors such as infrastructure, energy, logistics, and maritime, making it essential for IDSurvey to deploy a strategic approach that integrates multi-competency collaboration among its subsidiaries.

Customers primarily expect specialized expertise from each subsidiary, including classification and certification from PT Biro Klasifikasi Indonesia (BKI), inspection and verification from PT Surveyor Indonesia, and testing and consulting from PT SUCOFINDO. However, beyond these individual services, clients increasingly demand integrated solutions that streamline processes, reduce operational risks, and ensure compliance with both national and international standards. The ability to provide a seamless, end-to-end service package is what distinguishes IDSurvey as a holding entity that maximizes the synergy between its subsidiaries.

4.4.3 The Role of CRM in Giving Services That Fits the Customers Needs

Customer Relationship Management (CRM) plays a crucial role in ensuring that the services provided by IDSurvey and its subsidiaries align with customer needs and expectations. Given that the subsidiary entities—PT Biro Klasifikasi Indonesia (BKI), PT Surveyor Indonesia, and PT SUCOFINDO—offer relatively similar services, CRM helps optimize service delivery by efficiently managing workloads and distributing tasks to the most suitable subsidiary based on customer requirements. This approach not only enhances service quality but also ensures that clients receive the most tailored and efficient solutions.

One of the primary functions of CRM in this context is to systematically collect, store, and analyze customer data. This includes historical service interactions, project requirements, and specific preferences expressed by customers. By consolidating this information in a single platform, CRM allows IDSurvey to gain a comprehensive understanding of customer needs. This data-driven approach ensures that services are allocated strategically, with tasks being assigned to the subsidiary best equipped to handle them based on expertise, resources, and past performance in similar projects.

CONCLUSION

The implementation of the CRM system at IDSurvey has led to significant improvements in operational efficiency and internal data management. By centralizing customer-related information such as contracts, revenue, and receivables, the company has streamlined its internal processes, ensuring data accuracy and accessibility across departments. This has fostered better coordination between the three entities under IDSurvey, resulting in improved collaboration and faster decision-making. The CRM system has also played a crucial role in reducing errors in data management, eliminating inconsistencies that were prevalent when each entity operated its own system. The integration of key data from PT BKI, PT SUCOFINDO, and PT Surveyor Indonesia into a single CRM platform has ensured that teams can access real-time, accurate information, leading to more efficient workflows.

Moreover, CRM has not only supported operational needs but also laid the groundwork for future developments. IDSurvey plans to further enhance the CRM system by adding automation features and integrating it with its ERP system to create a more seamless workflow across all operations. This will position IDSurvey for greater success by improving efficiency, reducing manual tasks, and enabling more data-driven decision-making. Overall, the CRM system has been instrumental in transforming IDSurvey's internal operations, making the company more agile and better equipped to manage both internal and external relationships in a competitive business environment.

Suggestion

To enhance its marketing strategy, IDSurvey should prioritize the following strategies:

1. Strengthening Digital Capabilities: Expanding its use of digital platforms and analytics tools to engage more effectively with customers and stakeholders.
2. Unified Branding Across Subsidiaries: Ensuring that all marketing and communication efforts from PT BKI, PT SUCOFINDO, and PT Surveyor Indonesia align with IDSurvey's overarching brand identity.

3. Focus on Stakeholder Engagement: Developing targeted outreach programs to build stronger relationships with key stakeholders, such as government agencies and international partners.
4. Addressing Operational Gaps: Resolving issues related to policy harmonization and recurring audit findings to support a seamless and effective execution of branding efforts.
5. Enhancing the CRM Scope: The scope of CRM needs to be enhanced from just an internal system into external to capture more data on IDSurvey's brand awareness and the effectiveness of their marketing strategy.

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