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PURCHASING DECISION ON B2B BUSINESS MODEL PT P

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Abstract
This study aims to identify and analyze the factors influencing purchasing decisions in the B2B (Business to Business) business model at PT P, particularly in the oil, gas, and petrochemical sectors. Through a five-month internship program, the author was directly involved in marketing activities and client relationship management. The research methods employed include in-depth interviews with relevant informants and field observations. The findings indicate that several key factors affect purchasing decisions, including the identification and approach to potential clients, the influence of price and product quality, as well as the company's capabilities. The study also highlights the importance of lead time management, technical evaluation of offers, and product guarantees as competitive advantages for PT P. These findings are expected to provide insights for the company in formulating more effective marketing strategies to win project tenders in the B2B market.

Keywords: *Purchasing Decisions, B2B Business Model, Marketing, Company Capabilities, Price and Product Quality.*

INTRODUCTION

The wiring industry is an important component in the manufacturing sector that cannot be ignored, providing wiring products for various industrial and commercial applications such as the natural resources sector, technology sector, infrastructure sector and industrial sector. In this context, the tendering process becomes very important as it has a direct impact on operational efficiency, company profits, and the quality of services provided to clients. Haryanto, A. T., Nugraha, P., & Widyadana, I. G. A. (2022) stated that "The selection and evaluation of suppliers by contractors is very important to ensure the success of construction projects. The criteria used in the selection process include material quality, price, timeliness of delivery, and the supplier's ability to meet project needs" (Haryanto *et al.*, 2022). Suliantoro, H., Rukmayuninda, K., & Pandiangan, S. (2022) revealed that "Material procurement strategies and proper supplier selection are essential in construction projects to achieve user satisfaction and cost effectiveness" (Suliantoro *et al*., 2022). The success of the contractor in choosing a supplier is very important to support the success of the project, followed by the point of view of PT P as a cable supplier for contractors whose goal is to meet the needs of contractors to run the project.

Sanil, H. S., Nurdiansyah, I., & Prastiawan, E. (2022) state that "Construction in Indonesia faces challenges in selecting the right vendor due to intense competition among large and small contractors" (Sanil et al., 2022). Followed by Simarmata, D. R., Nasution, U. H., & Al Firah (2023) who stated that "The process of implementing the tenders for the procurement of goods and services is carried out to select and select partner companies that will carry out a job." The selection of partners as vendors in tenders is the main key to success for B2B companies. To support the competition, client approach, price and product quality and capability are important factors and will be the variables in this study.

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Sebastian, A. (2024) states that "The data center industry in Indonesia is expected to experience significant growth, with demand projected to increase by 28% until 2031. Indonesia is expected to play a large role in this expansion, with IT workload demand for data centers predicted to reach 40% of the total regional demand in Southeast Asia" (Sebastian, 2024). The data center industry is growing very rapidly in 2024 because the world giants, Microsoft and Amazon, will hold data center projects in Indonesia with project values of hundreds of billions to trillions per project. In this phenomenon, PT P set a strategy to get tenders from the data center sector which will become a mega project. The Director of PT P assigned Mr. Rizky Maulana to handle the marketing of the data center sector. Rizky Maulana to hold marketing in the data center sector. The author, who is under the supervision of Mr. Rizky Maulana, assists him in marketing the data center sector. Rizky Maulana assisted him in the marketing of this data center. This data center project is divided into many projects and is carried out by different contractors, PT P as a vendor that will supply power cables to the contractor will compete with up-and-coming competitors. Recently, the competitor won the tender, this competitor dared to give a lower price than PT P, which price followed by quality and capability will be the variables in this study.

Mardiani, E., Utami, E. Y., & Mujahid, M. U. F. (2023) states that "Digital marketing should be strategically integrated, especially for Micro, Small, and Medium Enterprises (MSMEs) that conduct B2B transactions. This research shows that MSMEs have widely adopted digital marketing tactics, with social media and content marketing as the most popular" (Mardiani et al., 2023). Rahman & Kurniawan (2023) stated that "An effective B2B strategy model in increasing consumer loyalty in Indonesia must consider various factors, including human resource competencies and product innovation, which directly affect customer experience and satisfaction" (Rahman & Kurniawan, 2023). The situation behind the selection of research topics on the tender process in the B2B (Business to Business) business model of the wiring industry is very complex and diverse with many competitors and very competitive price competition. A common problem faced by many companies, especially in B2B business models, is intensive price competition. In a competitive business environment, companies often feel compelled to offer lower prices to win contracts or retain customers. However, this can negatively impact the company's profit margins and ultimately hinder long-term growth.

RESEARCH METHOD

This research uses qualitative methods because the qualitative methods allow for deep and diverse insights that cannot be obtained through quantitative methods. This method allows for exploration of the decision-making process and identifies factors that influence purchasing decisions so as to provide a more comprehensive picture. The approach used in this research is an interview approach. Direct interaction with respondents that is in-depth and detailed can open up diverse perspectives, and respondents can share their perspectives and experiences that provide a broader understanding of the purchasing decision process. In addition, interviews allow flexibility in the questions and direction of the conversation, the interviewer can adjust the questions based on the answers provided by the respondents to allow exploration of topics that may be unexpected but relevant. The choices of qualitative methods with an interview approach as a data collection method is very suitable for the purpose of analyzing purchasing decisions because interviews allow for in-depth exploration of the key factors that influence purchasing decisions. With interviews, researchers can explore internal processes as well as gain diverse perspectives from individuals within the commercial department.

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RESULTS AND DISCUSSION

Qualitative Research Results

The research findings obtained through the process of in-depth interviews with sources who have direct involvement and field observations are presented. Researchers made several questions to collect data obtained using interviews with resource persons relevant to the topic under study. Interviews with resource persons directly involved and as decision-makers yielded additional information relevant to the discussion. The results of the interviews can be seen below:

1. **Challenges in Winning Tenders**

Table 1. Interview Results Challenges in Tendering

What are the biggest challenges you face in trying to win tenders?		
Interviewee 1	**Interviewee 2**	**Interviewee 3**
Competition in Indonesia still uses price-minded mindset that where buyers in Indonesia prioritize low price as long as the brand that is tendered is included in the approved manufacturer list	Competitors, many new players who dare provide low prices for their portfolios, losing on lead time because certain specifications need to be imported from Prysmian Group's other countries. Copper Rate is speculative and response time is slightly slower from other departments.	To maintain quality standards from Headquarter and Complu to the government to maintain the quality and prosperity of workers so that it has an impact on Costing that makes prices become expensive. Another thing Another thing is that PT P only runs on one business by only making cables while we dealing with competitors who doing Vertical Integration where they also make their own raw material components to reduce Costing.

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2. Approaching Potential Projects or Clients

Table 2. Results of Client Engagement Interview

What is your process in identifying and approaching potential prospects or clients?		
Interviewee 1	**Interviewee 2**	**Interviewee 3**
We must know the advantages and disadvantages of our company. In addition, nowadays we as sellers should choose buyers because many buyers do not have the funds to pay for the goods that have been delivered. So we as sellers must be good at who the prospective customers are. All data can be seen from: 1. Previous work experience. 2. Financial statement.	More contact with other people, expand network and visit customers to exchange information to identify projects. Approaching consultants and stakeholders or end users.	Several ways such as passive with Prysmian's Brand Image which has been established for 2 centuries and is the world's leading company in the wiring sector, so that if clients, especially end users, will come to Prysmian to get quality, but we cannot rely on passive methods alone, we also approach clients in an active way such as holding workshops for special sectors with the right audience such as consultants, engineers, procurement to end users so that information can be obtained. users so that product information is right on target. In addition, the commercial team took the initiative to approach customers asking for the opportunity to present. PT P also cooperates with distributors so that the spread of products is wider in the market. in the market.

3. Effect of Product Price

Table 3. Interview Results of Price Influence

How do you think price affects purchasing decisions?		
Interviewee 1	**Interviewee 2**	**Interviewee 3**

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How do you think price affects purchasing decisions?		
Very main. Because customers in Indonesia still prioritize low prices with the assumption that they will get audited if they choose a vendor that is not the cheapest.	Very influential because clients are price-oriented price but some clients who need speed Lead Time are willing to pay more expensively so that price influence is adjusted according to conditions.	Very significant, is a major aspect for decision making in purchasing because clients in Indonesia are price-oriented.

4. **Effect of Product Quality**

Table 4. Interview Results Quality Influence

How much influence does product quality have on purchasing decisions?		
Interviewee 1	**Interviewee 2**	**Interviewee 3**
Quite influential in the technical bid period evaluation period where our company must be able to pass this period to be short-listed to the commercial bid stage.	For the industrial sector competition for product quality is very tight so that competitor competition is more about price and capabilities, how Lead Time and completeness specifications.	Important, the main thing but competitors also comply with quality, put their best effort to comply so the competition back to price.

5. **Influence of Company Capability**

Table 5. Interview Results Capability Effect

How much influence does product quality have on purchasing decisions?		
Interviewee 1	**Interviewee 2**	**Interviewee 3**
Also very influential because this is related to with the delivery time of the goods requested by the customer so that customers can determine whether to buy the goods from just one vendor, or more.	Very important, more important than quality because competition is very competition is very tight so capability becomes a big consideration to adjust needs such as Lead Time and Payment Terms.	Very influential because capabilities are also very considered such as Lead Time or Delivery Time because for In some business sectors the project runs very projects such as Data Center projects so that the speed of delivery or Lead Time is considered. In

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How much influence does product quality have on purchasing decisions?		
		addition, PT P applies specialization where each machine is divided according to each cable specification to pursue efficiency and PT P is financially strong, supported by well-known banks both locally and internationally. international.

Discussion

In this study, the discussion of research results will describe in detail about how the factors that influence Purchasing decisions in the B2B business model are carried out by PT P with the aim of winning project tenders. The results of the study will discuss the steps taken by PT P in implementing a strategy to win tenders with the factors that have the most influence on the client's Purchasing decision, including how a commercial manager identifies and approaches potential clients price factor, product quality factor, and capability factor. The data and information that has been collected will be described comprehensively to provide an in-depth understanding of the factors that influence purchasing decisions with data obtained from sources who have direct involvement, namely commercial managers, commercial managers of business units and directors.

Identifying and Approaching Potential Clients

According to Masharif al-Syariah Journal (2024), "knowing who your target audience is is crucial in approaching potential clients. By identifying their demographics and characteristics, companies can focus marketing efforts on the most relevant groups."This suggests that a deep understanding of the audience not only helps in designing more effective marketing strategies but also increases the chances of establishing better relationships with potential clients. In addition, Faradilla Indah Wahyu Putri (2022) stated that "In managing B2B customer relationships, companies must be responsive to customer needs to create loyalty. This study found that B2B marketing practices at PT Wakabe Indonesia are well done" (Wahyu Putri, 2022). This journal reinforces that customer relationships are very important, especially in the B2B business model to create loyalty. Lingqvist et al. (2015) state that "B2B customer purchasing behavior is strongly influenced by effective communication between sellers and buyers, where good relationships can create greater business value and empathy" (Lingqvist et al., 2015).

Identification and approach to potential clients is a strategy applied by PT P as the first step to winning tenders, namely by first understanding the clients who will be targeted. As stated by Mr. Rizky Maulana as OGP Commercial Manager in the interview, "We must know the advantages and disadvantages of our company. In addition, nowadays we as sellers should choose buyers because many buyers do not have the funds to pay for the goods that have been sent. So we as sellers must be good at who are prospective customers. All data can be seen from previous work experience and financial statements". This states that the client's background is very important because learning from the experience of PT P which has clients with payment problems

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that are detrimental to the company so it needs to be avoided and focus more on targeting potential clients.

After understanding the clients to be targeted, the next step is to approach potential clients. One of the ways PT P does this is by holding sector-specific workshops on product introduction and inviting potential guests such as client consultants, client procurement teams and end-users. The accuracy of the invited audience with information from the right workshop is important considering that these guests are the ones who play an important role in the selection of procurement for project tenders where PT P plays a role as a vendor. PT P conducted the workshop because there will be a megaproject in the Data center sector from a technology giant company that will be carried out in one of the cities in West Java province. Therefore, this workshop was intended to introduce PT P's products to the client. The result of this workshop was that PT P received an invitation to a meeting with one of the contractors on the big project that will be carried out, this indicates that PT P has successfully carried out the first step, namely identifying and approaching potential clients.

In addition, the commercial team also took the initiative to visit clients with the aim of asking for opportunities to present PT P's products, work experience and reputation as a step to introduce PT P and its products to clients. During the internship period, the author followed the OGP Commercial Manager several times to visit clients by asking for opportunities to present to clients as a step to approach clients. PT P also has distributors so that the spread of PT P products is wider in the market.

The Effect of Price and Quality on Purchasing Decision

Sutiyono and Baruna Hadibrata (2020) state that "price is the value stated in currency or other monetary medium as a means of exchange for obtaining goods or services. In the context of marketing, price is one of the important elements that can influence consumer purchasing decisions." Runtunuwu and Oroh (2014) state that "product quality is the ability of a product to perform its functions, which include reliability, durability, ease of operation, accuracy, and other valuable attributes". This definition emphasizes the importance of the various aspects that make up product quality in meeting consumer expectations and needs. Zeithaml (1988) states that "price is often considered a signal of quality by consumers. Research shows that consumers tend to associate higher prices with better product quality, so price is an important factor in making purchasing decisions."

In interviews during the internship period, all interviewees agreed that price and quality are very influential on Purchasing decisions because clients in Indonesia are price-oriented but still with intense quality competition because each project has its own specifications and standards. It is evident in the last few tenders where the winner of the tender is the competitor who provides the lowest price because the contractor needs the lowest price to maximize costing.

Price competition in B2B occurs when several companies offer similar products or services and compete to attract clients by setting competitive prices. This can significantly affect the purchasing decision and market position of the company. When the author followed the OGP Commercial Manager to meet one of the clients, the client, who is the procurement team, said that the procurement team only looks at the 3 vendors who have the lowest prices to speed up the awarding or selection of vendors in the tender process so that contractors will make purchase orders faster and products will arrive faster at the project site. This is because some projects run very fast such as the data center sector.

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PT P has standards that have been set by P Group headquarters, Milan regarding margin standards that will affect prices, quality standards and raw materials which will be discussed in the next factor, namely the quality factor. PT P has a procedure where for each tender value classification that requires the approval of the company's top brass as follows:

Table 6. Classification of Tender Value

Tender value	Approval
>100 Million rupiah	*Commercial Manager*
>1 Billion	*Chief Commercial Officer* atau direktur
>5 Billion	*Regional Board of Directors*

The purpose of this meeting is to discuss the percentage of margin that will be set and to discuss price negotiations with clients so that they have competitive prices and compete with competitors. To overcome the problem of price competition where competitors dare to provide low prices, PT P has an internal project called NACTS (Not all cables the same) where PT P buys several competitor cable samples to analyze PT P's products and competitors' products.

The results of this analysis show that PT P's products have better quality than competitors, this is what makes the price of PT P's products more expensive compared to its competitors. To reduce prices, PT P makes its products slightly above the specified standard to reduce costing so that PT P has a competitive price but still has quality products. With this strategy, PT P managed to win one of the big tenders from a giant technology company in the world.

The Effect of Capability on Purchasing Decision

Kaplan and Norton (2008) state that "Business capability is the expression or articulation of the capacity, materials, and expertise that an organization needs to perform core functions. It includes the organization's ability to adapt to change and utilize resources effectively to achieve strategic objectives" This quote explains the importance of capabilities in organizations to perform core functions and achieve competitive advantage through effective resource utilization.

Adiputra, I. P. (2017) states that "Corporate capability has a positive and significant influence on competitive advantage. This research shows that when the company's capabilities are well managed, it will increase the competitive advantage which in turn will have a positive impact on company performance. in turn will have a positive impact on company performance" (Adiputra, 2017). Widagdo, A. (2020) stated that "Capabilities and resources owned by small and medium enterprises contribute significantly to competitive advantage, where unique capabilities can create sustainable advantages" (Widagdo, 2020). These two journals reinforce how company capabilities that create competitive advantage affect purchasing decisions.

Apart from price and quality, capability is an important factor influencing purchasing decisions where with capability, companies can provide what not all competitors can provide. As stated during the interview by Mr. Maesa Berian as Commercial Manager, namely Maesa Berian as Commercial Manager, namely, "clients are price-oriented but some clients who need faster lead times are willing to pay more". Capability can be a competitive advantage to compete with competitors.

A. Lead Time/Delivery Time

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Marita et al. (2021) state that "lead time is the time it takes to complete a process, from order to delivery. Effective lead time management is very important in improving operational efficiency and customer satisfaction.". Li & Lee (1994) state that In a competitive environment, the delivery time is determined by the company, along with the uncertainty and stochastic nature of demand. This statement emphasizes the importance of lead time management to achieve better efficiency and client satisfaction. For some projects, lead time is a priority because in some specialized sectors such as data centers the projects are executed quickly. Therefore, lead time is a competitive advantage owned by PT P because PT P can do intercompany buy in where PT P can order cables from groups in other countries so that the lead time target can be achieved.

B. Technical Bid Evaluation

Tanubrata and Setiaputri (2010) state that "bid evaluation is an important process in contractor selection, which includes analysis of administrative, technical, and price aspects. This assessment aims to ensure that the selected contractor meets all established requirements and has the ability to complete the project according to the desired specifications.". Liu and Wang (2019), state that technical bid evaluation in construction projects includes various methods and techniques to assess the technical aspects of incoming bids, which greatly contribute to the final procurement decision. This statement emphasizes the importance of thorough evaluation in the contractor or vendor selection process to achieve quality results in the project.

Technical bid evaluation is one of the competitive advantages owned by PT P, P Group has been established for 2 centuries and is the world's No. 1 largest cable company. P Group can produce all types of cables with all types of specifications even for special specifications such as flame retardant, anti-uv, anti-termite & rodent, and many others. So that P Group has an advantage in technical bid evaluation with very complete products for various project needs. This is one of the factors to win the tender.

C. Warranty

Siswanto (2021) states that "warranty is a contractual agreement that requires the manufacturer to repair or replace products that are damaged during the warranty period. This warranty not only guarantees product quality but also affects the selling price and purchase interest of a product. With a warranty, the selling value of a product will increase, and the existence of the warranty can increase consumer interest in buying it." Bennett and Rundle-Thiele (2005) state that "a warranty is a promise made by a manufacturer or seller to a buyer that the product will function according to specifications for a certain period of time.

This guarantee not only increases consumer confidence but also plays an important role in purchasing decisions, as it reflects the quality and reliability of the product." This statement emphasizes the importance of warranty in increasing client trust and product value in the market. Mahamid (2011), states that warranty has a significant influence on project performance in the construction industry, with associated challenges including claims handling and maintenance of quality standards. This further reinforces that warranty has an influence and becomes a company's competitive advantage in competition.

Warranty is also a competitive advantage owned by PT P because it has a warranty to guarantee the product so that it can increase client confidence which can affect purchasing decisions. In addition, clients can visit the factory to see or check the production process to maintain client confidence. There are two types of warranty owned by PT P, namely:

- Product warranty

  Warranty to guarantee the product within a certain period.

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- Performance warranty
  Warranty to guarantee production performance so that it does not interfere with the agreed lead time.

CONCLUSION

This research reveals that client purchasing decisions are influenced by several key factors that are integrated with each other. PT P has successfully implemented a comprehensive strategy that includes identifying and proactively approaching potential clients through workshops and product presentations, offering competitive prices while maintaining high product quality in line with the Indonesian market orientation, and strengthening the company's capabilities in terms of lead time management and technical bid evaluation. The company also strengthened its position in the market by providing a product warranty that increased client confidence. The success of this strategy demonstrates the importance of integration between effective marketing and human resource management in a B2B context, while emphasizing the value of deeply understanding clients' needs and preferences to build long-term, mutually beneficial relationships. The findings provide valuable insights in the development of more effective marketing strategies to increase client purchasing decisions in a B2B business context.

SUGGESTION

Based on the research findings, several recommendations can be proposed for further research development. It is recommended to conduct an in-depth study of the long-term impact of PT P's marketing strategy on sales growth, client loyalty, and market position, as well as analyze the factors that hinder client purchasing decisions including communication challenges and resistance to change. Comparative research between B2B and B2C marketing strategies is also needed to understand the different approaches needed to reach the two market segments, especially regarding price, quality, and after-sales service factors. An in-depth evaluation of after-sales service in B2B and B2C contexts is also important given its role in building long-term relationships with customers. In addition, a comparison of B2B marketing strategies with companies in different sectors such as technology or manufacturing is recommended to identify best practices and innovative strategies that can be adapted across different business sectors.

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