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**The Alignment of Procurement Strategy with Competitive Advantage Priorities In EPC Projects: A Focus
on a State-Owned Renewable Energy Company**
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Intisari

Penelitian ini bertujuan untuk menganalisis keselarasan strategi pengadaan dengan prioritas keunggulan kompetitif pada proyek *Engineering, Procurement, and Construction* (EPC) di sebuah badan usaha milik negara (BUMN) yang bergerak di bidang energi baru dan terbarukan. Penelitian ini menggunakan desain studi kasus kualitatif. Data primer diperoleh melalui wawancara semi-terstruktur dengan dua praktisi manajemen rantai pasok perusahaan. Data sekunder diperoleh dari tinjauan literatur. Analisis dilakukan dengan pendekatan *directed content analysis* menggunakan kerangka *order qualifiers* dan *order winners* dari Hill, *Five Forces* dari Porter, serta *Resource-Based View* (RBV) dan kerangka VRIO.

Hasil penelitian menunjukkan bahwa pengadaan berperan sebagai mekanisme koordinasi strategis, bukan sekadar fungsi pendukung administratif. Evaluasi vendor dilakukan melalui dua tahap. Tahap pertama menilai persyaratan eliminasi, yaitu legalitas, kesesuaian teknis, kemampuan finansial, dan pengalaman proyek. Setelah itu, harga yang sesuai dengan *Owner Estimate* menjadi faktor penentu utama, dengan kesiapan waktu pengiriman sebagai faktor tambahan pada proyek prioritas. Keselarasan dengan strategi korporat tercermin dalam indikator kinerja penghematan biaya serta kewajiban Tingkat Komponen Dalam Negeri (TKDN). Daya tawar pemasok, khususnya untuk peralatan kritis dengan waktu tunggu panjang, merupakan tekanan eksternal paling signifikan. Kapabilitas kepatuhan regulasi dan manajemen risiko pengadaan teridentifikasi sebagai sumber keunggulan kompetitif berkelanjutan. Keselarasan tersebut masih dibatasi oleh terbatasnya jumlah vendor domestik, asimetri informasi dari vendor, dan tekanan waktu dari pengguna. Penelitian ini merekomendasikan penyusunan pedoman pengadaan khusus EPC dan perluasan kontrak payung (*umbrella contract*).

Kata kunci: strategi pengadaan, proyek EPC, keunggulan kompetitif, badan usaha milik negara, energi terbarukan

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Abstract

This study aims to analyse the alignment between procurement strategy and competitive advantage priorities in Engineering, Procurement, and Construction (EPC) projects within an Indonesian state-owned enterprise (SOE) operating in the renewable energy sector. A qualitative case study design was adopted. Primary data were collected through semi-structured interviews with two supply chain management practitioners of the company, and secondary data were drawn from a literature review. The data were examined through directed content analysis using Hill's order qualifiers and order winners framework, Porter's Five Forces, and the Resource-Based View (RBV) with the VRIO framework.

The findings indicate that procurement functions as a strategic coordination mechanism rather than solely an administrative support function. Vendor evaluation follows a two-stage structure. Vendors must first meet eliminatory requirements in legality, technical conformance, financial capacity, and project experience. Cost alignment with the Owner Estimate then acts as the dominant order winner, with delivery readiness as a situational criterion in priority projects. Alignment with corporate strategy is embedded through cost-saving key performance indicators and local content (TKDN) requirements. Supplier bargaining power over critical long-lead items emerged as the most significant external constraint. Regulatory compliance and procurement risk management capabilities were identified as sources of sustained competitive advantage. Alignment remains limited by a small domestic vendor pool, vendor information asymmetry, and user time pressure. EPC-specific procurement guidelines and wider use of umbrella contracts are recommended.

Keywords: procurement strategy, EPC projects, competitive advantage, state-owned enterprise, renewable energy