UNIVERSITAS
GADJAH MADA
**The Alignment of Procurement Strategy with Competitive Advantage Priorities In EPC Projects: A Focus
on a State-Owned Renewable Energy Company**
Muhammad Ridho Imran, RR. Tur Nastiti, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Bibliography

Adda, G. (2024). Examining the relationship between procurement strategies and organizational performance of Ghanaian firms: How does strategic procurement drive organizational success? *Economics, Management and Sustainability*, *9*(2), 20–28. https://doi.org/10.14254/jems.2024.9-2.2

Ademi, B., Sætre, A. S., & Klungseth, N. J. (2025). What do established companies do to factor in sustainability into their business models? *Business Strategy and the Environment*, *34*(1), 19–38. https://doi.org/10.1002/bse.3980

Ansari, A., Modarress, B., & Ansari, A. (2022). Order Winners Criteria: A New Approach in Supplier Selection. In *International Management Review* (Vol. 18, Number 1). www.sciencedirect.com

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, *17*(1), 99–120. https://doi.org/10.1177/014920639101700108

Barney, J. B. ., & Hesterly, W. S. . (2006). *Strategic management and competitive advantage : concepts and cases*. Pearson/Prentice Hall.

Caniëls, M. C. J., & Gelderman, C. J. (2007). Power and interdependence in buyer supplier relationships: A purchasing portfolio approach. *Industrial Marketing Management*, *36*(2), 219–229. https://doi.org/10.1016/j.indmarman.2005.08.012

Coherent Market Insights. (2026, March 11). *POWER EPC MARKET SIZE AND SHARE ANALYSIS - GROWTH TRENDS AND FORECASTS (2026-2033)*. https://www.coherentmarketinsights.com/industry-reports/power-epc-market

Creswell, J. W. ., & Poth, C. N. . (2017). *Qualitative Inquiry and Research Design*.

Dachyar, M., & Sanjiwo, Z. A. H. (2018). Business Process Re-Engineering of Engineering Procurement Construction (EPC) Project in Oil and Gas Industry in Indonesia. *Indian Journal of Science and Technology*, *11*(9), 1–8. https://doi.org/10.17485/ijst/2018/v11i9/92741

Dyer, J. H., & Singh, H. (1998). The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage. *The Academy of Management Review*, *23*(4), 660. https://doi.org/10.2307/259056

Hatmoko, J. U. D., & Khasani, R. R. (2019). Mapping Delay Risks of EPC Projects: A Case Study of A Platform and Subsea Pipeline of An Oil and Gas Project. *IOP Conference Series: Materials Science and Engineering*, *598*(1), 012095. https://doi.org/10.1088/1757-899X/598/1/012095

Hill, T. (2000). *Manufacturing Strategy*. Macmillan Education UK. https://doi.org/10.1007/978-1-349-14018-3

Hobday, M. (2000). The project-based organisation: an ideal form for managing complex products and systems? In *Research Policy* (Vol. 29). https://doi.org/https://doi.org/10.1016/S0048-7333(00)00110-4

UNIVERSITAS
GADJAH MADA
**The Alignment of Procurement Strategy with Competitive Advantage Priorities In EPC Projects: A Focus
on a State-Owned Renewable Energy Company**
Muhammad Ridho Imran, RR. Tur Nastiti, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Hsieh, H.-F., & Shannon, S. E. (2005). Three Approaches to Qualitative Content Analysis. *Qualitative Health Research*, *15*(9), 1277–1288. https://doi.org/10.1177/1049732305276687

Huang, J., & Li, S. M. (2024). Data-Driven Analysis of Supply Chain Integration's Impact on Procurement Performance in International EPC Projects. *Sustainability*, *16*(23), 10729. https://doi.org/10.3390/su162310729

International Energy Agency. (2025). *Renewables 2025*. www.iea.org

IRENA. (2025). *Renewable Capacity Statistics 2025*. International Renewable Energy Agency IRENA.

Jahja, N. J., Mohammed, N. F., & Lokman, N. (2023). Corruption Cases in Relation to State-Owned Enterprise in Indonesia. *Proceedings of the International Conference in Technology, Humanities and Management (ICTHM 2023), 12-13 June, 2023, Istanbul, Turkey*, *131*, 533–543. https://doi.org/10.15405/epsbs.2023.11.46

Lintukangas, K., Kähkönen, A. K., & Hallikas, J. (2019). The role of supply management innovativeness and supplier orientation in firms' sustainability performance. *Journal of Purchasing and Supply Management*, *25*(4). https://doi.org/10.1016/j.pursup.2019.100558

Malik, V. (2018). The Role of Procurement in Successful Completion of Construction Projects. In *International Journal of Technical Innovation in Modern Engineering & Science (IJTIMES) Impact* (Vol. 4, Number 5).

Micheli, G. J. L., Cagno, E., & Zorzini, M. (2008). Supply risk management vs supplier selection to manage the supply risk in the EPC supply chain. *Management Research News*, *31*(11), 846–866. https://doi.org/10.1108/01409170810913042

Niayeshnia, P., Rayati Damavandi, M., & Gholampour, S. (2020). Classification, prioritization, efficiency, and change management of EPC projects in Energy and Petroleum industry field using the TOPSIS method as a multi-criteria group decision-making method. *AIMS Energy*, *8*(5), 918–934. https://doi.org/10.3934/energy.2020.5.918

Nurfahmi, L. T. P., Sa'adah, N., & Juliani, H. (2019). Tinjauan terhadap Pemaknaan Kekayaan Negara yang Dipisahkan pada BUMN dan Akibat yang Timbul Pasca Putusan Mahkamah Konstitusi Nomor 48/PUU-XI/2013. *Diponegoro Law Journal*, *8*(2).

Ozlem Ibishukcu, O., & Datar, & A. (2016). *Maintaining Power Relations in Supply Chain*.

Papallo, L. (2010). *Procurement as a leverage to Recover EPC project deviations*.

Porter, M. E. . (1980). *Competitive strategy : techniques for analyzing industries and competitors*. Free Press.

Sapsanguanboon, W., Faijaidee, W., & Potasin, L. (2025). Strategic integration of sustainability for competitive advantage: A framework for balancing the triple bottom line. *Corporate Governance and Sustainability Review*, *9*(2), 110. https://doi.org/10.22495/cgsrv9i2p10

Sitompul, R. F., Endri, E., Hasibuan, S., Jaqin, C., Indrasari, A., & Putriyana, L. (2022). Policy Challenges of Indonesia's Local Content Requirements on

UNIVERSITAS
GADJAH MADA
**The Alignment of Procurement Strategy with Competitive Advantage Priorities In EPC Projects: A Focus
on a State-Owned Renewable Energy Company**
Muhammad Ridho Imran, RR. Tur Nastiti, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

Power Generation and Turbine Production Capability. *International Journal of Energy Economics and Policy*, *12*(1), 225–235. https://doi.org/10.32479/ijeep.12504

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Turner, J. R., & Keegan, A. (1999). The versatile project-based organization: governance and operational control. *European Management Journal*, *17*(3), 296–309. https://doi.org/10.1016/S0263-2373(99)00009-2

UNDANG-UNDANG REPUBLIK INDONESIA NOMOR 17 TAHUN 2003 (2003).

UNDANG-UNDANG REPUBLIK INDONESIA NOMOR 19 TAHUN 2003 (2003).

van der Rhee, B., Verma, R., & Plaschka, G. (2009). Understanding trade-offs in the supplier selection process: The role of flexibility, delivery, and value-added services/support. *International Journal of Production Economics*, *120*(1), 30–41. https://doi.org/10.1016/j.ijpe.2008.07.024

Winch, G. M. (2014). Three domains of project organising. *International Journal of Project Management*, *32*(5), 721–731. https://doi.org/10.1016/j.ijproman.2013.10.012

Yeo, K. T., & Ning, J. H. (2002). Integrating supply chain and critical chain concepts in engineer-procure-construct (EPC) projects. *International Journal of Project Management*, *20*(4), 253–262. https://doi.org/10.1016/S0263-7863(01)00021-7

Zahari, T. N., & McLellan, B. C. (2023). Review of Policies for Indonesia's Electricity Sector Transition and Qualitative Evaluation of Impacts and Influences Using a Conceptual Dynamic Model. *Energies*, *16*(8), 3406. https://doi.org/10.3390/en16083406

Zhu, F., Sun, X., Xu, X., & Haider, Z. (2014). A KNOWLEDGE INTEGRATION FRAMEWORK OF EPC PROJECT BASED ON KBS AND STAKEHOLDER NETWORKS. In *International Journal of Innovative Computing, Information and Control ICIC International c* (Vol. 10, Number 2).