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Analysis Of Marketing Management Strategies And Challenges In The Mining Industry Of Pt. Petrosea Tbk

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Abstract. This study discusses sustainability management strategies in improving the economic performance of Small and Medium Enterprises (SMEs) in the sustainable agriculture sector. The purpose of this study is to analyze the implementation of strategic management principles focused on resource efficiency, environmentally friendly technological innovation, and social welfare to support the economic growth of SMEs. The research method used was qualitative-descriptive by examining various relevant literature and empirical studies. The discussion results show that the success of agricultural SMEs in achieving sustainability greatly depends on their ability to adapt to market changes, government policy support, and the strengthening of human resource capacity. The main challenges faced include limited capital, access to technology, and managerial literacy; however, these can be overcome through stakeholder collaboration and the development of local innovations. The conclusion of this study emphasizes that sustainability management is not only a business strategy but also a foundation for an inclusive, globally competitive green economic development.

Keywords: Sustainability Management, Agricultural SMEs, Economic Performance, Green Innovation, Sustainable Development

INTRODUCTION

The mining industry is a strategic sector that makes a significant contribution to the national economy, particularly by providing industrial raw materials, creating employment opportunities, and generating foreign exchange for the country. However, this industry is also highly competitive and high-risk, as it is influenced by global commodity prices, government policies, and environmental and social sustainability issues. In this context, marketing management is an essential aspect that determines mining companies' ability to maintain their existence and expand their market share. The implementation of effective marketing strategies does not focus solely on product sales but also on how companies build image, trust, and long-term relationships with stakeholders (Kotler & Keller, 2021). PT. Petrosea Tbk, as one of the national companies engaged in mining services, engineering, and logistics, faces its own challenges in implementing marketing strategies. Unlike the manufacturing or consumer industries, marketing in the mining sector is not only about offering physical products but also about providing large-scale project services with long implementation periods and high operational risks. Therefore, the marketing strategy at PT. Petrosea Tbk places greater emphasis on long-term business relationships (business-to-business marketing), corporate reputation management, and operational excellence as its main selling points. In the face of global competition, the company is required to innovate in marketing strategies that adapt to market and

technological changes (Pratama, 2023).

External factors also significantly influence the success of marketing strategies. Issues such as stringent government regulations, pressure to advance environmental sustainability, and the community's growing social awareness require companies to adjust their marketing approaches to be more responsible and transparent. PT. Petrosea Tbk tries to integrate Environmental, Social, and Governance (ESG) principles into its marketing activities to build client trust and enhance its reputation in the public eye (Widodo, 2021). The implementation of this strategy demonstrates that marketing in the mining industry is not solely focused on economic profit but also on long-term sustainability. Advances in digital technology have also transformed the marketing paradigm in heavy industries such as mining. Petrosea has begun adopting digital technologies to support marketing and project management activities, including data analytics to understand customer needs and improve service efficiency. Technology also helps the company promote its reputation and credibility through professional platforms such as sustainability reports and industry publications (Hasanah, 2022). This digitalization has become an important strategy in strengthening the company's position amid global competition that increasingly relies on the speed of information and system integration.

Considering these various factors, it is clear that the strategies and challenges in marketing management in the mining industry require a comprehensive, context-specific analysis. PT. Petrosea Tbk, as a case study, illustrates how a mining services company responds to market changes, regulations, and customer expectations through innovative, sustainable strategic approaches. Therefore, this study aims to analyze the marketing strategies implemented by PT. Petrosea Tbk and identify the challenges it faces within the context of the national mining industry. This study is expected to make a theoretical contribution to the development of knowledge in industrial marketing management and to serve as a practical reference for similar companies in formulating effective and adaptive strategies (Yuliani, 2024).

LITERATURE REVIEW

The contemporary framework for marketing management in the capital-intensive and high-risk mining services sector necessitates a profound strategic shift from conventional product-focused sales towards the cultivation of enduring client relationships, the establishment of unwavering trust, and the strategic enhancement of corporate image, consistent with the foundational principles articulated by Kotler & Keller (2021). Within this specialized context, the strategic emphasis for firms like PT. Petrosea Tbk is placed heavily on robust Business to Business (B2B) relationship marketing, rigorous management of corporate reputation, and demonstrated operational excellence across large-scale, long-term contractual projects, which inherently serve as the definitive competitive advantages. The analytical rigor in evaluating these strategies commonly employs the SWOT framework, a critical tool for strategic management that systematically assesses internal strengths such as decades-long credibility and operational history against external dynamics, including market opportunities and intense competitive threats (Rangkuti, 2019; David, 2020). Crucially, modern corporate strategy is defined by the necessary integration of Environmental, Social, and Governance (ESG) principles into all marketing communications, transforming sustainability from a regulatory obligation into a core value proposition that bolsters stakeholder trust and global market positioning (Widodo, 2021). This commitment is synergistically supported by technological advancements, driving the adoption of sophisticated digital solutions like the Mining Operation Management System (MOMS) and the Minerva Digital Platform, which enable real-time monitoring and data driven efficiency, thereby constituting a significant marketing differentiator amid industry-wide digitalization trends (Hasanah, 2022; Pratama, 2023). Despite these strategic strengths, the literature highlights persistent vulnerabilities, including the inherent business model dependency on a narrow range of major clients, substantial capital investment requirements for technological modernization, and acute susceptibility to the volatility of global commodity prices, which directly impact project volume and operational flexibility (Tambunan, 2021).

Building upon the necessity for a B2B and sustainability-centric marketing model, the internal strategic posture of a company like PT. Petrosea Tbk reveals distinct strengths and inherent

weaknesses that shape its market approach. The company's primary strength lies in its long-standing reputation and credibility, built over decades of adherence to high standards of work quality, safety, and regulatory compliance, which serve as crucial selling points in trust-dependent client relationships.

RESEARCH METHOD

This study used a qualitative descriptive approach, with the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, to examine the strategies and challenges of marketing management at PT. Petrosea Tbk. This method was chosen because it allows the researcher to comprehensively understand the company's internal and external conditions and formulate marketing strategies that align with the dynamics of the mining industry. SWOT analysis is an important tool in strategic management that evaluates internal strengths and weaknesses, as well as external opportunities and threats (Rangkuti, 2019). Through this approach, the study can assess how effectively PT. Petrosea Tbk leverages its strengths to create a competitive advantage while anticipating threats that could undermine the effectiveness of its marketing strategy.

The data used in this study comprised both primary and secondary sources. Primary data were obtained through interviews with individuals with expertise in marketing practices in the mining sector and through observations of PT. Petrosea Tbk's promotional activities and business relationships. Meanwhile, secondary data were obtained from sources such as annual reports, company publications, academic journals, and industry articles on marketing and mining strategies. These data were then analyzed using a SWOT matrix by identifying the company's strengths, weaknesses, opportunities, and threats in implementing its marketing strategy. The results of this analysis served as the basis for formulating alternative SO, WO, ST, and WT strategies for the company (David, 2020).

To ensure the validity and reliability of the data, this study employed source and method triangulation. Source triangulation was conducted by comparing information from various documents and interviews, while method triangulation was achieved through the combination of interviews, observation, and literature review. This approach was implemented to ensure that the research results are objective and credible. The analysis was then performed thematically by linking the results of the SWOT identification with relevant strategic marketing management theories. Thus, this study is expected to provide a comprehensive overview of how PT. Petrosea Tbk manages its marketing strategies amid the competitive and challenging dynamics of the mining industry (Sugiyono, 2020).

RESULTS AND DISCUSSION

Analysis	Condition
Strengths	<ul style="list-style-type: none"> • Reputation and credibility built over decades in the national mining industry. • Consistent adherence to high standards of work quality, safety, and regulatory compliance. • Integration of technology and innovation into operations and service marketing.

Weaknesses	<ul style="list-style-type: none"> • High dependence on large scale, long term contractual projects, leading to limited marketing flexibility. • High operational costs and technological investments, which can burden finances during volatile commodity prices. • Limitation in market diversification, with less focus on medium scale and small scale.
Opportunities	<ul style="list-style-type: none"> • Expansion into strategic mineral and nickel projects. • Digitalization trends enabling the company to leverage technological advantages as a marketing differentiation tool (e.g., Minerva Digital Platform). • Shift in national regulations and policies promoting downstream mineral processing and domestic value addition, creating new demand.
Threats	<ul style="list-style-type: none"> • Fluctuation of global commodity prices, significantly affecting the demand for mining services and project volume. • Intens competition among mining service companies (local and multinational), creating pressure on pricing and service quality. • Growing public awareness of social and environmental issues, risking damage to the company's images if marketing is intensive.

A. Strengths				
Internal Factors	Weight	Rating	Score	Description
Strong, Long term Reputation and Credibility	0.25	4.0	1.00	Positive image built on consistent high standards of quality, safety, and regulatory compliance.
Technology integration and innovation (Digitalization)	0.20	3.5	0.70	Pioneer in digital implementation (MOMS, FMS) which enhances efficiency and acts as a key marketing differentiator.
Implementation of ESG and GCG Principle	0.10	3.0	0.30	Commitment to good governance and sustainability strengthens stakeholder trust and global competitiveness
B. Weakness				

Dependence on large scale, long term contracts	0,15	0,2	0,30	Limits marketing flexibility due to a narrow target market, making it vulnerable when major projects are terminate
High operational costs and technology investment	0,25	0,2	0,30	Substantial capital required for technology burdens finances and limits promotion diversification and penetration into medium scale sectors
Limited public promotion and external branding	0,15	1,5	0,23	Image among the general public and potential investors is not as strong as competitors hiders strategic partnership expansion
Total	1,00	2,83		

IFAS Total Weighted Score of 2.83 positions PT. Petrosea Tbk significantly above the strategic midpoint of 2.50. This quantitative outcome indicates that the company maintains a strong and resilient internal competitive profile within the highly challenging mining services sector. The score affirms that Petrosea is highly effective in leveraging its core competencies, particularly its established market reputation, its pioneering position in digitalization (MOMS, FMS), and its adherence to robust ESG and GCG standards. These strengths collectively generate substantial internal strategic momentum, enabling the company to differentiate its service offerings and build long-term contractual trust with key clients.

The successful management of internal factors suggests that the leadership team has effectively marshaled its resources to capitalize on its primary strengths while concurrently mitigating identified internal vulnerabilities. Although weaknesses such as the high dependency on long term, large scale contracts and the substantial capital expenditure required for technology present continuous operational risks, the aggregate score confirms that the power of the company's strengths represented by the higher weighted scores far outweighs the negative cumulative impact of its weaknesses. This balance is crucial for maintaining operational excellence and financial stability in the face of market volatility.

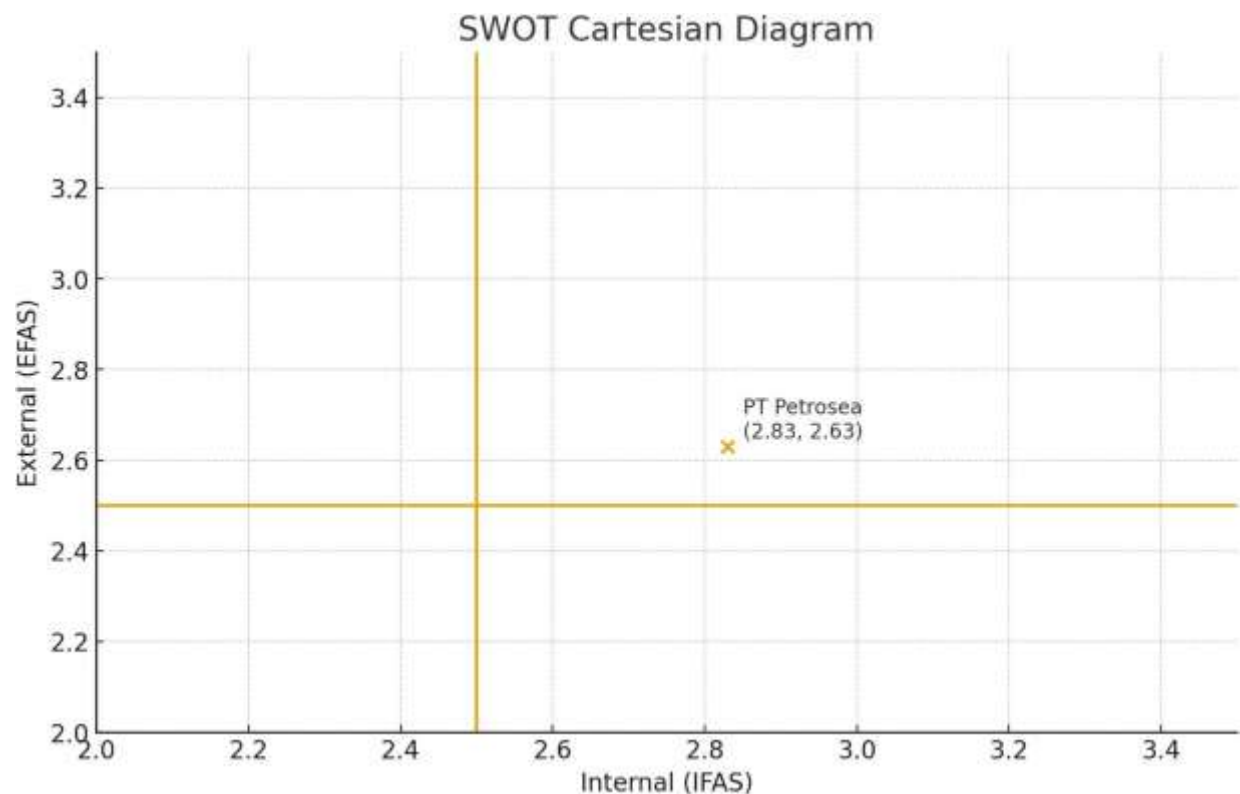
C. Opportunities				
Expansion into strategic mineral (nikel) projects	0,25	3,50	0,88	Major contracts in the non-coal sector (nikel) strengthen capacity and service value proposition
Digitalization and innovation trends in mining	0,2	3,00	0,60	Allows the company to use technological advantage (minerva digital platform) as a key marketing differentiation tool
National policy shift towards mineral downstreaming	0,15	3,00	0,45	Creates new demand for integrated mining services and expands the market segment in the downstream ecosystem
D. Threats				
Fluctuation of global commodity prices	0,20	1,50	0,30	Directly reduces the demand for mining services, requiring the company to develop flexible strategies to retain clients

Intense competition among mining services companies	0,10	2,00	0,20	Pressure on pricing and quality from competitors (local and multinational) with strong financial resources
Stringent government policies and environmental requirements	0,10	2,00	0,20	Leads to additional operational costs and demands cautious marketing communications sensitive to sustainability issues
Total	1,00	2,63		

EFAS Total Weighted Score of 2.63 which surpasses the critical strategic average of 2.50—provides a clear quantitative endorsement of PT. Petrosea Tbk's favorable external market position. This result confirms that the external landscape presents a net advantage, where strategic opportunities are more substantial and accessible than the collective weight of the environmental threats. Key growth drivers, such as the national push for mineral downstreaming (hilirisasi) and the expansion into strategic non-coal mineral projects (e.g., Nickel), are identified as dominant forces that Petrosea is well positioned to leverage through its current corporate strategy and service differentiation.

This favorable positioning underscores the management's capability to anticipate and respond effectively to macro-environmental shifts. The score reflects a high degree of adaptability in capitalizing on market openings, particularly the industry-wide trend toward digital transformation. By aligning its service portfolio, such as the Minerva Digital Platform, with this opportunity, the company not only mitigates competitive risks but also transforms an external trend into a distinct competitive advantage. The focus on high-value, integrated services allows the company to minimize exposure to more volatile, standardized market segments, thereby optimizing the total weighted opportunity score.

Despite this overall positive outlook, the score acknowledges the persistence of significant external threats, including the inherent volatility of global commodity prices and the intense competitive pressure from both domestic and international industry peers.



1. Strengths

The main strength of PT. Petrosea Tbk, in implementing its marketing management strategy, relies on its reputation and credibility, built over decades in the national mining industry. Since its establishment, Petrosea has been known as a mining services company with excellence in engineering, mining contracting, and integrated logistics. The company's positive image is an important factor in building trust with business partners and investors, mainly because the mining sector relies heavily on long-term, trust-based relationships. This strong reputation is the result of Petrosea's consistent adherence to high standards of work quality, safety, and regulatory compliance, which have become the company's main selling points in its marketing strategy (Hasanah, 2022). Another significant strength is Petrosea's ability to integrate technology and innovation into its operations and service marketing. The company is one of the pioneers in implementing digitalization in Indonesia's mining sector through the Mining Operation Management System (MOMS) and Fleet Management System, which enable real-time monitoring of mining activities. This innovation not only enhances efficiency and productivity but also strengthens the company's image as a modern entity that is adaptive to technological changes. In the context of marketing, this capability provides added value that distinguishes Petrosea from its competitors, as potential clients tend to choose partners with efficient, data-driven work systems (Pratama, 2023). This technological integration also supports the company's promotional activities, which increasingly rely on digital platforms and performance-based marketing approaches.

Subsequently, the implementation of the principles of Good Corporate Governance (GCG) and commitment to sustainability. Petrosea demonstrates its commitment to transparent, ethical, and environmentally responsible business practices. The implementation of Environmental, Social, and Governance (ESG) principles has become a key element that enhances stakeholder trust and strengthens the company's competitiveness in the global

market. In its marketing strategy, this commitment serves as an effective differentiator, as many major industry clients now evaluate supplier performance based on sustainability and corporate social impact (Widodo, 2021). Thus, Petrosea's success in maintaining good governance and social responsibility has provided a strong foundation for building a positive, sustainable corporate image in the mining sector.

2. Weaknesses

Although PT. Petrosea Tbk has a strong reputation and extensive experience, but the company still faces several weaknesses that can affect the effectiveness of its marketing management strategy. One of the main weaknesses is the company's dependence on large-scale, long-term contractual projects. In the mining industry, most of the revenue of service companies like Petrosea comes from partnership contracts with major mining corporations. This condition limits marketing flexibility because the target market is relatively narrow and specific. This condition differs from other industries, which have broader, more dynamic market segments. When demand declines or major projects are terminated, marketing activities must quickly adapt to find new opportunities, which is not always easy in a highly competitive sector (Tambunan, 2021). The high operational costs and technological investments also present a particular challenge for the company in optimizing its marketing strategy. The implementation of mining digitalization systems and technology-based innovations indeed strengthens competitiveness but also requires substantial capital, which can burden the company's finances, especially during periods of fluctuating global commodity prices. In the marketing context, this high cost structure impacts the company's ability to diversify promotions and penetrate new markets. Petrosea tends to focus more on large corporate clients, while opportunities in the medium-scale and small-scale mining service sectors have not yet been fully explored. This limitation in market diversification has the potential to reduce the company's flexibility in responding to changes in industry demand (Rangkuti, 2019).

Another weakness lies in the limited public promotion and external branding efforts. As a company operating in the heavy industry sector, Petrosea tends to position its marketing within the context of formal business relationships and project tenders. As a result, the company's image in the eyes of the general public, particularly among young professionals or potential

investors, is not as strong as that of similar companies that actively build corporate communication through digital media. In the era of digitalization, which demands transparency and openness in information, external communication strategies have become an essential element in shaping public perception of a company's credibility. This lack of public exposure can become an obstacle to expanding strategic partnership networks and strengthening brand positioning globally (Yuliani, 2024).

3. Opportunities

One of the main opportunities that can be utilized by PT. Petrosea Tbk, in managing its marketing strategy, is expanding into strategic mineral and nickel projects. Recently, it was reported that Petrosea signed a 10-year mining services contract worth approximately IDR 16 trillion with PT Vale Indonesia Tbk for the Bahodopi Block 2 & 3 area in Central Sulawesi, a strategic move that strengthens the company's portfolio in the non-coal mineral sector. From a marketing perspective, this major contract not only increases operational capacity but also strengthens the company's value proposition when offering services to potential clients, as Petrosea can show a track record of large-scale, long-term contracts as evidence of service excellence. Another opportunity arises from the trends of digitalization and innovation in the mining industry, which enable Petrosea to leverage technological advantages as a marketing differentiation tool. Petrosea has positioned itself through digital platforms such as the "Minerva Digital Platform" and through integrated pit-to-port mining infrastructure and logistics services, which can serve as unique selling points. From a marketing management perspective, this opens opportunities to communicate technological excellence and efficiency as part of the company's marketing proposition, thereby attracting clients who demand modern, productive mining contracting services.

Third, there is a significant opportunity to shift national regulations and policies to promote downstream mineral processing and domestic value addition, thereby expanding the market for integrated mining services. Indonesia, as a resource-producing country, is increasingly focusing on downstream development, creating new demand for mining services, particularly for minerals such as nickel, bauxite, and copper. Petrosea has the potential to capitalize on this condition to expand its market segment and strengthen its marketing image as not merely a conventional mining contractor but also a strategic partner within the downstream ecosystem. Thus, the company has the opportunity to broaden its client network, increase market penetration, and strengthen its brand position as a comprehensive service provider in the future mining industry.

4. Threats

One of the biggest threats faced by PT. Petrosea Tbk in marketing management is the fluctuation of global commodity prices, which significantly affects the demand for mining services. When coal or mineral prices decline, mining companies tend to reduce operational costs and postpone new exploration projects. This condition directly impacts contractors like Petrosea by reducing the number of projects that can be contracted, requiring adjustments to marketing strategies to retain existing clients and seek opportunities in other sectors (Tambunan, 2021). Dependence on global market dynamics requires the company to develop flexible marketing strategies that can adjust its messages and approaches to changes in industry cycles. The next threat comes from intense competition among mining service companies, both local and multinational. The increasing number of players in the mining services sector creates pressure on pricing and service quality. Global companies such as Thiess, BUMA, and PAMA Persada possess substantial financial and technological resources, enabling them to offer competitive prices and innovative solutions to clients. In this context, Petrosea must continue to innovate its marketing strategies by emphasizing differentiating advantages such as operational efficiency, work safety, and adherence to sustainability principles. If the company fails to maintain these competitive advantages, Petrosea's position in the mining services market could be eroded by competitors with stronger capital capacity (Pratama, 2023).

Another threat arises from changes in government policies and increasingly stringent environmental sustainability requirements. The Indonesian government now emphasizes

sustainable mining practices, transparency, and environmentally friendly waste management. Although these policies are positive in the long term, their implementation results in additional costs that may affect Petrosea's pricing and promotional strategies. In addition, the growing public awareness of social and environmental issues requires companies to be more cautious in their marketing communications. Strategies that are insensitive to sustainability issues have the potential to trigger public rejection and damage the company's image (Widodo, 2021). Therefore, Petrosea needs to ensure that all marketing activities align with corporate social responsibility principles and support Indonesia's sustainability narrative in the mining industry.

CONCLUSION

Based on the analysis, it can be concluded that PT. Petrosea Tbk holds a strong strategic position in the national mining industry due to its reputation, experience, and commitment to implementing technology and sustainability principles. Through marketing management strategies focused on operational efficiency, service quality, and digital integration, Petrosea maintains its competitiveness amid increasingly intense global competition. The company's strength lies in its positive image and the reliability of its work system, which is based on innovation, safety, and good governance. Meanwhile, the main challenges come from commodity price fluctuations, regulatory changes, and the need to strengthen public promotion and external branding amid digitalization.

The SWOT analysis shows that Petrosea's most significant opportunities lie in expanding strategic mineral projects, implementing digital technology, and leveraging the national downstream policy to open new market potential. However, threats from global market uncertainty and increasing competition require the company to be more adaptive and creative in developing its marketing strategies. Therefore, marketing management in the mining sector cannot be separated from innovation, intercompany relationships (B2B), and sustainability and reputation, which serve as key factors in attracting strategic clients. These overall findings emphasize that the success of Petrosea's marketing strategy depends on its ability to balance economic, social, and environmental aspects sustainably.

SUGGESTIONS

1. Strengthening Digital Branding: Petrosea needs to enhance its digital promotion and exposure through professional platforms and sustainability publications to expand its marketing reach and build a stronger corporate image at both the national and international levels.
2. Market and Service Diversification: The company is advised to develop new market segments, including industries that support mineral downstreaming and renewable energy, in order to reduce dependence on specific long-term projects.
3. Human Resource Capacity Building and Innovation: Petrosea needs to strengthen the competencies of its human resources in strategic marketing and digital technology to respond effectively to changing market trends and to enhance the effectiveness of data-driven and sustainability-based promotional activities.

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