JURNAL MEDIA AKADEMIK (JMA)
Vol.2, No.10 Oktober 2024
e-ISSN: 3031-5220; DOI: 10.62281, Hal XX-XX
PT. Media Akademik Publisher
AHU-084213.AH.01.30.Tahun 2023

THE IMPACT OF SHORTENED PRODUCT LAUNCH SCHEDULES ON THE TENDERING PROCESS IN THE PROPERTY INDUSTRY

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Abstract. The timing of product launches in the property industry is a strategic element that plays a significant role in overall project management and business sustainability. However, overly tight launch schedules can often trigger various problems during the tendering phase, particularly in selecting the right contractor aligned with the company's vision of creating high-quality products. One of the primary issues in accelerated tender processes is the inaccuracy of cost estimates, as limited time restricts the ability to conduct detailed and accurate calculations. Moreover, the quality of work often deteriorates due to limited time for thorough planning and execution. This condition also has the potential to exacerbate oversight processes and disrupt the overall project timeline. This study aims to understand the concrete impact of urgent launch schedules on the tendering process in property development projects. A grounded theory approach was employed as a research method to know deeply into the data through interviews with practitioners experienced in the field of tendering. Through this research, five themes and nine categories were identified as the impacts of short tender schedules. The themes collected were related to Cost, Tender Quality, Time, Vendor Quality, Company Culture, Company Regulation and Work Productivity. Of these themes, Cost had the

Received October 14, 2024; Revised October 22, 2024; October 26, 2024
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highest frequency compared to the others. Therefore, it is hoped that this research will serve as a consideration for management in the property business before setting product launch schedules without compromising marketing strategies.

Keywords: *Tendering Process, Quantity Surveyor, Cost Management, Property Development.*

INTRODUCTION

The property industry is a highly competitive sector, with each project presenting complex challenges. One of the crucial elements influencing the success of a property project is product innovation. For developers, product launch timing not only attracts market interest but also has broader implications for project management aspects, including the tendering process for selecting the best-priced and qualified contractor. Timely product launches can be key to project success, while forced launches with overly tight schedules can lead to serious problems for both the company and related stakeholders.

In today's rapidly changing business landscape, developers often find themselves caught in a situation where they must launch products according to predetermined schedules, driven by marketing strategies, pressure from company owners, or market conditions. Tight launch schedules can put developers in a difficult position, especially when the tendering process needs to be accelerated to ensure timely product launches. In such circumstances, the risks of inaccurate cost estimates, inappropriate contractor selection, and decreased work quality become significant challenges to address.

Early decisions regarding product launch timing are frequently influenced by external factors that may not always align with the project's technical needs. For example, developers might choose to expedite launches to capitalize on rising market opportunities or to meet company revenue targets. However, such decisions are often made without considering the readiness of the internal team, including tender documents consisting of working drawings, technical specifications, material selection, or even the availability of suitable contractors. Consequently, the ideal tendering process, which should provide ample time for thorough evaluation of costs, can be compromised.

One of the most significant impacts of overly tight launch schedules is the inaccuracy in cost estimation. Cost estimation is a critical aspect of any construction

project. Errors in cost estimation can lead to broad consequences, including budget overruns, project delays, and potential disputes between developers and contractors. In situations where time for preparing cost estimates is limited, quantity surveyors may not have enough time for in-depth analysis. They may have to rely on unverified data or make inaccurate assumptions. Inaccuracies in cost estimation can ultimately affect project smoothness and result in unexpected cost increases borne by the developer.

In addition to inaccurate cost estimates, tight launch schedules also limit the time for comprehensive evaluation of tender offers. Under ideal conditions, each incoming offer should be reviewed from various aspects, including the proposed price, contractor track record, technical capacity, and the contractor's ability to handle similar projects. This process requires time and careful analysis to ensure that the selected contractor is truly capable of completing the project with the desired quality and within the stipulated timeframe. However, when launch schedules are accelerated, developers often lack sufficient time for in-depth evaluation, leading to potentially suboptimal decisions.

In such situations, the pressure of launch schedules not only affects the technical aspects of the project but also the relationship between developers and contractors. In projects with more flexible schedules, developers and contractors have more time to build collaborative working relationships. They can discuss the best solutions to achieve desired results in terms of both quality and completion time. However, when time becomes a determining factor, these relationships often become more transactional, focusing primarily on meeting deadlines without delving into deeper details.

From the contractor's perspective, the pressure to meet tight deadlines can also impact the quality of their work. Contractors may feel compelled to complete tasks as quickly as possible, potentially leading to neglect of quality standards. In some cases, contractors may also face difficulties in mobilizing labor or procuring materials due to insufficient preparation time. These factors can certainly affect the final project outcome, impacting customer satisfaction and the developer's reputation.

Contractors also face pressure in such situations. Accelerated tendering processes often force them to make quick decisions regarding resources, construction methods, and execution schedules. Rushing into these decisions can increase the risk of encountering problems during the project. For example, delays in material delivery or inadequate labor

can directly impact project timelines. Conversely, if these issues are not addressed, the final project quality may suffer.

This research aims to delve deeper into the impact of urgent launch schedules on the tendering process in property development projects. Using a grounded theory approach, this research seeks to understand how stakeholders in the property industry, including quantity surveyors, contractors, and developers, adapt to the pressures of tight schedules. Grounded theory is chosen as it allows researchers to build theories based on empirical data collected directly from experienced practitioners. In this case, interviews with experts in quantity surveying will be the primary source of data to identify the challenges faced and potential practical solutions.

Grounded theory, as a research methodology, provides flexibility in exploring issues that may not have been previously identified. In the context of this research, interviews with property industry practitioners will offer insights into how tight launch schedules affect each stage of the tendering process, from tender document preparation to contractor selection and on-site project execution. Additionally, the research will examine how developers and contractors can collaborate to overcome the challenges arising from time constraints.

One potential solution to address the pressures of tight schedules is to leverage technology. Today, many project management software can expedite the tender evaluation process, including using data analysis to estimate costs and execution time more accurately. Technology can also enhance communication between developers, quantity surveyors, and contractors, ensuring everyone has access to the latest project information. This enables faster decision-making based on valid data.

Beyond technology, it's crucial for developers to adopt a better risk management approach when dealing with tight launch schedules. One step is to create more realistic schedules from the outset, considering the time required to complete each stage of the tendering process thoroughly. If strict deadlines cannot be avoided, developers can implement risk mitigation strategies, such as allocating contingency funds to address potential cost overruns or preparing additional labor to accelerate on-site work.

Overall, this research not only aims to identify the challenges faced in the tendering process under tight launch schedules but also to offer practical solutions for developers and contractors in the property industry. By gaining a better understanding of

how launch schedules impact the tendering process, developers can make more informed decisions, not only to achieve timely launches but also to ensure that the resulting projects meet customer expectations and contribute to long-term business sustainability..

RESULT AND DISCUSSION

This research employed a grounded theory approach, a common methodology for systematically collecting and analyzing data to develop an inductive theory about a substantive area (Martin and Turner, 1986). Grounded theory, a scientifically developed inductive technique, was introduced in 1967 by Barney G. Glaser and Anselm L. Strauss in their book "The Discovery of Grounded Theory." Grounded research gained prominence in Indonesia in the 1970s.

In this study, a constructivist grounded theory approach (Charmaz, 2005) guided the research process, encompassing data collection, analysis, and interpretation. The primary data collection method was interviews, which were conducted to gather information from respondents about the challenges they faced when dealing with tight tender schedules. The analysis began with coding the interview transcripts into text.

The respondent questions focused on the impacts of short tender schedules on the tendering process.

Table. 1 Coding Table

RESPONDENTS	CODINGS	CATEGORIES								
		Tender Document	Time Limitation	Project Cost	Accuration of Estimate	Determination of Contractor	Planning	Company Regulation	Company Culture	Work Productivity
GM Level	Controlling product prices			1.0						
	Accuracy of Product Selling Prices			1.0						
	Determination of Project Prices			1.0						
Manager Level	There are many additional jobs						1.0			
	There are company SOPs that are missed							1.0		
	Impact on Company Culture								1.0	
Manager Level	Less accurate (RAB)				1.0					
	There are Missing Items				1.0					
	Difficulty in selecting prospective contractors					1.0				
Manager Lavel	Prices Get Higher			1.0						
	Lack of Tender Supporting Data	1.0								
	Misperceptions occurred in the preparation of the RAB				1.0					
Supervisor Level	There is a risk of exceeding the budget			1.0						
	There are incomplete tender documents	1.0								
	Not yet ready working drawings	1.0								
Specialist Level	Lack of Time to Evaluate Tender Documents		1.0							
	Exceeding the Set Budget			1.0						
	There is incomplete data during the tender process	1.0								
Specialist Level	A calculation error occurred in making the RAB				1.0					
	Affecting Individual Performance Productivity									1.0
	Price estimation errors occur				1.0					
Senior Level	Non-Maximum Contract Price			1.0						
	Lack of thoroughness				1.0					
	Reducing Work Productivity									1.0
		4.00	**1.00**	**7.00**	**6.00**	**1.00**	**1.00**	**1.00**	**1.00**	**2.00**

Table 2. Result of selective coding

CATEGORY	FREQUENCY	THEME						
		Cost	Tender Quality	Time	Contractor Quality	Company Regulation	Company Culture	Work Productivity
Tender Document	4.00		4.00					
Planning	1.00		1.00					
Time Limitation	1.00			1.00				
Project Cost	7.00	7.00						
Accuration of Estimate	6.00	6.00						
Determination of Contractor	1.00				1.00			
Company Regulation	1.00					1.00		
Company Culture	1.00						1.00	
Work Productivity	2.00							2.00
	24.00	**13.00**	**5.00**	**1.00**	**1.00**	**1.00**	**1.00**	**2.00**

Based on the coding analysis, the "Cost" theme emerged as the most frequent, with 13 occurrences out of 24 total frequencies. Tender quality ranked second with 5 frequencies, while work productivity, company regulation and company culture were the least frequent themes with 1 frequency each.

CONCLUSION

The findings of this research offer valuable insights for property developers and contractors. By understanding the significant impact of tight launch schedules on the tendering process, companies can make more informed decisions and allocate additional resources when necessary. Overall, this research contributes to the development of best practices in property project management, ensuring more effective and efficient project execution.

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