

ABSTRACT

Technical consulting services play a crucial role in the development of infrastructure in Indonesia, facing complex challenges in operational management, especially with the changing trend from lump sum contracts to time-based contracts. Therefore, a detailed analysis of the operational strategies applied to each managed project is required. This study aims to examine the planning stages, resource allocation, and implementation of operational strategies at a state-owned technical consulting company in Indonesia based on project size classification.

This research uses a qualitative method by conducting interviews with management and project team leaders to understand the operational strategy phenomena related to project size within the context of a technical consulting company.

Research findings show that planning, resource allocation, implementation, and control of operations strategies are crucial elements in effective project management. Planning should be tailored to the size and complexity of the project, focusing on analysis of objectives, resources and risks. Appropriate and responsive resource allocation is very important, especially in small projects that require flexibility, while medium and large projects require more structured and strict management. The strategy implementation process should allow for good coordination and adaptation to change, especially for large projects with international clients. In addition, structured controls and a strict performance measurement system, including evaluation of ROI and client satisfaction, are key indicators of project success. Management support is essential in maintaining quality and meeting client expectations.

Keywords: *Operations Strategy, Project Size, Engineering Consulting Services Company*

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