

## **Analysis of the Implementation of Business-To-Business (B2B) Marketing Strategy in Client Acquisition Efforts at PT Talenta Sinergi Group**

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**Abstract.** The development of digital transformation has increased the demand for talent in the technology field, leading to stronger competition among talent service providers and the need for more targeted marketing strategies. This research aims to analyze Business-to-Business (B2B) marketing strategies at Upscale, focusing on the application of Segmenting, Targeting, Positioning (STP), Marketing Mix (4P), and email marketing as the main promotional channel. This study employs a qualitative approach, with data collected through interviews, observations, and documentation during the internship period at Upscale. The results show that the STP strategy is implemented by segmenting the market based on recruitment activities on online portals to target credible companies in need of technology talent, while positioning Upscale as an integrated service provider. The marketing mix is executed through talent solution and infrastructure setup offerings, flexible pricing based on project complexity, service distribution without geographical limitations, and digital promotion primarily relying on email marketing. The email marketing strategy is carried out through stages of identification, verification, and the delivery of personalized mass messages; however, its implementation is still constrained by the quality of contact data and the high volume of promotional emails.

**Keywords:** b2b marketing strategy, segmenting targeting positioning (stp), marketing mix (4p), email marketing

### **INTRODUCTION**

In today's rapidly advancing era of digital transformation, the presence of competent Human Resources (HR), especially in the field of technology, has become a vital asset for business sustainability. Many companies now face challenges in recruiting high-quality digital talent quickly and efficiently. This situation is driving the growth of the outsourcing industry and workforce solution providers, where companies delegate the management of their talent and supporting infrastructure to third parties. As a result, competition among talent solution service providers is becoming increasingly intense in the race to attract corporate clients (Business-to-Business or B2B).

Amid this competitive landscape, marketing strategy plays a key role (Salam et al., 2025; Sudirjo, 2023; Vehbi et al., 2025; Verma et al., 2024). Unlike the consumer market, B2B marketing requires a more strategic, logical, and data-driven approach because it involves long-term business decisions. Service providers must be able to formulate targeted Segmenting, Targeting, and Positioning (STP) strategies and implement an effective Marketing Mix (4P) to build the credibility and trust of potential business partners (Mogaji, 2025; Nilplengsang & Pankham, 2024; Pitri et al., 2026; Yusuf et al., 2022)

Upscale is one of the companies engaged in Talent Solution and Infrastructure Setup services. The company offers an integrated service ecosystem, ranging from labor provision through Dedicated Team and Headhunter models to the provision of work facilities such as

Dedicated Offices and Learning Centers. To gain market advantage, Upscale positions itself as a one-stop solution provider that collaborates with strategic partners such as Eduwork to ensure both the availability and quality of talent. This strategy is designed to enable clients to focus on developing their core business.

During the internship period, the author observed that Upscale actively utilized email marketing as its primary communication channel in reaching potential clients. This strategy is considered effective for the B2B market due to its professional tone and ability to reach targets directly. However, several obstacles were identified in practice that affected its effectiveness. The main issues included poor contact data quality leading to delivery failures (bounces) and the high volume of promotional emails received by target companies. These conditions put Upscale's marketing messages at risk of being ignored, unacted upon, or automatically classified as spam.

The gap between the company's planned strategy and the technical challenges encountered during implementation prompted further analysis. This condition emphasizes the need to develop appropriate solutions to overcome existing barriers. Therefore, this study aims to analyze the marketing strategy of the B2B business model implemented by Upscale, focusing on the application of Segmenting, Targeting, and Positioning (STP), the Marketing Mix (4P), and the use of email marketing as the main promotional channel. Based on this background, the B2B marketing strategy of PT Talenta Sinergi Group (Upscale) is implemented through various approaches, one of which is utilizing email marketing as the main channel for reaching and establishing communication with potential corporate clients. Hence, this study places email marketing as the focal point in analyzing the implementation of Upscale's B2B marketing strategy based on internship-based practical experiences.

This study further aims to examine the implementation of Segmentation, Targeting, and Positioning (STP) strategies in Upscale's marketing activities, assess the Marketing Mix applied by the company in adapting its services to client needs and characteristics, and identify the implementation of email marketing as part of its B2B marketing strategy while analyzing obstacles encountered in practice. The benefits of this research are both theoretical and practical. Theoretically, it contributes to academic literature on B2B marketing strategies, particularly on the integration of STP, the Marketing Mix, and email marketing within the context of talent solution service providers. Practically, the findings are expected to provide valuable insights for Upscale in optimizing its marketing strategies, improving the effectiveness of its email marketing campaigns, and overcoming technical and communication barriers in client acquisition. Furthermore, this study may serve as a reference for other companies in the outsourcing industry to develop more targeted and data-driven marketing approaches when engaging potential business clients.

## **METHODS**

### **Research Approach**

This study uses a qualitative approach to analyze Business-to-Business (B2B) marketing strategies at Upscale (PT Talenta Sinergi Group), with a primary focus on the application of email marketing, the Marketing Mix (4P), and Segmenting, Targeting, and Positioning (STP). The choice of this approach is based on the view of Firmansyah and Masrun (2021), which states that the conceptual framework in qualitative research is flexible and

develops according to findings in the field. This means that the understanding of concepts in this study is not rigidly bound to the initial theory but evolves dynamically along with the research process. Such flexibility allows researchers to formulate a more contextually relevant analytical framework based on directly observed phenomena.

To support the analysis, data were collected through field observation records, in-depth interviews, and company documentation. As explained by Squirt et al. (2022), employing various data sources enables the development of a contextual and dynamic analysis that reflects real-world conditions. Through this in-depth investigation, the study aims to help Upscale formulate improvement recommendations and implement more effective marketing strategies to enhance client acquisition and address communication response barriers in the B2B market.

### **Unit of Analysis**

The unit of analysis in this study focuses on the division or department level in PT Talenta Sonergi Group (Upscale), especially related to email marketing strategies whose activities are carried out directly by the Business Development division.

### **Data Sources and Data Collection Techniques**

According to Squirt et al. (2022), qualitative research focuses on understanding processes and the meanings that emerge, using a theoretical foundation as a reference to ensure that the research focus aligns with real conditions in the field. In line with this view, this study employs data collection methods that include both primary and secondary data. The use of these two types of data aligns with the qualitative approach to deeply explore the meaning and processes observed in the field, as described below.

#### **Primary Data Sources**

Primary data refers to information directly obtained from original sources. This data consists of factual findings collected firsthand by the author throughout the research process. The author gathered primary data during field observations conducted as part of the internship. (Stuttgart, 2021)

#### **Interview**

Interviews are a method of data collection used to obtain necessary information by asking questions to individuals related to the research object. According to structured interview techniques, this approach helps build trust, allowing the interviewer to clarify responses and enhance credibility and accuracy. The interviews were conducted with six respondents from Upscale's internal departments, particularly within the Business Development and related management divisions. These participants were selected because they are directly involved in planning and implementing B2B marketing strategies, including the use of email marketing (Abdussamad & Sik, 2021; Johnson et al., 2020).

#### **Observation**

Observation involves systematically recording facts observed from the research object. It is one of the most common data collection methods for obtaining qualitative data and identifying as many sources as possible. Observation and recording were carried out directly by the author during the internship at Upscale, over approximately four months—from May to September 2022. Through this process, the author was able to identify B2B marketing strategies at Upscale, reviewed from the perspectives of Segmenting, Targeting, and Positioning (STP), the Marketing Mix (4P) (Product, Price, Place, Promotion), and email marketing (Abdussamad & Sik, 2021).

## **Documentation**

Documentation involves collecting and compiling documents based on verifiable evidence from various sources. This includes recording and managing information in the form of texts, photographs, images, and videos. Data collection in this study also included document review to obtain factual and accurate information. This source of data, both textual and visual, was gathered from various official company documents. The documentation method provided the author with a strong foundation for understanding the company's context, structure, and team, thereby strengthening the validity of the research findings (Hasan, 2022).

## **Secondary Data Sources**

Secondary data refers to information obtained from other parties that has already undergone processing and presentation. In other words, it is data acquired from existing sources. In this study, secondary data were derived from journal articles, books, internet searches, and other relevant publications related to the research topic. The use of secondary data supports the completeness of the research and facilitates the overall research implementation process.

## **RESULTS AND DISCUSSION**

### **Data Description**

The respondents in this study consisted of 6 speakers, with a composition of 3 males and 3 females, and an age range between 21 and 36 years. Data collection was carried out through interviews with six resource persons from Upscale's internal, especially in the Business Development and related management divisions. The selection of resource persons is carried out because they are directly involved in the planning and implementation of B2B marketing strategies, including the implementation of email marketing. Research instruments are in the form of questions designed to dig up information in depth. The interview results highlight several key themes, including STP-based marketing strategies (Segmenting, Targeting, Positioning), 4P marketing mix, and email marketing implementation as one of the main strategies used by Upscale in reaching and acquiring B2B clients.

### **Data Analysis**

#### **Segmenting, Targeting, Positioning**

One of the first themes that emerged from the interview results with the respondents was related to Segmenting, Targeting, and Positioning (STP). In the application of market segmentation, one respondent explained that segmentation is determined by the activities of companies that open job vacancies, stating, "Companies that are actively opening vacancies on online job portals such as LinkedIn, JobStreet, or Glints." In addition to recruitment behavior, some respondents noted that the types of positions or fields needed by companies also play an important role in Upscale's segmentation strategy, as expressed by one respondent, "Emphasizing aspects of customer needs, particularly those seeking candidates for positions in technology or managerial roles." The validation and seriousness of the company were also highlighted as key aspects of Upscale's segmentation, with some respondents emphasizing, "Companies that really exist and have genuine recruitment needs, not those that just post job vacancies." These findings indicate that Upscale applies a broad yet targeted market segmentation approach, primarily oriented toward aspects such as recruitment activity, specific job requirements, and company validity.

Regarding the implementation of the target market, most respondents stated that Upscale's target determination is based on indicators of company activity and recruitment needs. As one respondent explained, "Potential clients are those actively posting vacancies on job portals such as LinkedIn or JobStreet and have specific requirements in the fields of technology or digital talent." The credibility of the company also serves as a fundamental criterion in determining Upscale's target market, with one respondent noting, "The credibility of the company is our basis in targeting the market." These findings suggest that Upscale's target market determination is guided by complementary indicators: first, companies are classified as potential if they consistently post job vacancies on online portals; second, the focus is directed at organizations seeking specific positions in technology and digital sectors; and third, company credibility is a key consideration.

In terms of positioning its product to stand out from competitors, several respondents revealed that differentiation is achieved through an integrated service ecosystem approach. One respondent stated, "We want to position Upscale as a one-stop solution." Strategic collaboration with Eduwork also emerged as a critical element of Upscale's product differentiation, as explained by another respondent: "Strategic cooperation with Eduwork allows the company to recruit Eduwork graduates at no additional cost through the HeadHunter service." Beyond service integration, some respondents emphasized that Upscale's strong reputation is leveraged as part of its positioning strategy, with one respondent stating, "Many big brands, both domestic and international, trust us." These findings show that Upscale positions its services as a comprehensive one-stop solution for client companies by providing recruitment, infrastructure, and skill development services in a unified ecosystem. Collaboration with Eduwork serves as a major differentiating factor, as it not only produces job-ready talent through its bootcamp programs but also enables companies to establish internal learning centers. This strategy is further strengthened by Upscale's robust portfolio and established reputation in serving major corporations, which fosters greater trust among potential clients regarding the quality of its services.

Upscale's competitive advantage is built from a combination of several factors, including its role as a diverse and integrated service provider. As one respondent remarked, "Clients can choose solutions ranging from HeadHunter, Dedicated Team, to infrastructure setup for skill enhancement, so it's not only about offering labor." Respondents also highlighted Upscale's extensive and diverse talent pool as a key strength: "There is a large and varied pool of talent ready to support the effectiveness of the services." Additionally, Upscale's experience and good reputation in handling major companies were frequently mentioned, with one respondent noting, "Upscale's reputation and portfolio are strong, having worked with domestic and international clients." Finally, collaboration with Eduwork remains a core factor in maintaining competitive advantage, as several respondents pointed out that "Human resources are prepared specifically to meet industry needs." These findings illustrate that Upscale's competitive advantage is shaped by its integrated service offerings, successful track record with large clients, human resource development capabilities, solution flexibility, and expansive talent database—all of which collectively form the foundation of its sustained competitiveness.

### **Product, Price, Place, Promotion**

The second theme that emerged from the interview results was the application of the 4P (Product, Price, Place, Promotion). In terms of the products offered, several respondents stated that one of the main pillars of Upscale's services is Talent Solution, which consists of various distribution models; one respondent noted, "From Talent Solution there are various types such as Dedicated Team, Head Hunter, Freelance, and Project-Based." In addition, several respondents mentioned the Infrastructure Setup service, which focuses on providing work facilities and skill development within the office operational environment; one respondent stated, "We offer Infrastructure Setup as well, helping clients build a Dedicated Office complete with systems, or a Learning Center as a forum to提升 internal skills in the office." These findings indicate that Upscale has two main service products, namely Talent Solution and Infrastructure Setup. On the Talent Solution side, there are various service models—Dedicated Team, Head Hunter, Freelance, and Project-Based—that provide flexibility for companies. Meanwhile, in Infrastructure Setup, there are services such as Dedicated Office and Learning Center. The combination of flexible Talent Solution offerings and comprehensive Infrastructure Setup makes Upscale a provider of integrated solutions for companies in terms of both manpower and supporting infrastructure.

According to several sources, the added value of Upscale's products in maintaining competitiveness lies in its strategic partnership with Eduwork; one respondent mentioned that "Eduwork prepares talents through learning and training processes, then Upscale distributes the talent pool to companies and manages the environment." In addition, most respondents highlighted another important value-added element, namely Upscale's ability to integrate all aspects of company needs into a single service ecosystem; one respondent explained, "Upscale highlights the concept of Managed Service Talent & Infrastructure Ecosystem, so that clients only need to focus on developing their business." These findings show that the enhancement of Upscale's product value is reflected in talent quality through partnerships with Eduwork, integrated services, and the provision of a ready-to-use work environment. This combination creates a complete service experience and enables Upscale to compete by offering comprehensive solutions that are difficult for competitors to replicate.

Regarding the pricing strategy, several interviewees assessed that the cost of Upscale's services is flexible according to client needs and the value of services received. One respondent explained, "For middle or senior talent, the cost is around 15 million, which includes salary, office facilities, legal, and HR support." For Project-Based and Freelance services, another respondent stated, "Project-Based is calculated from the total value of the project and its completion time, starting from 10 million. For Freelancers, the cost starts from 100 thousand per hour with a minimum deposit of 50 hours." These findings indicate that each type of service has a different pricing system: Dedicated Team uses an all-in package covering talent salaries and operational and legal aspects; Head Hunter applies a tiered system according to talent level; Project-Based is adjusted to the value and complexity of the project; and Freelance uses an hourly rate with a minimum number of working hours. This pattern shows that Upscale adjusts prices to client needs and capacity while ensuring transparency and cost efficiency in every form of collaboration.

Factors that influence Upscale's pricing include a combination of several aspects. Some respondents explained that the job placement location is one of the main considerations; one respondent stated, "The work location also has an effect; for example, Yogyakarta and Jakarta have different price ranges." In addition, the position and level of talent experience also determine the costs offered; one resource person stated, "The main factor is usually the position and experience of the talent, then adjusted to the placement location." The type of service or cooperation scheme chosen by the client is also a factor in price formation; a respondent explained, "The complexity of the project and the duration of the work—for large projects with tight deadlines, the price is of course different from lighter ones." These findings show that Upscale's pricing is influenced by talent placement location, job position, level of experience, type of service used, and the complexity and duration of the work, making the pricing structure flexible and adaptive to client needs and market conditions in each city.

In terms of work placement strategies, some respondents stated that the determination process begins with an initial discussion with the client to understand work patterns and operational needs; one interviewee explained, "Before placement, we first discuss to understand their work patterns, then we give options—whether it is more suitable in the Upscale office, in a partner coworking space, or directly in the client's office." Next, technical considerations and project complexity are highlighted; one respondent stated, "If the project requires special equipment or direct supervision, onsite options can be prioritized; on the other hand, if tasks can be managed through online coordination and do not require special physical facilities, remote or coworking models are an efficient alternative." Talent location also influences the choice; one source stated, "For example, if the team recruited is from outside the city, remote or coworking space is the ideal solution so they can remain productive without having to relocate." These findings indicate that Upscale determines its job placement strategy through an initial assessment with clients that considers project scale and complexity, technical needs, talent location, and communication effectiveness. Onsite options are chosen for tasks requiring special supervision or equipment, whereas remote or coworking arrangements are suitable for dispersed teams or tasks that can be coordinated online.

Infrastructure and operational locations play a strategic role in expanding the reach of Upscale's services at both regional and international levels. Several sources stated that Upscale's coordination and operational center is located at its Yogyakarta office; one respondent said, "The existence of a Dedicated Office in Jogja allows Upscale, when receiving projects from outside the city or abroad, to have teams that can immediately adapt using the facilities already available here." In addition to physical infrastructure, several respondents explained that the integration of digital systems is a key element; one noted, "The work system is accessible from anywhere—we ensure that all reports, attendance, and communication can be done in real time, so even if the team works from different cities, management remains controlled." Some respondents also mentioned that partnerships with coworking spaces play an important role as a bridge to enter areas that do not yet have an Upscale office; one resource person explained, "Utilizing coworking space as a bridge allows us to reach more companies, especially in areas where there are no Upscale offices." These findings show that Upscale expands its service coverage through a combination of Dedicated Offices in Yogyakarta, a network of coworking spaces in various cities, and a digital work system accessible from

anywhere. This infrastructure keeps services efficient, controlled, and flexible for domestic and international clients, while increasing client trust by providing clear and professional facilities.

Regarding the implementation of promotional strategies, several respondents said that Upscale uses digital marketing-based promotion by utilizing various online channels, one of which is Instagram; a resource person said, “The content on Instagram is designed to be educational with a distinctive tone and style, so that our brand is better known.” In addition to Instagram, several respondents mentioned the use of website and email channels; one speaker stated, “We build awareness through Instagram; the website is a complete information center—from services and workflows to major client testimonials—and for more concrete results, we rely on email marketing.” These findings indicate that Upscale’s promotion strategy uses integrated digital marketing, in which the website, Instagram, and email marketing complement one another: the website strengthens credibility, Instagram builds awareness, and email has the most significant impact in bringing the company closer to potential clients. This approach shows that Upscale has optimized digital marketing as its main strategy in reaching and attracting partner companies.

All interviewees consistently stated that email marketing is the most effective marketing channel for capturing the attention of potential clients; one respondent said, “Obviously email marketing. The point is that many prospective clients first receive emails and then continue to find out through the website or directly contact the listed contact.” Several other respondents added reasons for choosing email marketing as the main channel; one explained, “Because we operate in the B2B realm, communication via email feels more professional.” These findings show that email marketing is Upscale’s most effective marketing channel because it can reach the right targets, project a professional image consistent with B2B market characteristics, and encourage potential clients to seek further information through the website. This approach aligns with the nature of the B2B market, which requires formal communication and information that is relevant to decision-making.

### **Email Marketing**

The third theme that emerged based on the interview results was related to the implementation of email marketing strategies. The first stage of the email marketing strategy starts with identifying the target companies. One respondent explained that the search is carried out through job vacancy platforms such as JobStreet, Glints, Glassdoor, Kalibr, and LinkedIn. This is done to ensure relevance between the needs of the target companies and the services offered by Upscale. One respondent stated, “The email marketing strategy starts from identification first, Mas. We look for companies that are opening vacancies, because they really need talent.” After the target companies are identified, the BusDev team verifies them through the companies’ official websites. This process aims to check the authenticity of the information and ensure that the companies are not included in a list of non-credible entities. One respondent explained, “The first step is always to check the company’s official website, copy the domain, and make sure it is safe from the blacklist.”

The next stage is searching for the company email addresses that will serve as recipient contacts. Respondents explained that email addresses are preferably taken from the company’s official website, but if these are not available, the Email Finder Extension feature can be used. One respondent stated, “We look for the contact through the company’s official website, and we also use the Email Finder tool to help if we can’t find it.” Some sources added that priority

is given to HR or recruitment email addresses because they have greater follow-up potential; one source explained, “HR or recruitment emails are the priority. If there isn’t one, then we use a personal email.”

All respondents emphasized the importance of the Quality Control (QC) process. After valid emails are collected, the data must be checked by the QC team before it can be moved to the campaign sheet in Google Sheets. One respondent explained, “QC is very important because if even one is invalid or inappropriate, then email delivery can be problematic.” QC ensures that the data used are clean and ready for use in campaigns.

In the campaign development stage, BusDev uses an HTML email template that has been officially formatted by Upscale. This template contains company introductions, services, benefits, client lists, and brochure attachments. One source explained, “Upscale’s email content is very informative. We use HTML that has been prepared, the content is complete from the services and prices to the clients who have worked with us.”

Emails are sent via Google Sheets using the Mail Merge with Attachments feature. Respondents explained that this method allows large volumes of emails to be sent while still personalizing the recipient’s name. Several respondents mentioned, “After the template is prepared, we run an email test first, then send it using Mail Merge. After that, we check again in Gmail to make sure everything has been sent.”

Overall, these findings show that the implementation of Upscale’s email marketing strategy is carried out through systematic stages and follows the company’s operational standards, starting from the technical flow of lead searching and data verification to the email sending process. This is done to align with the characteristics of B2B marketing, which requires formal, structured, and needs-based communication.

Regarding the type of email sent by the Upscale Business Development (BusDev) team to target companies, it is a promotional email used as an initial approach to potential B2B clients. One respondent stated that “the type of email sent by the BusDev Upscale team to the target company is a promotional email used as an initial means to introduce Upscale and the services offered.” The content of the promotional email includes a company introduction, service descriptions, cooperation benefits, price ranges, and client portfolios, as explained by another source: “The emails sent are promotional emails because the content focuses on service offerings, complete with information on services, prices, and clients who have worked with us.”

In terms of delivery, these promotional emails are sent in bulk, or through an email blast method, to target companies whose data are obtained from online job portals. One source mentioned that “the type of email used is a promotional email that is sent in bulk to many target companies as a first step to open cooperation opportunities.” Even though they are sent in bulk, the BusDev Upscale team still applies personalization, especially in the subject line and greeting section, because, according to one source, “even though the email is sent in bulk, the subject and greeting are still adjusted to the company name so that the email does not seem generic.” In addition, the promotional email is accompanied by an attachment in PDF format in the form of a brochure and includes contact information for follow-up. As one respondent stated, “The promotional email sent is informative and equipped with a PDF attachment in the form of a brochure so that the target company can understand Upscale’s services in more

detail,” and another source added, “In the promotional email we always include a contact that can be reached so that the target company can directly follow up.”

These findings show that Upscale consistently uses promotional emails as a primary email marketing strategy, combining a bulk delivery approach with personalization and comprehensive supporting information.

Based on interviews with six respondents, it was found that the implementation of email marketing strategies faces a number of obstacles that affect the effectiveness of delivering promotional messages to target companies. Several respondents explained that the main obstacle arises from suboptimal quality of contact data for target companies, which causes email delivery failures. One source stated that “some of the emails sent did not arrive because the email addresses were inactive or inappropriate.” A similar condition was conveyed by another source, who explained that “there were emails that failed to be sent even though they had gone through the delivery process, so the promotional message was not conveyed to the intended party.”

Additionally, some respondents highlighted that even when emails are successfully sent, the promotional messages do not necessarily gain the attention of target companies. One respondent said, “The target companies receive a high volume of promotional emails every day, so emails from Upscale could potentially end up in the spam folder or not be opened at all.” Another source pointed out that “promotional emails are often not followed up because the target companies have received too many similar emails.”

Several respondents viewed email marketing obstacles as a combination of technical barriers and constraints on the recipient side. One source explained that “the challenges of email marketing lie in two aspects: delivery failures due to invalid contact data and the risk of emails being ignored even when they are successfully sent.”

Overall, these findings indicate that email marketing strategies face two main obstacles: technical barriers in email delivery and challenges in marketing communication in attracting the attention and response of target companies. Suboptimal contact data quality causes some emails to fail to be delivered, while the high volume of promotional emails received by target companies leads to promotional messages potentially being ignored, not acted upon, or directed to the spam folder.

### **How Upscale implements Segmentation, Targeting, and Positioning in its marketing strategy**

The findings of this study answer the formulation of the first problem that reveals the application of the Segmenting, Targeting, and Positioning (STP) strategy by Upscale. In terms of market segmentation, Upscale groups companies based on the recruitment activities carried out, especially companies that are actively opening job vacancies on online recruitment portals such as LinkedIn, JobStreet, and Glints. In addition, segmentation also considers the type of position or field that the company needs, especially in the technology and managerial fields, as well as the validity and seriousness of the company in conducting the recruitment process. These findings show that the Upscale market segmentation is not general, but is focused on companies that have a real need for the talent solution services offered. The results of the study are in line with the concept of market segmentation proposed by Saporso (2021), which states that segmentation is a process of segmentation of markets based on differences in customer needs and behaviors. Furthermore, the findings of Upscale segmentation are in line with Cortez

et al. (2021) who stated that B2B segmentation can be done based on micro variables such as customer needs and purchasing behavior of an organization or company.

In terms of targeting, the research findings show that Upscale determines the target market by considering several complementary indicators, namely the company's activities in opening job vacancies, specific needs in the technology and digital fields, and the company's credibility. Companies that meet these indicators are seen as potential clients and are the main focus in Upscale's marketing strategy. These findings show that the targeting process is carried out selectively, so that Upscale does not target the entire company broadly, but prioritizes the segments that are considered to have the highest suitability with the services offered. These results are consistent with the concept of targeting put forward by Sihotang and Hudrasyah (2023), which states that targeting is a process of evaluating and selecting market segments that will be the focus of marketing so that company resources can be used optimally. In addition, the Upscale approach is also in line with the views of Ningsih and Marwati (2023) who emphasize the importance of analyzing customer needs and characteristics in determining the target market.

Meanwhile, in terms of positioning, the research findings show that Upscale positions itself as an integrated talent solution service provider through the concept of a one-stop solution. This positioning is built through differentiation of the service ecosystem which includes headhunter services, dedicated teams, to infrastructure setup and skill development. The strategic collaboration with Eduwork is a significant differentiating element, as it allows Upscale to offer end-to-end talent development and provisioning solutions in a single ecosystem. In addition, Upscale's reputation and portfolio in handling national and international companies are used to strengthen the company's image in the eyes of potential clients. These findings are in line with the concept of positioning put forward by Sani and Aslami (2022), which states that positioning is an effort by a company to instill a different image of a product or service compared to competitors based on its advantages. When viewed from a positioning perspective according to Saqib (2020), the Upscale strategy reflects the perspective of differentiation and competitive advantage, where the uniqueness of services and competitive advantage are built through service integration, strategic collaboration, and experience in handling large clients.

The results of this study indicate that Upscale has implemented the Segmenting, Targeting, and Positioning (STP) strategy in its marketing activities with a good structure and in line with theory. However, in practice, Upscale needs to maintain consistency in the implementation of STP in all its marketing activities, as well as continue to strengthen service differentiation and clarity of position in the market so that its competitive advantage can be maintained and developed in a sustainable manner.

### **How is Upscale's marketing mix strategy to meet customer needs for the services offered?**

This finding answers the second problem formulation question regarding the application of Upscale's marketing mix strategy in meeting customer needs. Upscale has two main product lines, namely Talent Solution and Infrastructure Setup. In the Talent Solution service, Upscale offers several labor distribution models such as Dedicated Team, Head Hunter, Freelance, and Project-Based. This variation provides flexibility for client companies to adjust the type of service to their operational needs, business scale, and desired work

duration. Meanwhile, Infrastructure Setup services include the provision of Dedicated Office and Learning Centers that support work activities and workforce skill development. These findings show that Upscale's products are not only oriented towards the provision of labor, but also on the provision of a work ecosystem that supports client productivity. This is in line with the product concept of Nugraha and Sasongko (2023) which emphasizes that consumers will evaluate the attributes and benefits of the product before making a decision, so companies need to adjust their products to the needs of the target market.

The concept of Managed Service Talent & Infrastructure Ecosystem carried out by Upscale shows that the products offered are dynamic and integrated. This is in line with Kalogiannidis et al. (2020) who emphasized that product elements are not static and must be continuously developed according to market trends and consumer feedback. In the context of the information technology outsourcing industry, Upscale's product strategy reflects an innovative approach that combines labor and infrastructure services, as explained by Mtsweni et al. (2021) that IT outsourcing is leveraged by companies to acquire specialized expertise while improving service quality.

Upscale's pricing strategy is flexible and tailored to the type of service and client needs. Each service has a different pricing mechanism, such as Dedicated Team with an all-in package concept that includes talent salaries, office facilities, legality, and HR support, Head Hunter with a tiered pricing system based on talent level, Project-Based determined by project value and complexity, and Freelance with an hourly rate and minimum working hours provision. This pattern shows that prices are set based on the value of the services the client receives, not just labor costs.

The price strategy is in line with the concept of price according to Mothersbaugh et al. (2020) as the value that consumers must pay to obtain the right to use a product or service. In the B2B context, Upscale pricing reflects a strategic approach as stated by Ferreira et al. (2022), where pricing considers a variety of services and long-term business relationships. In addition, the findings show that factors such as job placement location, talent position and experience, and complexity and duration of work also influence price formation. This is in line with Rahman et al. (2021) who emphasized that the price of outsourcing services is influenced by various operational and contextual factors, so that the price structure becomes adaptive to client needs and market conditions.

The place Upscale strategy is not limited to physical locations alone, but includes flexible work placement arrangements and operational infrastructure according to the client's needs. The site selection process begins with discussions and assessments with clients to understand work patterns, project complexities, and technical needs. Based on the findings, Upscale offers several work placement options, such as onsite in the client's office, working in Upscale's Dedicated Office, partner coworking space, and remote schemes. The selection of these options is adjusted to the characteristics of the job, the needs of supervision, and the location of the talent's origin, so that the service can run effectively without reducing productivity.

This finding is in line with the concept of place according to Nanik and Hendra (2022) who emphasize that place is a distribution channel that must be adjusted to market conditions and consumer needs. In the context of B2B and outsourcing, place refers not only to geographical aspects, but also to the accessibility of services and ease of coordination, as stated

by Acharya et al. (2020) and Hoseini and Shafiei Nikabadi (2021). Upscale infrastructure centered in Yogyakarta, supported by a network of coworking spaces and an integrated digital work system, shows that the place strategy is designed to expand service coverage while maintaining operational efficiency. Thus, the Upscale place strategy allows the company to serve cross-city and even international clients without dependence on one specific physical location.

Upscale's promotional strategy focuses on utilizing integrated digital marketing to reach the B2B market. Based on the findings, Upscale uses several main channels, namely Instagram, website, and email marketing. Instagram is used to build awareness through educational content with a consistent visual identity and communication style. The website acts as an information center that presents services, workflows, and client testimonials, thereby strengthening the company's credibility. Meanwhile, email marketing is used as the primary channel to reach potential clients directly and encourage further interaction.

These findings are in line with the concept of promotion, according to which it states that promotions serve to communicate the benefits and advantages of products to consumers. In the context of B2B marketing, the effectiveness of email marketing found in this study is in line with Gajanova's (2021) view that communication should be tailored to the characteristics and decision-making processes of B2B buyers. Email marketing is considered the most effective because it gives a professional impression, reaches relevant targets, and encourages potential clients to seek further information through the website. This promotional strategy also reflects Upscale's efforts in building a credible brand identity, as affirmed by Iglesias et al. (2020) that a strong brand in B2B can increase trust and reduce risk in purchasing decisions. Kotler et al., (2020)

Based on the findings of this study, Upscale needs to maintain and strengthen its integrated solution-oriented marketing approach, thereby continuing to ensure that product development is aligned with the client's operational needs. Pricing flexibility tailored to service type, location, and talent level needs to be managed consistently to reflect the value of the services clients receive and maintain a professional perception in the B2B market. Flexible work placement arrangements and digital infrastructure support are critical in expanding the reach of Upscale services. Therefore, Upscale needs to ensure that the work and coordination system remains optimal even though it serves clients across regions. In addition, the effectiveness of email marketing as the main promotional channel shows that professional and targeted communication is needed in the B2B market. Upscale is advised to continue to optimize digital-based promotion strategies by emphasizing service excellence, company credibility, and outsourcing benefits for clients to strengthen long-term business relationships.

**How does Upscale implement *email marketing* as part of its marketing strategy to reach customers?**

These findings answer the third problem formulation question related to the implementation of Upscale's email marketing strategy to reach customers. The initial process begins with the identification of target companies that are opening job vacancies through various job search platforms. This step shows that email marketing is used by Upscale as a means to reach companies that have actual needs for talent solution services, so that the marketing message conveyed becomes more relevant. Once the target company is identified, Upscale verifies through the company's official website to ensure the credibility and validity

of the data. The email address search process is carried out selectively by prioritizing HR or recruitment contacts, because they are considered to have a higher potential for response. All contact data collected then goes through a Quality Control (QC) process before being used in an email campaign, to minimize technical errors in delivery.

In the implementation of the campaign, Upscale uses a standardized HTML email template that contains complete information about the company, services, benefits, and clients it has worked with. Email delivery is done using the Mail Merge with Attachments feature through Google Sheets, allowing for the delivery of large numbers of emails while maintaining a personalization element. This practice shows that email marketing is used as an efficient direct communication tool to reach the target company at large.

The findings of this study are in line with the views of Rauf et al. (2021) and Lim (2023) who stated that email marketing is an effective digital channel to reach and maintain connection with customers through targeted and personalized messages. The findings of the study are also relevant to the views of Gajanova (2021) who emphasizes the importance of adjusting marketing messages to the stages of the B2B buyer's journey. Email marketing Upscale that focuses on the company's need for talent shows the effort to deliver the message at the right time.

Although promotional emails are effective for the early acquisition stage, this study found a gap in strategy implementation when viewed from the theory of Thomas et al. (2022) which classifies emails into three types. Currently, Upscale only focuses on promotional emails and has not optimized for CRM or Alert email types. The absence of CRM and Alert email implementation is one of the gaps in Upscale's current strategy, which causes long-term relationships to be less built from the start. As a result, communication tends to be one-way transactional and companies lose the opportunity to nurture leads to prospects who are not ready to make a purchase at first contact.

The implementation of Upscale's email marketing strategy faces a number of obstacles that affect the effectiveness of delivering promotional messages to target companies. On the technical aspect, several interviewees explained that the failure to send the email was caused by the target company's email address that was inactive, invalid, or no longer suitable. This condition causes some promotional emails sent not to reach the recipient's inbox, so that marketing messages are not delivered effectively. These findings are in line with the opinion that the cleanliness and quality of contact data are crucial factors in the success of email marketing, as poor data can degrade the sender's reputation and increase the risk of emails failing to be delivered or blocked by the system. In addition, it also confirms that sending emails to invalid addresses has the potential to cause technical failures and degrade the effectiveness of marketing communications. Jayanna & Mayya (2025) Baitulloh & Sulistyowati (2024)

In addition to technical barriers, Upscale also faces obstacles in the marketing communication aspect. Several sources revealed that even if the promotional email was successfully sent, the message was not necessarily opened or followed up by the target company. This is due to the high volume of promotional emails that companies receive every day, so emails from Upscale can potentially be ignored or end up in spam folders. These findings support the view that email marketing will only be effective if the message conveyed is relevant and not perceived as disruptive by the audience. If promotional messages are too frequent or less relevant, audiences tend to ignore them. Nurfadhilah & Harpin Pranata (2025)

In the B2B context, this communication barrier is also related to the low level of differentiation of promotional messages amid the large number of similar emails received by the target company. This is in line with emphasizing that an email blast strategy with a uniform message has the potential to result in low email open rates due to a lack of audience segmentation. In addition, explaining that without the right persuasion strategy, B2B emails tend to be perceived as noise and do not get a response from the recipient. This view is reinforced by the Persuasion Knowledge Model (PKM) which states that audiences are more skeptical of emails with overly explicit sales motives, so promotional emails are easier to ignore than relational emails. Surjandari et al., (2024) Rabab'ah et al., (2024) Thomas et al., (2022)

Overall, the email marketing hurdles that Upscale faces are a combination of technical constraints and communication constraints. The suboptimal quality of contact data causes some emails to fail to be delivered, while the high intensity of promotional emails received by the target company reduces the chances of emails being read and acted upon. These findings show that the success of an email marketing strategy depends not only on sending emails, but also on the readiness of technical data and the company's ability to craft messages that are relevant and engaging to B2B audiences. Despite facing technical and communication challenges, Upscale considers email marketing to be the most effective channel compared to Instagram channels or websites that serve as proof of credibility and branding. Email marketing remains the largest contributor to leads even though it is not free from obstacles.

## **CONCLUSION**

Based on the results of the study, it can be concluded that Upscale has implemented a B2B marketing strategy in a structured manner through the STP approach and the 4P marketing mix, with email marketing as the main means of promotion and acquisition, although its effectiveness still faces obstacles related to the quality of contact data and marketing communication messages. In the implementation of STP, Upscale conducts market segmentation focused on companies with active recruitment activities on online portals and specific needs in the technology and managerial fields, targets valid and credible companies, and positions itself as an integrated one-stop solution through the concept of Managed Service Talent & Infrastructure Ecosystem, with differentiation achieved through collaboration with Eduwork and a large client portfolio. The 4P marketing mix implemented includes products in the form of Talent Solution and Infrastructure Setup services, adaptive and transparent pricing strategies, geographically unlimited service distribution through digital infrastructure and coworking spaces, and digital promotion using Instagram for awareness, websites for credibility, and email marketing as the main conversion channel. Email marketing is carried out through systematic procedures ranging from lead identification, verification, HR contact search, Quality Control, to personalized bulk delivery using Mail Merge and professional HTML templates, focusing on promotional emails to introduce the company and open cooperation opportunities, but facing two main obstacles: technical barriers in the form of contact data quality that cause delivery failure (bounce), and communication barriers in the form of a high volume of promotional emails received by targets, which puts messages at risk of being ignored or sent to spam. Overall, although Upscale's marketing strategy with an integrated service approach and the use of email marketing has been effective in reaching

potential markets, there are still challenges that need to be addressed through improving database quality with stricter validation, diversifying higher-value content, and strengthening product differentiation with Eduwork to maintain a competitive advantage amid increasingly intense outsourcing industry competition.

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