

Proposed Business-To-Business Marketing Strategy Ffor Indibiz Ekspedisi at PT Telekomunikasi Indonesia

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Abstract. This study aims to formulate a revised B2B marketing strategy to enhance Indibiz Ekspedisi's competitiveness and market relevance in Indonesia's logistics SME segment. A qualitative approach was applied through in-depth interviews with logistics SME decision-makers and internal stakeholders, supported by secondary data. The analysis integrates external perspectives (PESTEL, Porter's Five Forces, competitor analysis, and consumer analysis) and internal perspectives (STP and 7Ps marketing mix), followed by SWOT and TOWS as the strategic frameworks. This research utilizes the Business Buyer Decision Process framework to examine how each element of the 7Ps affects purchasing decisions among logistics SMEs. The findings reveal key adoption barriers, weak sub-brand visibility, and unclear value communication that hinder market penetration. Based on these insights, the study proposes a refined STP strategy and a restructured 7P marketing mix tailored to the digital logistics context, emphasizing consultative selling, solution bundling, educational promotions, and enhanced onboarding experiences. These integrated strategies aim to bridge strategic gaps and elevate Indibiz Ekspedisi's positioning in the growing B2B digital logistics ecosystem.

Keywords: B2B Marketing, Business Buyer Decision Process, 7P Marketing Mix, Logistics

INTRODUCTION

In addressing the performance of a nation's economy within a certain period, several parameters can be utilized, one of which is Gross Domestic Product (GDP). In this study, we observe Indonesia's economic performance as shown in Figure I.1, where there was steady growth from 2015 to 2018, reaching 5.17%, but then the GDP growth faced a decline in 2019 to 5.02%, which is believed to have been caused by the pandemic. It worsened in 2020 to -2.07% but then significantly recovered to 3.70% in 2021, and continued to grow to 5.31% in 2022. However, in 2023, the growth sagged to 5.05% and continued to drop to 5.03% in 2024.

Small and medium enterprises (SMEs) are one of the key contributors to a country's GDP growth, which is why boosting SME performance has become a national focus (Gamidullaeva et al., 2020; Gherghina et al., 2020; Ndiaye et al., 2018). According to Drs. Teten Masduki, the Indonesian Minister of Cooperatives and Small and Medium Enterprises, approximately 97% or 117 million professionals in Indonesia are associated with micro-enterprises. Moreover, MSMEs are the backbone of Indonesia's economy, as stated by Kadin Indonesia (2024), contributing approximately 61% to Indonesia's GDP in 2024, which was equivalent to approximately Rp 9.5 trillion. This significant percentage shows the vital role MSMEs play in driving the country's economic performance (Dasaraju et al., 2020).

Although there was a decline in MSME growth from 2020 to 2022, believed to be the impact of the pandemic, the sector bounced back in 2023, growing by 1.52% to reach 66 million business units. This number reflects a compelling trend in MSME growth in Indonesia. However, based on the Ministry of Cooperatives and SMEs' data, the total number of MSMEs in Indonesia stood at over 65 million business units.

Siti Azizah, the Deputy of Entrepreneurship at the ministry, declared that the government aimed for 30 million MSMEs (as shown in Figure I.3), or roughly half of the total MSME

actors in Indonesia, to be digitalized. Iskandar et al. (2024) stated in their research that Indonesian SMEs that embrace technology, particularly internet-based solutions, digital marketing, and automation, tend to perform more productively. The study conducted by Prihandono et al. (2024) indicates that digital transformation is a vital mediator, connecting market competition and digital strategy to Indonesia's SME performance and that digital transformation empowers SMEs to provide magnificent customer experiences, thus expanding customer loyalty and repurchase intentions.

Digital ecosystem solutions provided by B2B telecom players play a crucial role in enabling this MSME digital transformation. Through these solutions, MSMEs are expected to experience significant market growth. Based on the report by Data Insights Market (2025), there are five top B2B telecom market leaders: Moratelindo, Telkom, ICON+, Biznet, and Lintasarta.

Moratelindo, a fixed broadband company, offers solutions to several sectors, not only MSMEs but also wholesale, government, building, regional companies, and many more. Their products include internet services, connectivity, infrastructure, data centers, and other digital solutions. Similarly, ICON+, PLN's subsidiary, also launched its digital ecosystem solution products for several sectors like banking, government, mining, and many more. As their product, ICON+ provides internet broadband, IP VPN, LMS (Learning Management System), CCTV, and many other solutions for businesses. Another large player, Biznet, provides solutions like internet, networks, data centers, and IPTV solutions, targeting not only SMEs but also other market segments. Lintasarta, with offerings such as connectivity, banking, and cloud computing, focuses on the public sector, manufacturing, financial, and natural resources as their business targets.

Additionally, one of the giant telecom players in Indonesia, XL Axiata, has entered the B2B space with its brand, XLSMART for BUSINESS, offering services such as cloud services, fixed connectivity, IoT, etc. It is stated in XL's 2024 Annual Report that XLSMART for BUSINESS succeeded in covering more than 20,000 units of SMEs in 2024, with a growth of 40% from 2023.

In 2023, as part of its new business strategy, PT Telekomunikasi Indonesia (Telkom) transferred its retail businesses to Telkomsel and shifted its core focus to enterprise (B2B) services. Telkom's Enterprise and Business Service Director, FM Venusiana R, stated that Indihome will be operated under Telkomsel, and Telkomsel will focus on B2C, while Telkom will concentrate on the B2B side. As a result, Telkom launched its umbrella brand, Indonesia Digital Business or Indibiz, as a digital ecosystem offering solutions to accommodate SMEs in upgrading their business capabilities. Indibiz evolved from being a fixed broadband provider to a complete digital ecosystem solution, covering products like IoT, CCTV, cloud computing, and many more. As the operating system, Indibiz, as a platform, will leverage Telkom's other products to offer to SMEs.

With many B2B telecom players offering similar products in an increasingly competitive market, each provider must identify its own segmentation and value differentiation to survive. The projected compound annual growth rate (CAGR) of Indonesia's B2B telecom market, standing at 1.45%, reflects a promising opportunity for players like Indibiz to accelerate their growth if supported by the right marketing strategy.

RESEARCH METHODS

The research design outlines a systematic strategy to guide the study from problem identification to solution implementation. It refers to the structured framework through which data will be collected, measured, and analyzed to answer the research questions effectively (Kotler & Armstrong, 2010). This research begins by identifying the core business issue—how Indibiz Ekspedisi can enhance its marketing strategy to strengthen its competitive position and increase market share in Indonesia's logistics *SME* sector. The foundation is built through an extensive literature review and the selection of relevant marketing and qualitative research frameworks that align with exploratory business inquiries (Creswell, 2014; Malhotra & Birks, 2007).

Data collection is conducted using semi-structured interviews, guided by Kotler and Keller's (2016) business buyer decision process and Webster and Wind's (1972) buying center model. These interviews target two primary groups: internal stakeholders from Indibiz Ekspedisi and decision-makers within logistics *SMEs*. This is complemented by secondary data from literature and credible online sources. A comprehensive business environment analysis is conducted, comprising external components like *PESTEL*, Porter's Five Forces, Competitor Analysis, and Consumer Analysis, and internal components such as the *7P Marketing Mix* (Kotler & Keller, 2016) and *Marketing Capabilities* (Vorhies & Morgan, 2005).

The findings from both analyses are synthesized into a SWOT analysis to identify internal strengths and weaknesses and external opportunities and threats. These are further mapped into a *TOWS* matrix (Wehrich, 1982), which facilitates the generation of strategic alternatives. From this matrix, tailored marketing strategies are derived to support Indibiz Ekspedisi's growth. The study concludes by proposing a practical implementation plan to ensure that the formulated strategies can be adopted effectively within the logistics *SME* market segment.

According to Kotler and Keller (2016), data collection is essential for informed decision-making, while Kumar (2019) emphasizes that it involves techniques suited to the research's nature—qualitative, quantitative, or mixed. This study incorporates both external and internal analyses, which require data from different sources. External data is gathered through secondary sources—academic literature, databases, and online publications—and interviews with *SMEs* to understand consumer behavior. This dual approach enriches the contextual understanding of the business landscape.

Internal data focuses on the company's strategic activities and is collected through in-depth interviews with Indibiz Ekspedisi's personnel involved in marketing and business development. These interviews seek to uncover the firm's internal capabilities, customer engagement practices, and strategic alignment. Triangulation enhances data credibility by combining perspectives from internal and external respondents and cross-checking data sources (Bans-Akutey & Tiimub, 2021; Donkoh & Mensah, 2023). It ensures a broader and validated perspective by minimizing researcher bias and enhancing the validity of findings.

The study's interview design uses a semi-structured approach to ensure consistency across respondents while allowing flexibility for deeper exploration. For the consumer side, purposive sampling is employed to target *SME* decision-makers. Interviews are conducted until data saturation is reached (Hennink & Kaiser, 2023), ensuring depth and breadth of understanding. The research emphasizes collecting rich and thick data (Ames et al., 2024) to fully capture behavioral dynamics regarding digital logistics solution adoption. These insights are analyzed using operational variables—segmentation, user experience, buyer decision process, and the buying center—thus aligning responses with the overall objectives and analytical framework of the study.

The population of this study comprises logistics-related *SMEs* in Indonesia, including

freight forwarding, courier services, warehousing, supply chain management, customs brokerage, and distribution businesses that either currently use or have the potential to adopt Indibiz Ekspedisi's digital logistics solutions. These *SMEs* are targeted based on Indibiz's service offerings, which include tools like real-time tracking, inventory control, document automation, and operational visibility. To align with the qualitative nature of the study, a non-probability purposive sampling technique is used, selecting key decision-makers such as business owners, operations heads, and IT managers who are directly involved in digital procurement decisions, following the organizational buying behavior model by Webster and Wind (1972). The sample consists of at least six respondents—three from small and three from medium-sized enterprises—to reflect varied perceptions across business scales. While not statistically generalizable, the findings are expected to yield rich contextual insights into B2B buyer behavior and marketing strategy. Data collected from both internal and external sources is then analyzed using a qualitative descriptive approach, which, as Patton (2002) and Neuman (2014) explain, involves identifying patterns, themes, and categories to interpret complex social phenomena. This analysis is guided by the Business Buyer Decision Process and 7P *Marketing Mix* frameworks to extract actionable insights for Indibiz Ekspedisi's strategic marketing. Ultimately, the analysis aims to understand market perceptions and internal alignment to formulate practical recommendations that enhance competitiveness in the logistics *SME* sector.

RESULTS AND DISCUSSION

Internal Analysis

This research conducted an internal analysis to evaluate Indibiz Ekspedisi's internal aspects and gain insight into how well the company understands and reaches its intended market and how aligned its offerings are with customer needs and readiness. Moreover, it helps recognize how Indibiz Ekspedisi delivers its value proposition to the target market through the 7P.

The 7P Marketing Mix Analysis

This section analyzes the company's marketing mix using the 7P framework. The analysis will examine how each element of the 7P mix supports Indibiz Ekspedisi's value proposition and market positioning, while also identifying potential areas for strategic refinement to better address the needs and expectations of its *SME* buyers.

Product

Indibiz Ekspedisi's product strategy centers on bundled digital solutions that combine Telkom's connectivity infrastructure with platforms and tools designed for *SMEs*. While the Indibiz Ekspedisi sub-brand is positioned toward the logistics and expedition industry, the bundled offerings themselves are not labeled or customized by industry and are presented in a general, one-size-fits-all format.

This presents a potential gap in perceived relevance. Without clear labeling or bundling by sector, logistics *SMEs* may not immediately recognize which digital tools are suitable for their operational needs. This ambiguity can create friction in the buyer journey, especially for *SMEs* with limited digital literacy or IT resources. Even if the bundle contains tools that could support logistics operations, the absence of sector-driven framing may reduce clarity and confidence during evaluation.

Moving forward, Indibiz Ekspedisi could improve product-market alignment by introducing sector-based labels, templates, or use-case scenarios, helping *SMEs* self-identify which bundle fits their industry. This would enhance product clarity, shorten decision time, and better support the platform's vertical positioning. Coupled with Telkom Indonesia's institutional trust and a modular system design, such refinements could position Indibiz

Ekspedisi as a more accessible and compelling solution for logistics SMEs.

Price

Indibiz Ekspedisi applies a tiered pricing strategy with three main packages: Starter, Grow, and Scale, based on internet speed (e.g., 50 Mbps, 100 Mbps, 300 Mbps) and bundled digital services. This structure offers flexibility for SMEs with varying operational scales and budgets.

Moreover, Indibiz Ekspedisi's pricing sits in the mid-range compared to competitors, positioning it as both affordable and reliable, especially for SMEs outside major cities. Promotional incentives, such as free installation, reduce initial barriers and support onboarding.

That said, pricing could be further optimized by introducing vertical-specific bundles, especially for high-demand sectors like logistics. Tiered options based on business size, delivery volume, or feature depth would improve perceived fairness and value. Additionally, while pricing is transparent, the value breakdown of bundled features is not always clear. SMEs may struggle to see the ROI from digital tools like Antares or Microsoft 365. Indibiz Ekspedisi could enhance this with interactive pricing tools, demos, or visual breakdowns.

In summary, Indibiz's pricing model is SME-friendly, scalable, and strategically positioned. To strengthen it, the company should explore sector-responsive pricing and improve value communication, particularly within solutions like Indibiz Ekspedisi. These enhancements would be particularly impactful for logistics SMEs adopting sector-specific solutions like Indibiz Ekspedisi.

Place

Indibiz Ekspedisi distributes its services through both digital and physical channels, ensuring accessibility for SMEs across Indonesia. Customers can access products via the Indibiz website, Telkom Indonesia branch offices, or the Indibiz Experience Center, which functions as a hands-on space for onboarding and product interaction. This hybrid distribution model aligns with the varied preferences of SMEs, both those familiar with online systems and those who prefer in-person consultations. The interactive website serves as the central digital touchpoint, offering a user-friendly interface where logistics SMEs can explore solutions, manage services, and access business training, supported by social media and ads that drive lead generation.

In the case of Indibiz Ekspedisi, this approach is particularly relevant. Logistics SMEs often operate in physical hubs like warehouses, ports, and delivery centers, where access to face-to-face support can be a deciding factor. Strengthening offline presence in these key logistics zones could enhance visibility and build trust among B2B prospects in the sector. However, there is still room to improve the integration between digital and physical channels. Currently, the journey from online inquiries to offline follow-ups is not fully optimized. Automating referrals from website forms to nearby field reps or offering appointment booking with sales assistants could create a smoother online-to-offline (O2O) experience.

In conclusion, Indibiz Ekspedisi's place strategy effectively balances national reach with multi-touchpoint accessibility. To boost efficiency and relevance, especially for sector-targeted offerings like Ekspedisi, the brand can further enhance its channel integration and increase its local presence in strategic industry zones.

Promotion

Indibiz Ekspedisi implements a 360-degree promotion strategy, combining both Above-the-line (ATL) and Below-the-line (BTL) tactics. ATL activities focus on building mass awareness through channels like digital ads, banners, and branding campaigns, while BTL activities are more targeted and engagement-driven, such as referral programs, partnerships, and community activations. These include digital campaigns through social media, website

ads, banners, flyers, and broader branding activities. Indibiz Ekspedisi also leverages referral systems and direct promotions through partnerships and communities. Indibiz Ekspedisi also maintains an active digital presence via its official website and organic content marketing, using educational materials to drive awareness and interest. The execution of this strategy is supported by a dedicated internal team called Digital Marketing Operation (DMO), which is responsible for designing, executing, and optimizing digital campaigns. In addition, Indibiz Ekspedisi collaborates with community officers and digital enablers who support brand activation on the ground and assist SMEs through onboarding processes. Influencer-style customer advocates, typically loyal users who publicly share positive experiences, are also utilized to build trust and expand reach.

In addition to digital channels, Indibiz also engages in offline promotional activities, such as hosting Indibiz-branded events and participating in local SME bazaars or community expos. These events function as trust-building opportunities, allowing prospects to directly experience Indibiz's solutions and consult with SAs or digital enablers. For B2B segments like logistics, where decisions are based on interpersonal trust and proof of operational value, such events can be more impactful than online campaigns alone.

While this multi-channel approach helps drive awareness, especially among digitally active SMEs, it may not fully align with the behavioral patterns of SMEs in the logistics sector. Unlike B2C or retail-focused SMEs, logistics SMEs are less responsive to digital ads, social media content, or broad promotional messaging. Instead, their purchase decisions are often influenced by network credibility, personal recommendations, and proven track records. Indibiz Ekspedisi attempts to build trust through customer testimonials, which are integrated into promotional materials such as website content, social media posts, and educational videos. These testimonials typically feature satisfied SME users sharing their experiences with Indibiz Ekspedisi products, aiming to build social proof and reduce adoption hesitation. However, for logistics SMEs, surface-level testimonials may not be enough to establish trust. They often look for concrete success stories, ideally from similar businesses facing the same operational challenges. Data-backed outcomes, real metrics, and proof that Indibiz's solutions can address their exact pain points might be the proof they are seeking.

Interestingly, Indibiz Ekspedisi already has a promotional strength that aligns well with logistics SME behavior: its conventional sales channel, which utilizes Sales Assistants (SA) and Account Managers. These roles serve as consultative sellers, offering tailored advice, answering questions in detail, and guiding SMEs through their decision-making journey before purchase. For B2B segments like logistics, this human-driven approach is often more effective than digital marketing in building trust and clarifying value.

On the other hand, to enhance its promotional efforts, Indibiz Ekspedisi could introduce freemium access or time-limited free trials as part of its acquisition strategy. In several other Indibiz product lines, such as Pijar Sekolah under the Indibiz Sekolah vertical, free trial access is already provided to allow users to experience the platform prior to commitment.

People

Indibiz Ekspedisi's service delivery is supported by a multi-role internal team structure designed to ensure both operational support and customer engagement. The key personnel involved include:

- 1) Community Officers and Digital Enablers, who assist SMEs during onboarding and provide technical guidance
 - 2) Sales Assistants (SAs), who perform consultative selling, offering tailored recommendations before purchase
 - 3) Account Managers, who maintain post-sale relationships and manage ongoing service needs
 - 4) The Digital Marketing Operation (DMO) team, is responsible for executing campaigns and
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driving digital engagement

- 5) Customer Advocates, such as loyal SME users who are leveraged as informal influencers to build trust and spread awareness
- 6) This people structure highlights Indibiz Ekspedisi's recognition that B2B selling requires a relationship-based, consultative approach, especially for SMEs navigating digital transformation. The Sales Assistant model is a strong fit for complex solution offerings like Indibiz Ekspedisi, where logistics SMEs need personalized guidance, onboarding clarity, and proof of operational value before committing.

Process

Indibiz Ekspedisi applies a hybrid service process that supports both digital-first and offline-oriented SMEs, ensuring broad accessibility across different digital maturity levels. The customer journey is designed to be structured, yet flexible, depending on whether the prospect enters through digital campaigns or conventional acquisition channels like SA

For the digital path, customers are typically acquired through social media ads or digital content, which direct them to the Indibiz website. From there, they proceed to fill out a lead form, initiating the onboarding process. In the offline path, customers are engaged by Sales Assistants, who conduct consultative selling and then perform a manual lead input into the system on the customer's behalf. All leads then converge at the lead entry stage and are then processed by Indibiz's internal system. The system classifies and routes the lead based on segmentation. This is followed by a field-level cross-check to verify the customer profile and assess business eligibility. Leads identified as B2C are declined, while qualified B2B leads proceed to installation, carried out by Indibiz's technical team. The structured flow ensures consistency in lead handling and minimizes error through system automation and on-ground verification. Post-installation, the customer receives onboarding support, and the service journey is governed by a formal Service Level Agreement (SLA). This SLA defines the standard response times and resolution commitments if a complaint or technical issue arises.

This process is especially critical for products like Indibiz Ekspedisi, where logistics SMEs expect a high-touch experience, operational clarity, and technical reliability before adopting digital solutions. The consultative role of SA, the field verification step, and the SLA-backed support collectively strengthen trust and professionalism.

Physical Evidence

As a digital service provider under Telkom Indonesia, Indibiz Ekspedisi leverages multiple forms of physical and digital evidence to build trust, communicate professionalism, and reassure prospective SME customers. The most prominent element is its association with Telkom Indonesia, a nationally recognized BUMN brand. This institutional backing functions as a powerful credibility anchor, particularly valuable in the B2B space where SMEs seek reliability and brand assurance. Indibiz Ekspedisi also offers physical touchpoints through the Indibiz Experience Center and Telkom Offices, where prospects can explore solutions or meet with sales and technical teams. These locations act as tangible proof of the company's operational presence and signal long-term commitment.

On the digital side, Indibiz Ekspedisi builds legitimacy through its professional website, educational content, and testimonials from SME users. Video explainers, how-to articles, and product feature pages offer SMEs a clearer understanding of how Indibiz solutions work and what value they deliver. However, most testimonial content is still generalized and lacks sector-specific detail, limiting its persuasive power. Strategies like on-site demos and sector-specific video testimonials would help reduce uncertainty, create stronger product visibility, and improve confidence among skeptical SME buyers.

Table 1. Summary of Indibiz Ekspedisi's 7P Marketing Mix Strategy			
7P Element	Current Strategy	Strengths	Improvement Areas
Product	Bundled solutions combining connectivity with digital tools	Integrated and modularTelkom brand trustAligned with SME digitalization needs	Need sector-based bundleSub-brand visibility still low
Price	Tiered pricing: Starter, Grow, Scale based on MbpsMid-range priceIncludes promo	Scalable and SME friendlyTransparentCompetitive	No vertical-specific pricingValue breakdowns unclear
Place	Hybrid: Website, Telkom offices, Indibiz Experience CenterMulti-touchpoint for digital and offline access	National reachSupports both online and in-person access	O2OLimited presence in sector-specific hubs
Promotion	360-degree strategy (ATL and BTL)Social media, ads, flyers, referrals, educational contentEvents and bazaars	Omnichannel presenceReferral and influencer useDigital education efforts	Needs credibility-based promotion (e.g., case studies)Freemium/free trials
	Run by DMO with help from COs and SAs	On-ground trust-building through events	
People	Roles: Community Officers, Digital Enablers, Sales Assistants, Account Managers, DMO team, SME Advocates	Strong consultative sales modelSupport from acquisition to onboarding	Needs sector-specific product knowledge embedded in frontline teams
Process	Dual-entry journey (website and SA)Leads are classified verifiedSLA ensures issue resolution	Structured flowSystem + human hybridSLA = service accountability	Sector-tailored onboarding missing
Physical Evidence	Telkom brandIndibiz Experience CenterOfficial website, digital contents, testimonials	Institutional credibilityEducational content builds trustMulti-channel presence	Limited visibility in logistics-heavy physical zones

Overall, Indibiz Ekspedisi's marketing mix reflects a well-structured and SME-oriented approach, supported by Telkom Indonesia's institutional credibility and national infrastructure. The current 7P strategy demonstrates clear alignment with its target segment through modular product bundling, tiered pricing, multi-channel distribution, and a strong consultative sales model.

However, the analysis also highlights several areas for refinement to improve product-market fit and engagement, particularly concerning sector-specific positioning. These include the absence of industry-labeled bundles, limited use of freemium or trial-based promotions, and the need for more tailored onboarding, physical presence, and frontline expertise in logistics-heavy contexts. Addressing these aspects would not require a fundamental shift in strategy, but rather a focused deepening of relevance and personalization within the existing framework. Strengthening these touchpoints can help Indibiz Ekspedisi enhance adoption, build trust, and scale its impact among logistics SMEs across Indonesia.

Marketing Capabilities

This analysis evaluates Indibiz Ekspedisi's internal readiness to compete in the B2B digital ecosystem by assessing whether its foundational marketing capabilities adequately support current strategies or reveal gaps that hinder effective execution.

Product Development

Indibiz Ekspedisi demonstrates strong product development capability through its integrated bundled solutions that combine connectivity with digital tools tailored for logistics SMEs. These offerings are designed to address the end-to-end operational needs across the logistics value chain, including suppliers, warehouses, delivery agents, customers, regulators, and retailers. Core functionalities include real-time tracking, inventory management, automated reporting, and fraud detection. The modular structure allows SMEs to activate only the tools they require, making the solutions scalable and budget-aligned. However, sector-specific bundling is still emerging, and limited sub-brand label in the bundled solutions makes it harder for SMEs to distinguish between solution tiers. The absence of freemium and free trials also presents an area for growth.

Pricing

Indibiz Ekspedisi currently adopts a tiered pricing structure segmented by bandwidth capacity (Starter, Grow, Scale), offering scalable packages that align with the varying digital maturity of SMEs. This structure reflects an effort to accommodate diverse budgets and operational scales. However, the current pricing remains broad and lacks vertical-specific customization, particularly for logistics sub-segments with varying delivery volumes, route complexities, and integration needs. Additionally, bundled tools offered have no clear value breakdown, making it difficult for SMEs to calculate return on investment or justify the premium. This limits pricing transparency and perceived value, especially for price-sensitive users. To strengthen its market responsiveness, Indibiz Ekspedisi should consider sector-tailored pricing models and freemium options, while leveraging Telkom's trusted brand to communicate long-term cost efficiency more effectively.

Channel Management

Indibiz Ekspedisi employs a hybrid distribution approach, combining digital platforms such as websites and social media with physical access points, including the Indibiz Experience Center and Telkom branch offices. This ensures broad accessibility across user types and regions. These physical facilities, along with branded educational materials and website-based testimonials, also serve as credibility-building touchpoints that reinforce the platform's value proposition. However, the company's presence in logistics-dense zones, such as ports, warehouses, or logistics SME industrial clusters, remains limited. Strengthening visibility in these sector-specific hubs and improving online-to-offline (O2O) integration could enhance access, trust, and relevance for logistics-focused SMEs.

Marketing Communication

Indibiz Ekspedisi employs a 360-degree marketing communication strategy that combines Above-the-Line (ATL) campaigns to build mass awareness with Below-the-Line (BTL) efforts targeting direct engagement with SMEs. Educational content across social media, blogs, and webinars is developed to enhance digital literacy and improve understanding of bundled solutions. The use of customer advocates also helps build social proof and trust among potential users. However, current messaging tends to focus on general digital transformation themes, with limited personalization for logistics SMEs, a segment that struggles with fragmented operations, manual processes, and limited scalability. Many remain unaware of the hidden costs tied to inefficiencies like shipment delays, unoptimized routes, or lack of tracking

systems. Indibiz Ekspedisi could sharpen its storytelling to directly address these sector-specific pain points and position integrated digital solutions as essential to operational growth.

Moreover, BTL efforts should be intensified through Telkom's regional Witel, enabling localized outreach such as SME workshops, product demos, and roadshows. This approach can bridge digital literacy gaps, strengthen relevance, and convert interest into actual onboarding, especially in logistics-dense regions where trust is built through personal interaction.

Selling

Indibiz Ekspedisi applies a consultative sales model by Sales Assistants and Account Managers, which suits complex B2B environments. These roles are responsible for assisting SMEs throughout the sales journey. Sales Assistants provide tailored recommendations based on operational requirements, while Account Managers maintain long-term relationships and ensure ongoing service quality post-purchase. This model allows Indibiz Ekspedisi to deliver a high-touch sales experience, especially valuable for logistics SMEs who often require clarification, risk assurance, and implementation guidance before committing to digital transformation. Additionally, the presence of field-level teams enhances credibility and facilitates smoother communication in sectors where face-to-face interaction remains a key driver of trust and conversion.

To further strengthen its market presence, Indibiz Ekspedisi should prioritize sales outreach in logistics-dense regions, including port cities, warehousing zones, and industrial SME clusters. These areas offer high conversion potential but often require more localized, in-person selling. In parallel, Indibiz Ekspedisi could launch a referral-based program to activate peer influence among SME owners, leveraging personal trust networks as a powerful channel for lead generation and credibility-building.

Market Information Management

Indibiz Ekspedisi gathers market insights from both digital and offline channels, reflecting the blended nature of its customer engagement model. Behavioral data from its platform provides visibility into SME preferences. Simultaneously, consultative selling activities, event booths, and regional branch interactions offer qualitative insights, where these human touchpoints allow the sales and support teams to act as frontline sensors of SME sentiment.

While these insights contribute to internal understanding and may influence aspects of the STP and 7P strategies, the data collected across touchpoints is not yet systematically integrated to refine product offerings, messaging, or pricing. Establishing a structured, multi-channel insight pipeline would allow Indibiz Ekspedisi to build a more responsive, data-informed strategy aligned with logistics SME realities.

Marketing Planning

Indibiz Ekspedisi demonstrates a structured marketing planning approach, anchored in clear segmentation, targeting, and positioning strategies that focus on tech-adaptive SMEs undergoing digital transformation. This strategic direction is closely aligned with Telkom Group's broader mission to empower Indonesian MSMEs through scalable digital solutions. The planning manifests in modular product design, tiered pricing, and bundled offerings that reflect varying digital maturity levels among SMEs.

For the logistics sector specifically, Indibiz Ekspedisi has begun tailoring its approach by adjusting messaging, outreach, and bundling logic to match operational pain points and industry-specific needs. However, the extent to which market feedback is continuously fed back into the planning process remains unclear. Strengthening the adaptiveness of marketing planning, especially in response to evolving SME behavior and logistics sector trends, would allow Indibiz Ekspedisi to remain agile and deepen its relevance in a highly competitive B2B

space.

Marketing Implementation

Indibiz Ekspedisi demonstrates marketing implementation capability through its consistent execution of key strategies such as modular bundling, consultative selling, and multi-channel distribution. These strategic plans are operationalized through structured onboarding journeys, an SLA framework, and a hybrid lead acquisition model combining digital forms and offline channels. The collaboration between Sales Assistants, Account Managers, and technical teams ensures that marketing initiatives are not only planned but delivered seamlessly to logistics SMEs. This alignment between strategy and delivery enhances trust and reduces friction in the customer journey, particularly important for logistics SMEs navigating digital transformation for the first time. However, as Indibiz Ekspedisi expands into broader SME segments and deeper logistics clusters, ensuring implementation consistency across regions and touchpoints will be critical. Strengthening documentation, training, and regional feedback loops can help sustain quality and responsiveness at scale.

Strategic Formulation

SWOT Analysis

To formulate a strategy that aligns with both internal capabilities and external market dynamics, this study will utilize the SWOT analysis framework. This tool is used to evaluate Indibiz Ekspedisi's internal conditions alongside external environmental factors. By identifying these elements, the company can strategically leverage its strengths, address its weaknesses, capitalize on emerging opportunities, and mitigate potential threats in the logistics digital solutions industry. The insights gained from this analysis will be utilized as the basis for developing a strategic formulation using the TOWS matrix.

Strengths

The following points highlight Indibiz Ekspedisi's internal strengths that differentiate it from competitors. Based on the 7P marketing mix analysis, one key advantage lies in its affiliation with Telkom Indonesia, a state-owned enterprise (SOE) with a wide-reaching national infrastructure. This gives Indibiz Ekspedisi a competitive edge, especially since Telkom is the number one telecommunications company in Indonesia. Moreover, Indibiz Ekspedisi's strong focus on SMEs is reflected in its SME-oriented product offerings, this tunnel vision allows them to implement a more tailored market strategy, unlike some competitors who target a wider range of business scales, each with different behaviors. In terms of pricing, Indibiz Ekspedisi adopts a tiered pricing strategy, with all packages clearly listed on the website. SME buyers tend to appreciate transparent pricing, making this an added value that sets Indibzi Ekspedisi apart. Also, for promotion, they utilize referral programs, an ideal move considering logistics SMEs heavily rely on peer recommendations. This aligns well with the buyer behavior in this segment and reinforces the platform's strength in customer engagement.

Weaknesses

From the marketing capabilities analysis, Indibiz Ekspedisi shows limited sub-brand visibility. For example, its bundling promotions are not sector-based and the training programs are not tailored based on regional or sectoral needs, and not sector-labeled promotional bundling packages. Their physical presence in logistics zones is also still limited. This is related to the centralized distribution approach in the 7P's Price strategy. Given that logistics buyers rely heavily on networks, this lack of presence could be a barrier. Another weakness is the absence of freemium or free trial access. While some other Indibiz islands offer trials, Indibiz Ekspedisi's products do not. This could be a missed opportunity, as logistics SMEs generally prefer proposals that include demos or hands-on simulations of digital tools.

Opportunities

According to the PESTEL analysis, the Indonesian government is strongly pushing for MSME digitalization. Since Indibiz Ekspedisi's target market is SMEs, this becomes a huge opportunity for growth. Moreover, the growing demand for logistics due to the rise of e-commerce is another positive trend. By focusing on SMEs, Indibiz Ekspedisi is well-positioned to capture value from this shift. There is also increasing adoption of advanced technologies like IoT, AI, and cloud technologies that align with the digital tools offered by Indibiz Ekspedisi. From Porter's Five Forces, the high entry barriers in this sector such as high capital requirements and infrastructure needs protect current players like Indibiz Ekspedisi from new competitors. Additionally, based on consumer analysis in this study, logistics SMEs tend to be loyal due to their limited resources and long-term contracts. This lowers the chance of switching providers. Furthermore, the trust-based culture in B2B environments can be leveraged by Indibiz Ekspedisi to build deeper relationships with its market.

Threats

From the competitor analysis and Porter's Five Forces, the logistics digital ecosystem is dominated by strong, well-established players. Some are even backed by SOEs like ICON+, which means they also possess strong infrastructure and brand credibility, making the competition tougher. Findings from the consumer analysis also suggest that SME buyers rely more on peer recommendations than digital marketing channels. This poses a challenge since Indibiz Ekspedisi's current strategy heavily utilizes digital marketing. Lastly, based on Porter's Five Forces, buyers in this market tend to have high bargaining power. With many alternative providers offering similar solutions, SMEs are likely to compare and negotiate aggressively. This makes the market more price-sensitive and competitive.

Table 2. Indibiz Ekspedisi's SWOT Analysis

Strengths	Weaknesses
S1. Backed by Telkom Group (SOE), leveraging national infrastructure and strong brand trust	W1. Low sub-brand visibility
S2. Focused target: SMEs	W2. Limited physical presence in logistics zones
S3. SME-friendly tiered pricing and clearly listed on the website	W3. No freemium or free trial access
S4. Customer engagement via referral programs	

Source: Author, 2025

(a) *Dividend policy* has a negative impact on the value of energy industry companies in this study. Although the *dividend policy* can be a positive signal for investors when investing capital in public companies listed on the Indonesia Stock Exchange, this is not in line with the *bird-in-hand theory*, where the news of dividend distribution can reduce uncertainty in investments. Some other factors that may be taken into account by investors, for example, the level of profit based on the company's assets or the size of the company, are significant influences on the value of the company in the energy industry.

(b) *Tax compliance* as a moderating variable has been proven to weaken the positive relationship between *dividend policy* and company value. This reduction in fund allocation is less expected because investors tend to want to invest in companies that provide more dividends. This can affect the value of a company in the energy industry.

(c) The level of *tax avoidance* in fulfilling tax obligations should be carried out by companies to increase the level of dividends that can be given to investors, thereby increasing the value of the company in the energy industry.

Based on Table 2, the *SWOT analysis* highlights that Indibiz Ekspedisi possesses several strategic advantages, especially its affiliation with Telkom Group, *SME*-focused offerings,

transparent pricing, and referral-based promotions, fitting well with the behavior of logistics *SMEs*. However, these strengths are counterbalanced by internal limitations, including low sub-brand visibility, limited geographic presence, and the absence of trial-based engagement. Externally, the company stands to benefit from national digitalization initiatives, rising demand in the logistics sector, and a loyal, trust-driven *SME* customer base. Yet, it must navigate the challenges posed by well-established competitors, buyer price sensitivity, and a reliance on peer networks over digital marketing. These insights serve as a foundation for refining Indibiz Ekspedisi's marketing strategy, allowing the brand to enhance its market fit, mitigate key risks, and better capitalize on sectoral momentum.

TOWS Matrix

To address the strategic gaps identified in the *SWOT analysis*, this study employs the *TOWS matrix* as a tool to formulate actionable strategies. The *TOWS matrix* enables the integration of internal and external factors by matching Indibiz Ekspedisi's strengths and weaknesses with the opportunities and threats present in the logistics *SME* market. This framework helps generate strategic alternatives based on four combinations: Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), and Weakness-Threat (WT). By mapping these relationships, the resulting strategies aim to enhance Indibiz Ekspedisi's market positioning, improve value communication, and reinforce its competitive edge in the digital logistics sector, as Table 3 illustrates below.

Table 3. Indibiz Ekspedisi's TOWS Matrix

TOWS Matrix	Strengths (S)	Weaknesses (W)
	S1: Backed by Telkom Group (SOE) which leverages national infrastructure and strong brand trust	W1: Low sub-brand visibility
	S2: Focused target: SMEs	W2: Limited physical presence in logistics zones
	S3: SME-friendly tiered pricing and clearly listed on the website	W3: No freemium or free trial access
	S4: Customer engagement via referral programs	
Opportunities (O)	SO Strategies	WO Strategies
O1: Government push for MSME digitalization	SO1: Use SME-focused strategy and referral programs to engage loyal SMEs in a trust-based environment, supported by high switching costs (S2, S4, O4, O6, O7)	WO1: Improve sub-brand visibility through sector-based branding that matches loyal and trust-driven SME profiles (W1, O6, O7)
O2: Growing demand from e-commerce and logistics	SO2: Maximize Telkom's infrastructure to deliver advanced tech solutions for SMEs with growing digital needs (S1, O3, O6, O7)	WO2: Expand logistics area presence through field support and partnerships, in line with SMEs' reliance on networks (W2, O6, O7)
O3: Adoption of emerging tech (IoT, AI, cloud)	SO3: Highlight clear, tiered pricing bundled with tech features to attract SMEs adopting IoT, AI, and cloud (S3, O2, O3)	WO3: Offer freemium or demo access to attract SMEs exploring logistics tools in a growing digital market (W3, O2, O3)
O4: High switching costs due to long-term contract	SO4: Align Telkom's SOE image with government digitalization efforts to strengthen brand legitimacy (S1, O1)	
O5: High entry barriers for new entrants		
O6: Loyal small-sized SMEs		
O7: Trust-based B2B culture		

Threats (T)	ST Strategies	WT Strategies
T1: Established strong players	ST1: Compete with strong players by using Telkom's credibility and referral strategies to gain SME trust (S1, S4, T1, T2)	WT1: Build stronger presence in logistics zones to reduce dependence on peer networks (W2, T2)
T2: Dependence on peer-recommendations over digital channels		
T3: Price-sensitive market with high buyer power	ST2: Emphasize value through Telkom's brand & clear pricing to appeal to price-sensitive SMEs (S1, S3, T3)	WT2: Add free trials or demo options to better attract price-conscious SMEs (W3, T3)

Source: Author, 2025.

After the full set of TOWS strategies are identified, the next step is to prioritize strategies that align most closely with the core business issue. According to Wheelen and Hunger (2012), strategic selection should be guided by the principle of strategic relevance, where proposed strategies must directly address performance gaps, respond to external changes, and leverage existing organizational strengths. In line with this, the selection of TOWS strategies in this study is not based on quantity, but on strategic fit with the research's focal issue, which is market underperformance despite a high-growth logistics sector. Therefore, five strategies are prioritized for further elaboration based on their potential to increase trust, improve visibility, enhance trial adoption, and boost conversion among logistics *SMEs*.

SO1: Use *SME*-focused strategy and referral programs to engage loyal logistics *SMEs*, supported by switching costs

This strategy focuses on leveraging Indibiz Ekspedisi's *SME*-focused positioning and its existing referral program to strengthen engagement with logistics *SMEs*. Given the trust-based nature of B2B decision-making, especially in the logistics sector, peer recommendations play a crucial role. By incentivizing current users to refer their networks, through discounts, referral points, or bundled benefits, Indibiz Ekspedisi can organically expand its reach. Developing case studies and testimonials from successful *SME* clients and collaborating with *SME* communities to circulate referral codes will support this strategy. The advantage of this strategy lies in its cost-effectiveness and alignment with *SME* behavior, although it may require time to scale and has limited control over messaging consistency in peer-to-peer sharing.

WO1: Improve sub-brand visibility through sector-based branding aligned with logistics buyer behavior

This strategy aims to improve sub-brand visibility by establishing clearer, sector-specific positioning for Indibiz Ekspedisi. Currently, the lack of targeted branding has made the offering less recognizable compared to other islands under Indibiz. To address this, Indibiz can redesign its digital touchpoints, especially the website and promotional materials, with tailored content that speaks directly to logistics *SMEs*. This includes using logistics-specific terminology, visuals, and use-case demonstrations. Sector labeling such as "For Logistics *SMEs*" on promoted bundling products can also improve clarity and relevance. The strength of this strategy lies in its ability to enhance relevance during the early stages of the buyer's decision process, though it may require coordination across branding and design resources.

WO2: Expand physical presence in logistics zones through field teams and local activations

This strategy addresses the need to build a stronger local presence in logistics-intensive regions. As logistics *SMEs* tend to rely on network accessibility and trust-based interactions, strengthening regional visibility is essential. Indibiz Ekspedisi can deploy *Sales Assistants* or

Field Representatives in Telkom's Witel branches and conduct roadshows with local *SME* communities. While this approach can significantly enhance trust and conversion rates, it also entails higher operational costs and requires close coordination with internal and external stakeholders.

WO3: Offer freemium/demo access to attract *SMEs* exploring digital logistics tools.

This strategy focuses on reducing adoption barriers through a freemium model or trial-based access. Since many logistics *SMEs* are hesitant to purchase unfamiliar digital tools, offering limited-time access or simulations can bridge the trust gap. Indibiz can implement 14-day trial access for selected products, accompanied by interactive demo platforms and video-based guided onboarding. This strategy is particularly useful for creating familiarity and perceived value before purchase, which aligns with the product specification and proposal evaluation stages of the business buyer decision process. However, it also carries risks such as non-conversion of free users and increased demand for support resources.

ST2: Emphasize clear, value-driven pricing and Telkom's brand to win over price-sensitive *SMEs*

This strategy seeks to appeal to budget-conscious logistics *SMEs* by reinforcing Indibiz Ekspedisi's clear-tiered pricing structure and Telkom's *SOE* reputation. By highlighting pricing transparency through visualized tiers and bundling high-value features, Indibiz Ekspedisi can demonstrate strong ROI to *SMEs*. Messaging around "Best for Logistics *SMEs*" labels can further reinforce trust. This approach improves perceived value and positions Indibiz Ekspedisi competitively against both premium and low-cost players. However, the tiering system must remain flexible enough to cater to different *SME* profiles, and the brand must ensure that affordability does not lead to a perception of being low-end.

Proposed Solution

Based on the findings from the internal and external analyses, this study proposes a set of integrated solutions that align with the Business Buyer Decision Process and the 7P *Marketing Mix* framework. These proposed solutions are derived from the strategic alternatives formulated in the *TOWS matrix*, which synthesizes insights from the *SWOT analysis* by aligning internal strengths and weaknesses with external opportunities and threats.

To ensure a more targeted marketing approach, the proposed strategies were translated into the 7P *marketing mix* framework with segmentation based on *SME* profiles. Segment A consists of small-sized *SMEs* and Segment B includes medium-sized *SMEs*. Each element of the marketing mix is tailored to address the distinct behavioral patterns observed within each segment. For *Product*, both segments are suitable for freemium trial offerings embedded in the sector-labeled bundles. This approach enhances sector clarity while enabling *SMEs* to experience the tools firsthand. For *Price*, providing ROI calculators will break down the value of the digital tools offered by Indibiz Ekspedisi to ensure the price-sensitive *SMEs*. For its *Place* strategy, Segment A requires offline engagement strategies through Telkom's Witel infrastructure, which enables access to *SMEs* in high-potential but low-digital regions. Meanwhile, Segment B can be reached through optimized Indibiz Ekspedisi landing pages, equipped with logistics-specific content and SEO strategies that align with their higher digital readiness.

In terms of *Promotion*, Indibiz Ekspedisi should conduct the referral program to both segments with different execution models. Segment A should be reached through Witel-based campaigns and localized promotional tools, reflecting their preference for peer recommendations and offline interactions. Segment B, on the other hand, is more responsive to data-driven content such as performance case studies and testimonials. For *People*, both segments require logistics-trained consultative *SAs* equipped with industry-specific knowledge

and communication tools with the assistance of technical consultants or Account Managers. For the *process*, both segments suit the structured onboarding timeline that provides a simple and clear flow, supported by *SLAs*.

Finally, *Physical Evidence* will be standardized across both segments by providing a professional sales deck and visual performance dashboards. These assets are crucial to demonstrate credibility, showcase benefits, and reduce hesitation during the proposal solicitation and supplier selection stages.

Table 4. Marketing Mix Strategy Refinement

The 7P Marketing Mix	Segment A	Segment B
Product	Add freemium trials in the sector-labeled bundles	
Price	Tiered pricing with ROI calculators	
Place	Offline distribution via Witel	Optimizing Indibiz Ekspedisi landing pages
Promotion	Witel-based referral program	Focus on data-driven content
People	Consultative SAs trained in logistics with technical consultants	
Process	Structured onboarding timeline	
Physical Evidence	Provide performance dashboards	

Source: Author, 2025

The proposed solutions in this chapter are designed not only to address internal limitations and external threats identified in the previous analysis but also to create a more coherent and buyer-centric marketing approach. By tailoring the 7P elements to the logistics *SME* journey, Indibiz Ekspedisi is positioned to improve its market penetration, build long-term customer trust, and achieve sustainable growth in Indonesia's increasingly digital logistics ecosystem.

Implementation Plan

To ensure that the proposed marketing strategy is executed effectively, this study outlines an implementation plan, shown in Table IV.11, structured around the *7P Marketing Mix* framework. Each strategy corresponds to the findings from the internal and external analysis, *STP* refinement, and proposed solutions that align with the business buyer decision process in the logistics *SME* sector. The plan includes key actions, responsible teams, performance indicators, and budget estimations, followed by a monthly timeline from Q4 2025 to Q3 2026. This timeline is designed to phase in the execution gradually while allowing room for feedback, iteration, and optimization. The implementation plan aims to solidify Indibiz Ekspedisi's repositioning, enhance value communication, and improve its visibility and credibility within the logistics *SME* market.

CONCLUSION

This study investigates how logistics *SMEs* in Indonesia make purchasing decisions for digital solutions, focusing on the influence of Indibiz Ekspedisi's *marketing mix* across each stage of the Business Buyer Decision Process using the integrated *7P marketing mix* framework. The analysis reveals distinct behavioral patterns between small and medium-sized *SMEs*—where small firms rely more on internal cues and peer recommendations, while medium firms are more responsive to digital content and search engine results during the supplier search. Both segments prioritize operational fit during the General Need Description and Product Specification stages, favor accessible and supportive platforms in the Supplier Search and Proposal Solicitation stages, and value competitive pricing and timely delivery in Supplier Selection. In the Order Routine Specification and Performance Review stages,

structured onboarding and flexibility play key roles. These behavioral insights informed a *TOWS* matrix, identifying strategic gaps in Indibiz's marketing—such as low brand visibility, unclear product differentiation, and limited regional reach—and translating them into two segmented strategies: Segment A (small *SMEs*) emphasizes freemium trials, referral campaigns, and localized outreach, while Segment B (medium *SMEs*) focuses on SEO-driven content, ROI-based messaging, and structured onboarding. Both are supported by consultative sales and professional materials to build trust. Overall, the study underscores the necessity of aligning marketing strategies with *SME* buyer behavior throughout the digital solution adoption journey and provides actionable recommendations for Indibiz Ekspedisi to strengthen its competitive position in the logistics *SME* sector.

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