

**DIGITAL MARKETING STRATEGIES TO INCREASE  
CUSTOMER ENGAGEMENT USING RACE FRAMEWORK:  
A CASE STUDY OF ERJI PROJECT**

**FINAL PROJECT**

**In partial fulfilment of the requirements  
for the master's degree  
from Institut Teknologi Bandung**

**By  
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Student ID: 29121454  
(Master of Business Administration Program)**



**INSTITUT TEKNOLOGI BANDUNG  
DECEMBER 2024**

## ABSTRACT

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This study aims to develop and evaluate a digital marketing strategy designed to increase customer engagement at Erji Project, a digital creative agency. This study was conducted to address the main challenges faced in digital marketing, such as changing digital trends, increasing competition, and limited audience segmentation and the effectiveness of digital media channels. With a qualitative approach based on case studies, this study uses the RACE (Reach, Act, Convert, Engage) framework to analyze the effectiveness of digital channels such as social media, SEO, and creative content. The research method involves in-depth interviews with various Erji Project clients, covering the B2B, B2C, B2G, and MSME segments. The data obtained was then analyzed using a thematic approach to identify challenges, opportunities, and best practices in increasing customer engagement. A SWOT analysis was also used to evaluate internal and external factors that influence the successful implementation of a digital transformation strategy. The results of the study indicate that an integrated digital transformation strategy, which combines a data-driven approach with traditional approaches such as community workshops, can increase brand awareness and customer loyalty. This study also identified that the use of analytical data, optimization of creative content, and adaptation to digital trends have important roles in creating an effective marketing strategy. In addition, this study emphasizes the importance of deeply understanding audience needs to produce relevant and competitive campaigns. The contribution of this study includes practical insights on the application of data-driven strategies in digital transformation, as well as guidance for creative agencies in managing a combination of digital and traditional strategies to support their clients' success in the digital era. This study also provides specific recommendations for Erji Project in improving the efficiency and effectiveness of marketing campaigns through the use of digital technology.

**Keywords:** *digital marketing, customer engagement, data-driven strategies, digital marketing, RACE framework, SWOT analysis.*

## ABSTRAK

### ***STRATEGI PEMASARAN DIGITAL UNTUK PENINGKATAN KETERLIBATAN PELANGGAN MENGGUNAKAN KERANGKA RACE: STUDI KASUS ERJI PROJECT***

Oleh

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*Penelitian ini bertujuan untuk mengembangkan dan mengevaluasi strategi pemasaran digital yang dirancang untuk meningkatkan keterlibatan pelanggan (customer engagement) pada Erji Project, sebuah agensi kreatif digital. Penelitian ini dilakukan untuk menjawab tantangan utama yang dihadapi dalam pemasaran digital, seperti perubahan tren digital, meningkatnya persaingan, serta keterbatasan segmentasi audiens dan efektivitas saluran media digital. Dengan pendekatan kualitatif berbasis studi kasus, penelitian ini menggunakan kerangka RACE (Reach, Act, Convert, Engage) untuk menganalisis efektivitas saluran digital seperti media sosial, SEO, dan konten kreatif. Metode penelitian melibatkan wawancara mendalam dengan berbagai klien Erji Project, yang mencakup segmen B2B, B2C, B2G, dan UMKM. Data yang diperoleh kemudian dianalisis menggunakan pendekatan tematik untuk mengidentifikasi tantangan, peluang, dan praktik terbaik dalam meningkatkan keterlibatan pelanggan. Analisis SWOT juga digunakan untuk mengevaluasi faktor internal dan eksternal yang mempengaruhi keberhasilan implementasi strategi transformasi digital. Hasil penelitian menunjukkan bahwa strategi transformasi digital yang terintegrasi, yang memadukan pendekatan berbasis data dengan pendekatan tradisional seperti lokakarya komunitas, dapat meningkatkan kesadaran merek dan loyalitas pelanggan. Penelitian ini juga mengidentifikasi bahwa pemanfaatan data analitik, optimasi konten kreatif, serta adaptasi terhadap tren digital memiliki peran penting dalam menciptakan strategi pemasaran yang efektif. Selain itu, studi ini menekankan pentingnya memahami kebutuhan audiens secara mendalam untuk menghasilkan kampanye yang relevan dan berdaya saing. Kontribusi penelitian ini mencakup wawasan praktis tentang penerapan strategi berbasis data dalam transformasi digital, serta panduan bagi agensi kreatif dalam mengelola kombinasi strategi digital dan tradisional untuk mendukung keberhasilan klien mereka di era digital. Studi ini juga memberikan rekomendasi spesifik untuk Erji Project dalam meningkatkan efisiensi dan efektivitas kampanye pemasaran melalui pemanfaatan teknologi digital.*

**Kata Kunci:** *pemasaran digital, keterlibatan pelanggan, strategi berbasis data, pemasaran digital, framework RACE, analisis SWOT.*

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Approved

Date on 20th December 2024

Supervisor

A handwritten signature in black ink, consisting of several overlapping loops and lines, positioned below the word 'Supervisor'.

Prof. Wawan Dhewanto, Ph.D.  
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*“Indeed, Allah will not change the condition of a people until they change what is in themselves.” (Quran, Surah Ar-Ra'd, verse 11)*

*“And indeed, a person will not obtain except that which he strives for.”  
(Quran, Surah An-Najm, verse 39)*

*“Whoever acquires knowledge that is meant to be sought for the sake of Allah, but then uses it to seek worldly position or wealth, will not even smell the fragrance of Paradise on the Day of Judgment.” (Narration of hadith Abu Hurairah)*

*This thesis is part of my worship to Allah SWT, for it is to Him that we pray and from Him that we seek help. It is also an expression of my gratitude to:*

*Mom and Dad who have always given me motivation,  
My older sister, Vilda Ayu, who has always been an inspiration to me,  
My closest friends who have been part of this thesis-making process. And thank you also to all my campus friends who cannot be mentioned one by one.*

*Your support means the world to me.*

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## LIST OF ABBREVIATIONS AND SYMBOLS

ABBREVIATIONS	Name	Page of initial usage
ROI	Return of Investment	1
GDP	Gross Domestic Product	4
CAGR	Compound Annual Growth Rate	4
SEO	Search Engine Optimization	5
KOL	Key Opinion Leader	6
STP	Segmentation, Targeting, Positioning	18
IoT	Internet of Things	20
FAMGA	Facebook, Amazon, Microsoft, Google, and Apple	10
PPC	Pay-per-click	29
RACE	Reach, Act, Convert, Engage	32
AIDA	Awareness, Interest, Desire, Action	32
REAN	Reach, Engage, Activate, Nurture	33
B2G	Business to Government	39
B2B	Business to Business	39
B2C	Business to Consumer	39
PSE	Private Electronic System	50
SERPs	Search Engine Result Pages	63

# Chapter I Introduction

## I.1 Background

The development of technology and digitalization has changed the way consumers interact with brands. Traditional marketing that focuses on print and television advertising is now shifting to digital media, especially social media (Sari et al., 2023). Consumers are now more active in choosing and seeking information about products, which requires companies to be more creative and innovative in approaching the audience. Digital marketing strategies, which include the use of social media, influencer marketing, and creative content, are important because they can provide more direct and personalized access to consumers (Jarvinen, 2016 in Melović et al., 2020). The use of more precise and real-time data also enables more effective campaigns (Järvinen, & Karjaluo, 2015), but there are still challenges in coping with changing social media algorithms, complicated ROI measurements, and the need to constantly adapt to changing trends. In addition, with the abundance of content available, consumers are becoming more selective, so companies must adjust their strategies to be more relevant, engaging, and focused on long-term interactions that build loyalty (Lamberton & Stephen, 2016).

The phrase "brand awareness" in marketing describes how customers recognize a product or service when they see it. When consumers encounter a product, their awareness of the brand may influence their perceptions, either positively or negatively. Brand awareness is the ability of present and potential consumers to recognize a product or service brand. This is the first step in positioning the brand of a product or service in order to gain more customers and preserve the loyalty of customers who have used or purchased the product or service (Dulek & Saydan, 2019).

It is best for consumer perceptions of a brand to include positive thoughts regarding the attributes that differentiate the product from competitors. By increasing brand recognition, you may promote new products and breathe fresh life into established businesses. "Brand awareness" refers to a consumer's level of familiarity with a particular product or service. To build strong brand recognition, a campaign that attempts to accomplish these goals introducing the public to new

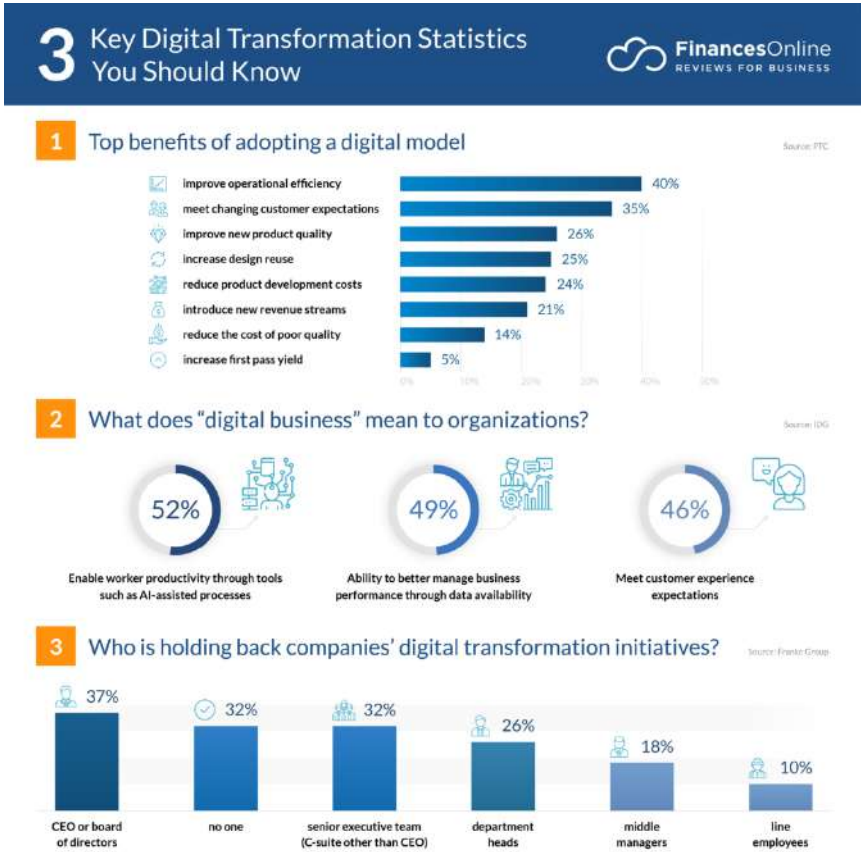
or updated products and setting them apart from rivals is usually necessary. Establishing a strong brand is crucial for all kinds of businesses. Since this may persuade customers to make their initial purchase of goods or services. It's really hard to acquire new clients, so you need to hold onto your current clientele and entice them back.

The industrial era 4.0 will be replaced by the era of society 5.0. This change needs to be addressed by Indonesia more wisely and gently. This does not mean taking it easy, in this case it is necessary to balance the changes in the era of society 5.0 by preparing all aspects that intersect with society 5.0, such as the environment, technology, and people. The advantage of society 5.0 compared to the previous era is that there are new values that eliminate regional disparities, language, religion, age, and gender. This new value is created from new innovations that are manifested in the form of products and services. Therefore, technology plays an important role in this era of society 5.0. Growth in the Digital Age: The digital age has significantly altered how we do business. The internet and information technology have significantly altered the corporate environment and opened up new options. Start-ups are companies that arose in the digital age and frequently use digital technologies into their business plans.

One application of technology that allows businesses and consumers to communicate with each other in two ways is digital marketing. One of the channels that marketers use to promote sales is now digital marketing. Recognizing that technological advancements can be leveraged to grow a firm, 776 one industry employs digital marketing as a channel for promotion. When compared to traditional marketing concepts that have numerous constraints, including those related to time, geography, and user reach, digital marketing is one of the best options available to business owners due to its extensive and effective reach (Padhy & Sawlikar, 2018).

Using social media platforms like Instagram, Twitter, Facebook, YouTube, and WhatsApp as well as websites and mobile apps, internet media is used in the context of the digital marketing idea. Social media is currently one of the most widely used forms of media. Users may find it simpler to access these capabilities quickly, effortlessly, and anywhere thanks to the availability of smartphones with a

variety of functions and internet support (Seo & Park, 2018). Digital marketing has an impact on increasing brand awareness as well because, in this context, it's critical to be creative and innovative at all times to ensure that the market remembers our products or services. Digital marketing offers a number of ways to promote a brand, one of which is Instagram. Instagram is a social media platform that has the potential to increase brand recognition among customers. The actions taken take the shape of commercials for products.



**Figure I.1** Digital transformation statistics

Source: *financesonline.com*

Organizations nowadays are embracing digital transformation, and a large number of them have implemented digital strategies. This is now the case for startups as well as established corporations, greatly expanding the size of the digital transformation industry. Financial services and healthcare are two of the areas that have entered the fray. Adopting a digital strategy does not guarantee that your company will expand quickly. Many firms are aware that it takes time for them to

see results from such a strategy. According to Research & Markets (2020), the global market for digital transformation is expected to expand at a compound annual growth rate (CAGR) of 16.5% from \$469.8 billion in 2020 to \$1,009.8 billion in 2025. By 2023, digitally transformed businesses are expected to account for \$53.3 trillion, or more than half of the world's gross domestic product (GDP) (IDC, 2020). By 2022, 65% of the global GDP is expected to be digital (IMF, 2020). Seventy percent of companies either have or are developing a digital transformation plan (PTC, 2019). It is believed that the industrial sector has profited the most from digital revolutions (PTC, 2019).

As a digital creative agency, Erji Project is here to answer this challenge by developing innovative and on-trend marketing strategies, helping companies maximize the potential of digital platforms to achieve higher visibility and better consumer engagement. One strategy that is often used is advertising on Facebook and Instagram platforms. Although it has proven to be effective in increasing brand visibility and engagement, Erji Project faces several problems in its implementation.

One of the main problems is the frequent Meta algorithm changes, which affect ad performance. Changing algorithms can cause a decrease in ad reach, even though the ad budget has been well allocated. In addition, the increasing cost of advertising on the Meta platform is also a challenge for Erji Project in optimizing client marketing budgets, especially for small and medium-sized businesses. Measuring ROI (Return on Investment) on campaigns is often complicated due to various factors that affect campaign results, such as improper audience segmentation or lack of creative content quality. In addition, the Erji Project has to constantly adapt to fast-evolving digital trends, while ensuring that strategy remains relevant and effective in attracting the attention of increasingly selective consumers.

Therefore, these challenges require Erji Project to not only be creative in designing digital marketing campaigns, but also adaptive in dealing with the dynamics of the Meta platform, as well as being able to effectively use data analytics to measure and improve ad campaign performance. As such, it is important for the Erji Project to continuously evaluate and develop strategies to ensure their clients' success in the competitive digital marketplace.

## I.2 Company Profile

Erji Project has been established since 2021



**Figure I.2** *Logo Erji Project*

*Source: Company Profile*

Erji Project is a Creative & Digital Agency that focuses on #GoDIgital, the products and services offered are digital marketing such as promotional services on social media, Search Engine Optimization (SEO), Photo and video content creation, Social Events such as webinars, Key Opinion Leader (KOL) and Influencers Marketing, and making commercial photos and videos. The online-based Erji Project focuses on Bandung and Jakarta. However, it has an office located in Rancaekek, Bandung Regency which is easily accessible by various modes of public transportation and private vehicles because it is not far from the Cileunyi toll gate which connects several cities in East Priangan.

We realize that there are still many MSMEs that have not accepted and followed current digital developments, for this reason the Erji Project collaborates with several institutions to help MSMEs in the form of workshops and seminars. The method we use is practical on how social media works to gain profits, starting from determining segmentation, creating photo and video marketing, to how to reach audiences according to the chosen niche. However, in this process we not only get clients from MSMEs but also large institutions such as the government and also higher education institutions, the Bandung Institute of Technology (ITB), currently we are collaborating with ITB Marine Engineering for branding and digital marketing to achieve certain goals. Several brand clients are still running with the aim of influencer marketing to promote products or campaigns that are running,

although there are not many, but Erji Project always learns from every process that goes through considering that the age of this business is still relatively new with new forms of business in this digital era.

With ongoing business processes, we have principles for determining values that we believe can influence the brand image to the public, including:

**1. Leadership**

Each team member who is part of the Erji Project must have good leadership skills for themselves and others to achieve the desired goals in accordance with certain targets.

**2. Unique**

Believe that each person is an individual who has their own strengths, so that each team member is able to see and develop their best abilities in all aspects

**3. Respect**

We believe Respect to each other will guide us in all our decisions. We hold ourselves to the highest ethical standards and behave in ways that earn the trust of others. We value diversity of people and thought. We care about the consequences of our decisions, large and small on those around us.

**4. Enthusiasm**

Always enthusiastic in various activities, sharing happiness between members, and actively radiating positive energy at every opportunity.

**5. Creative**

Have a creative spirit in various actions, sensitive to new things that are out of the box, as well as initiative in providing ideas so that you can achieve the desired goals.

**6. Excellent**

Every task or job must be carried out with totality, so that the company and team have good quality and also a high standard of work results.

**7. Honesty**

Act honestly, sincerely and transparently between team members, and uphold ethical values and integrity.

## I.2.1 Vision and Mission

*Vision: To be a Creative Company and to be a Solution in Digital Marketing.*

*Missions:*

1. Considerate to trends
2. Be different and out of the box
3. Creating quality works
4. Implement an effective work culture Core Value

## I.2.2 Company Structure



**Figure I.3** *Company Structure Erji Project*

*Source: Company profile*

- a. Rio Garia Aprillio as Founder and Director managing all business activities, making all kinds of decisions that support the company's future needs, control the business flow, be responsible for all aspects of the company, and make cooperation with investors. I also ensure that my leadership style is acceptable to the team and provides good innovation or ideas.
- b. Karin Winda Lestari as Business Development and Head of Finance is tasked with looking for new opportunities and customers as well as maintaining relationships with clients. Collaborate with other divisions to meet client needs. Prepare and present the company's business development plan. Conduct regular business development research. Apart from that, planning and developing financial systems in the company. The plan is made according to the company's needs and activities in one period.

- c. Satya Argo Bagaskoro as a Social Media and Content Specialist is tasked with creating a content planner on social media in accordance with the brand identity. create content that has value and is consistent across all social media platforms. managing organic content so that the audience can interact and get good engagement, communicating with the audience on social media.
- d. Achmad Alief Wibisono as Head of Creative Production and Media Research is tasked with developing content and creative ideas for social media and is responsible for the moodboard for content that will be produced in accordance with the direction of the Social Media and Content Specialist. Creating content from shooting to editing and also uploading content on social media.
- e. Regi Adam Gunawan as Marketing Communication and Head of Sales work with task designing and deciding to use effective marketing strategies in choosing the right communication channels to reach potential consumers, analyzing consumer behavior, creating interesting content in advertisements, brochures and social media, carrying out proper management to always maintain product or service consistency, and of course being responsible for the sale of services offered by Erji Project.
- f. Ayunda Yolanda Putri was the person responsible for creating graphic designs and other digital promotional needs, such as promotional content, presentation materials, and creating designs according to the company's identity as part of branding and promotion.

### I.2.3 Business Model Canvas

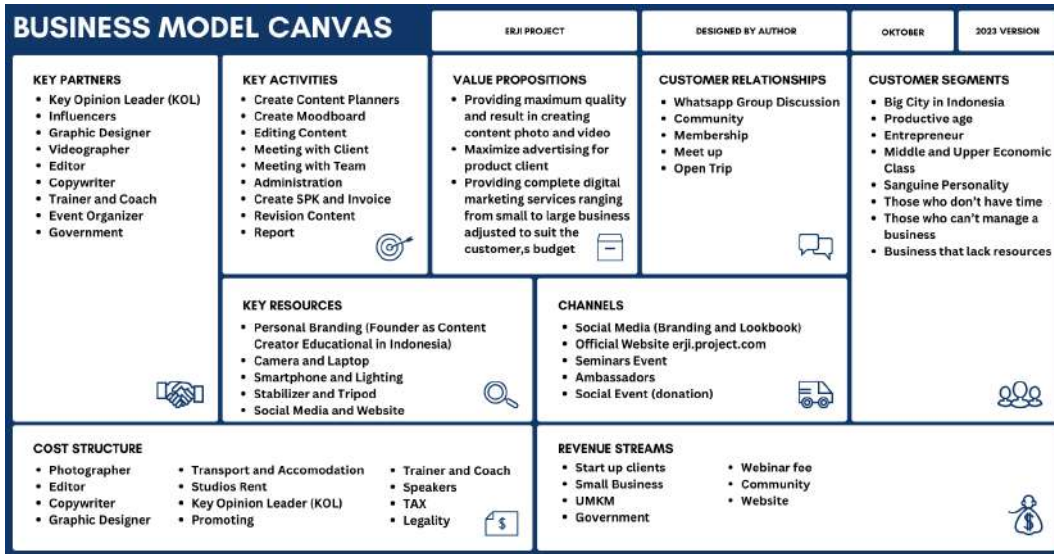





Figure I.4 Business Model Canva Erji Project



Source: Company profile




As in other Digital Agencies, the most important thing in an agency in general is the Key Partners because everyone helps and synergizes in the Key Activities carried out, which is directly proportional to the Cost Structure issued in each project. The thing that differentiates Erji Project from other digital agency service companies is the good quality because the Founder is a content creator who is professional in his field, apart from that he can adjust the client's budget to suit the services offered, besides that the team size is still small. can reduce costs so that the prices offered are more affordable.

## 1.2.4 Product and Service

**Table I.1** Services Erji Project

<b>Services</b>	
<p><b>Business Development</b></p> 	<p>Assisting company development in the field of strategy and long-term targets with profitable ideas, initiatives and activities involving business needs research skills, market and competitor research, as well as collecting and analyzing data.</p>
<p><b>Digital Marketing Consultant</b></p> 	<p>understand digital business along with marketing strategies, and utilize the right online channels to generate leads and increase conversions to develop, expand, or implement more measurable marketing strategies.</p>
<p><b>Trainer &amp; Coaching</b></p> 	<p>Training and training services for companies, development and improvement of individuals in the workplace. Training normally refers to an employee being taught a new skill or information which they do not currently possess, especially in technology and digital capabilities.</p>

<p><b>Graphic Design</b></p> 	<p>Creating illustrations, typography, photography, or motion graphics for both publishers and print and electronic media. We are responsible for the appearance of promotional media for a product, in addition to conveying information about a product in an interesting way by accommodating the client's wishes. Social media design services in visual form such as making posters, micro blogs, IG feeds, etc.</p>
<p><b>KOL dan Influencers Marketing</b></p> 	<p>A marketing strategy that involves using influencers or people with great influence on social media to promote certain products or services to a wide audience. We will adjust Key Opinion Leaders to audiences that suit the product and the client's desires in order to achieve certain goals.</p>

<p><b>Social Event</b></p> 	<p>Webinar and seminar event management services that will be tailored to the field and objectives. We will help from planning to implementing events both in the form of online and offline events, we provide all the pillars in an event so that the event can run well.</p>
<p><b>Social Media Handling</b></p> 	<p>The process of creating, scheduling, analyzing, and engaging content uploaded on social media platforms. Usually, social media handling is done to help a brand, product, or company improve its reputation online.</p>
<p><b>Content Creation</b></p> 	<p>We provide people who focus on creating content, whether in the form of writing, images, videos, podcasts, or other forms who have creative skills in producing interesting and meaningful content for audiences that match client segmentation.</p>

### I.3 Business Issue

For the Erji Project, customer engagement is a cornerstone for achieving sustained growth and building long-term relationships with its target audience, particularly local MSMEs (Micro, Small, and Medium Enterprises). Effective customer engagement can be realized by combining traditional methods with

innovative digital strategies to foster trust, address customer pain points, and enhance overall brand loyalty. Erji Project should focus on delivering personalized experiences tailored to individual customer needs. By leveraging customer data and insights, Erji can develop targeted email campaigns with customized offers and content relevant to specific customer segments, utilize CRM tools to track customer interactions and preferences, enabling more meaningful follow-ups and service recommendations, and conduct one-on-one consultations for potential and existing clients, either virtually or in person, to address their unique challenges and propose tailored digital solutions.

Local MSMEs often thrive in tight-knit communities where trust and personal relationships play a critical role. To engage these businesses effectively, Erji can host community workshops and seminars focused on topics such as digital marketing, e-commerce strategies, and data analytics, organize networking events to connect MSMEs with one another and foster a sense of belonging while promoting Erji's services, and partner with local organizations, such as trade associations or co-working spaces, to co-host events and reach a broader audience. Interactive and reward-based approaches can motivate customer participation and strengthen engagement. Erji can implement referral programs that reward clients for bringing in new customers, enhancing word-of-mouth marketing, gamified campaigns on social media, such as quizzes, challenges, or contests, that encourage users to engage with the brand while learning about Erji's offerings, and loyalty programs that reward repeat customers with discounts, early access to new features, or exclusive content.

Positioning itself as a trusted advisor, Erji can build credibility and engagement by creating value-driven content. It can publish how-to guides, case studies, and blogs that address common challenges faced by MSMEs in adopting digital tools, host live webinars featuring industry experts and successful case studies to inspire and educate clients, and develop a knowledge hub on the Erji website, offering resources like templates, e-books, and video tutorials.

A strong online presence is vital for engaging customers in today's market. Erji can optimize its website for user experience (UX) and mobile responsiveness, incorporate live chat for real-time support, and use social media to share engaging

content, run polls, and interact with followers. Listening to customers is key for improvement. Erji can gather feedback through surveys, invite beta testers for new features, and form an advisory board of key clients to strengthen partnerships. To blend traditional and digital methods, Erji can follow up door-to-door visits with emails or social media outreach, highlight in-person events online to boost participation, and share case studies showcasing MSME partnerships on digital and offline platforms. Erji should track engagement metrics such as website traffic, social media interactions, and CRM analytics to measure campaign success and refine strategies. Gathering insights from events and feedback will further enhance initiatives. By adopting these customer engagement strategies, Erji can strengthen relationships, boost retention, and establish itself as a leader in innovative digital solutions for local MSMEs, balancing traditional and digital approaches effectively.

#### **I.4 Research Question and Research Objectives**

The use of Digital Media Channels such as Website, Facebook and Instagram has become an important part of the digital marketing strategy implemented by Erji Project. However, the effectiveness of Advertising in increasing the visibility and engagement of client brands is still a major question. Erji Project faces various challenges, including algorithm changes, rising advertising costs, and intense competition on the digital platform that can affect campaign performance. In addition, factors such as audience segmentation, creative content type, and advertising budget allocation also affect the success of digital marketing strategy in providing awareness for our company. In this case, it is important to understand how digital marketing can contribute to increasing brand awareness and customer loyalty, and how Erji Project can measure and evaluate the overall success of the campaign using measurement tools available on this study.

Based on the phenomena and background previously described, then the researcher asked the following research questions:

- 1) What are digital media channels the most suitable for Erji Project Implementation?
- 2) What are digital marketing strategies that suit to increase engagement?

Based on the phenomena described in the background and formulation of problems and research questions above, this study aims as follows the following:

- 1) To find suitable digital media channels for Erji Project through data analytics and measurement tools.
- 2) Identify the main digital marketing strategies in building engagement and customer loyalty of Erji Project's clients.

## **I.5 Research Scope and Limitation**

This study focuses on the digital marketing tactics that Erji Project has used in their client businesses within the last 12 months. Limited internal client data and outside variables like shifting social media algorithms that are outside Erji Project's complete control are examples of research constraints.

With an emphasis on digital channels like social media, and SEO as well as conventional techniques like word-of-mouth, door-to-door, and telemarketing, this study will examine both digital and traditional marketing strategies relevant to the goals of the Erji Project. In Bandung and Jakarta, it will evaluate Erji's target markets, especially MSMEs and local institutions, and examine consumer behavior, engagement levels, and brand positioning issues. To learn more about consumer preferences and the efficacy of different marketing strategies, tools like customer journey mapping and in-depth interviews will be employed. The goal of the study is to pinpoint tactics that enhance Erji's client acquisition, engagement, and retention across various channels.

To address Erji Project's challenge of effectively reaching new customers and communicating with existing ones through digital marketing, a more focused and strategic approach is essential. While digital marketing efforts have been implemented, optimization and refinement are necessary for better outcomes. Firstly, Erji must prioritize enhancing its website and landing page conversions. The website should be designed not just for informational purposes but also to drive action, with clear calls-to-action, optimized loading speeds, and mobile responsiveness. This will ensure that both new and returning customers have a seamless experience when interacting with the brand. Additionally, search engine optimization (SEO) will play a critical role in driving organic traffic and

establishing Erji's presence in search results, allowing the company to attract new prospects over time.

In parallel, Erji should continue to leverage social media platforms as key channels for engagement. Paid advertising on platforms like Instagram, Facebook, and LinkedIn can help target specific customer segments more precisely, reaching new businesses, government agencies, or MSMEs that are more likely to benefit from Erji's services. However, organic engagement through regular, educational content will also strengthen the brand's credibility, fostering trust among both potential and current clients. Content that provides valuable insights, tips for content creation, or business strategies can position Erji as a thought leader in the digital marketing space.

Further strengthening Erji's marketing approach involves influencer collaborations and public relations efforts. Partnerships with influencers can significantly increase brand trust and awareness, especially among potential clients who value peer recommendations. PR efforts such as online guest posts, articles, and advertorials can also generate buzz around the brand and improve its credibility.

Finally, the most crucial aspect of improving Erji's digital marketing strategy is data-driven decision-making. Regularly tracking key performance indicators (KPIs) such as website traffic, conversion rates, email open rates, and customer lifetime value (CLV) will allow Erji to assess which strategies are working and adjust accordingly. A/B testing different content formats, subject lines, or social media ad creatives will provide insights into what resonates best with the audience. By using analytics to optimize campaigns, Erji can maximize ROI and ensure that its digital marketing efforts are meeting the company's growth objectives.

## Chapter II Literature Review

### II.1 Theoretical Foundation

#### II.1.1 Internal Analysis

Internal analysis is the process of looking at a company's internal environment and resources to determine its strengths and limitations. This includes examining the organization's performance and financial resources, as well as its systems, processes, capabilities, and culture. By performing an internal analysis, a business may determine its competitive advantages, shortcomings, and opportunities for development. This information may be used to inform the development of plans and strategies that will help the business achieve its goals. A corporation may choose to prioritize marketing efforts in order to more successfully compete in its market, for example, if internal analysis shows that its financial resources are robust but its marketing capabilities are weak. In contrast, a corporation may choose to focus on improving manufacturing efficiency in order to better serve its customers if internal investigation reveals that its production processes are poor but its research and development skills are good.

##### II.1.1.1 STP Analysis

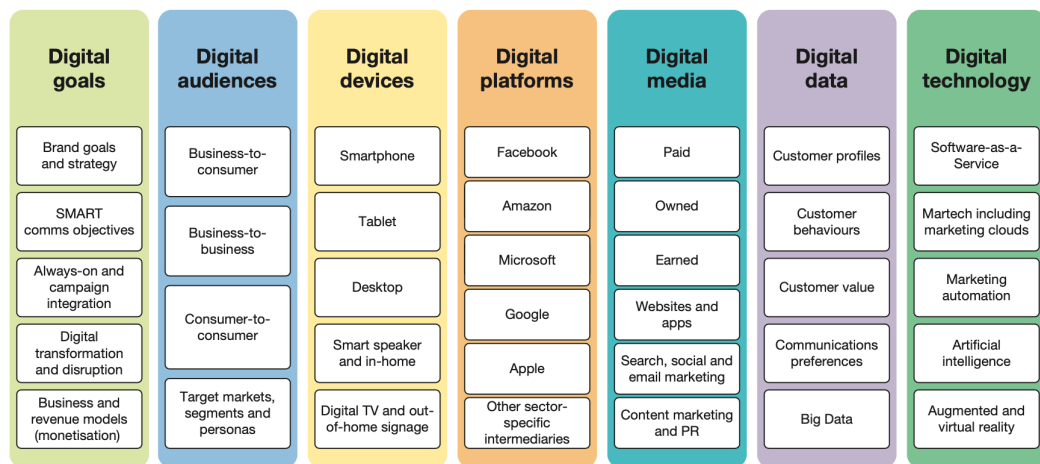
The STP (Segmentation, Targeting, Positioning) marketing model is a well-known strategic method. Marketing professionals credit it to more efficient and well-structured communications, making it one of the most widely used marketing strategies in use today. STP marketing creates a marketing mix and product positioning strategy for each of a business's most profitable market segments with an emphasis on commercial effectiveness (Perner, 2018).

Determining which client types with different needs exist is necessary for segmentation. The next stage is to decide whether to target one or more segments. Generally speaking, a variety of elements should affect our decision. First, consider how well the existing categories are served. Second, what is the current and future size of the part that a large, growing market has the drawback of reducing

competitiveness. Third, do our company strengths allow us to target a certain customer segment? Some companies could have a solid reputation already.

### II.1.1.2 The 7Ds of Digital Marketing

As part of defining the scope of opportunity when using a strategic approach to digital marketing, it's helpful to think about which digital audience interactions we need to understand and manage through marketing communications. Digital marketing today is about managing many more types of audience interaction than simply a company website or email marketing. It involves harnessing all of these other 7Ds of managing digital marketing interactions', which are summarized in Figure 2.1. This summarizes the key concepts and pillars supporting digital marketing that are introduced in this chapter The marketing activities relating to the 7Ds that should be reviewed as part of a strategic approach to digital marketing are:



**Figure II.1** *The 7Ds of pillars supporting effective digital marketing*

1. Digital goals and strategy. Reviewing what the business or brand is aiming to achieve through using digital marketing and how well it is contributing. Considering how digital marketing can help the business compete through digital marketing strategy to define digital transformation needed for existing businesses, including changes to business and revenue models, and prioritization of always-on marketing in addition to campaign investments.
2. Digital audiences. Understanding online audience characteristics, behaviors and preferences, summarized as personas, in order to deliver more relevant

content and experiences to different target segments, aimed at increasing interactions and so meeting business goals within the competitive online marketplace.

3. Digital devices. Understanding how our audiences interact with businesses as part of the buying process using a combination of smartphones, tablets, laptops, desktop computers, TVs, gaming devices, smart speakers and other connected devices forming the Internet of Things (IoT).
4. Digital platforms. Assessing the relative importance of interactions and priority for communications on the major 'digital platforms' or online services, sometimes described by the acronym 'FAMGA' (an acronym standing for Facebook which owns Instagram and Whatsapp, Amazon, Microsoft, Google and Apple). These businesses are influential in developing the operating systems, browsers, apps, social networks and search engines used to mediate digital interactions between businesses and consumers. Industry sectors may have their own platforms that are important in influencing purchase, for example specialist online publishers or comparison sites. For example, within the travel sector, TripAdvisor is an important platform, built using the infrastructure provided by different FAMGA players.
5. Digital media. Prioritizing the use of different communications channels for reaching and engaging audiences that are available, including advertising, email and messaging, search engines and social networks, which we'll introduce in this chapter.
6. Digital data. Structuring and applying the insight businesses collect about their audience profiles; their interactions with businesses now need to be protected by law in most countries.
7. Digital marketing technology. Selecting the marketing technology or martech that is used to create interactive experiences including websites and mobile apps. Technology is also used to support the planning, execution, optimisation, insight and reporting for digital marketing channel activities that form marketing campaigns.

In this context, social media is the main platform utilized by companies to build interactions with consumers. Facebook, Instagram, and Twitter are some

examples of social media that are often used to reach a wider market. Wardana and Farid (2024) stated that the use of social media in digital marketing can increase brand visibility and strengthen the relationship between consumers and brands.

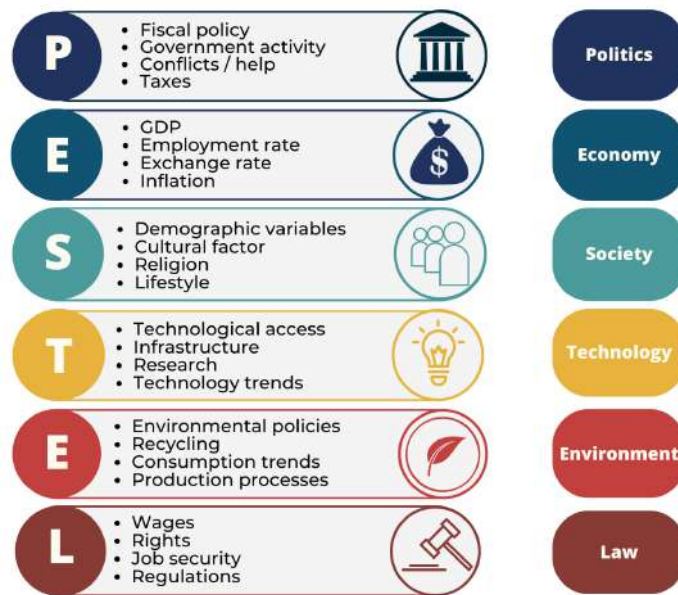
Marketing strategy is the main key for companies to strengthen their brand position in the market. According to Kotler and Armstrong (2018), marketing strategies must be designed holistically by considering segmentation and target markets, positioning, and the right communication approach. One of the most important aspects of marketing strategy is brand awareness, which is the extent to which consumers recognize or remember a brand.

### **II.1.2 External Analysis**

Examining the external environment in which a corporation works is known as external analysis. It entails determining and evaluating a number of variables that might affect the company, including rivals, market trends, prevailing economic conditions, and legal concerns. By doing an external analysis, a company may identify opportunities and dangers, get a better understanding of its competitive environment, and develop strategies to deal with the changing business landscape.

#### **II.1.2.1 PESTEL**

One method for analyzing and evaluating the external components of the marketing environment is PESTEL analysis. A company's external environment is frequently assessed using PESTEL analysis (Rothermel, 2021). The political, economic, social, technological, environmental, and legal effects of a business are examined in a PESTEL analysis.



**Figure II.2** PESTEL Analysis

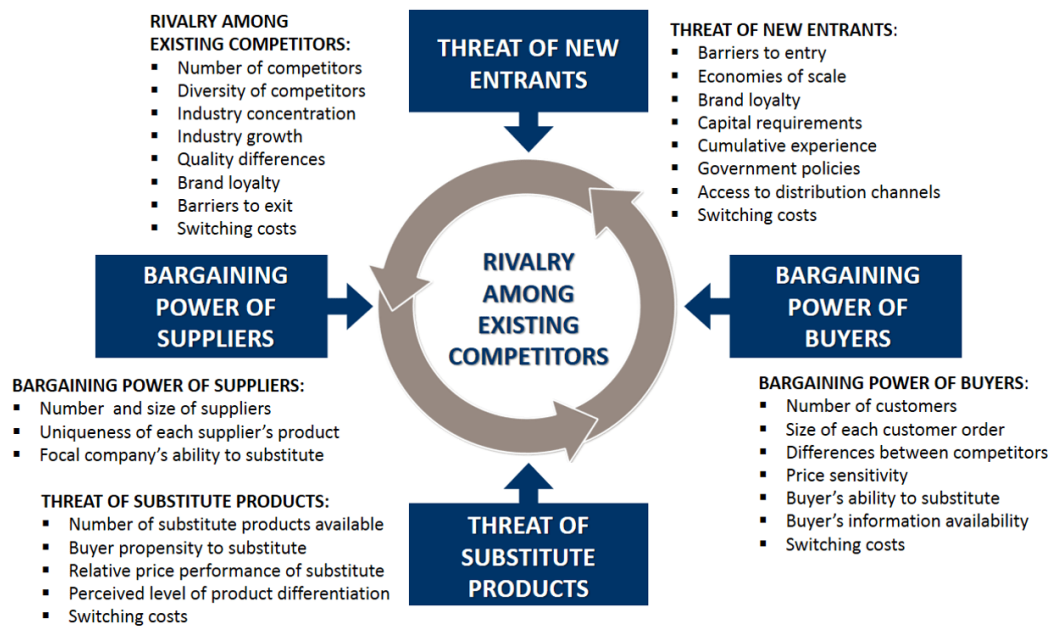
- Political, The activities and procedures of governmental entities give rise to political variables, which have the power to affect business choices and conduct. Despite the fact that political elements are found in the general environment of the firm, where enterprises have historically had little power, businesses are making an increased effort to shape and influence this area.
- Economic, The external environment of a corporation is mostly composed of macroeconomic issues that impact the whole economy. The following five macroeconomic factors—growth rates, employment levels, interest rates, price stability (inflation and deflation), and currency exchange rates—can have an impact on corporate strategy, and strategic leaders should take this into account.
- Society, The customs, traditions, and values of a society are captured by socio-cultural elements. Strategic executives must keep a careful eye on these trends and think about how they may affect company strategy because sociocultural influences are not only ever-changing but also vary throughout groups.
- Technological, Technological refers to the use of knowledge to develop new goods and processes. Lean manufacturing, Six Sigma quality, and biotechnology are some of the major advancements in process technology.
- Environment, Ecology encompasses a wide range of environmental concerns, including global warming, the environment, and sustainable economic

development. There is an interdependent link between organizations and the natural environment. The survival of human societies and the institutions we establish is strongly impacted by how responsibly and sustainably we manage these interactions.

- f. Legal, A firm's potential for profit can be directly impacted by legal variables, which include the official results of political processes as expressed in laws, mandates, regulations, and court rulings. Whole industries are often impacted by regulatory changes simultaneously.

### II.1.2.2 Porter's five forces analysis

Porter's framework consists of the five major forces of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and rivalry among competitors. The state of defined sub forces determines each force's strength and, thus, its level of threat, whereas the force's combined strength determines the industry's final profit potential (Porter, 2008).



**Figure II.3** Porter's Five Forces Analysis

The porter's five forces are as follows (Kingsnorth, 2016):

- a. Threat of substitute products or services

This force is the existence of another similar product in another industry. There are a number of factors to consider when determining if a product is a substitute threat. Those factors are:

- Switching cost: if the switching cost is low then there is a high threat.
- Pricing: if the other product or service is relatively low in price then again the threat is high.
- Product quality: if the potential substitute product or service is of superior quality then the threat is high.
- Product performance: if the other product is superior in performance, then the threat is again high.

#### **b. Threat of New Entrants**

A new entrant to a market can be direct competition and therefore threaten the success of an established business. Some of the factors that can dictate the threat of a new entrant are:

- Barriers to entry: for example, patents, regulation. High entry barriers are attractive to established businesses as they stop new businesses entering easily. Also, low exit barriers help businesses to leave the industry, which is also attractive. In other words, it is easy for your established competition to leave but difficult for new competition to enter.
- Economies of scale: new entrants are highly likely to be smaller than established businesses and so may not be able to profitably compete on pricing.
- Brand equity: established businesses have brand equity - a level of trust that comes with being a recognized brand. Although it is true that new entrants do not have this, it can be quickly established with significant above-the-line marketing spend.
- Industry profitability: if the industry is generally highly profitable then it is likely to attract a large volume of new entrants and vice versa.
- Government policy: there might be government policy in place that limits the ease with which new entrants can join specific industries. There are many other factors such as location, expected retaliation, technology and

distribution and these should all be thoroughly researched and understood in order for strategy to be robust.

**c. Rivalry among existing competitors**

One of the more well-known and occasionally regarded as the most destructive competitive variables is rivalry. Your capacity to achieve a competitive advantage is strongly impacted by the distinctive traits and actions of your rivals. Alongside digital transformation there are many other factors:

- The rivals themselves: important variables include the number of rivals and their relative power. Since the playing field is largely level in the absence of industry leaders, rivalry between competitors increases.
- High exit barriers: Even if firms are only breaking even or even losing money, more will stay if it is tough to go. Thus, competition is still fierce.
- Slow industry expansion: If an industry expands quickly, all companies can expand through acquisitions without necessarily harming the competition directly. It is possible to distribute all those new clients. If growth is slow, there are fewer customers but the same number of businesses, thus if you want to expand, you must buy clients from your competitors.

**d. Bargaining power of suppliers**

Another aspect of an industry's competitiveness is the suppliers of goods and services to businesses. The ability of enterprises to turn a profit and, thus, compete is directly impacted by the bargaining power of suppliers. Strong suppliers can manage costs and product standards, which reduces a company's capacity to turn a profit. On the other side, weak suppliers might be more easily managed or influenced by the buyer, giving the latter a competitive advantage. Some of the elements that may boost suppliers' negotiating strength and, consequently, competitiveness are:

- A small number of suppliers: If there are fewer suppliers than customers, suppliers will have more room for negotiation.
- Costs associated with switching suppliers for the buyer: In this case, the buyer is once more in a better position.
- Forward integration: The provider is in a stronger position if they can create the good or service on their own.

#### e. **Bargaining power of buyers**

The last force is buyer bargaining power, or the capacity of customers to exert pressure on businesses to reduce prices, alter their offerings, or raise customer satisfaction. To lessen buyer power, businesses can implement a variety of techniques, such as engagement strategies and loyalty programs. Several elements that affect a buyer's ability to negotiate include:

- Buyer concentration: If there are a lot of companies but few consumers, the buyer essentially has a choice of companies.
- Switching costs are a consideration, just like they are for the majority of the other forces. A buyer retains bargaining leverage if switching is simple for them.
- Backward integration: If consumers are able to make their own goods, they regain control.

#### **II.1.3 SWOT analysis**

SWOT is a framework for analyzing a company's internal and external opportunities and threats, as well as its internal and external strengths and weaknesses. According to Thompson (2007), SWOT analysis is an easy yet effective strategy for evaluating a company's resource strengths and weaknesses, market opportunities, and prospective external threats.

The SWOT analysis can be used by categorizing the different elements that influence the four factors listed below (Banjamahor, et al., 2023).

1. A company's strengths are its possessed elements that are predicted to be able to win over customers and profit from the opportunities available at the time.
2. Weaknesses are variables that a firm owns; if the management is unaware of this, it can impede the benefits that he should receive from the opportunities that exist during his time.
3. There should be strengths in the execution of business activities by management, and the executors should be able to deal with both internal and external dangers. Until the organization regains its health, the management's

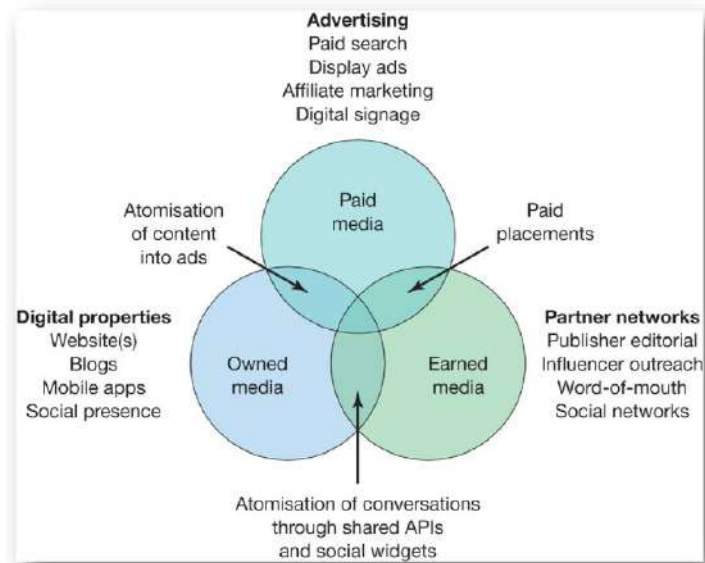
efforts and steps to decrease the dangers posed by these threats must, of course, be addressed regularly.

4. Weaknesses, if the implementing management is not serious about fixing them, can become a threat to a company's long-term viability, and will cripple a company's ability to preserve its survival. Therefore, if a corporation encounters such a problem, it must address it immediately so that it is not deadly.

#### **II.1.4 Digital Marketing**

Digital marketing has experienced rapid development along with the increasing use of the internet and social media by consumers. According to Kotler and Keller (2016), different from Traditional marketing involves more conventional forms of advertising and promotion through channels that have been used since before the advent of the internet including print media, broadcast media, direct mail, telemarketing, and outdoor advertising, Although Digital Marketing can be simply defined as Achieving marketing objectives through applying digital media, data and technology. Digitalization has created new opportunities in marketing strategies, where companies can reach a wider audience through digital platforms. Digital marketing also enables more interactive communication with consumers, increasing engagement and helping companies achieve marketing goals more effectively (Syah and Auliana, 2024).

Understanding a more intricate and competitive purchasing environment than ever before is necessary to create a solid digital strategy, since customer journeys now include touchpoints in a wide variety of online platforms. It's usual to refer to three primary media kinds that marketers should take into account when developing a strategy to reach and influence potential clients online.



**Figure II.4** *The intersection of the three key online media types*

*Source: (Chaffey, 2021)*

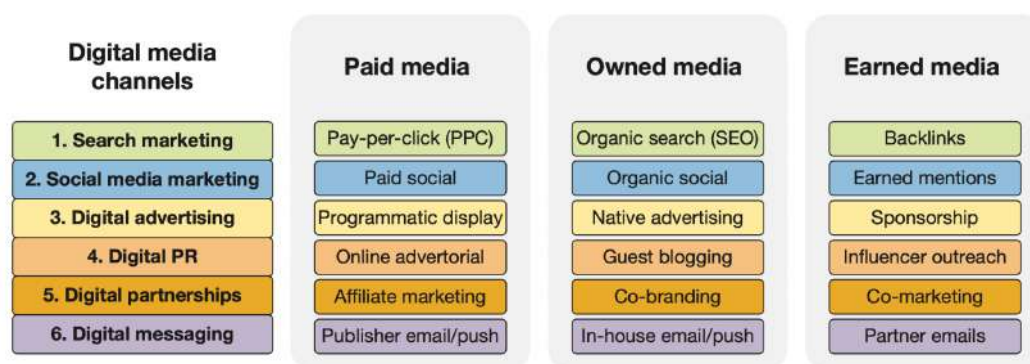
1. Paid media are those that are obtained through affiliate marketing, display ad networks, or search engine marketing in order to pay for visits, reach, or conversions. For certain companies, including consumer goods firms, offline conventional media like direct mail, TV, and print advertising are still crucial.
2. Owned media, These are brand-owned media. A company's own website, blogs, email list, mobile applications, and social media accounts on Facebook, Instagram, TikTok, LinkedIn, and Twitter are examples of online content. Retail locations and brochures are examples of offline owned media. Since it provides an alternative investment and the opportunity to sell items using editorial or commercial formats that are comparable to those of other media, a company's own media presence may be beneficial.
3. Earned media has long been used to describe publicity produced by PR initiatives that target influencers in an effort to raise brand recognition. These days, earned media encompasses discussions on blogs, social networks, and other communities, as well as word-of-mouth that may be produced by viral and social media marketing. The spread of interesting material created by several partners, including bloggers, publishers, and

other influencers, including consumer advocates, is a helpful description of earned media. Earned media also includes several in-person and online exchanges between customers and companies.

The intersections between the three types of media are depicted in Figure II.4. This is important since achieving this overlap requires combining infrastructure, resources, and marketing. Widgets on a content hub or website can share and break down material with other media kinds thanks to program and data exchange APIs (application programming interfaces), such as the Facebook or Instagram API.

### II.1.4.1 Digital Marketing Communications

Traditional media channels, such as TV, print, and radio advertisements, as well as direct mail backed by public relations, were the focus of marketing efforts for a long time. However, since Sir Tim Berners-Lee (Chaffey, 2021) initially suggested the idea of the web in the late 1980s, marketing communications have seen significant changes in a short period of time. These days, digital media channels, the digital counterparts of conventional media, are essential parts of the majority of marketing initiatives. We'll discover that there are a lot of digital marketing communications strategies available to marketers that may be used to various digital media platforms.



**Figure II.5** Six categories of digital media channels or communications tools showing their relationship to paid, owned and earned media

Source: Chaffey, 2021

## Six key types of digital media channels

Marketers frequently use the broad term "paid, owned, and earned media" to define investments, but when choosing specific always-on and campaign investments, it is more typical to speak to six distinct digital media channels. We suggest taking into account the owned, earned, and paid alternatives found in six digital media channels or communications tools, as illustrated in Figure II.5, to make prioritizing easier.

This method of combining the strategies yields 18 digital communications strategies that companies may take into account. Businesses might concentrate on owned and earned strategies if they have a little budget for paid advertising.

The six main media channels available to any business (and paid, owned and earned media options within these) are:

1. **Search engine marketing.** Gaining exposure on a search engine to promote website click-through when a user enters a certain keyword phrase. Paid placements using pay-per-click (PPC) and placements in natural or organic results using search engine optimization (SEO), which does not charge for search engine clicks, are two important search marketing strategies. SEO can be regarded as owned media because it includes on-page optimization, which involves making technical changes to the website to improve crawlability as tracked by Google Search Console, and earned media, which involves increasing search engine visibility by obtaining relevant "backlinks" from websites, which essentially function as citations or votes.
2. **Social media marketing.** Consists of both paid social network advertising and organic social media amplification, in which businesses seek to increase their exposure through material shared by owned media sites and feeds. When a publication or partner shares a brand or social update, it's known as earned social media.
3. **Display advertising.** Banners and videos are examples of online ad formats that are used on publisher websites to raise brand recognition and promote click-through to a target website. Because display advertising are primarily

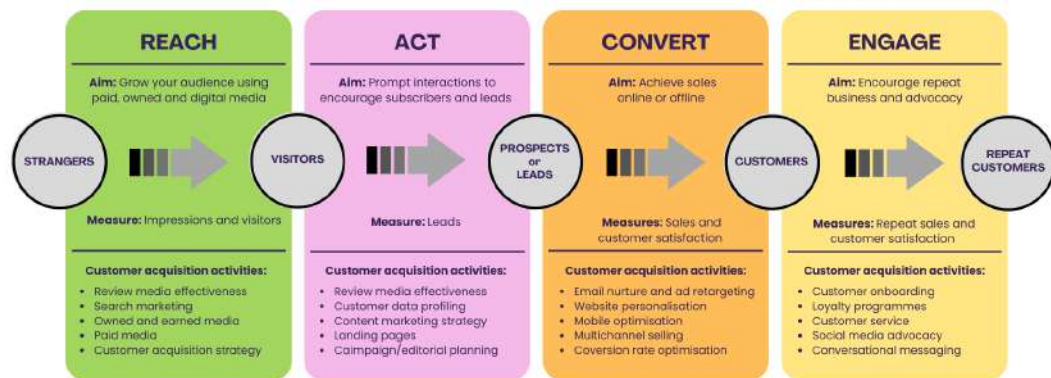
seen on publisher sites, they are widely regarded as distinct investments from paid search and paid social ads. Media and target audiences are chosen by trading or bidding against other advertisers in a process known as programmatic display. Paying to publish content that shows up on a media website instead of a banner ad is known as native advertising. It's comparable to when businesses purchase advertisements on newspaper pages. It's comparable to sponsorship as well, because in both situations, a brand may pay to have its name linked to a publisher or event over the long run.

4. **Digital PR.** Entails optimizing positive "offsite" mentions of your business, brands, and goods by other entities and individuals, particularly media outlets or influencers like celebrities. In addition to raising brand recognition, these mentions offer the advantage of promoting SEO with backlinks and increasing traffic through links. Your target audience may access these references on podcasts, blogs, social media platforms, and publisher websites. Writing a post on another company's website without charging a fee is known as guest blogging. Usually, it's a mutually beneficial agreement. Both business-to-business and business-to-consumer communications involve influencer outreach. Usually, it means collaborating with people instead of publications to get mentions on their blogs, podcasts, or social media accounts.
5. **Digital partnerships.** establishing and overseeing long-term agreements to advertise your online services on other websites or via the messaging and content of your own website. With affiliate marketing, the advertiser only pays when a sale is made via a commission-based agreement. The retail, travel, and financial services industries are the most suitable for it, as these industries pay affiliate websites for traffic that results in an online transaction. Co-branding is a sponsored or owned media strategy in which two companies are highlighted in native advertising or email marketing. Co-marketing is comparable, but it is a "contra" arrangement in which businesses work together to share information with the goal of increasing awareness and leads among the pooled audiences. Typically, no price is

made for this type of collaboration. For instance, Dave Chaffey established a co-marketing agreement between martech vendor HubSpot and publisher Smart Insights, whereby collaborative research reports were produced to increase brand exposure and lead generation. Since HubSpot considers this work to be significant, it has assigned co-marketing managers in several locations to oversee it.

6. **Digital messaging.** Traditionally, digital messaging to individuals who have subscribed to updates has focused on email marketing, which is still a commonly used digital media channel since it is cost effective. However, email is used less by younger audiences who are more likely to subscribe to mobile push notifications from websites and apps. Digital messaging options include placing ads in third-party e-newsletters (paid media) or most commonly the use of an in-house list for customer activation and retention (owned media), or co-marketing techniques using other companies' newsletters.

#### II.1.4.2 Goals of Digital Marketing



**Figure II.6** RACE omnichannel marketing planning framework

*Source: Chaffey, 2021*

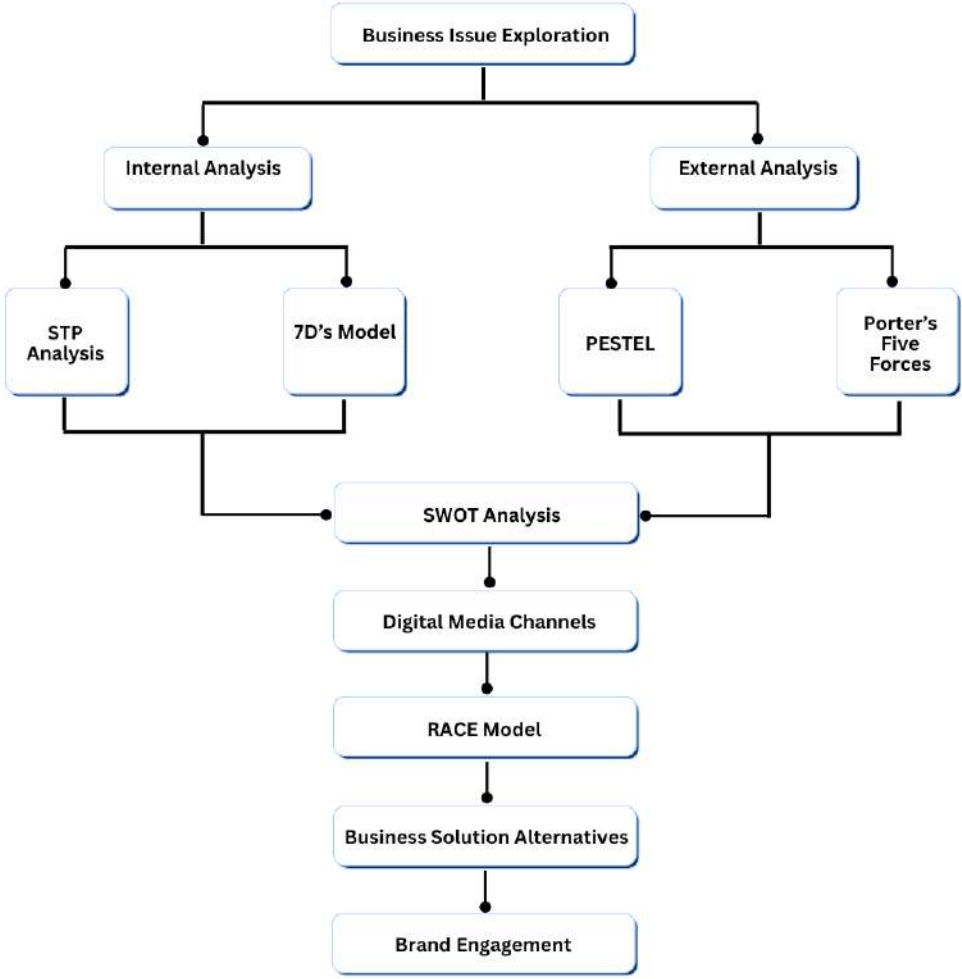
It's helpful to think about a hierarchy of response models for how digital media and platforms support marketing communications objectives like customer acquisition and retention, as digital marketing should support these goals. As you probably know, the traditional hierarchy of response models is called AIDA, or Awareness-Interest-Desire-Action. It was first developed to describe how people react to advertisements and other forms of media. Nevertheless, it has little to do

with the entire process of digital marketing to meet objectives for client acquisition, retention, and brand metrics. The RACE digital marketing framework was created by Dave Chaffey as a straightforward method for establishing and completing objectives across the customer lifetime, from acquisition and development to retention. Dave Chaffey created the useful framework known as RACE (Figure II.6; Chaffey, 2021) to assist marketers in establishing objectives, tracking results, and overseeing operations in order to increase the financial value that their companies derive from digital marketing. The REAN (Reach-Engage-Activate-Nurture) paradigm was first created by Xavier Blanc and made popular by Steve Jackson in his book *Cult of Analytics* (Jackson, 2009). RACE is a development of this framework. It is meant to assist in developing a more straightforward method for evaluating online marketing success and taking steps to increase its efficacy.

The four steps in RACE are intended to assist brands in interacting with fans, customers, and prospects at every stage of the customer lifecycle:

- Step 1: Reach: Increase traffic to websites and social media accounts by increasing awareness of a brand, its goods, and services on other platforms and in offline media.
- Step 2: Act: Encourage a brand's audience to communicate with the firm or other consumers by interacting with them on the brand's website or other online presence. Lead generation, or obtaining consent to market to a prospect via email, SMS, or mobile app alerts, is the goal of the Act stage in several industries.
- Step 3: Convert - achieve conversion to generate sales on web presences and offline.
- Step 4: Engage: To meet retention targets, cultivate connections with customers over time. Digital channels should, where appropriate, be connected with conventional offline media and channels since they always function best when they are integrated with other channels. Using traditional media to promote the importance of online presences at the Reach and Act stages and, at the Convert and Engage phases, when customers may choose to communicate with customer representatives, are the two most crucial components of integration.

## II.2 Conceptual Framework



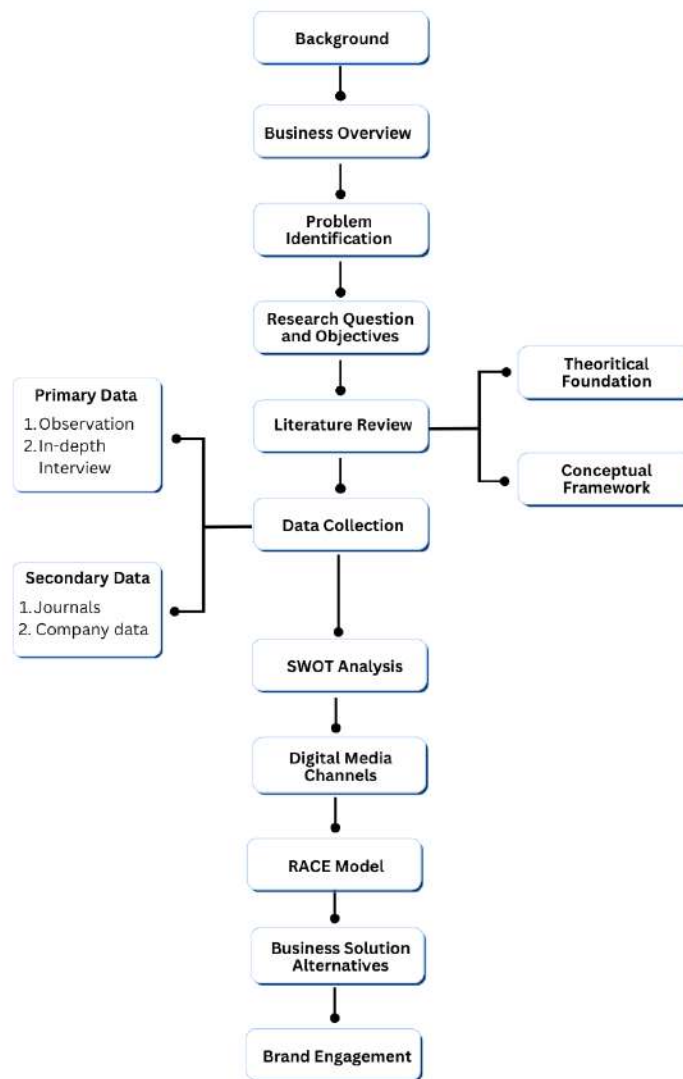
**Figure II.7** *Conceptual Framework*  
(source: *Researcher's Analysis*)

In order to find the data necessary to complete this research, the researcher first develops a conceptual framework based on a number of factors. Based on a conceptual framework to describe a cogent system in which the study's goals and core ideas are connected, the researcher.

## Chapter III Research Design

In this chapter, I present the research methodology dispatched in conducting the study, outlining the systematic approach undertaken to achieve the research objectives outlined in Chapter I. This chapter provides a comprehensive overview of the research design, data collection methods, sample selection, and data analysis techniques employed to ensure the reliability and validity of the findings.

### III.1 Research Design



**Figure III.1** *Research Design*

*(source: Researcher's Analysis)*

A research design establishes the groundwork for the project's execution (Malhotra & Birks, 2007). Research Design describes the methods of getting necessary data to shape or solve challenges during marketing research. The Design

outlined the specifics of applying the strategy. To perform the research, Exploratory research design is being used to gather insights about marketing trends. This strategy uses a qualitative study approach. Qualitative methods are used to gather knowledge in depth of the problem's root and new strategy. This research started with performing on the company's internals between the marketing and business development divisions besides that will be performed to discover market expectations and preferences about digital media channels via in-depth interview. Secondary data were gathered from this study from scholar publications and data companies.

The research design in this project starts with finding the problem statement and then elaborated into business issue exploration. To find the right strategy for the project, it is needed to see internal and external factors. The data for internal and external factors will be done by interviews, books, journals, internet, etc. The internal and external data will be analyzed for SWOT analysis then will be continued with the thematic framework which is digital media channel and RACE model. The digital media channel and RACE model will be done qualitatively by in-depth interview of Erji Project clients.

### **III.1.1 Qualitative Analysis**

This type of research is qualitative research with an in-depth interview method. Qualitative research is an approach that uses written and spoken words from people and behaviors that can be observed to gain a deeper understanding. According to Bogdan and Taylor, as cited in the book Lexy J. Moleong (2000), this research method involves an in-depth interview process conducted face-to-face between the interviewer and the informant. The interview can be conducted with or without a guide, with the aim of understanding the informant's social life more thoroughly. This approach is holistic, which means it does not separate individuals or organizations into certain variables, but sees them as part of a whole.

The main purpose of an in-depth interview, as explained by Esterberg in Sugiyono (2012), is to find problems more openly. Qualitative research allows researchers to explore issues that may not be apparent in more structured research. In this study, the researcher acts as the main instrument. As stated by Sugiyono

(2012), in order for researchers to be effective instruments, they must have broad knowledge and insight to be able to ask, analyze, and construct research objects clearly and meaningfully. In addition, informants in qualitative research usually develop gradually through snowball techniques and are selected purposely until the data collected is considered satisfactory or reaches a saturation point.

Qualitative research is flexible because everything related to the object of research is often unclear at the beginning of the research, both problems, data sources, and expected results. The research design is temporary and will develop along with the data collection process in the field. This is also related to the view that reality in qualitative research is holistic, dynamic, and cannot be separated into rigid variables. Qualitative research is also often referred to as naturalistic research because the object under study is not manipulated and develops naturally. Thus, the presence of the researcher does not directly affect the dynamics of the object of research.

In qualitative research, the main goal is to obtain a complete picture of a phenomenon based on the views of the people studied. This method does not focus on quantitative measurements, but rather on understanding the ideas, perceptions and opinions of individuals. This research is within the interpretive paradigm that seeks to understand the social actions taken by individuals, as well as the way they construct their lives and the social meanings they give to these actions. Social action cannot be observed directly, but rather the subjective meaning of the action.

According to Ghony and Almanshur (2012), qualitative research produces findings that cannot be achieved by quantitative or statistical methods. Creswell (2014) adds that these methods, especially depth interviews, allow researchers to explore the views and experiences of individuals in depth, which results in richer and varied findings. Sukmadinata (2005) explains that constructivism, which is the basis of qualitative research, argues that reality is multi-faceted and dynamic. Each individual has a unique social experience, so truth is fluid and can be found through observation of individuals in their social environment. Thus, the evidence produced in qualitative research is convincing because it emerges from a deep understanding of complex and dynamic social reality.

## **III.2 Data Collection Methods**

According to Ibrahim (2015: 67) in Fernando and Siska (2020), data is all forms of information, facts and realities related to what is being researched or studied. Meanwhile, data sources are people, objects or objects that can provide data, information, facts and realities related to or relevant to what is studied or researched. Data in research can be classified into two (2) resources, namely:

### **III.2.1 Primary Data**

Primary data is all information, facts and realities related or relevant to the research, where the link or relevance is very clear, even directly. In qualitative research the main data sources are words and actions observed or interviewed. Primary data will be obtained directly from sources or first parties such as informants. Primary data needed in this study include business issues, habits in using digital media channels, external conditions, and digital customer journeys through the RACE model. Data will be collected by:

#### **III.2.1.1 Observations**

Observation refers to the systematic process of observing and recording real symptoms on the object of research (Zuriah, 2009). Observation exercises involve the utilization of the five senses to gather information. The object of research is seen and recorded to study its natural behavior, visible dynamics, and description of behavior in different situations. The process of observation entails a number of steps, including the selection of the study site, formulation of the observation method and protocol, observation and data collection, analysis, and interpretation. There are two types of observation: unstructured, in which the watcher documents everything that occurs in the environment, and structured, in which the observer concentrates on a few behaviors or interactions. In this final project, the observation was conducted by doing in-depth interviews and collecting data from annual reports, news from articles, and the internet. By that data, the business issues can be determined.

### III.2.1.2 In-depth interview

In-depth interviews are data collection techniques carried out by researchers to obtain oral information through question and answer directly with a number of informants who can provide information related to research problems. The interview is a method of gathering data that involves asking and receiving direct questions from sources while in person. This method aims to obtain information directly from informants by providing some main ideas or frameworks and outlines of the same questions in the interview process to several informants. In-depth interview is the process of obtaining information for research purposes by means of question and answer while meeting face to face between the interviewer and the informant or interviewee, with or without using an interview guide, where the interviewer and informant are involved in a relatively long social life (Sutopo 2006: 72).

Transaction Type of E-commerce		Consumer of Product/Service		
		Consumer	Business	Government
Provider of Product/Service	Consumer	C2C	C2B	<b>C2G</b>
	Businesses	B2C	B2B	<b>B2G</b>
	Government	<b>G2C</b>	<b>G2B</b>	<b>G2G</b>

**Figure III.2** *Research Design*

*Source: Warmerdam, M. (2016)*

To gain deeper insights into the commercial concerns and internal circumstances of the business, interviews were conducted with respondents through in-depth interviews. These interviews were categorized based on consumer types, which included four distinct groups: Business to Government (B2G), Business to Business (B2B), Business to Consumer (B2C), and Prospective Customers. Prospective customers are those who have shown interest in Erji Project but have not yet utilized its services. The purpose of these interviews was to understand the needs, preferences, and expectations of each customer segment, as well as to identify any potential gaps or opportunities for improvement in the company's offerings.

The identities of the interview researchers are as follows. Include the names, positions, and roles of the researchers conducting the interviews, if applicable. These researchers were responsible for gathering qualitative data from the interviews, ensuring that the perspectives of different customer types were captured in order to inform strategic decision-making at Erji Project. The information obtained through these interviews will provide valuable insights into how Erji can better meet the needs of its diverse customer base, optimize its services, and address any internal challenges or concerns.

**Table III.1** Respondent In-Depth Interviews

No	Name	Gender	Category	Job	Marketing Budget
1	Muhamad Sofiyurahman, S.St.Par.,MM	Male	B2G	Adyatama Kepariwisata dan Ekraf Ahli Muda Disbudpar Kabupaten Bandung	IDR 2 Billion/Year
2	Anggara Kusuma Pradoko	Male	B2G	Head of the Travel and Tourism Introduction Working Group Team Kemenpar	IDR 29 Billion/Year
3	Belva Damario Harsono	Male	B2B	Founder of Ruang Pangkas	IDR 5-7 Million/ Month

4	Ratih Handayani	Female	B2B	Owner HarAa Studio	IDR 5 Million/ Month
5	Camar Haenda	Male	B2C	Personal Branding for @camarhaenda	IDR 2-3 Million/ Month
6	Christopher Michel Engelbert Pojoh	Male	B2C	Personal Branding for @crhvacation	IDR 2 Million/ Month
7	Shintya Rahmi Utami	Female	MSME	Founder Tour Heal Peace	IDR 2-3 Million/ Month
8	Syifa Arifah Putri	Female	MSME	Owner of Minilasy	IDR 1,5 - 2 Million/ Month

In this study, the author added a category of potential customers who already know about Erji Project but have not used the services to strengthen this study and to add information to be input for the company.

### III.2.2 Secondary Data

Secondary Data sources are indirect data that can provide additional and strengthening data for research. This secondary data source is obtained through documentation and literature studies from books, print media and the internet. Secondary data sources are also in the form of photographs of activities taken during the research. The data sources in this research are books, journals, magazines, theses, and photographs during the research.

Data collection method is a systematic way or process in collecting, recording, and presenting facts for specific purposes. The data collection method is

a strategic step in research, because the main purpose of this research is to get data. According to (Sugiyono, 2012).

### **III.3 Data Analysis Method**

Technical data analysis is what is done after data from all respondents or other sources is collected. In this case the researcher analyzes the data generated through interviews with the object of research so that the researcher can solve the main problems and problems that arise in this study. Furthermore, the researcher can conclude some of the main problems following the solution of the problem as well as the researcher can provide some suggestions which are part of the solution in solving the problems that arise in this study.

The essence of good data analysis in qualitative research, parsing and processing raw data into data that can be interpreted and understood more specifically and recognized in the same scientific perspective, so that the results of good data analysis are the right data and are interpreted the same or relatively the same and not biased or cause different perspectives (Herdiansyah, 2010).

This research conducted a qualitative research method. Qualitative data refers to all-non numeric data or data that have not been quantified and can be a product of all research strategies (Saunders, Lewis, & Thornhill, 2009). This methodology converts the environment into a collection of representations, including fieldnotes, interviews, conversations, images, recordings, and memos to the self. At this point, qualitative research adopts a naturalistic and interpretive worldview.

Qualitative evaluation methods with a case study approach involve in-depth analysis of a specific program, policy, or intervention to understand its impact, effectiveness, and quality. This research is done by using a case study approach. The case study approach uses multiple data sources to gather rich and detailed information, which is then analyzed and interpreted to draw conclusions about the program. Case study approach is as a comprehensive description and explanation of several aspects of a person, group, organization (community), program, or social situation (Mulyana, 2013). This method is used to obtain a thorough and comprehensive description of an entity. Case studies generate data for theoretical

investigation. Utilizing methods such as observation and interviews, the author intends to collect as much data as possible regarding the topic under investigation.

Unfortunately, this is limited to the issue and is not overly comprehensive. To facilitate the research process for this final project, the writers require factual information from informants in order to answer the research question.

The evaluation is started by selecting the case. The case was selected by observation by the Erji Project team. Cases then evaluated by collecting data offline and online. Data will be analyzed using Thematic analysis which is Digital media channel and RACE model analysis. Data is collected by using an interview-based approach. The interview was conducted with Erji Project team and Erji Project Customer based on category. Interviews were conducted during exploratory business issues, understanding deeper customer conditions for eksternal analysis, and formulating the right marketing strategy based on the problems that have been formulated.

## Chapter IV Result and Discussion

### IV.1 Data Analysis Method

#### IV.1.1 Internal Analysis

Scanning the internal environment is the systematic evaluation of the internal factors of a company. This analysis is intended to identify the strength of the company to compete and improve or minimize weaknesses that could potentially be a limiting factor. Internal analysis involves systematically evaluating the internal factors that influence a company's performance and competitiveness. For the Erji Project, this analysis serves to identify its strengths and weaknesses, which can be leveraged or improved upon to enhance its position in the market.

##### IV.1.1.1 STP Analysis

The formula "segmentation, targeting, positioning (STP)" is the essence of strategic marketing (Kotler & Arsmtrong, 2012). The purpose of segmentation, targeting, and positioning analysis is to determine the position of a brand product in the eyes of the customer. Customers will assess if a product has a competitive advantage if it offers determinant attributes, values that are considered unique by the customer.

#### 1. Segmentation

Erji Project segments its market based on several key criteria, creating distinct groups with unique needs and characteristics:

Business Type (Primary Segmentation): This is the core segmentation, dividing the market into:

- B2B (Small to Medium Enterprises & Large Enterprises): Businesses seeking external support for digital growth.
- B2G (Government Agencies): Public sector organizations with specific needs related to public communication and digital operations.
- B2C (Direct-to-Consumer Brands & Content Creators): Businesses and individuals focused on building a direct connection with consumers.

1. Demographics (Secondary Segmentation within each Business Type):

- Age: Business owners/decision-makers aged 15-64. This broad range acknowledges the diversity of business structures and leadership.
- Location: Primarily targeting major cities in Indonesia (Jakarta, Bandung, etc.) due to higher business concentration and digital adoption.

2. Psychographics & Behavioral (Further Refining Segments): Need for Efficiency/Digital Transformation: Businesses/individuals struggling with digital marketing, lacking internal expertise, or seeking to improve efficiency. This cuts across all business types.

- Budget Sensitivity: Recognizing varying budget constraints within each segment, allowing for flexible service offerings.

## 2. Targeting

Erji Project targets the following segments, aligning their needs with specific service offerings:

- Target Segment 1: B2B (SMEs & Enterprises)

Specific Needs (Derived from Segmentation): Digital transformation strategies, brand building, lead generation, sales growth, ROI measurement. They often lack internal digital marketing expertise and have varying budget constraints.

Targeting Approach: Offer comprehensive digital marketing solutions, including strategy development, execution, and performance tracking. Emphasize ROI and tailored solutions based on budget.

- Target Segment 2: B2G (Government Agencies)

Specific Needs (Derived from Segmentation): Public promotion, event organization, data analysis, navigating complex procurement processes. They often face bureaucratic hurdles and resource limitations.

Targeting Approach: Focus on solutions that address their unique needs, such as public awareness campaigns, digital event management, and data-driven insights. Emphasize compliance and efficient use of public funds.

- Target Segment 3: B2C (Direct-to-Consumer Brands & Content Creators)

Specific Needs (Derived from Segmentation): Social branding, collaborations, customer retention, content creation (planning, shooting, editing). They face intense competition and need to maximize audience engagement.

Targeting Approach: Offer tailored content creation and social media management services, focusing on audience growth, engagement, and brand building. Emphasize creativity and data-driven optimization.

### 3. Positioning

Erji Project positions itself as a data-driven, full-service digital marketing agency founded by content creators, offering tailored solutions and guaranteed results. This positioning directly addresses the needs and challenges of the target segments:

- Data-driven: Appeals to all segments, especially B2B and B2G, who prioritize ROI and measurable results. This addresses the challenge of measuring marketing effectiveness.
- Full-service: Caters to all segments, particularly B2B and B2G, who often lack internal resources and seek comprehensive support. This directly addresses the need for efficiency and digital transformation.
- Founded by content creators: Specifically resonates with B2C (especially content creators) by highlighting creative expertise and understanding of the digital landscape.
- Tailored solutions: Directly addresses the varying needs and budget constraints across all segments. This acknowledges the segmentation based on budget sensitivity.
- Guaranteed results: Builds trust and reduces risk for all segments, addressing the challenge of uncertainty in marketing investments. The commitment to repeating strategies until KPIs are met reinforces this.

#### **IV.1.1.2 7Ds Analysis**

##### **1. Digital Goals**

Erji Project has business goals to increase brand awareness and recognition because many people still don't know about our brand. In addition, it is necessary to generate leads and drive sales and enhance customer engagement and loyalty based on consumer experience, Erji Project needs to improve customer service and support to optimize operational efficiency. While for marketing goals, Erji Project wants to increase website traffic and conversions because so far the website has only been used to inform services and prices, in addition, we will improve social media engagement and following to reach more audiences, build email subscriber lists and open rates for potential customers, generate high-quality leads through content marketing and measure and analyze marketing campaign performance.

##### **2. Digital Audiences**

Target Audience Segmentation based on our age demographics focuses on the productive age of 15-64 with locations in big cities in Indonesia that are still focused on Bandung and Jakarta, while for income we have not yet determined because the services we offer are still in accordance with the budget they have, for Psychographics for the middle and lower class with a sanguine personality type (individuals seeking to improve their business management skills and efficiency) who are less productive and could benefit from our services. while behavioral for individuals who lack organizational skills, are lazy, or have busy lifestyles that prevent them from effectively managing their businesses. Based on the 7Ds pillars, Erji Project has a business to business, business to customer audience, but there is an additional business to government that digital agency companies rarely target, this is a good value for the Erji project.

##### **3. Digital Devices**

Erji project as a digital agency that has been established for 3 years certainly has adequate digital devices for operational needs, we have

smartphones to connect between teams and customers, in addition smartphones are used as one of the content production tools, we have also adapted to tablets to facilitate work that is not stationary in one place while we also use tablets to find specific target audiences, for desktop computers we have analyzed website traffic and user behavior on desktop devices in addition to optimizing the website for desktop viewing and usability.

#### **4. Digital Platforms**

To effectively reach and engage your target audience, Erji Project leverages a variety of digital platforms. Social media platforms like Instagram and TikTok can be used to create engaging content and run targeted advertising campaigns. Search engines like Google can be optimized through SEO (Search Engine Optimization) to drive organic traffic, and PPC (Pay-Per-Click) advertising can be used to generate immediate traffic. Email marketing is a powerful tool for building and maintaining relationships with customers through targeted email campaigns and newsletters. For direct interaction and a seamless user experience, design and develop user-friendly websites and mobile apps, optimizing them for speed, performance, and mobile-first principles. Additionally, consider exploring other platforms like YouTube, Pinterest, and Snapchat, depending on your target audience's preferences.

#### **5. Digital Media**

To effectively reach and engage our target audience, a comprehensive digital media strategy is essential. Content marketing plays a crucial role in attracting and retaining customers through high-quality blog posts, articles, videos, and infographics. Distribute this content across various channels, including social media, email, and your website. Paid advertising, such as pay-per-click (PPC) advertising, social media advertising, and display advertising, can help you reach a wider audience and drive immediate results. Social media marketing enables you to create engaging content, run promotions, and utilize targeted advertising to reach a wider audience. Email marketing is a powerful tool for building and nurturing relationships with customers through targeted email campaigns, newsletters, and promotional

offers. By tracking email open and click-through rates, we can measure the effectiveness of our email marketing efforts.

## **6. Digital Data**

To make informed marketing decisions, it's crucial to collect and analyze data from various sources, including website analytics, social media, and email marketing. By carefully examining this data, we can identify trends, uncover valuable insights, and discover new opportunities. Armed with these insights, we can then use data to inform our marketing strategies and tactics, ensuring that your efforts are aligned with your business objectives. Measuring the effectiveness of your marketing campaigns is essential to track progress and make necessary adjustments.

## **7. Digital Technology**

To ensure a seamless digital experience for your customers, it's essential to invest in cutting-edge technology. Design and develop user-friendly websites and mobile apps that prioritize optimal performance and security. Utilize CRM tools to effectively manage customer relationships and streamline marketing processes through automation. Implement analytics tools like Google Analytics to track website traffic, user behavior, and conversion rates. Additionally, leverage social media management tools to schedule posts, monitor engagement, and analyze performance. By effectively utilizing these digital technologies, Erji Project can develop and implement comprehensive digital marketing strategies that drive business growth and achieve digital success.

### **IV.1.2 External Analysis**

#### **IV.1.2.1 PESTEL Analysis**

##### **1. Political**

The Indonesian government's active support for MSMEs through grants and initiatives presents significant opportunities for Erji Project to collaborate on digital transformation workshops and campaigns. Policies promoting the adoption of digital tools align well with Erji's mission of helping businesses #GoDigital. However, strict advertising regulations and

data privacy laws, such as Indonesia's equivalents to GDPR, pose challenges for executing targeted marketing campaigns, necessitating compliance and strategic adjustments. Erji's existing collaboration with institutions like ITB Marine Engineering helps the agency navigate political and bureaucratic complexities more effectively.

Furthermore, Indonesia's regulatory framework for digital systems directly impacts Erji's operations. The ITE Law (Law Number 19 of 2016) mandates stringent data protection and copyright compliance, requiring Erji to securely handle client data and produce legally compliant content. Non-compliance could result in legal repercussions, jeopardizing the company's reputation. Similarly, Government Regulation Number 71 of 2019 (PP 71/2019) requires Erji to register as a Private Electronic System Organizer (PSE), ensuring adherence to national standards for lawful content publication and data protection. Ministry Regulation Number 5 of 2020 adds an obligation to report unlawful content and safeguard user data, necessitating robust monitoring systems. The impending Personal Data Protection Law (PDP Law) will demand even more rigorous data management practices, compelling Erji to audit and refine its workflows to ensure full compliance. By addressing these regulatory challenges, Erji can establish itself as a trusted and responsible player in the digital economy.

## **2. Economic**

Indonesia's rapidly growing digital economy, projected to reach USD 130 billion by 2025, presents significant opportunities for the Erji Project to expand its client base and services. As internet and smartphone adoption increases, the demand for digital marketing solutions continues to rise, creating a fertile market for Erji to target not only MSMEs but also larger enterprises, institutions, and government agencies. This growth allows Erji to innovate its service offerings by integrating advanced technologies like data analytics, AI, and automation to meet the evolving needs of its clients, positioning the agency as a key player in Indonesia's digital transformation.

## **3. Social**

The limited digital literacy among many Indonesian MSMEs presents both challenges and opportunities for the Erji Project. On the one hand, a lack of knowledge about digital tools and strategies among MSMEs opens the door for Erji to position itself as an educator and enabler through tailored workshops and seminars. These initiatives can focus on practical skills such as leveraging social media for business growth, segmenting target audiences, and creating engaging photo and video marketing content. By empowering MSMEs to understand and use digital marketing effectively, Erji can build long-term client relationships and foster loyalty. On the other hand, the lack of digital awareness in rural areas may pose a barrier to immediate adoption, requiring Erji to invest in awareness campaigns and simplified service packages to gradually bring these businesses into the digital fold.

Cultural factors also play a crucial role in Erji's strategy. In Indonesia, trust and personal relationships are key to building business partnerships. Erji's approach, which includes word-of-mouth promotion, door-to-door marketing, and community-focused events, resonates well with these cultural norms, especially when targeting MSMEs. These strategies not only foster trust but also help Erji establish itself as a reliable partner in the digital transformation journey of small businesses. Such community engagement is particularly important in bridging the gap between traditional and modern business practices.

Additionally, the growing influence of social media and the dominance of influencer marketing in Indonesia create significant opportunities for Erji. Platforms like Instagram, TikTok, and YouTube are central to consumer engagement, making influencer marketing a highly sought-after service. Erji's expertise in managing influencer campaigns and creating compelling content positions it to meet the increasing demand from businesses looking to enhance their visibility and brand recognition. By staying aligned with these trends, Erji can strengthen its market position and attract diverse clients, from MSMEs to larger enterprises.

#### 4. Technological

The availability of advanced digital marketing tools, such as SEO platforms, and data analytics software, provides Erji Project with substantial opportunities to craft data-driven and impactful marketing campaigns. These tools enable the team to analyze customer behavior, track campaign performance, and optimize strategies in real time, offering clients measurable results that enhance their business outcomes. However, challenges in fully leveraging these tools persist, particularly in areas such as precise audience targeting, conversion optimization, and campaign scaling. To address these challenges, ongoing training for Erji's marketing team is essential. By investing in skill development and staying updated on the latest platform updates and best practices, Erji can maximize the potential of these tools, delivering high-quality, result-oriented services to its clients.

Emerging technologies like AI, machine learning, and automation are reshaping the digital marketing landscape, offering Erji a significant opportunity to gain a competitive edge. AI-powered tools can streamline repetitive tasks such as content scheduling, keyword analysis, and ad performance monitoring, freeing up resources for more strategic initiatives. Machine learning algorithms can provide deeper insights into customer preferences and predict trends, allowing for highly personalized and effective campaigns. For example, AI-driven chatbots and recommendation systems can enhance customer engagement and conversion rates. By adopting these technologies, Erji can not only improve operational efficiency but also offer innovative, cutting-edge solutions that differentiate it from competitors.

The accessibility of internet infrastructure also plays a critical role in Erji's operational effectiveness. The ongoing expansion of high-speed internet in urban and suburban areas like Bandung and Jakarta directly benefits Erji by enabling its target audience to engage with its digital services more effectively. This improved connectivity supports the seamless implementation of online campaigns and real-time client communication. However, limited internet access in rural areas poses a scalability challenge. Businesses in these regions may face difficulties adopting digital marketing

strategies due to inconsistent connectivity, reducing their readiness to engage with Erji's services. To mitigate this, Erji could consider hybrid approaches that combine digital and traditional marketing methods, along with outreach programs designed to raise awareness about the benefits of digital transformation. By addressing these infrastructure gaps strategically, Erji can expand its market reach while strengthening its position as a forward-thinking digital agency.

## **5. Environmental**

Eco-friendly Practices in Marketing, as sustainability continues to gain importance across industries, businesses are increasingly adopting environmentally conscious marketing strategies to cater to the growing demand for eco-friendly products and practices. One prominent aspect of this shift is the rise of green event management, which focuses on minimizing waste, conserving resources, and promoting sustainable alternatives at events, such as using recyclable materials, reducing energy consumption, and encouraging digital participation to limit travel. Additionally, eco-friendly content creation is becoming more prevalent, where companies prioritize digital channels over print media, incorporate sustainable messaging, and create educational content that raises awareness of environmental issues. Such strategies not only help businesses reduce their carbon footprint but also appeal to environmentally conscious consumers, positioning the brand as a leader in sustainability.

## **6. Legal/Law**

Logistics and Location Benefits, Erji's office is strategically located in Rancaekek, close to a major toll gate, which offers significant logistical advantages. This location ensures easy access for both clients and team members, reducing travel time and associated environmental impact. The proximity to a major transportation hub minimizes carbon footprints for in-person meetings and collaboration. Additionally, this central position in a well-connected area allows for efficient distribution and service delivery, helping the company streamline operations while contributing to a more sustainable, cost-effective approach to logistics. By focusing on reducing

transportation-related emissions and improving accessibility, Erji enhances its commitment to sustainability while providing convenience and efficiency for all stakeholders.

#### **IV.1.2.2 Porter's Five Forces**

##### **1. Threat of New Entrants**

The threat of new entrants for the Erji Project is considered moderate due to the relatively low barriers to entry in the logistics and project management sectors. While the fundamental infrastructure needed to establish a logistics business—such as vehicles, technology, and personnel is accessible to new players, Erji has built a strong competitive position that makes it challenging for newcomers to gain significant market share quickly. One of Erji's main advantages is its established reputation, which has been developed over time through its experience in the industry. The company has earned the trust of clients by consistently delivering high-quality services and maintaining a strong brand presence. Furthermore, Erji's strategic location in Rancaekek near a major toll gate offers logistical advantages that help reduce transportation costs and increase efficiency, making it an attractive option for clients. This prime location could be difficult for new entrants to replicate, as it would take time and significant investment to establish a comparable operational hub. Additionally, Erji differentiates itself by focusing on sustainability, integrating eco-friendly practices into its logistics and project management processes. This commitment to sustainability adds complexity to the business model, as it requires specialized knowledge, technology, and operations that new entrants may struggle to match in the short term. Therefore, while new entrants may attempt to enter the market, Erji's reputation, strategic location, and commitment to sustainability provide a competitive advantage that would make it difficult for them to quickly secure a strong foothold in the market.

##### **2. Bargaining Power of Suppliers**

The bargaining power of suppliers in Erji's business model is moderate, reflecting the balance between the company's need for diverse

resources and its ability to leverage multiple options within the logistics and project management sectors. As a logistics and project management company, Erji relies on a wide range of suppliers, including transportation services, materials, technology providers, and other resources crucial to its operations. Since the logistics industry is highly competitive and suppliers are numerous, Erji has the flexibility to choose from various vendors, reducing its reliance on any single supplier. This diversity allows the company to maintain competitive pricing and negotiate favorable terms, such as better pricing, delivery schedules, or volume discounts. Furthermore, Erji's focus on sustainability may require specific materials or eco-friendly technologies, but given the growing demand for green solutions, there is an increasing number of suppliers offering these types of products. As a result, Erji can take advantage of market competition among suppliers, which helps mitigate the potential for price hikes or unfavorable terms. However, despite these advantages, certain specialized or high-quality suppliers may still hold a degree of power, particularly in providing niche technologies or materials that are integral to Erji's unique sustainability initiatives. Therefore, while the overall bargaining power of suppliers remains moderate, Erji's strategic ability to source from multiple suppliers and its flexibility in negotiating terms helps minimize risks associated with supplier dependence.

### **3. Bargaining Power of Customers**

The bargaining power of customers in the Erji Project is high, driven by several factors inherent in the logistics and project management sectors. Customers in these industries are typically well-informed and have access to a wide range of service providers, making it easy for them to compare offerings based on multiple criteria, such as cost, efficiency, sustainability practices, and technological innovation. This means that customers are not only able to evaluate traditional factors like pricing and delivery times but also have increasing expectations around the environmental impact of the services they use. As a result, they have the leverage to demand better value, more efficient solutions, and greater commitment to sustainability. The availability of numerous alternatives further increases their bargaining power,

as customers can easily switch to competitors if they find better options, whether in terms of pricing, service quality, or eco-friendly practices. For Erji, this means that to maintain customer loyalty and retain its market position, it must continuously innovate and adapt to evolving client expectations. The company needs to invest in new technologies, enhance service offerings, and prioritize sustainability, ensuring that its value proposition remains attractive. Failing to do so could result in customers choosing competitors that offer superior or more tailored solutions. Therefore, the high bargaining power of customers pushes Erji to stay agile, continuously improve, and align its services with the evolving demands of the market to sustain long-term relationships and retain a competitive edge.

#### **4. Threat of Substitute Products or Services**

The threat of substitutes for Erji is moderate to high, as there are several emerging alternatives that could potentially disrupt the traditional logistics and project management models. While logistics services remain a fundamental aspect of business operations, the industry is witnessing the rise of innovative solutions that could replace or complement traditional methods. Digital platforms, for instance, offer a more streamlined, tech-driven approach to managing logistics, potentially reducing the need for physical transportation or traditional infrastructure. Additionally, sustainable alternatives such as drones, electric vehicles, or automated delivery systems are gaining traction as businesses seek to lower their carbon footprints and reduce operational costs. These substitutes may be particularly attractive to companies aiming to embrace cutting-edge, eco-friendly solutions. Furthermore, businesses may turn to more localized or decentralized logistics models, which can be more cost-effective and environmentally sustainable by reducing transportation distances and associated emissions. Despite these threats, Erji's emphasis on sustainability and its technology-driven approach provides it with a competitive advantage. By aligning with the growing demand for eco-friendly and efficient logistics solutions, Erji can differentiate itself from substitutes that may not offer the same level of sustainability or comprehensive service. In addition, Erji's established

reputation and expertise in providing high-quality logistics services allow it to maintain a strong market position, even in the face of emerging alternatives. However, to stay competitive, Erji must continue to innovate and integrate sustainable practices, ensuring its offerings remain relevant and attractive in an evolving market.

## 5. Industry Rivalry

Industry rivalry in the logistics and project management sector is intense, as the market is saturated with a wide range of competitors, from large, well-established firms to smaller, specialized players. This high level of competition stems from the fact that logistics is a critical service for businesses across various industries, making it a highly sought-after market with numerous providers vying for market share. Factors such as pricing, technological innovation, customer service, and sustainability efforts are central to competition. Companies must continuously adapt and enhance their offerings to stay ahead of rivals. For Erji, this means focusing on its key differentiators, such as its strategic location in Rancaekek, which offers logistical advantages and greater efficiency. Additionally, Erji's commitment to sustainability is an important factor that appeals to environmentally-conscious clients and positions the company as a leader in eco-friendly practices within the logistics space. Operational efficiency, supported by technology-driven solutions, also helps Erji maintain a competitive edge by optimizing its services and reducing costs. In a market where customers are increasingly prioritizing both cost-effective and sustainable solutions, Erji must continuously evolve its value proposition to stand out from its competitors. The growing emphasis on environmental responsibility and customer-centric approaches means that Erji's ability to innovate and offer unique, tailored solutions will be critical for long-term success in this highly competitive industry. To stay relevant, Erji must consistently highlight its strengths and adapt to changing market dynamics to ensure it remains a preferred choice among clients.

### IV.1.2.3 Competitor Analysis

Table IV.1 Competitor Analysis

Aspect	Erji Project	ToffeeDev	Netra Creative	Ogilvy Indonesia
Services	Digital marketing, SEO, influencer marketing, content creation	SEO, PPC, social media	Branding, video production	Full-service marketing
Target Audience	MSMEs, institutions, government bodies	MSMEs, corporations	MSMEs, local businesses	Corporations, enterprises
Pricing	Affordable	High	Mid-range	Very high
USP	Practical workshops, localized service	SEO expertise	Creative branding	Advanced analytics
Geographic Reach	Bandung, Jakarta	Jakarta	Bandung	Nationwide

The creative and digital marketing industry in Indonesia, particularly in the key markets of Bandung and Jakarta, operates in a highly competitive landscape. This competitiveness is fuelled by the increasing digital adoption among businesses, particularly micro, small, and medium enterprises (MSMEs), which are seeking to enhance their online presence and customer

engagement. The growing demand for personalized digital marketing solutions, such as influencer marketing and search engine optimization (SEO) services, reflects the need for tailored strategies to cater to diverse market segments. Additionally, the emergence of tech-savvy customers has heightened expectations for innovative campaigns and the use of cutting-edge tools, compelling agencies to continuously evolve and offer unique value propositions to stand out in this dynamic environment.

### **1. Direct Competitors**

In the competitive landscape of digital marketing in Bandung and Jakarta, Erji Project faces direct competition from several established agencies offering similar services to MSMEs, institutions, and corporations. ToffeeDev stands out with its expertise in SEO and PPC campaigns, bolstered by a strong client portfolio and successful case studies. It provides full-service digital marketing solutions but is hindered by its high pricing, which may not appeal to smaller businesses, and a focus on technical services with limited creative and training components. Nagara Creative differentiates itself through strong branding and video production capabilities, as well as innovative storytelling approaches. However, its influence remains concentrated in Bandung, with a limited reach in Jakarta and a narrower focus on B2B services like SEO. Berakar Komunikasi emphasizes sustainability and meaningful campaigns, excelling in social media branding and influencer collaborations. Despite these strengths, it faces challenges with scalability due to its smaller team and its specialization in niche markets, which may limit broader client acquisition. These competitors highlight both the opportunities and challenges for Erji Project as it navigates this dynamic industry.

### **2. Indirect Competitors**

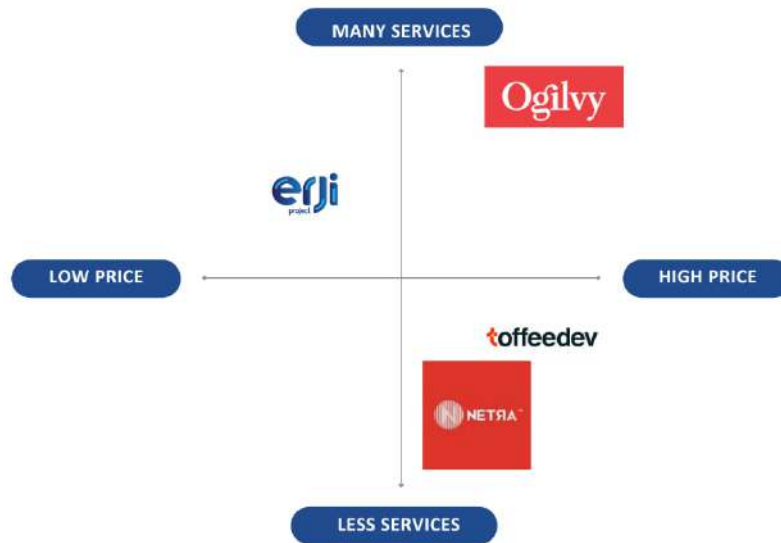
In addition to direct competitors, Erji Project faces indirect competition from global agencies and platforms that offer similar services or capture a portion of the market. Ogilvy Indonesia brings international expertise and provides high-end marketing solutions supported by advanced analytics tools for campaign tracking and optimization. However, its focus on large-scale

businesses and premium pricing makes it less accessible to MSMEs. Similarly, iProspect Indonesia specializes in performance-driven marketing, leveraging advanced data insights for precise market segmentation and ROI-focused campaigns. While effective for premium clients, its limited emphasis on creative campaigns and grassroots engagements leaves a gap in appealing to smaller organizations. On the other hand, freelance platforms such as Fiverr and Upwork offer cost-effective solutions for budget-conscious clients and provide access to a global pool of talent. However, these platforms often lack consistent quality assurance and the ability to foster long-term client relationships or deliver local expertise. These indirect competitors highlight the diverse pressures Erji Project faces and the importance of maintaining a strong value proposition tailored to its target market.

To solidify its position in the competitive digital marketing landscape, Erji Project should implement several strategic initiatives. Enhancing visibility through optimized SEO for its website will improve online discoverability, while showcasing case studies from successful collaborations, such as with ITB, will help build credibility and attract new clients. Developing unique and localized campaigns tailored to Bandung and Jakarta's MSMEs can further strengthen its appeal, particularly by leveraging creative and out-of-the-box influencer marketing strategies.

Strengthening partnerships with academic institutions, government bodies, and tech platforms will provide access to valuable resources, including AI-driven insights, to enhance campaign performance. Investing in advanced tools for campaign management and analytics is essential to compete with larger, more established agencies. Lastly, diversifying its client portfolio by targeting niche markets such as sustainable businesses, education startups, and creative industries will open new revenue streams and differentiate the agency from competitors. By focusing on these recommendations, Erji Project can leverage its strengths and opportunities to become a leading digital marketing agency for MSMEs and institutions in Bandung and Jakarta.

#### IV.1.2.4 Brand Positioning



**Figure IV.1** *Brand Positioning of Erji Project*

*source: Collecting data by researcher*

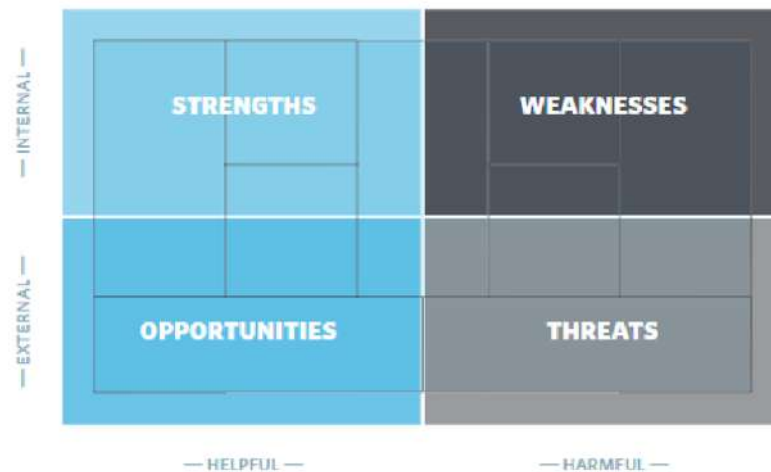
#### **Erji Project's Position:**

Positioned as a mid-range provider: Erji Project is strategically placed in the middle of the map, suggesting it offers a balance of services and price. This positioning aims to appeal to clients who may not require the extensive services of a high-priced agency like Ogilvy but still need more than a very basic, low-cost option like some of the other competitors.

#### **Competitive Landscape:**

- **Ogilvy:** Positioned in the "High Price, Many Services" quadrant, Ogilvy likely targets clients who require a comprehensive suite of services and are willing to pay a premium for it. They are positioned as a high-end, full-service agency.
- **ToffeeDev and Netracreative:** Positioned in the "Low Price, Less Services" quadrant, these competitors likely focus on providing a limited range of services at lower price points. They may target clients with smaller budgets or specific, niche needs.

#### **IV.1.3 SWOT Analysis**



**Figure IV.2** *SWOT Analysis*

*source: Osterwalder and Pigneur (2010, p.216)*

#### **a. Strength**

One of the key strengths of the Erji Project is its team of professionals, who bring a wealth of expertise across various fields, including photography, videography, content creation, and key opinion leadership. This diverse talent pool enables Erji to offer high-quality, specialized services tailored to the specific needs of clients. The team's qualifications and experience ensure that each project is executed with precision and creativity, helping Erji deliver exceptional results that meet the expectations of its clients. Additionally, Erji's flexibility in pricing is another significant strength. The company offers customizable cost options that can be adjusted according to the client's budget, making its services accessible to a wide range of businesses and individuals. Clients have the opportunity to choose from different service packages, ensuring that they receive value for their investment without compromising on quality. This ability to adapt costs while maintaining high standards of service gives Erji a competitive advantage, as it can cater to a broad market segment and build strong relationships with clients by meeting their financial and service needs. Together, these strengths—highly qualified professionals and adaptable pricing—position Erji as a versatile and client-focused service provider in a competitive market.

## **b. Weakness**

One of the key weaknesses of the Erji Project is its status as a new business operating in an industry with intense competition. The logistics and project management sector is crowded with established players, both large and small, which can make it challenging for a newcomer like Erji to carve out a significant market share. The company's relatively limited brand recognition compared to more established competitors may hinder its ability to attract a broad customer base, particularly when clients may prioritize the reliability and reputation of longstanding firms.

Additionally, Erji's lack of formal legal status, such as being registered under a limited liability company (PT) structure, poses a risk. Operating without a legal umbrella can limit the business's ability to establish formal contracts, attract larger corporate clients, or gain access to certain legal protections. It may also impact the company's credibility with investors, partners, and clients who often prefer to work with businesses that are legally incorporated and recognized by authorities. Without a PT status, Erji could face challenges in terms of liability management, tax benefits, and the ability to secure funding or long-term partnerships. This gap in its legal framework may also hinder its ability to scale and expand as the company grows.

## **c. Opportunity**

Erji Project has significant opportunities due to its foundation by content creators with extensive experience and established channels in the entertainment industry. This strong understanding of the market dynamics within the digital agency sector, particularly in the realm of social media, provides Erji with a distinct advantage. The founders' expertise in content creation allows the company to tap into the rapidly evolving digital landscape and cater to the increasing demand for digital marketing services, social media engagement, and online content creation. As social media continues to grow as a primary channel for brand communication and customer interaction, Erji is well-positioned to leverage its knowledge of digital trends and consumer behavior to offer tailored solutions to businesses seeking to build or enhance their online presences.

Moreover, the ongoing development of digital businesses, particularly in the Digital 5.0 era, presents further opportunities. The rise of technologies like artificial intelligence, the Internet of Things (IoT), and automation is reshaping the way businesses operate and interact with customers. Erji can capitalize on these advancements by integrating cutting-edge tools and platforms into its service offerings. The increasing digitalization of industries and the growing importance of digital transformation for businesses of all sizes make the digital sector a rapidly expanding market. This presents an opportunity for Erji to not only grow its client base but also to position itself as a leader in providing innovative digital solutions that align with the future of business operations. By staying ahead of digital trends and continuing to develop its digital business capabilities, Erji can seize the opportunity to expand its influence and capture new markets in the evolving digital ecosystem.

#### **d. Threat**

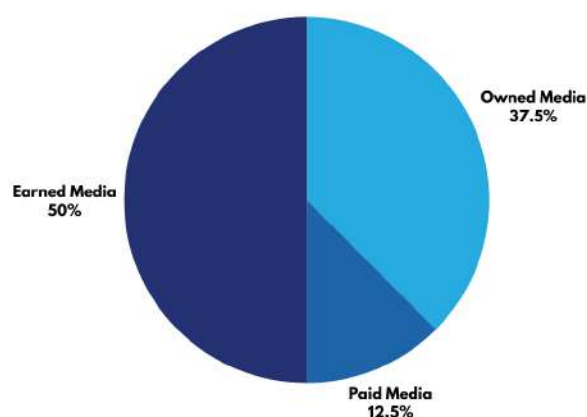
Erji faces significant threats from competitors in the digital agency sector, particularly those that are already established under a legal umbrella, such as a limited liability company (PT). These competitors benefit from the credibility and legal protections that come with formal business registration, giving them an edge in terms of trustworthiness and the ability to engage in more formal contracts with larger clients. Their established presence in the market, combined with a solid legal foundation, positions them as strong competitors, which could make it more challenging for Erji to attract new clients or secure partnerships, especially in the corporate sector.

Additionally, while Erji's team of experts is a key strength, the company must ensure that all staff members maintain a high level of expertise and uniform quality across projects. This could require significant investment in training and development to ensure that the team's skills remain competitive and aligned with industry standards. Such training programs would increase operational costs, which could strain Erji's budget, particularly as a new business still establishing itself in the market. Moreover, if the training and quality assurance processes are not streamlined effectively,

they could result in inefficiencies or delays, further impacting the company’s ability to maintain its competitive edge. The combination of these external threats, such as competition from more established companies, and internal challenges, such as the need for continuous training, poses risks to Erji’s long-term growth and profitability.

## IV.2 Digital Media Channels

### Online Media Types



**Figure IV.3** *Online media types*

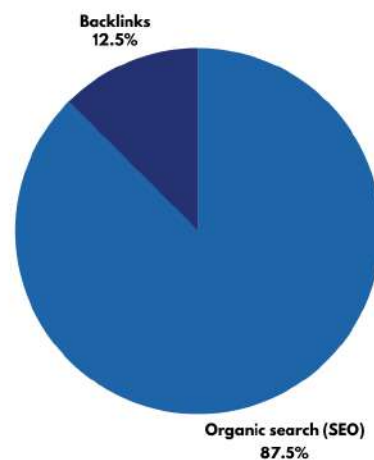
*source: Collecting data by researcher*

The pie chart in Figure IV.2 illustrates the distribution of online media types used in digital marketing strategies, divided into three categories: Owned Media, Earned Media, and Paid Media. Owned Media makes up 37.5% of the total, referring to channels directly controlled by the company, such as its website, blog, social media profiles, and email newsletters. These are platforms where the company can create and manage its own content without relying on third-party platforms. Earned Media takes the largest share, representing 50% of the chart. This category includes media coverage and mentions generated through public relations efforts, organic social media engagement, and word-of-mouth marketing. Earned Media is particularly powerful because it comes from external sources, such as journalists, influencers, or customers, which can enhance credibility and trust. Lastly, Paid Media accounts for 12.5%, representing advertising and promotional

activities on various platforms, such as search engine ads, social media ads, and display advertising.

The data from the chart is significant for Erji Project, particularly the fact that 4 out of 4 sources searched for a digital agency through recommendations from other people's accounts (Earned Media). This indicates a strong reliance on external endorsements to find digital services. Given this, Erji Project can leverage the Electronic Word of Mouth (eWOM) strategy, which involves encouraging satisfied customers or influencers to share their positive experiences online, further building trust and credibility. Additionally, Erji could collaborate with influential figures or brands in the industry to amplify its reach and reinforce its reputation through authentic, third-party recommendations. This focus on Earned Media could be a strategic approach for Erji Project to enhance consumer trust, attract new clients, and differentiate itself in the competitive digital agency market.

## Search Marketing



**Figure IV.4** Search marketing digital media channel

*source: Collecting data by researcher*

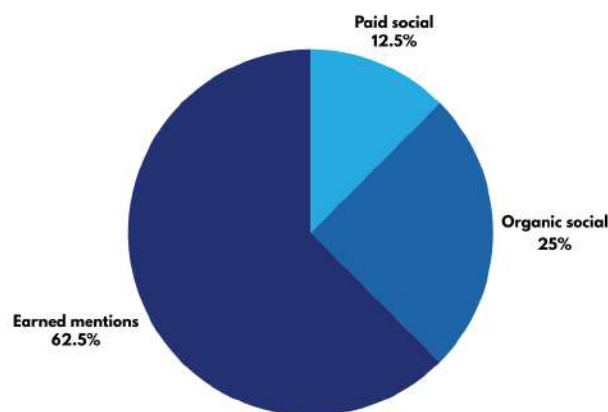
The pie chart in Figure IV.3 visually represents the allocation of search marketing efforts for the Erji Project, split into two primary components: Backlinks, which constitute 12.5%, and Organic Search (SEO), accounting for a dominant 87.5%. This distribution underscores a strategic emphasis on organic search optimization as the principal means of driving

traffic and attracting clients to Erji's digital platforms. The reliance on SEO reflects its effectiveness in generating visibility and credibility for digital agency websites.

The data indicates that the majority of visitors discover digital agency websites, including Erji's, through search engines. This insight highlights the importance of a strong SEO strategy, as it significantly influences how Erji is positioned on search engine results pages (SERPs). By enhancing organic search performance, Erji can increase its likelihood of being found by potential clients actively seeking digital marketing services.

- **Keyword Research:** Identify relevant keywords and phrases that potential clients might use to search for digital agency services.
- **On-Page Optimization:** Optimize website content, including titles, meta descriptions, headers, and images, to improve search engine rankings.
- **Technical SEO:** Ensure the website is technically sound and optimized for search engines.
- **Content Marketing:** Create high-quality content like blog posts, articles, and case studies to attract organic traffic and establish thought leadership.
- **Local SEO:** Optimize the website for local search results to attract clients in specific geographic areas.

## Social media marketing



**Figure IV.5** Social media marketing digital media channel

*source: Collecting data by researcher*

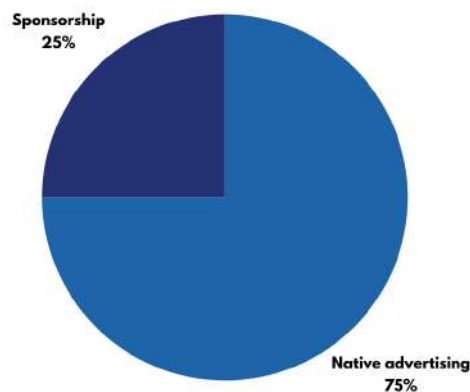
The pie chart in Figure IV.4 represents the allocation of social media marketing efforts for the Erji Project, divided into Earned Mentions (62.5%), Organic Social (25%), and Paid Social (12.5%). The data highlights a significant emphasis on earned media, which forms the majority of the strategy, indicating that the Erji Project has successfully utilized public relations, user-generated content, and organic interactions to create awareness and drive engagement. Earned media refers to mentions or tags generated organically by satisfied customers, influencers, or advocates, showcasing Erji's strong ability to inspire word-of-mouth marketing and online recognition.

From the 8 respondents surveyed, 5 respondents discovered the digital agency's social media pages through tagged posts on other people's accounts, reinforcing the idea that earned mentions are a key driver of visibility and engagement. This underscores the importance of leveraging client satisfaction and social media collaboration to amplify Erji's online presence.

- **Create Shareable Content:** Develop high-quality content that is visually appealing and easy to share.
- **Encourage User-Generated Content:** Encourage customers to share their experiences with your brand on social media.
- **Engage with Your Audience:** Respond to comments, messages, and reviews promptly and professionally.
- **Partner with Influencers:** Collaborate with influencers in our industry to reach a wider audience.
- **Monitor Social Media Conversations:** Track mentions of your brand and respond to them promptly.

By effectively utilizing a combination of earned, organic, and paid social media marketing, Erji Project can build a strong online presence, increase brand awareness, and generate leads.

# Digital advertising



**Figure IV.6** *Digital advertising digital media channel*

*source: Collecting data by researcher*

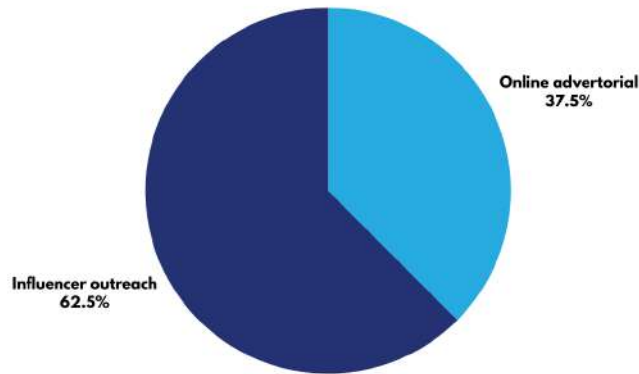
The pie chart in Figure IV.5 highlights the distribution of digital advertising efforts for the Erji Project, showing Sponsorship (25%) and Native Advertising (75%). The data suggests that Erji has a strategic preference for native advertising, emphasizing seamless integration of promotional content within user environments. Native advertising is known for being less intrusive, providing a natural and engaging user experience compared to traditional formats.

From the survey of 8 respondents, 6 individuals discovered digital agency ads through banners displayed in Instagram ads, showcasing Instagram's effectiveness as a platform for Erji's advertising strategy. This data points to Instagram's visual and interactive format being particularly well-suited for reaching Erji's target audience, therefore the Erji project must increase native advertising to be optimal in the following ways:

- **Content Syndication:** Distribute high-quality content like blog posts, articles, and infographics to relevant websites and publications.
- **Sponsored Content:** Create sponsored content in the form of articles, videos, or infographics that are relevant to the target audience.
- **Native Advertising Platforms:** Utilize native advertising platforms like Outbrain and Taboola to reach a wider audience.

By effectively utilizing a combination of sponsorship and native advertising, Erji Project can reach a wider audience, build brand awareness, and generate leads.

## Digital PR



**Figure IV.7** *Digital public relation digital media channel*

*source: Collecting data by researcher*

The pie chart in Figure IV.6 illustrates the distribution of digital PR efforts for the Erji Project, showing Online Advertorials (37.5%) and Influencer Outreach (62.5%). This data indicates a significant emphasis on influencer marketing as a key strategy within Erji's digital PR approach. Influencer outreach plays a vital role in modern digital marketing, leveraging the trust and engagement that influencers build with their audiences.

Among the 8 interview respondents:

- **3 individuals** encountered mentions of digital agencies through references from social media platforms or other publishers, demonstrating the impact of online advertorials in reaching audiences through informative, editorial-style content.
- **5 respondents** came across mentions of digital agencies through brand collaborations involving influencers, underscoring the effectiveness of influencer partnerships in driving visibility and credibility.

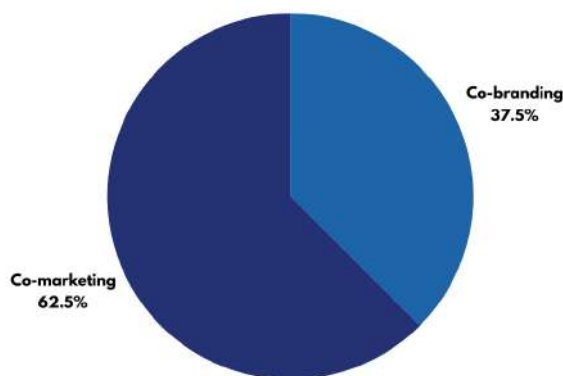
For Erji Project, influencer outreach would be optimal with this way:

- **Identify Relevant Influencers:** Find influencers who align with Erji Project's target audience and values.

- **Build Relationships:** Develop strong relationships with influencers through consistent communication and collaboration.
- **Create Engaging Content:** Collaborate with influencers to create high-quality content that resonates with the target audience.
- **Measure Results:** Track the impact of influencer campaigns to assess their effectiveness.

By effectively using a combination of influencer outreach and online advertorials, Erji Project can build brand awareness, generate leads, and enhance its reputation.

## Digital Partnerships



**Figure IV.8** *Digital partnerships digital media channel*

*source: Collecting data by researcher*

The pie chart illustrates the distribution of digital partnership efforts for the Erji Project, with Co-Marketing accounting for 62.5% and Co-Branding at 37.5%, indicating a significant focus on co-marketing partnerships. This preference reflects Erji’s strategy to leverage joint marketing campaigns with other businesses to broaden its reach and enhance its visibility. Among the data collected from 8 respondents:

- 5 individuals discovered online advertisements for digital agency services through co-marketing collaborations, where digital agencies partnered with different brands to jointly promote products or services to their respective audiences.

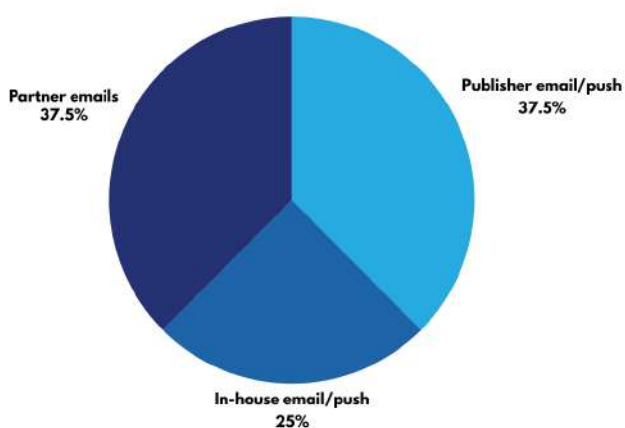
- 3 respondents encountered digital agency services through co-branding partnerships, where two or more brands collaborated closely to create a unified brand experience and message for their audience.

This strategy can be highly effective for Erji Project, as it allows them to:

- **Expand Reach:** Partner with companies that have a complementary target audience to reach a wider market.
- **Share Resources:** Collaborate on marketing activities, such as content creation, email campaigns, and social media promotions, to reduce costs and increase efficiency.
- **Leverage Each Other's Strengths:** Combine the strengths of both partners to create more impactful marketing campaigns.

Erji projects can also use more specific co-marketing strategies by collaborating with other digital agencies or complementary businesses to create joint blog posts, webinars, or whitepapers. Apart from that, promoting each other's services on social media, email newsletters, and websites is also important. Erji project can also organize joint workshops or webinars to educate and engage the target audience. While co-branding partnerships can also be beneficial, co-marketing partnerships may be a more suitable approach for Erji Project, as they allow for more flexibility and less risk.

## Digital Messaging



**Figure IV.9** *Digital messaging digital media channel*

*source: Collecting data by researcher*

The pie chart illustrates the distribution of digital messaging channels, with Partner Emails, Publisher Emails/Push, and In-House Emails/Push each accounting for 37.5%, 37.5%, and 25%, respectively. This indicates a balanced approach to digital messaging, using a mix of owned, earned, and paid channels. Of the 8 sources, 3 people received digital messages from the digital agency via partner email, 3 people received digital messages from the digital agency via publisher email, while the remaining 2 people received digital messages from the digital agency via in-house email sent by the digital agency.

For Erji Project, a balanced approach that combines 2 types of digital messaging would be optimal, for Partner Emails Erji project dan do this:

- Collaborate with Complementary Businesses: Partner with other digital agencies or complementary businesses to cross-promote services and reach a wider audience.
- Joint Email Campaigns: Collaborate on joint email campaigns to target specific segments and offer exclusive deals or promotions.

Meanwhile for Publisher Emails/Push, Erji project can do this:

- Leverage Publisher Platforms: Utilize publisher platforms to reach a larger audience through email and push notifications.
- Targeted Campaigns: Target specific audience segments based on interests and demographics.
- Track Performance: Monitor the performance of publisher email and push campaigns to measure engagement and ROI.

To maximize the effectiveness of digital messaging, the Erji project must craft clear and concise messages that are easy to understand and act upon, including a strong call to action in each message to encourage desired behavior. Surely experiment with different subject lines, content, and timing to optimize results. Ensure that email and push notifications are optimized for mobile devices, use data analytics to track performance and make data-driven decisions. By effectively utilizing a combination of partner emails, publisher emails/push, and in-house emails/push, Erji

Project can build strong relationships with customers, drive engagement, and increase conversions.

## IV.3 RACE Model

### IV.3.1 RACE Analysis for Erji Project B2G Market Segment

#### 1. Reach

Building Awareness, The Erji Project's *Reach* strategy effectively attracts audiences and drives visibility through a combination of digital marketing efforts and collaborations:

*"It's actually quite fascinating. Because, to return to the topic of promotion, marketing has now entered the 5.0 era. This means that digital advancements have become incredibly significant in marketing. Essentially, this is a significant advantage for you all in promoting your agencies."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

- **Interesting and Informative Content**

1. Erji creates engaging and valuable content that resonates with its target audience. Informative posts about digital marketing trends and practical tips highlight Erji's expertise while appealing to businesses seeking solutions in this domain.
2. This content serves as a key driver of traffic and awareness, helping Erji establish itself as a reliable source for digital marketing knowledge.

- **Search Engine Optimization (SEO)**

*"When we need something, we usually go online and search for it, right? So, when we need a digital agency for our government events, we just search and browse. That's how we find different agencies that might be a good fit."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Search engines are the primary tool for potential clients to discover Erji. This underscores the importance of SEO in ensuring Erji's visibility when businesses search for digital marketing agencies.
2. Continued optimization of organic search strategies, including targeted keywords and backlinks, can further enhance discoverability.

- **Recommendations for Government Segment**

*"Focusing on empowering SMEs with easy access to KOLs"*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

For government-related projects, recommendations act as a powerful alternative to traditional discovery channels. Word-of-mouth referrals and testimonials from trusted sources increase Erji's credibility and relevance within this specific segment.

- **Social Media Presence**

*"Remember that content I talked about? Well, it was really all about giving information and tips."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Social media platforms, such as Instagram and Facebook, play a vital role in showcasing Erji's services and content. These channels serve as accessible mediums for businesses to find and explore Erji's offerings.
2. Interactive posts, stories, and highlights on social media keep the audience engaged and help build brand familiarity.

- **Empowering MSMEs with KOL Access**

*"Of course, sir. It's automatic. ERJI's trustworthiness is directly correlated with the frequency of its partnerships with affiliates."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

Erji's commitment to empowering MSMEs by providing access to Key Opinion Leaders (KOLs) demonstrates its dedication to supporting small businesses. This initiative not only broadens Erji's reach but also enhances its appeal to clients seeking tailored solutions.

- **Collaboration with Influencers**

Partnerships with influencers are a strategic asset in Erji's *Reach* strategy. These collaborations amplify the company's presence, attract new audiences, and build trust by leveraging the credibility of influencers.

- **Clear Brand Positioning as a Digital Marketing Agency**

*"I see it very clearly. The description provided by ERJI as a digital agency is highly representative."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

Erji successfully positions itself as a digital marketing agency with clearly defined services. This clarity ensures that new audiences can immediately understand the value Erji provides, increasing the likelihood of engagement and inquiries.

## 2. Act

- **Activation Strategy**

Erji Project's *ACT* strategy focuses on engaging and converting its audience, leveraging informative and clear content to spark interest and drive action. The following elements contribute to the activation of potential clients and partners:

- **Interesting, Informative, and Clear Services**

*"Yes, it is indeed very interesting, especially the informative part."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Erji provides content that is not only informative but also clearly communicates the services it offers. The simplicity and clarity of these messages ensure that potential clients understand what Erji can do for their businesses, thus fostering interest and prompting them to take action.
2. Clear service descriptions tailored to the needs of businesses help customers feel confident in engaging with Erji for their digital marketing needs.

- **Targeting Gen Z and Millennial Segments**

*"I see it very clearly. Considering that ERJI primarily targets Gen Z and millennials, the content aligns perfectly with that target market."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. Erji has effectively designed its content to appeal to Gen Z and Millennial audiences by offering insights that are relevant and engaging without being overly flashy or attention-grabbing. The content strikes a balance between professionalism and relatability, which is crucial for resonating with these younger, digitally savvy segments.
2. By tailoring its messaging to address the business needs of this demographic, Erji ensures that its content feels authentic and appeals to the values and interests of this audience.

- **Business Content and Content Creation Tips**

*"Business tips, I guess."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. The focus on business-oriented content and content creation tips positions Erji as an authority in the digital marketing space. This approach appeals to businesses looking for both practical advice and solutions that can help them create effective marketing strategies.
2. Offering value through educational content strengthens Erji's ability to engage potential clients, positioning the company as a helpful resource for businesses seeking to improve their digital presence.

- **Finding References and Information for Content Creation and Business Needs**

*"It's all about the info, especially business stuff, you know, like in today's business world."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Erji's content addresses a wide range of business needs, from content creation tips to digital marketing insights. By providing useful

references and actionable advice, Erji helps businesses enhance their operations, positioning the company as an indispensable partner.

2. The inclusion of case studies, industry examples, or actionable takeaways increases the appeal of Erji's content, making it more likely that businesses will reach out for more tailored assistance.

- **B2B-Focused Campaign**

*"Based on my observation, the campaign seems to be more B2B oriented."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Erji's campaign is clearly aimed at the B2B market, with a focus on providing solutions that cater to businesses rather than individual consumers. This targeted approach ensures that the content and services resonate with business owners and decision-makers, effectively addressing their pain points.
2. The B2B focus is reinforced through strategic messaging that highlights Erji's ability to optimize business operations, improve digital marketing strategies, and enhance brand visibility.

### 3. Convert

- **Conversion Strategy**

Erji Project's *RACE* conversion strategy is aimed at converting leads into loyal clients by building trust, providing value, and ensuring excellent customer service. This stage is critical for maximizing the effectiveness of Erji's marketing efforts and turning interactions into tangible results. The following factors play a key role in the conversion process:

- **Alignment with Government Programs and Uniqueness**

*"If ERJI offers something that is perhaps slightly different from what other agencies offer, then in simpler terms, it becomes ERJI's unique selling point that differentiates it from other agencies."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Erji's services are tailored to align with government programs, offering a clear value proposition for government entities seeking reliable and effective digital marketing services. This alignment

ensures that Erji's offerings meet the specific needs of government clients, which is a key factor in driving conversion.

2. The unique aspects of Erji's approach, such as their focus on empowering businesses and fostering collaborations, further differentiate the project from competitors and create a compelling reason for government clients to choose Erji.

- **Trust-Building through Testimonials**

*"Personally, I don't think so. However, perhaps they could focus on updating the content and visuals, and continuing the partnerships that ERJI has previously established with its partners. This might help to build trust."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Incorporating testimonials from satisfied clients can significantly increase the trustworthiness of Erji Project. Positive testimonials act as social proof, showing potential clients that Erji has delivered value to others. This increases credibility and can be a decisive factor in converting prospects into paying clients.
2. Testimonials, especially from respected clients within the government or B2B sectors, will reinforce Erji's reputation and build confidence in its services.

- **Creating Superior Service**

*"Maybe they should really focus on what they're best at. They need to have one or two main things that make them stand out."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. To convert leads into clients, Erji must focus on delivering superior service that exceeds client expectations. By offering tailored digital marketing strategies and exceptional customer support, Erji can ensure long-term satisfaction and repeat business.
2. A customer-focused service model, where Erji listens to and addresses client needs in real time, will improve conversion rates. Continuous improvement of the service offerings, based on client

feedback and industry trends, will strengthen the company's market position.

- **Catering to Government Interests and Preferences**

*"Absolutely! I mean, the collaboration was a perfect fit. It's exactly what we wanted out of this partnership."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Erji has demonstrated an understanding of government needs by aligning its services with relevant government initiatives. This alignment positions Erji as a trusted partner for governmental projects, increasing the likelihood of conversion.
2. The company's ability to adapt its offerings to meet the specific preferences of government entities—such as transparency, efficiency, and adherence to regulatory standards—will enhance its attractiveness as a partner, further boosting conversion.

- **Platform Development for Future Effectiveness**

1. While the current platform and customer service system are effective, further research and development are necessary to prepare a more advanced and user-friendly platform in the future. Optimizing the platform for better customer experience and faster service delivery can improve the conversion process.
2. Enhancements might include AI-driven solutions, streamlined communication channels, and more personalized services that better cater to government clients' needs.

- **Effective Customer Service System**

*"They respond right away, you know? And they totally get what we need. Like, 'Oh, you want it like this.'"*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. Erji's customer service is a crucial part of its conversion strategy. A responsive and helpful customer service team will help ensure that leads feel supported throughout the decision-making process.

2. Ensuring that customer service representatives are well-trained to address specific client needs, especially for government contracts, will foster loyalty and increase the likelihood of conversion.

#### 4. Engage

- **Engagement Strategy**

The *Engage* stage of the RACE model focuses on maintaining active relationships with customers, fostering engagement, and ensuring ongoing communication. This is vital for encouraging repeat business, nurturing customer loyalty, and driving brand advocacy. The following analysis details the engagement efforts of Erji Project:

- **WhatsApp as the Primary Interaction Channel**

*"We use WhatsApp, but we usually connect with them on Instagram first."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. Effective Communication: WhatsApp has become the primary tool for Erji Project in establishing and maintaining direct communication with clients. Its simplicity and ease of use make it an ideal platform for building strong relationships, providing timely responses, and addressing client inquiries.
2. Personalized Engagement: The use of WhatsApp allows Erji to offer personalized communication, addressing client needs, answering questions, and discussing project progress in real time. This fosters a sense of trust and intimacy, making it a preferred choice for interaction among clients.

- **Long-Standing Relationship with Clients**

*"It's been a long time, hasn't it?"*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

*"I think it was around the time of COVID, wasn't it?"*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. Established Relationships: Erji Project has built strong relationships with clients over the past four years, starting from 2021. This long-

term engagement is a clear indicator of customer satisfaction and trust in the company's services.

2. Customer Retention: The fact that clients continue to engage with Erji after four years suggests strong customer loyalty. Maintaining this relationship requires ongoing communication, regular updates, and personalized services that continue to meet evolving client needs.

- **Customer Service Excellence**

*"Definitely! That's exactly what they promised to do, and they delivered. In our last project, they gave us exactly what we asked for."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Responsive Support: Erji's customer service team plays a key role in engagement by providing quick and effective solutions to client issues. Whether it's addressing concerns, handling queries, or guiding clients through challenges, Erji's customer support is well-equipped to manage these tasks.
2. Ongoing Support: The fact that Erji's customer service team continues to engage with clients even after project completion ensures that the relationship remains active. This level of attention promotes long-term loyalty and increases the likelihood of repeat business or referrals.

- **Interaction through Content Consumption**

*"On social media? We usually engage with slides. We analyze them, and from a professional standpoint, while I personally enjoy them, for work purposes, we primarily read to assess potential collaborations for future projects. We consider what we could achieve together with ERJI."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

1. Engagement via Content: Erji Project maintains an active presence on social media and other platforms by posting content that encourages interaction. Clients and followers engage with this content by liking, watching, and reading posts. This helps keep Erji at the top of their minds while simultaneously strengthening the relationship through regular touchpoints.

2. Content as a Tool for Engagement: Engaging content, such as informative articles, tips, and updates, is a key driver of interaction. By continuing to produce relevant and valuable content, Erji can ensure consistent engagement with its audience, even beyond direct communications.

- **Continuous Communication Beyond Projects**

*"It would still be beneficial to include influencer recommendations for this event. The type of influencers involved is still an important consideration."*

- Anggara Kusuma Pradoko (Interview #1 See Appendix)

*"From my perspective, up until now, we've maintained frequent contact. Essentially, we're trying to foster a strong ongoing relationship, even after project completion. Our hope is that the projects we've undertaken together aren't one-time occurrences, but rather the beginning of a long-term partnership between ERJI, as a digital agency, and our government."*

- Muhamad Sofiyurahman (Interview #1 See Appendix)

1. Ongoing Relationship: One of the standout features of Erji's engagement strategy is its ability to maintain communication with clients even after projects have been completed. This proactive approach ensures that clients feel valued and supported throughout their journey, not just during the duration of a specific project.
2. Long-Term Engagement: By continuing to engage with clients through regular updates, sharing insights, or offering additional services, Erji can nurture a long-term relationship that keeps clients connected to the brand. This ongoing engagement is crucial for turning satisfied clients into brand advocates.

#### **IV.3.2 RACE Analysis for Erji Project B2B Market Segment**

##### **1. Reach**

- **Simple, Interactive, and Informative Content**

*"What initially caught my interest was the content of their feeds. If the feed content provided the information I needed, or if the vibe or style aligned with my preferences, I would definitely be interested in learning more."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's content is designed to be simple, interactive, and highly informative, which makes it accessible and engaging for a wide audience. The simplicity of the content ensures that key messages are communicated clearly without overwhelming the viewer, while the interactive elements encourage audience engagement. Whether through interactive posts on social media or informative videos, Erji strikes a balance between offering valuable insights and maintaining user-friendly communication. This approach helps build trust with potential clients, as they can easily grasp Erji's digital marketing expertise and see how it could benefit their businesses.

- **Segmentation Not Yet Formed, but Content Can Serve as a Reference**

*"Usually, I have two search options: Google Search and Instagram Search.*

*However, since the question was quite specific and Instagram Search wasn't an option, I resorted to Google Search."*

- Ratih Handayani (Interview #2 See Appendix)

Although the Erji project has yet to develop a clear market segmentation strategy, its content already serves as a valuable reference for businesses looking to integrate digital marketing into their operations. The content, while not highly segmented at this stage, speaks to the broad needs of businesses in various industries looking to enhance their digital presence. As Erji continues to grow, establishing clearer customer segments will help refine content and service offerings to target specific groups more effectively. However, even without formal segmentation, the existing content remains relevant and informative for a wide range of potential clients, serving as a useful entry point into the digital marketing space.

- **Informative Video Content Relating to Everyday Life**

*"There's a lot of information, such as general knowledge, business insights, partnerships, and KOLs. There's also a lot of input and suggestions."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's use of video content that ties digital marketing strategies to everyday life makes the material more relatable and accessible to the

audience. By providing real-world examples of how digital marketing can be applied to common business challenges, Erji makes its content both educational and practical. This strategy can help demystify digital marketing for businesses that may be new to the field, increasing engagement and fostering a deeper connection with potential clients. Informative videos also have the added benefit of being highly shareable on social media, increasing the reach and visibility of Erji's brand.

- **Social Media as the First Media for Information, Websites for Validation and Additional Information**

*"Yeah, I've seen it happen. And because we've worked together, it's definitely made us trust each other more."*

- Ratih Handayani (Interview #2 See Appendix)

Erji successfully uses social media as the primary platform for information dissemination, with its posts being the first touchpoint for potential clients. Social media platforms provide a quick and easy way for businesses and individuals to discover Erji's services, allowing the brand to reach a broad audience efficiently. However, Erji also uses its website as a secondary, more detailed resource for those seeking further validation and additional information about its services. This two-step approach—social media for initial engagement and the website for deeper exploration—helps guide potential clients through the sales funnel, from awareness to consideration and, ultimately, decision-making.

- **Campaigns are On-Target, but Engagement Needs Improvement**

*"Based on the features alone, it's already quite informative and accurate. It aligns with some of my experiences."*

- Ratih Handayani (Interview #2 See Appendix)

Erji's campaigns are well-targeted, addressing relevant business needs and positioning the company as a solution provider for businesses seeking digital marketing services. The campaign messaging is clear and resonates with the intended audience. However, there is room for improvement in terms of campaign engagement. Increasing engagement could involve more interactive elements, such as polls, Q&A sessions, or

contests, as well as more personalized content that directly addresses the audience's specific pain points. By fostering a more interactive dialogue with the audience, Erji can strengthen relationships, increase brand loyalty, and ultimately drive higher conversion rates from its campaigns.

## 2. Act

- **Simple, Interactive, and Informative Content**

*"It's quite engaging because the content is simple and easy to read.*

*Information is absorbed easily with such a format."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's content is designed to be simple, interactive, and highly informative, which makes it accessible and engaging for a wide audience. The simplicity of the content ensures that key messages are communicated clearly without overwhelming the viewer, while the interactive elements encourage audience engagement. Whether through interactive posts on social media or informative videos, Erji strikes a balance between offering valuable insights and maintaining user-friendly communication. This approach helps build trust with potential clients, as they can easily grasp Erji's digital marketing expertise and see how it could benefit their businesses.

- **Segmentation Not Yet Formed, but Content Can Serve as a Reference**

*"To be honest, I'm not quite sure what the specific segment is targeting."*

- Ratih Handayani (Interview #2 See Appendix)

Although Erji has yet to develop a clear market segmentation strategy, its content already serves as a valuable reference for businesses looking to integrate digital marketing into their operations. The content, while not highly segmented at this stage, speaks to the broad needs of businesses in various industries looking to enhance their digital presence. As Erji continues to grow, establishing clearer customer segments will help refine content and service offerings to target specific groups more effectively. However, even without formal segmentation, the existing content remains relevant and informative for a wide range of potential clients, serving as a useful entry point into the digital marketing space.

- **Informative Video Content Relating to Everyday Life**

*"And it provides information relevant to daily life that can be used for content creation, especially business ideas."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's use of video content that ties digital marketing strategies to everyday life makes the material more relatable and accessible to the audience. By providing real-world examples of how digital marketing can be applied to common business challenges, Erji makes its content both educational and practical. This strategy can help demystify digital marketing for businesses that may be new to the field, increasing engagement and fostering a deeper connection with potential clients. Informative videos also have the added benefit of being highly shareable on social media, increasing the reach and visibility of Erji's brand.

- **Social Media as the First Media for Information, Websites for Validation and Additional Information**

*"I'm just seeking validation that this entity truly exists and is competent enough to carry out these services."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji successfully uses social media as the primary platform for information dissemination, with its posts being the first touchpoint for potential clients. Social media platforms provide a quick and easy way for businesses and individuals to discover Erji's services, allowing the brand to reach a broad audience efficiently. However, Erji also uses its website as a secondary, more detailed resource for those seeking further validation and additional information about its services. This two-step approach—social media for initial engagement and the website for deeper exploration—helps guide potential clients through the sales funnel, from awareness to consideration and, ultimately, decision-making.

- **Campaigns are On-Target, but Engagement Needs Improvement**

*"As for the goal, it's probably clear."*

Ratih Handayani (Interview #2 See Appendix)

*"But I think the engagement could be improved further, based on what I've seen."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's campaigns are well-targeted, addressing relevant business needs and positioning the company as a solution provider for businesses seeking digital marketing services. The campaign messaging is clear and resonates with the intended audience. However, there is room for improvement in terms of campaign engagement. Increasing engagement could involve more interactive elements, such as polls, Q&A sessions, or contests, as well as more personalized content that directly addresses the audience's specific pain points. By fostering a more interactive dialogue with the audience, Erji can strengthen relationships, increase brand loyalty, and ultimately drive higher conversion rates from its campaigns.

### **3. Convert**

- **Erji's Services Align with Client Needs**

*"Based on my experience, because I've tried ERJI's services. It fits perfectly, so maybe it's because the people behind it are also content creators, so they can translate the ideas in my head into content like that."*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji Project's services are well-aligned with the needs of its clients. The company offers a range of digital marketing solutions, including social media management, content creation, SEO, and influencer partnerships, that cater to businesses seeking to enhance their online presence. By tailoring its services to the needs of businesses in different industries, Erji ensures that its offerings are relevant and valuable. This client-centric approach positions Erji as a trusted partner, capable of providing solutions that address specific challenges businesses face in the digital space.

- **Need for SEO Improvement**

*"What do people usually search for on websites? Probably optimization, right? So how can we make it so that when people search for an agency,*

*like if we search for 'agency' on Google, ERJI shows up at the very top, for example."*

- Belva Damario Harsono (Interview #2 See Appendix)

While Erji provides valuable services, there is room for improvement in its SEO efforts. As SEO is a critical factor in online visibility and organic traffic, enhancing SEO strategies can significantly boost Erji's website ranking on search engines. Improving keyword optimization, content structure, and backlink strategies will help Erji increase its visibility in search engine results, driving more potential clients to the website. By focusing on improving SEO, Erji can better capture the attention of businesses actively searching for digital marketing solutions, expanding its reach and enhancing its competitive edge.

- **Website Should Complement Social Media and Contain Contact Information**

"So it means more complete, something that's not on social media. A website offers something more exclusive, right? Because there's more space to explore."

- Belva Damario Harsono (Interview #2 See Appendix)

Erji's website serves as a crucial platform for potential clients to validate the company's services and gather detailed information. However, the website should complement the information available on social media by providing a more comprehensive view of the company's offerings. The website should include in-depth service descriptions, case studies, testimonials, and other resources that help potential clients make informed decisions. Additionally, ensuring that contact information is clearly displayed on the website—such as phone numbers, email addresses, and direct messaging options—will enhance accessibility and facilitate easier communication with prospective clients. This seamless integration between the website and social media platforms will ensure that potential clients can easily transition from learning about Erji on social media to exploring services in more detail on the website.

- **Services Cater to Client Interests and Preferences**

*"Exactly what I was looking for! I found ERJI on my own and picked them because they were the best fit. So it's perfect."*

- Ratih Handayani (Interview #2 See Appendix)

Erji's services are customized to match the preferences and interests of its target audience, which primarily includes businesses looking to enhance their digital marketing strategies. The company's approach to service delivery, from personalized content creation to tailored social media strategies, ensures that clients receive solutions that resonate with their specific needs and goals. By remaining flexible and responsive to client preferences, Erji builds strong client relationships, fostering loyalty and repeat business. This alignment with client interests is a key strength that differentiates Erji from competitors, allowing the company to provide exceptional value to its clients.

- **Responsive Communication through WhatsApp and Instagram DM**

*"For example, when I first tried to reach out to them, was it easy to contact their customer service? It was very easy because the response from the web app was quick. And when I tried to reach out via DM at first, their reply was nice and informative."*

- Ratih Handayani (Interview #2 See Appendix)

Erji has made great strides in enhancing communication with clients by offering responsive channels like WhatsApp and Instagram Direct Messages (DM). These channels provide quick, accessible ways for clients to reach out with inquiries, feedback, or requests, improving the overall customer experience. The use of these platforms allows for real-time responses, which is crucial in today's fast-paced digital world. By maintaining responsiveness across these communication channels, Erji fosters trust and demonstrates a commitment to client satisfaction. This responsiveness helps strengthen relationships with both potential and existing clients, ensuring that their needs are addressed in a timely manner.

- **Well-Established Interaction with Clear Copywriting**

*"Yes, because even on the very first page, there's always a 'Contact Us' button. So you don't have to scroll all the way down before you can contact ERJI, for example. It's like it's already there in every, well, not every segment, but in some segments. The 'Contact Us' button is right there, making it really easy."*

- Ratih Handayani (Interview #2 See Appendix)

Interaction with clients is a key element of Erji's business strategy, and it has been successfully established through clear and effective copywriting. The messaging used in both social media content and website materials is concise, direct, and easy to understand. Clear copywriting helps clients quickly grasp the value of Erji's services, building confidence in the company's ability to deliver results. This clarity in communication ensures that potential clients are not confused by jargon and can easily navigate through the offerings, making informed decisions about the services they wish to use. Additionally, strong copywriting supports effective branding and ensures that Erji's voice and messaging are consistent across all platforms.

#### **4. Engage**

- **WhatsApp as the First Choice for Easier Interaction**

*"I prefer WhatsApp, but for the beginning, maybe I'll try DM first."*

- Ratih Handayani (Interview #2 See Appendix)

Erji has successfully positioned WhatsApp as the primary communication channel, offering clients an easy and convenient way to interact with the company. WhatsApp's user-friendly interface and widespread use make it a preferred method of communication for many clients, enabling quick and direct responses. By utilizing WhatsApp, Erji ensures that clients can reach out for inquiries, support, or service requests in real time, which enhances the overall customer experience. This seamless interaction contributes to building a positive relationship with clients, ensuring that their needs are met promptly and efficiently.

- **Customer Loyalty and Retention**

*"Maybe more than a year, I've known about ERJI Project."*

- Belva Damario Harsono (Interview #2 See Appendix)  
*"As for how long I've known about Erji Project, honestly I'm not sure. But the service I like the most about them is that because they're an agency, they're able to provide a comprehensive service from start to finish."*

- Ratih Handayani (Interview #2 See Appendix)

Erji's ability to retain customers for over a year indicates strong customer satisfaction and loyalty. This long-term client engagement is a positive sign of the company's ability to meet the ongoing needs of its clients in digital marketing. By providing valuable services and maintaining consistent communication, Erji has built trust with its customer base, resulting in repeat business and continued relationships. This customer retention is essential for Erji's long-term success, as it demonstrates the company's effectiveness in delivering results and maintaining strong connections with its clients.

- **Supporting Business Activities with Easy Access to KOL Services**

*"But with ERJI, it can be a medium to connect brands with KOLs. (And also for collaborations with KOLs. To connect brands with KOLs, because honestly, personally, it's difficult to find direct links to KOLs. And even if you manage to contact them directly, they might not reply very often.)"*

- Belva Damario Harsono (Interview #2 See Appendix)

Erji provides businesses with easy access to Key Opinion Leader (KOL) services, which is an important asset in today's digital marketing landscape. KOLs help businesses enhance their brand visibility, credibility, and trustworthiness, especially when reaching new audiences. By offering this service, Erji is able to add significant value to its clients' marketing campaigns. Additionally, Erji's responsiveness and communication make the process of engaging with KOLs smooth and efficient, further contributing to positive client experiences. This service, along with Erji's other digital marketing offerings, ensures that clients receive comprehensive support for their online marketing needs.

- **Responsive and Communicative Interaction with Clients**

*"If it's via WhatsApp, yes, it's very communicative. So if we ask something, the communication isn't too long. And it's helpful."*

- Ratih Handayani (Interview #2 See Appendix)

Erji's commitment to being responsive and communicative with its clients has fostered a positive relationship between the company and its customer base. By promptly addressing client inquiries and maintaining open lines of communication, Erji builds trust and ensures that clients feel valued. This responsiveness is a crucial component of the customer experience and contributes to high client satisfaction. Furthermore, Erji's ability to actively listen and adapt to client needs has allowed the company to offer tailored solutions that align with business goals, which further strengthens client loyalty.

- **Engagement with Content Through Likes and Comments**

*"But if it's about likes, maybe it's quite frequent. I like some of their posts."*

*The interaction is often."*

- Ratih Handayani (Interview #2 See Appendix)

*"There are also reels that I always watch. Even if I don't like them, I still watch them. I definitely read them too."*

- Belva Damario Harsono (Interview #2 See Appendix)

Interaction with the audience through content is a key aspect of Erji's digital marketing strategy. The company effectively generates engagement by producing content that resonates with its audience. Clients and followers engage with Erji's posts by liking and occasionally commenting, which is a sign that the content is relevant and of interest to the target audience. While likes and comments indicate good engagement, there is potential to further improve this by encouraging more conversations, discussions, and direct interactions in the form of comments or questions. Creating interactive content, such as polls or live Q&A sessions, could increase the level of engagement and further strengthen the relationship with the audience.

### IV.3.3 RACE Analysis for Erji Project B2C Market Segment

#### 1. Reach

- **Up-to-Date Content Aligned with Current Issues and Educational in an Attractive Package**

*"First, they're active. Your posts are always updated, you know."*

- Christopher (Interview #3 See Appendix)

*"The content is educational, really educational content, and it actually answers, well, our concerns, you know. And it's very comprehensive, not just from the slideshows, which I think are pretty good."*

- Camar Haenda (Interview #3 See Appendix)

Erji Project effectively utilizes current issues to engage its audience, staying relevant by addressing trending topics such as political changes or significant shifts like the new capital city and leadership. By incorporating such issues into its educational content, Erji captures the attention of its audience, demonstrating its awareness of the cultural and societal climate. This approach not only keeps the content fresh but also appeals to individuals seeking both educational value and up-to-date information. The content is presented in an engaging manner, potentially through multimedia formats like slideshows or video presentations, making it attractive to a diverse audience. This strategy positions Erji as a thought leader in its sector, offering knowledge that resonates with clients and creates lasting impact.

- **Collaboration on Social Media to Open Awareness, Followed by Search Engine Use for Further Reach**

*"Initially, I saw it from a collaboration. So, like, someone mentioned it, like 'What is ERJI Project?' So I clicked on it. Then after I clicked, I searched for it on Google."*

- Christopher (Interview #3 See Appendix)

The collaboration with influencers and other key figures on social media is a strategic way to expand Erji's reach. By partnering with well-established influencers, Erji can leverage their audience to build brand awareness, which is crucial for attracting new clients. This method also builds trust among potential clients, as endorsements from trusted individuals

often lend credibility to the brand. Once awareness is created on social media, Erji can strategically guide the audience toward using search engines to find more information, ensuring that its online presence is optimized for further engagement and visibility. This two-step approach effectively channels traffic from social media to search engines, where clients can engage more deeply with Erji's offerings.

- **Websites and Social Media: Essential Tools for Client Engagement and Brand Trust**

Erji's websites and social media platforms play a vital role in building brand trust and communicating the company's identity. Clients tend to follow platforms that provide up-to-date content and have clear, transparent company profiles. Erji's emphasis on maintaining a strong online presence with regular content updates and well-structured company profiles ensures that clients have easy access to information about its services. This level of transparency fosters trust and helps clients feel more comfortable in engaging with the company. A consistent, professional online presence across both the website and social media channels is crucial for demonstrating reliability and attracting potential business.

- **Trust Building through Influencer Collaboration**

*"Of course. If you've had several portfolios of collaborations with influencers or brands, it means your reliability can be trusted, right?"*

- Christopher (Interview #3 See Appendix)

Trust is a cornerstone of Erji Project's strategy. Collaborating with influencers who align with the company's values and brand image plays a key role in enhancing trust. Influencers, especially those who are respected within their niche, act as a third-party endorsement that reinforces the brand's credibility. These collaborations not only increase visibility but also help establish Erji as a trustworthy and reliable entity within the digital space. Since consumers often rely on recommendations from people they trust, such partnerships are an effective method to build a loyal client base and foster positive brand perceptions.

- **Advertisements Tailored for B2C Needs**

*"It's very suitable. I mean, you're selling social media channel development, right? It's a perfect match, you know."*

- Camar Haenda (Interview #3 See Appendix)

Erji's approach to advertising, particularly in the Business to Consumer (B2C) segment, ensures that ads are not only relevant but also effectively describe the brand. By tailoring advertisements to reflect the company's experience and accurately represent its services, Erji can connect with its target B2C audience more effectively. These ads are designed to resonate with consumer needs, helping them to understand the value of Erji's services clearly and compellingly. This targeted approach to advertising increases the likelihood of converting leads into clients, as it appeals directly to the specific needs and concerns of the consumer audience.

## 2. Act

- **Informative and Up-to-Date Content with Consistent and Neat Design**

*"It's quite informative and up-to-date. Coincidentally, because I work in journalism, the most important thing is something new."*

- Camar Haenda (Interview #3 See Appendix)

Erji Project's content stands out for being both informative and up-to-date, which is crucial in today's fast-paced digital landscape. The consistent and neat design of the content ensures that the message is clear, professional, and easily digestible for the audience. A well-organized visual presentation helps maintain the audience's attention and supports the credibility of the brand. This focus on clean, well-structured content design allows Erji to communicate effectively with its audience, making it an essential component of its overall content strategy.

- **Segmentation Not Yet Formed, but Content Shows Services**

*"Not yet. In terms of segmentation, if I'm not mistaken, ERJI is still quite general."*

- Christopher (Interview #3 See Appendix)

While the segmentation has not been fully developed yet, the existing content clearly indicates Erji's services, particularly in the area of social media development. This shows that Erji has a clear understanding of the industry it serves but may need to refine and formalize its customer segmentation strategy. Identifying specific customer groups—such as businesses, influencers, or digital marketers—will allow Erji to tailor its services and marketing efforts more effectively. A more defined segmentation strategy would provide more clarity on the target audience, allowing for a more personalized and effective approach to marketing and service offerings.

- **Tips Content Packaged in Trivia**

*"Well, you guys create content, right? Like Reels, and then you wonder why your Instagram engagement isn't increasing. It's related to social media, so I think it's interesting. Even though you're not giving away the knowledge for free, because you're running a business. If you were doing charity, it would be different. I think it's pretty good, quite interesting. So, besides increasing your exposure on social media, it's also attractive to potential customers. So, those kinds of trivia tips are interesting in my opinion."*

- Camar Haenda (Interview #3 See Appendix)

Erji's use of tips and content packaged in trivia format is a clever way to engage the audience while providing value. Trivia not only makes the content more interactive but also allows the audience to learn in a fun, easy-to-digest format. This format can attract users who might otherwise skim over more formal educational content, providing a more engaging experience. It also serves as a way to subtly integrate valuable insights and tips related to social media development, positioning Erji as a thought leader in the space.

- **Educational Content Focused on General Knowledge**

*"I think it's more about how to use social media. Like, how can we engage with our followers."*

- Camar Haenda (Interview #3 See Appendix)

*"General knowledge shared by ERJI"*

- Christopher (Interview #3 See Appendix)

The inclusion of general knowledge and educational content strengthens Erji's position as an informative and authoritative source in the industry. Providing educational content helps build trust with the audience, as it positions the brand as an expert not just in social media development but also in broader areas of interest relevant to its target audience. By expanding the breadth of its educational content, Erji could further cement its role as a go-to source for reliable information, helping to attract a wider range of followers and potential clients.

- **Social Media for Soft Selling and Website for Hard Selling**

*"If you ask me, when I'm on Instagram, I usually look for the prices. But maybe I skipped it or something. I couldn't find it on their social media. I found the information on their website. So, what I see on their social media is more like tips on increasing engagement, quotes, or something like that. I think it's okay. For social media, I think they're not hard-selling. It's not like they're saying, 'If you want to improve your social media, contact us. Our package price is this much.' I don't think they do that. So, yeah, I find more of their content, not the hard-selling content."*

- Camar Haenda (Interview #3 See Appendix)

Erji effectively uses social media as a platform for soft selling, consistently uploading content that keeps the audience engaged without directly pushing for a sale. Social media posts focused on tips, general knowledge, and other educational content subtly promote Erji's services while building a relationship with the audience. This approach fosters brand loyalty and trust, allowing potential customers to connect with Erji on a more personal level. In contrast, the website serves as a place for hard selling, where the audience can find more detailed information about the services offered, allowing for clear calls to action. This strategic separation between soft and hard selling ensures that Erji can maintain a delicate balance between nurturing relationships and directly driving conversions.

- **Clear Segmentation for Digitally Literate Individuals**

*"In my opinion, it's quite satisfactory. It's targeted towards individuals who are digitally savvy and require your services."*

- Christopher (Interview #3 See Appendix)

While Erji has not fully segmented its audience yet, the current content seems to be tailored for digitally literate individuals, with clear and direct messaging. The content is designed to appeal to an audience that is familiar with the digital landscape and understands the importance of social media development. This focus on digitally literate individuals suggests that Erji is targeting people who are already familiar with technology and social media, which is an important distinction. By refining this segmentation, Erji could further enhance its messaging to address the specific needs and pain points of its audience, making the content even more relevant and impactful.

### 3. Convert

- **Informative and Up-to-Date Content with Consistent and Neat Design**

*"Not really, I think it's already comprehensive. It's quite comprehensive."*

- Christopher (Interview #3 See Appendix)

*"A website has UI and UX, right? There's an interface that people see."*

- Camar Haenda (Interview #3 See Appendix)

Erji Project's content stands out for being both informative and up-to-date, which is crucial in today's fast-paced digital landscape. The consistent and neat design of the content ensures that the message is clear, professional, and easily digestible for the audience. A well-organized visual presentation helps maintain the audience's attention and supports the credibility of the brand. This focus on clean, well-structured content design allows Erji to communicate effectively with its audience, making it an essential component of its overall content strategy.

- **Segmentation Not Yet Formed, but Content Shows Services**

*"I think it's quite suitable for the public. Considering the current situation, it's very appropriate."*

- Christopher (Interview #3 See Appendix)

*"I think it's suitable. Especially considering that ERJI can be used for personal, governmental, organizational, and even individual or group branding purposes."*

- Camar Haenda (Interview #3 See Appendix)

While the segmentation has not been fully developed yet, the existing content clearly indicates Erji's services, particularly in the area of social media development. This shows that Erji has a clear understanding of the industry it serves but may need to refine and formalize its customer segmentation strategy. Identifying specific customer groups—such as businesses, influencers, or digital marketers—will allow Erji to tailor its services and marketing efforts more effectively. A more defined segmentation strategy would provide more clarity on the target audience, allowing for a more personalized and effective approach to marketing and service offerings.

- **Clear Segmentation for Digitally Literate Individuals**

*"That's sufficient. That's enough. Agreed? Because some of the products align with my needs."*

- Christopher (Interview #3 See Appendix)

*"(Preference) I think it suits me well because I'm saying this from personal experience. I've used it before, and it had a profound impact on my life."*

- Camar Haenda (Interview #3 See Appendix)

While Erji has not fully segmented its audience yet, the current content seems to be tailored for digitally literate individuals, with clear and direct messaging. The content is designed to appeal to an audience that is familiar with the digital landscape and understands the importance of social media development. This focus on digitally literate individuals suggests that Erji is targeting people who are already familiar with technology and social media, which is an important distinction. By refining this segmentation, Erji could further enhance its messaging to address the specific needs and pain points of its audience, making the content even more relevant and impactful.

#### **4. Engage**

- **DM on Social Media as an Effective Channel for Building Good Relationships**

*"I think it's better to direct message first. Once we've direct messaged, we can schedule a meeting, and then we can call if there's anything else."*

- Christopher (Interview #3 See Appendix)

Direct messaging (DM) on social media has proven to be an effective tool for Erji Project in fostering strong client relationships. Using DM as a communication channel allows for personalized, one-on-one interactions that create a sense of connection and trust. This approach offers clients a direct way to engage with the brand, ask questions, or seek clarification on services. It's a convenient, informal way to build rapport with clients, making them feel heard and valued. Furthermore, DMs can serve as an avenue for Erji to understand client concerns or preferences better, tailoring its services and responses accordingly. By integrating DM effectively into its communication strategy, Erji can strengthen its relationship with clients and offer a more customer-centric experience.

- **Customer Service (CS) Team Effectively Assisting Clients with Problems**

*"Yes, their customer service is excellent."*

- Christopher (Interview #3 See Appendix)

Erji's customer service (CS) team plays a crucial role in maintaining a positive relationship with clients by resolving issues efficiently and professionally. The ability of the CS team to handle problems well enhances customer satisfaction and fosters loyalty. This responsiveness shows that Erji is committed to delivering high-quality service and addressing client needs promptly, which can build trust and confidence in the brand. A strong CS team helps ensure that any concerns or questions from clients are dealt with in a way that reassures them and strengthens their connection with the company. This, in turn, can lead to higher retention rates and positive word-of-mouth, further enhancing the brand's reputation.

- **Interaction Through Viewing and Reading Content**

*"I usually just read the content without sharing, liking, or commenting.*

*However, I do open the content and read it thoroughly."*

- Camar Haenda (Interview #3 See Appendix)

Erji Project effectively engages clients through the content it posts on social media. By regularly updating its platforms with relevant, informative, and educational content, Erji maintains an ongoing interaction with its audience. This interaction, whether through viewing videos, reading blog posts, or engaging with visual content, allows clients to feel connected to the brand. Content serves as a subtle way to keep clients engaged without directly pushing for a sale, building rapport over time. It also helps to position Erji as an expert in the industry, offering value beyond the services it provides. Continuous interaction through content also ensures that Erji stays top-of-mind for its clients, facilitating future business opportunities.

- **Good Relationship with Clients**

*"Things are going well between us."*

- Christopher (Interview #3 See Appendix)

The overall relationship with clients is a key strength for the Erji Project. Positive client interactions through various channels, including social media, customer service, and content engagement, indicate that Erji is succeeding in building strong, lasting relationships. These relationships are crucial for fostering loyalty and long-term business success. By maintaining open communication channels like DMs and providing excellent customer service, Erji builds trust and credibility. As clients feel valued and supported, they are more likely to return and recommend the company to others, creating a cycle of positive brand reinforcement.

#### **IV.3.4 RACE Analysis for Erji Project Potential Consumers**

##### **1. Reach**

*"So, having the Erji Project can be a cool way or a plan to get us out there in the digital world. We want to get our name out there more, and it looks like we have all the social media content we need."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

"I searched for it on the website that leads to the Erji project."

- Shintya Rahmi Utami (Interview #4 See Appendix)

-

Erji Project effectively builds awareness and visibility by leveraging strategic offers, creative content, and effective channels to attract potential clients. One of its key strengths is transparent pricing listed on its website, which fosters trust and appeals to MSMEs seeking affordable and straightforward solutions. Erji's emphasis on creative digital solutions, such as social media handling, graphic design, training, and coaching, showcases its versatility and ability to address diverse client needs. Additionally, the company benefits from a strong presence on Google search, thanks to effective SEO optimization, making it a top choice for businesses exploring digital services. Complementing these efforts is the delivery of educational content such as tips, tricks, and business analysis presented in engaging and innovative formats. This positions Erji as a reliable resource and thought leader in the digital marketing space, further strengthening its visibility and appeal.

## 2. Act

*"It's a very accurate depiction."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

To encourage interaction, Erji Project engages audiences with informative, up-to-date content that serves as a valuable reference for business processes, drawing potential clients to its platforms. By highlighting its creative services on social media and ensuring its website is a hub for service details and consultation options, Erji effectively attracts traffic and fosters exploration. However, the lack of social media promotion for pricing and offers limits its ability to capitalize on these platforms for direct engagement. Additionally, the absence of well-defined audience segmentation risks diluting Erji's messaging and reducing the effectiveness of its campaigns.

*"Of course! So, if the ERJI Project has collaborated with many influencers, it means that it increases customer trust. Therefore, we are also interested in seeking assistance from the ERJI Project for our marketing. It's clear that they are trustworthy in such a case."*

- Syifa Arifah Putri (Interview #4 See Appendix)

To address these challenges, Erji should enhance its social media strategy by regularly posting offers and pricing details to inform and attract clients, while also sharing case studies and testimonials to build credibility. Developing customer segmentation through analytics tools can help Erji target specific industries like MSMEs, government agencies, or startups with tailored campaigns, increasing relevance and appeal. Creating detailed personas for each segment can further refine content strategies to meet audience needs. Encouraging interactivity through polls, Q&A sessions, and contests can boost engagement, while promoting free consultations or audits will provide potential clients with an easy pathway to deeper involvement with Erji's services. These steps will help Erji not only attract traffic but also build meaningful interactions that convert into long-term relationships.

### **3. Convert**

*"It's very informative because, from what I see, the ERJI Project offers a wide range of information. It's not just for SMEs like me but also has a broad reach to all kinds of people. So, I can gain various insights there. There are also knowledge-sharing sessions about business. Therefore, there are many things I can learn by following the ERJI Project."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

*"It's very suitable for the current dynamic digital era. The ERJI Project is excellent and can be a great partner to guide our business towards the digital world."*

- Syifa Arifah Putri (Interview #4 See Appendix)

To turn visitors into clients, Erji Project effectively aligns its services with client needs through a strong focus on digital solutions such as

customized websites and SEO, which resonate well with small businesses and startups. The availability of live chat services for real-time interaction and consultation scheduling further enhances the user experience. Additionally, Erji's streamlined customer service system simplifies interaction, fostering seamless conversions. However, despite these strengths, conversion tools such as calls-to-action (CTAs) and promotional offers are underutilized and could be more prominently featured and actively promoted.

*"Yes, just now I heard that if there's a custom request, they can accommodate it. I'm currently looking to create my own website in Indonesia with good SEO. Initially, I didn't know, but it turns out that Erji can also help me with that. I hope they can provide as much information as possible so that everyone knows about the services they offer."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

To enhance conversions, Erji should incorporate clear CTAs on every page of its website and social platforms, ensuring a straightforward path for potential clients to take the next step. Offering special promotions, such as discounts or free trial services for first-time clients, can also incentivize conversions. Retargeting strategies, including email marketing campaigns and remarketing ads on Google and social platforms, can re-engage visitors who did not convert immediately. Finally, personalizing the conversion process by providing customized proposals post-consultation and using CRM tools for efficient lead management and follow-up can further optimize the client acquisition journey. These improvements will help Erji maximize its conversion potential and drive sustained growth.

#### **4. Engage**

*"Yes, but let's chat on WhatsApp first. We can discuss the details further via phone call, shall we?"*

- Syifa Arifah Putri (Interview #4 See Appendix)

*"Since I'm always on Instagram, I'm more comfortable chatting there first. We can switch to WhatsApp later for a more detailed conversation."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

To build long-term relationships, Erji Project focuses on fostering loyalty and engagement through effective communication and post-conversion support. Social media DMs act as a personalized gateway for initial interactions, which are seamlessly transitioned to more formal platforms like WhatsApp. Erji's responsive customer service team ensures client satisfaction by acting as a reliable problem solver. Additionally, Erji maintains strong relationships with its audience, even among non-subscribers, creating trust and encouraging potential future collaboration. However, while these engagement efforts are commendable, they could benefit from more structured retention programs to secure ongoing loyalty.

*"It's very helpful. There are so many challenges in digital marketing, especially in terms of audience growth and promoting workshops and events on social media. Before consulting with ERJI, I found it quite difficult to address these issues effectively. However, after reaching out to ERJI, I was able to get more detailed information and find the most suitable solution."*

- Syifa Arifah Putri (Interview #4 See Appendix)

*"Great, great, great. It's a good connection."*

- Shintya Rahmi Utami (Interview #4 See Appendix)

*"So, even though I haven't become an Erji customer yet, Erji frequently asks if my eyelash extension business needs any assistance in the future. Interestingly, even as a non-customer, I've been consistently provided with solutions and guidance on how I can develop an interest in learning digital marketing."*

- Syifa Arifah Putri (Interview #4 See Appendix)

To strengthen post-conversion engagement, Erji could introduce a loyalty program offering benefits such as discounts for repeat services or early access to new features. Personalized follow-up emails could be used to gather feedback and suggest complementary services, fostering a deeper connection with clients. Building a sense of community by creating exclusive client groups on platforms like WhatsApp or LinkedIn would provide a space for businesses to network, share insights, and access specialized content. Hosting regular webinars or workshops on advanced digital marketing strategies could further enrich this community experience. Additionally, Erji should prioritize sharing success stories and updates on ongoing projects to maintain client interest while offering exclusive tips and trends reports as value-added content. These strategies will help Erji sustain client engagement and build lasting relationships, solidifying its reputation as a trusted partner in the digital marketing space.

#### **IV.4 Business Solution Alternative**

The Erji Project can achieve its business goals by adopting a well-rounded digital marketing approach that effectively utilizes owned, earned, and paid media channels. Search marketing should be prioritized as a foundation for long-term growth, focusing on optimizing website content and technical SEO to attract organic traffic and establish a strong online presence. Additionally, digital public relations and influencer outreach play a critical role in building credibility and trust. Collaborating with relevant influencers and securing earned mentions on reputable platforms will not only enhance brand visibility but also improve search rankings through valuable backlinks. Social media marketing, as an owned media channel, provides opportunities for consistent content sharing, audience interaction, and fostering a sense of community. To complement these efforts, targeted paid advertising campaigns on platforms like Google and social media can help Erji reach specific demographics and drive immediate results.

Digital messaging is another key strategy for nurturing leads and maintaining strong customer relationships. Personalized email campaigns

and push notifications allow Erji to engage its audience effectively, leveraging data analytics to optimize content, timing, and delivery. Additionally, partner collaborations with complementary businesses can expand Erji's reach and expose the brand to new customer segments through co-branded campaigns and cross-promotions. These efforts can be further supported by interactive content formats such as polls, contests, and live sessions to increase audience participation and engagement.

#### **IV.5 Implementation Plan & Justification**

The implementation plan is an action for an organization to reach the objectives plan. After making a strategy for digital marketing Erji Project, the implementation plan can be seen below:

**Table IV.2** Implementation Plan

No	Action Plan	1	2	3	4	5	6	7	8	9	10	11	12
<b>I</b>	<b>Search Engine Optimization</b>												
1	Analyzing Keyword	■											
2	Utilizing Google Keyword	■	■	■									
3	Implementing SEO			■	■	■	■	■	■	■	■	■	■
4	SEO Evaluation						■						■
<b>II</b>	<b>Social Media Ads</b>												
1	Design interesting and informative content	■	■	■	■	■	■	■	■	■	■	■	■
2	analyzing and applying relevant target market	■	■	■			■	■	■	■	■	■	■
3	Create ads	■	■	■	■	■	■	■	■	■	■	■	■
4	Ads evaluation			■			■			■			■
<b>III</b>	<b>Email Marketing</b>												
1	Email campaign	■			■			■			■		
2	Regularly sending emails about event, update, project, or promotion	■		■		■		■		■		■	
3	Collaborate with Complementary Businesses	■						■					
4	Track performance	■						■					
<b>IV</b>	<b>Social Media Content Marketing</b>												
1	Providing engaging and appealing material for social media	■	■	■	■	■	■	■	■	■	■	■	■
2	Collaborate with influencer and other media	■		■		■		■		■		■	
3	Executing content marketing plan	■	■	■	■	■	■	■	■	■	■	■	■
4	Evaluation						■						■
<b>V</b>	<b>Personalized Email Marketing</b>												
1	Designing email content and layout	■	■	■	■	■	■	■	■	■	■	■	■
2	Developing customer-profile based campaign	■		■				■		■		■	
3	Sending personalized email based on customer-profile to existing customer	■	■	■	■	■	■	■	■	■	■	■	■
4	Evaluating applied personalized email marketing						■						■
<b>VI</b>	<b>Re-engage email program</b>												
1	Sending follow up email to users regarding products and services that have been purchased or interested by customer	■	■	■	■	■	■	■	■	■	■	■	■

- KPI Analysis for Erji Project: Search Engine Optimization (SEO)

Search Engine Optimization (SEO) is a critical aspect of Erji Project's digital marketing strategy, aiming to increase the visibility of the website on search engine results pages (SERPs). To evaluate the effectiveness of SEO efforts, several key performance indicators (KPIs) are important to track and measure. Below is an analysis of the KPIs related to SEO, keyword analysis, and SEO implementation for Erji Project.

### 1. Search Engine Optimization (SEO) Performance

- KPI Focus: Organic Traffic, SERP Rankings, Conversion Rate from Organic Search.

- **Analysis:** The ultimate goal of SEO for Erji Project is to increase organic traffic and improve the website's ranking on search engines like Google. This can be measured by tracking the growth in organic traffic over time, which reflects how well the site is ranking for relevant search terms.
  - a. **Traffic:** A key KPI to monitor is the volume of traffic coming from organic search results. This helps evaluate the success of SEO efforts in increasing visibility. For Erji, boosting organic traffic will lead to more potential leads and customers finding their services through search engines.
  - b. **Conversion Rate:** It is also crucial to measure the conversion rate of visitors coming from organic search. This tells us how many of these visitors are turning into actual customers or engaging with the brand, helping assess the quality of traffic.
  - c. **Actionable Insight:** If organic traffic and conversion rates are improving, it indicates that SEO efforts are driving the right audience and yielding results. If the performance is not meeting expectations, a deeper analysis of on-page and off-page SEO strategies is needed.

## **2. Analyzing Keywords**

- **KPI Focus:** Keyword Rankings, Keyword Traffic, Search Intent Alignment
- **Analysis:** Keyword analysis is at the core of SEO, and for Erji, identifying and targeting the right keywords will directly impact visibility and traffic. KPIs to focus on include:
  - a. **Keyword Rankings:** Tracking how Erji ranks for specific target keywords is vital. High-ranking keywords can attract relevant traffic and improve website visibility. Regular monitoring of keyword rankings across different search engines will help ensure that Erji remains competitive in search results.
  - b. **Keyword Traffic:** After identifying key keywords, the next step is measuring the volume of traffic generated from those

keywords. High-performing keywords should be evaluated for their contribution to the site's overall traffic.

- c. Search Intent Alignment: The relevance of keywords to user intent is essential. For Erji, keywords related to "digital marketing agency," "SEO services," or "influencer marketing" should align with the services offered, ensuring that visitors find the content they are looking for.
- Actionable Insight: If keyword rankings are low, a review of keyword targeting and content optimization is necessary. Additionally, focusing on long-tail keywords that are more specific to Erji's services may help target a more qualified audience.

### 3. Utilizing Google Keyword Tools

- KPI Focus: Keyword Search Volume, Keyword Competition, Click-Through Rate (CTR)
- Analysis: Google Keyword Planner and other keyword research tools can help Erji identify high-potential keywords. KPIs related to these tools include:
  - a. Keyword Search Volume: Monitoring the search volume of targeted keywords is crucial to ensure they have enough traffic to justify the effort. Keywords with high search volume should be targeted to attract a large audience.
  - b. Keyword Competition: Understanding the competitiveness of selected keywords helps determine how difficult it will be to rank for those terms. For Erji, targeting low-competition, high-relevance keywords could help achieve faster rankings.
  - c. CTR: The click-through rate from search results also plays a role in SEO. A higher CTR indicates that the meta descriptions, titles, and content are appealing to users. This is crucial for improving the overall SEO performance and ensuring that Erji's pages are clicked when shown in the search results.
- Actionable Insight: If CTR is low for key pages, it might suggest that the meta descriptions or titles are not compelling enough. Rewriting

them to be more attractive and aligned with user intent can help improve engagement.

#### 4. Implementing SEO

- KPI Focus: On-Page SEO, Backlinks, Technical SEO
- Analysis: Effective SEO implementation involves optimizing various elements of the website. KPIs related to implementation include:
  - a. On-Page SEO: On-page elements like meta tags, header tags, content quality, internal linking, and keyword density all contribute to SEO. Tracking the optimization of these factors across Erji's site is essential to ensure alignment with SEO best practices.
  - b. Backlinks: Backlinks from reputable websites enhance domain authority and boost search rankings. The number of quality backlinks Erji gains over time will indicate the strength of its off-page SEO efforts.
  - c. Technical SEO: This involves optimizing the website's technical infrastructure, such as site speed, mobile-friendliness, and crawlability. Technical SEO issues like broken links, slow load times, or poor mobile optimization can hinder search rankings. Regular site audits are essential to track and fix technical SEO issues.
- Actionable Insight: If on-page optimization is lacking, adjusting content to better reflect SEO strategies (e.g., incorporating more targeted keywords) can be done. Building high-quality backlinks from authoritative websites can also improve Erji's rankings and credibility.

#### 5. SEO Evaluation

- KPI Focus: SEO Performance Metrics, Traffic Growth, ROI from SEO
- Analysis: Regular evaluation of SEO efforts is crucial to track long-term success. KPIs for evaluation include:

- a. **SEO Performance Metrics:** Monitoring changes in SERP rankings, organic traffic, and bounce rates gives a comprehensive view of SEO effectiveness.
  - b. **Traffic Growth:** Comparing organic traffic over time will indicate if SEO efforts are yielding positive results and if traffic growth is accelerating.
  - c. **ROI from SEO:** Evaluating the return on investment for SEO initiatives by analyzing how much revenue or client acquisition is driven through organic search. This metric helps assess the overall value of SEO efforts.
- **Actionable Insight:** If SEO performance is not up to expectations, Erji may need to adjust keyword targeting, refine content, or enhance technical SEO strategies to improve rankings.

**KPI Analysis for Erji Project:** Content Creation, Target Market Analysis, Ads Creation, and Ads Evaluation for the Erji Project, the creation of interesting and informative content, along with targeting the right market and evaluating advertising effectiveness, are essential components of their digital marketing strategy. By measuring the right Key Performance Indicators (KPIs), Erji can track the success of their content strategy, identify which markets are responding positively, and evaluate the effectiveness of their ads. Below is an analysis of the relevant KPIs for each area:

### **1. Design Interesting and Informative Content**

- **KPI Focus:** Content Engagement, Time on Page, Bounce Rate, Social Shares, Content Conversion Rate
- **Analysis:** Content is the backbone of Erji's digital marketing efforts, and its effectiveness can be measured through engagement metrics. For Erji, the key KPIs related to content design include:
  - a. **Content Engagement:** This includes metrics like likes, comments, shares, and direct interactions with content. Higher engagement indicates that the content resonates well with the audience, making it informative and interesting. For Erji, posts with high

engagement could signify that the content is fulfilling user interests in digital marketing and social media tips.

- b. **Time on Page:** Measuring how long visitors stay on content pages can help determine whether users find the content valuable and worth reading. The longer they stay, the more engaged they are, which indicates that Erji's content is achieving its goal of being informative.
  - c. **Bounce Rate:** A low bounce rate suggests that visitors are clicking through the website and consuming multiple pieces of content. A high bounce rate, on the other hand, could signal that the content is not capturing visitors' attention.
  - d. **Social Shares:** Social media sharing is a great indicator of how likely users are to pass on the content to their networks. Content that gets shared frequently has higher visibility and expands Erji's reach.
  - e. **Content Conversion Rate:** Ultimately, the content's goal is to lead users to take action, whether it's signing up for a newsletter, contacting the company, or purchasing a service. By tracking how many visitors convert into leads or customers after interacting with the content, Erji can gauge its effectiveness in driving business goals.
- **Actionable Insight:** If engagement is low, Erji can adjust content to make it more interactive, add visuals or infographics, or incorporate more actionable tips and insights for the audience. Regularly reviewing time on page and bounce rate will allow for content adjustments to improve user experience.

## **2. Analyzing and Applying Relevant Target Market**

- **KPI Focus:** Audience Demographics, Lead Generation, Market Penetration, Customer Segmentation
- **Analysis:** Understanding the target audience is essential for tailoring content and advertisements that resonate with them. The KPIs for analyzing and applying the target market include:

- a. Audience Demographics: Monitoring the demographics of the audience (age, location, interests, profession, etc.) helps ensure that Erji is reaching its intended target market, such as Gen Z, Millennials, and business owners seeking digital marketing services.
  - b. Lead Generation: Tracking the number of leads generated from targeted content and ads provides an indication of how effectively Erji is reaching and engaging with potential customers. A growing number of leads means that the marketing strategies are aligned with the needs of the target market.
  - c. Market Penetration: This refers to how well Erji is expanding its presence within its target market. By measuring how much of the target market is engaging with Erji's content and services, Erji can assess its effectiveness in gaining traction in the digital marketing sector.
  - d. Customer Segmentation: Using customer segmentation to track performance across different groups (e.g., B2B clients, SMEs, government, or large corporations) helps Erji identify which segments are most responsive to its offerings and adjust marketing strategies accordingly.
- Actionable Insight: If lead generation is below expectations, Erji may need to refine its targeting or content creation to better align with the interests and pain points of its target audience. They may also consider expanding into underserved customer segments or improving messaging for existing ones.

### **3. Create Ads**

- KPI Focus: Click-Through Rate (CTR), Conversion Rate, Ad Reach, Impressions, Cost-Per-Click (CPC), Return on Ad Spend (ROAS)

- **Analysis:** Advertising is crucial for Erji to promote its services, and tracking the effectiveness of ads is necessary to ensure optimal performance. The KPIs to track for ads creation include:
  - a. **Click-Through Rate (CTR):** This measures the percentage of people who click on an ad after seeing it. A higher CTR indicates that the ad is engaging and relevant to the target audience. For Erji, a high CTR for ads related to digital marketing services suggests strong interest in the services.
  - b. **Conversion Rate:** The conversion rate measures the percentage of users who take a desired action (e.g., signing up, purchasing a service) after clicking on the ad. A high conversion rate indicates that the ad not only attracts attention but also persuades users to follow through with an action.
  - c. **Ad Reach:** Ad reach refers to the total number of unique users who have seen the ad. This is an important metric to track the exposure of Erji's campaigns.
  - d. **Impressions:** Impressions measure how often the ad was displayed, which helps determine the overall visibility of the ad. A high number of impressions indicates that the ad is being shown to a wide audience.
  - e. **Cost-Per-Click (CPC):** CPC measures how much Erji is paying for each click on their ad. Lower CPC means that Erji is efficiently spending its budget to generate clicks.
  - f. **Return on Ad Spend (ROAS):** ROAS is a metric that evaluates the revenue generated from ads in relation to the ad spend. A higher ROAS indicates that Erji is achieving a strong return on investment for its advertising campaigns.
- **Actionable Insight:** If CTR and conversion rates are low, Erji may need to revise ad creatives, targeting strategies, or landing pages to improve effectiveness. Monitoring CPC ensures that the ad budget is being utilized efficiently, while tracking ROAS will ensure the sustainability of the ad campaigns.

#### 4. Ads Evaluation

- **KPI Focus:** Ad Performance Metrics, Return on Investment (ROI), Cost Per Acquisition (CPA), Audience Engagement, Ad Effectiveness
- **Analysis:** Evaluating the performance of ads helps Erji determine which campaigns and strategies are most effective. KPIs to consider for ads evaluation include:
  - a. **Ad Performance Metrics:** Tracking overall ad performance through metrics such as engagement rates, views, and interactions will give Erji an understanding of how well the ads are resonating with the audience.
  - b. **Return on Investment (ROI):** ROI measures the financial return from ads relative to the cost of the ads. A positive ROI indicates that the ad campaigns are generating value for Erji.
  - c. **Cost Per Acquisition (CPA):** CPA calculates the cost of acquiring a customer through ads. Lower CPA means that Erji is efficiently acquiring customers at a lower cost.
  - d. **Audience Engagement:** Monitoring how engaged the audience is with the ad content through likes, comments, shares, and clicks is crucial to evaluating the relevance and appeal of the ads.
  - e. **Ad Effectiveness:** Evaluating how well the ad achieves its goal (e.g., driving sales, generating leads, raising awareness) will help Erji assess whether the ad's purpose was fulfilled.
- **Actionable Insight:** If ROI or CPA is low, Erji can optimize targeting, adjust creative messaging, or modify bidding strategies to improve the financial efficiency of ad campaigns.

KPI Analysis for the Erji Project: Performance Monitoring, Collaborations, and Email Campaigns. Email campaigns from Erji Project, partnerships with like-minded companies, and performance monitoring are crucial for reaching a wider audience, fostering connections, and maximizing marketing initiatives. Erji can efficiently evaluate the effects of these measures and hone its strategy for ongoing progress by establishing and

tracking the appropriate Key Performance Indicators (KPIs). An examination of the pertinent KPIs for each area may be found below.

## 1. Email Campaigns

- KPI Focus: Open Rate, Click-Through Rate (CTR), Conversion Rate, Unsubscribe Rate, Bounce Rate, Email Engagement
- Analysis: Email marketing is an important tool for Erji Project to maintain regular communication with clients and prospects. The KPIs for email campaigns include:
  - a. Open Rate: This metric measures the percentage of recipients who open the email. A high open rate indicates that the subject line and sender name are compelling enough to get recipients to open the email. For Erji, an open rate of over 20-25% is a good benchmark to assess email engagement.
  - b. Click-Through Rate (CTR): The CTR tracks how many recipients click on the links within the email (e.g., event invites, promotions, or project updates). A higher CTR suggests that the content is engaging and relevant to the audience, leading them to take further action.
  - c. Conversion Rate: The conversion rate measures how many recipients take the desired action after clicking through, such as registering for an event, signing up for a service, or purchasing a product. This is a critical metric to track as it directly reflects the effectiveness of the email in driving business outcomes.
  - d. Unsubscribe Rate: This metric indicates how many recipients unsubscribe from the email list after receiving an email. A high unsubscribe rate could signal that the emails are no longer relevant or engaging, which can inform adjustments in content and targeting.
  - e. Bounce Rate: This metric tracks the percentage of emails that could not be delivered to the recipients' inboxes. High bounce rates may indicate issues with email list quality or sender reputation.

- f. **Email Engagement:** In addition to open and click rates, monitoring overall email engagement (such as replies, forwards, and social shares) can provide insight into how the content resonates with the audience and whether recipients find it valuable enough to share or respond.
- **Actionable Insight:** If open rates are low, Erji can optimize subject lines, send times, and segment the email list more effectively. Improving the CTR and conversion rate may involve refining calls to action (CTAs) and ensuring the email content aligns with the recipients' interests and needs.

## **2. Collaborate with Complementary Businesses**

- **KPI Focus:** Referral Traffic, New Leads from Partnerships, Partnership Engagement, Co-Marketing Reach, Joint Conversion Rate
- **Analysis:** Collaborations with complementary businesses can enhance Erji Project's credibility, expand its reach, and generate new leads. The KPIs for tracking collaboration effectiveness include:
  - a. **Referral Traffic:** This KPI tracks how much traffic Erji's website receives from partner businesses. Effective collaborations should result in a measurable increase in referral traffic, indicating that potential customers are following links from partner websites or social media pages.
  - b. **New Leads from Partnerships:** This KPI measures how many new leads or sign-ups Erji gains as a result of its collaborations. Successful partnerships can be a powerful channel for generating qualified leads, particularly when partners' audiences align with Erji's target market.
  - c. **Partnership Engagement:** This includes tracking the level of interaction and engagement generated from collaborative marketing efforts, such as joint webinars, content sharing, or social media campaigns. Higher engagement signals a strong alignment of interests between Erji and its partners.

- d. Co-Marketing Reach: This metric tracks how far the collaborative campaigns reach across various platforms. A successful collaboration should expand Erji's visibility by tapping into the audiences of complementary businesses.
- e. Joint Conversion Rate: This tracks how many leads generated through the partnership convert into customers or clients. A strong joint conversion rate indicates that the collaboration is effectively driving valuable actions and impacting Erji's bottom line.
- Actionable Insight: If referral traffic is lower than expected, Erji can work with partners to ensure better placement of calls-to-action and links. Enhancing partnership engagement might involve co-hosting more interactive events, such as webinars or podcasts, to strengthen the relationship with complementary businesses and their audiences.

### 3. Track Performance

- KPI Focus: Overall ROI, Lead Generation, Customer Acquisition Cost (CAC), Lifetime Value (LTV), Campaign Effectiveness, Return on Investment (ROI) from Collaborations
- Analysis: Tracking overall performance is essential for understanding the effectiveness of all marketing efforts. Relevant KPIs for performance tracking include:
  - a. Overall ROI: This KPI tracks the return on investment from email campaigns and collaborations. It helps Erji evaluate whether its marketing initiatives (such as email marketing, influencer collaborations, and co-marketing efforts) are delivering sufficient returns relative to the cost of execution.
  - b. Lead Generation: Tracking the number of new leads generated from email campaigns, collaborations, and other marketing activities allows Erji to measure the impact of its efforts on audience acquisition.
  - c. Customer Acquisition Cost (CAC): CAC calculates the total cost spent to acquire a new customer through various marketing

channels. It's an important metric to ensure that Erji's marketing efforts are cost-effective and sustainable in generating leads that convert to clients.

- d. Lifetime Value (LTV): This metric measures the total revenue a customer will generate over their relationship with Erji. Tracking LTV allows Erji to assess the long-term value of customers acquired through email campaigns and collaborations.
  - e. Campaign Effectiveness: Measuring the overall effectiveness of campaigns (whether email or collaborative) through KPIs like CTR, conversion rate, and engagement metrics helps Erji evaluate how successful its initiatives are at achieving business goals.
  - f. Return on Investment (ROI) from Collaborations: This KPI specifically tracks how much return Erji generates from its partnerships. A high ROI from collaborations suggests that Erji is making the most out of its partner relationships.
- Actionable Insight: To improve overall performance, Erji should closely monitor CAC and LTV to ensure sustainable customer acquisition. If ROI from email campaigns or collaborations is low, it may be necessary to refine targeting, content, or campaign strategies to improve conversion and customer retention.

KPI Analysis for Erji Project: Social Media Engagement, Influencer Collaboration, Content Marketing Execution, and Evaluation for the Erji Project, providing engaging and appealing material for social media, collaborating with influencers and other media, and executing a robust content marketing plan are essential components of their digital strategy. By setting and analyzing specific Key Performance Indicators (KPIs), Erji can track the effectiveness of its efforts and refine its approach for better engagement and results. Below is an analysis of KPIs for each area:

### **1. Providing Engaging and Appealing Material for Social Media**

- **KPI Focus:** Engagement Rate, Reach, Impressions, Social Media Follower Growth, Content Shares, Comments, Likes, Social Media Sentiment Analysis
- **Analysis:** Social media is a key platform for Erji Project to reach and engage its audience. The KPIs for evaluating the impact of content include:
  - a. **Engagement Rate:** This metric tracks interactions (likes, shares, comments) relative to the total number of followers. A high engagement rate signals that the content resonates with the audience. Erji should aim for a higher engagement rate to ensure their posts are not only seen but also interacted with.
  - b. **Reach:** The reach measures how many unique users see Erji's posts. A higher reach suggests that Erji's content is successfully expanding its audience.
  - c. **Impressions:** This metric tracks how many times the content is viewed, regardless of whether it's unique views or multiple views from the same user. Impressions indicate the visibility of Erji's content.
  - d. **Social Media Follower Growth:** The rate at which Erji gains followers on its social media platforms reflects the increasing interest and appeal of the brand. Consistent follower growth shows the effectiveness of content in attracting and retaining a relevant audience.
  - e. **Content Shares:** The number of times content is shared by followers can show how compelling and shareable the content is. A higher number of shares can extend the reach of the content beyond Erji's direct followers.
  - f. **Comments and Likes:** Tracking comments and likes gives direct feedback on how engaging the content is. A higher volume of positive comments and likes signals that the content resonates with the target audience.

- g. **Social Media Sentiment Analysis:** Analyzing the tone of comments, mentions, and posts can provide insights into the audience's perception of Erji. Positive sentiment means that content is well-received, while negative sentiment might indicate a need to adjust the messaging or approach.
- **Actionable Insight:** If engagement or reach is lower than expected, Erji should refine the content strategy to better align with the interests and preferences of its target audience. Testing different content formats (videos, infographics, polls) or post timings may improve these KPIs.

## **2. Collaborating with Influencers and Other Media**

- **KPI Focus:** Influencer Engagement Rate, Reach from Influencer Collaborations, Referral Traffic, Conversion Rate from Influencer Campaigns, Brand Mentions, Media Coverage
- **Analysis:** Influencer marketing plays a significant role in boosting Erji's credibility and visibility. KPIs for evaluating the success of influencer collaborations include:
  - a. **Influencer Engagement Rate:** This tracks the level of interaction (likes, comments, shares) generated by influencer posts. A high engagement rate indicates that the influencer's audience is connecting with the content and the brand message.
  - b. **Reach from Influencer Collaborations:** The reach from influencer campaigns measures how many unique people see the branded content created by influencers. A high reach helps Erji expand its visibility to new, relevant audiences.
  - c. **Referral Traffic:** This KPI tracks how much website traffic is generated through links shared by influencers. If referral traffic is high, it shows that the influencer's followers are interested in learning more about Erji and taking action.
  - d. **Conversion Rate from Influencer Campaigns:** Conversion rate measures how many people who were referred by influencers take desired actions, such as signing up for a service or

purchasing a product. This metric shows how effective influencer collaborations are in driving business outcomes.

- e. **Brand Mentions:** Tracking how often Erji's brand is mentioned on social media or other platforms gives insight into the brand's visibility and reputation. More mentions often correlate with greater brand awareness.
  - f. **Media Coverage:** The volume of media outlets that cover or mention Erji, whether through press releases, blogs, or articles, is an important KPI. Increased media coverage expands Erji's presence in the digital space.
- **Actionable Insight:** If influencer campaigns do not result in high engagement or conversions, Erji may need to refine its influencer selection criteria, ensuring they partner with influencers whose audience aligns better with Erji's target market.

### 3. Executing Content Marketing Plan

- **KPI Focus:** Content Publication Consistency, Content Variety, Audience Retention Rate, Lead Generation, Traffic from Content, Time Spent on Page, Bounce Rate
- **Analysis:** Consistent and effective content marketing is essential for maintaining audience interest and driving traffic to Erji's website. The KPIs for measuring content marketing execution include:
  - a. **Content Publication Consistency:** This tracks how consistently Erji publishes content across various channels (social media, blog, etc.). Consistency is key for building a loyal following and staying top-of-mind with the audience.
  - b. **Content Variety:** This measures how varied Erji's content types are. A mix of blog posts, infographics, videos, and case studies can keep the audience engaged. Content variety also allows Erji to cater to different audience preferences and learning styles.
  - c. **Audience Retention Rate:** This metric tracks how many visitors return to consume more content. A high retention rate suggests that the content is valuable and the audience is engaged.

- d. **Lead Generation:** Content should drive potential customers to take action. Tracking how many leads are generated through content marketing efforts (e.g., signing up for a newsletter, downloading a resource, etc.) helps assess the effectiveness of content in generating interest.
- e. **Traffic from Content:** This metric tracks the amount of web traffic driven by specific content (blogs, social media posts, etc.). More traffic means content is effectively driving visitors to Erji's website.
- f. **Time Spent on Page:** This measures how long visitors stay on a page, which can indicate how engaging and relevant the content is. Longer time spent on the page suggests that users are finding the content valuable and engaging.
- g. **Bounce Rate:** The bounce rate tracks how many visitors leave the page without interacting with other parts of the site. A high bounce rate may suggest that content is not engaging enough or that the landing page is not optimized for conversion.
- **Actionable Insight:** If audience retention or lead generation is low, Erji can experiment with different content types or update old content to make it more relevant and engaging. Reducing bounce rates could be achieved by improving landing page design and ensuring that calls to action (CTAs) are clear and compelling.

#### **4. Evaluation**

- **KPI Focus:** Content Performance Analysis, Campaign ROI, Engagement Metrics (Likes, Shares, Comments), Conversion Rates, Customer Feedback
- **Analysis:** Evaluating the performance of content, influencer collaborations, and campaigns is crucial for optimizing future efforts. Key evaluation KPIs include:
  - a. **Content Performance Analysis:** Analyzing which types of content perform best (videos, articles, infographics, etc.) allows

Erji to focus on high-performing content formats and adjust its strategy accordingly.

- b. Campaign ROI: This metric measures the return on investment from content and influencer campaigns. A strong ROI indicates that the resources invested in content marketing are generating profitable results.
  - c. Engagement Metrics (Likes, Shares, Comments): Engagement metrics remain important for evaluation as they provide direct feedback on how well content resonates with the audience.
  - d. Conversion Rates: Evaluating conversion rates for different types of content (e.g., from a blog post or social media campaign) helps Erji understand how well content leads to desired actions, such as sign-ups or purchases.
  - e. Customer Feedback: Collecting direct feedback from customers, whether through surveys, comments, or social media polls, can provide valuable insights into what content is most appreciated and what could be improved.
- Actionable Insight: Based on performance analysis, Erji can prioritize the creation of more high-performing content, adjust marketing strategies, and refine campaigns to increase ROI and conversions.

KPI Analysis for Erji Project: Email Content Design, Customer-Profile-Based Campaigns, and Email Marketing Evaluation for the Erji Project, designing effective email content and layouts, developing customer-profile-based campaigns, sending personalized emails, and evaluating email marketing performance are essential components of a successful email marketing strategy. By monitoring specific Key Performance Indicators (KPIs), Erji can assess the effectiveness of its email campaigns and optimize them for better engagement, conversions, and overall success. Below is an analysis of KPIs related to these areas:

## 1. Designing Email Content and Layout

- **KPI Focus:** Email Open Rate, Click-Through Rate (CTR), Bounce Rate, Visual Appeal, Mobile Responsiveness
- **Analysis:** The design and layout of email content are critical in determining how well an email performs. KPIs for evaluating email design include:
  - a. **Email Open Rate:** This metric tracks how many recipients open the email. A high open rate indicates that the subject line and design of the email are compelling enough to grab the recipient's attention. Erji should aim to create visually appealing subject lines and preview text to improve this metric.
  - b. **Click-Through Rate (CTR):** CTR tracks the percentage of email recipients who click on links or CTAs within the email. A high CTR shows that the email content and design are persuasive and engaging, leading recipients to take action. Effective CTA buttons, well-structured layouts, and relevant content can improve CTR.
  - c. **Bounce Rate:** The bounce rate measures how many emails are undeliverable and returned to the sender. A high bounce rate could indicate issues with email list hygiene or incorrect email addresses. Erji should regularly clean and update its email list to reduce this rate.
  - d. **Visual Appeal:** Visual design, such as the use of images, colors, fonts, and overall layout, should align with Erji's branding and ensure readability. Monitoring user feedback on email visuals, A/B testing email design elements, and tracking user interactions can help assess this KPI.
  - e. **Mobile Responsiveness:** With a significant portion of users accessing emails on mobile devices, it's crucial that emails are optimized for mobile viewing. KPIs here include the percentage of emails opened on mobile versus desktop, which can indicate whether the email design is mobile-friendly.

- **Actionable Insight:** If the open rate is low, Erji should experiment with different subject lines and preview text to better capture recipients' attention. To improve CTR, the team can A/B test different layouts, CTAs, and offers. Ensuring that emails are optimized for mobile devices will improve engagement with users accessing content on their smartphones.

## **2. Developing Customer-Profile-Based Campaigns**

- **KPI Focus:** Segmentation Accuracy, Campaign Reach, Relevance Score, Engagement Rate per Segment, Conversion Rate per Segment
- **Analysis:** Tailoring email campaigns based on customer profiles ensures that the content is relevant and personalized, leading to better engagement and higher conversions. KPIs for this area include:
  - a. **Segmentation Accuracy:** This metric tracks how accurately Erji segments its email list based on customer data, such as demographics, past behavior, preferences, etc. Accurate segmentation leads to more targeted, personalized campaigns that resonate with each audience group.
  - b. **Campaign Reach:** This refers to the total number of recipients who receive emails as part of each customer-profile-based campaign. The reach of the campaign should align with the target audience that has been segmented.
  - c. **Relevance Score:** The relevance score evaluates how relevant the content is to each segment. Higher relevance scores suggest that the email content is tailored well to the specific needs and interests of the segment, which can improve engagement.
  - d. **Engagement Rate per Segment:** This tracks how each customer segment engages with the email content. Higher engagement rates in targeted segments show that the content is relevant and resonates well with the audience.
  - e. **Conversion Rate per Segment:** This metric measures how well each customer segment converts from email recipients to paying

customers or leads. By tracking this KPI, Erji can determine which segments respond best to specific offers or content.

- **Actionable Insight:** If segmentation accuracy is low, Erji can refine its customer data collection methods to better understand and classify its audience. By testing different types of offers for each segment, Erji can enhance the relevance score and improve engagement and conversions.

### 3. Sending Personalized Emails Based on Customer Profile

- **KPI Focus:** Personalization Success Rate, Open Rate of Personalized Emails, Click-Through Rate of Personalized Emails, Conversion Rate from Personalized Emails, Unsubscribe Rate
- **Analysis:** Personalized emails are more likely to drive engagement and conversions than generic emails. KPIs for evaluating personalized email campaigns include:
  - a. **Personalization Success Rate:** This metric tracks how successfully Erji incorporates personalized elements (such as the recipient's name, preferences, or past interactions) into each email. A higher success rate in personalization means that Erji is tailoring its communication effectively.
  - b. **Open Rate of Personalized Emails:** This measures the percentage of recipients who open emails with personalized content compared to generic emails. Personalized emails tend to have a higher open rate, indicating that the subject lines and content resonate with recipients.
  - c. **Click-Through Rate of Personalized Emails:** The CTR for personalized emails indicates how effective personalized content is at encouraging recipients to take action (e.g., clicking on a CTA, viewing a product, or signing up for a service).
  - d. **Conversion Rate from Personalized Emails:** This tracks the percentage of recipients who take a desired action (such as making a purchase or signing up for a service) after receiving a

personalized email. A high conversion rate demonstrates the effectiveness of personalization in driving business outcomes.

- e. **Unsubscribe Rate:** The unsubscribe rate measures how many recipients opt-out of receiving future emails. A high unsubscribe rate may indicate that the personalization is not resonating with the audience, or that too many emails are being sent. Erji should monitor this rate to ensure that the frequency and content of personalized emails are appropriate.
- **Actionable Insight:** If the open or conversion rates for personalized emails are low, Erji should review how personalization is being applied and test different approaches (e.g., subject line variations, offers, or email design) to improve performance. Reducing the unsubscribe rate may involve refining content to be more relevant to the target audience.

#### **4. Evaluating Applied Personalized Email Marketing**

- **KPI Focus:** Campaign ROI, Customer Retention Rate, Long-term Engagement, Customer Lifetime Value (CLV), Feedback from Recipients
- **Analysis:** Evaluating the overall success of personalized email marketing campaigns is essential for continuous improvement. KPIs for evaluation include:
  - a. **Campaign ROI:** The return on investment for personalized email marketing campaigns tracks the revenue generated versus the costs of running the campaign. A high ROI suggests that the email marketing strategy is effective in driving profitable results.
  - b. **Customer Retention Rate:** This measures how well personalized email campaigns contribute to retaining customers over time. Retaining customers is more cost-effective than acquiring new ones, and personalized emails can strengthen customer loyalty.
  - c. **Long-term Engagement:** This KPI evaluates whether personalized emails lead to sustained engagement with the brand,

- beyond the initial open or click. Long-term engagement indicates that customers find the content valuable and are likely to return.
- d. **Customer Lifetime Value (CLV):** CLV measures the total revenue generated from a customer over their lifetime. Effective personalized email campaigns can increase CLV by nurturing relationships and encouraging repeat purchases or engagements.
  - e. **Feedback from Recipients:** Collecting qualitative feedback from recipients (through surveys or comments) provides valuable insights into how well the personalized emails are received and how they can be improved.

To enhance the effectiveness of its digital marketing efforts, Erji Project should adopt a data-driven approach, focusing on refining strategies and maximizing return on investment (ROI). Actionable insights can be drawn from analyzing key performance metrics and optimizing the most impactful elements of each campaign stage. Below is an analysis of the RACE framework and relevant KPIs:

### **1. Reach Stage: Building Awareness and Attracting Prospects**

**Objective:** Expand the audience base and drive traffic to owned digital assets (website, landing pages).

**Key Strategies:**

- a. **SEO Optimization:** Conduct keyword research to identify high-value search terms relevant to Erji's target audience. Optimize on-page SEO elements like meta tags, headers, and image alt texts. Focus on building backlinks from credible industry websites to boost domain authority.
- b. **Content Marketing:** Publish high-quality blog posts, infographics, and videos tailored to audience needs. Incorporate trending topics to capture interest and drive organic engagement.
- c. **Social Media Marketing:** Establish a strong presence on platforms where Erji's audience spends time. Use a mix of content types, such

as educational posts, reels, and industry insights, to foster engagement.

- d. Paid Media Campaigns: Utilize platforms like Google Ads and Facebook Ads to target specific demographics. A/B test ad creatives and copy to identify the most effective formats.
- e. Influencer Collaborations: Partner with micro-influencers in relevant niches to expand visibility and reach untapped audiences.

KPIs:

- Website traffic (unique visitors, sessions, bounce rates).
- Social media reach (impressions, follower growth).
- Click-through rates (CTR) from paid and organic campaigns.

## **2. Act Stage: Encouraging Interaction and Lead Generation**

Objective: Convert website and social media visitors into engaged leads.

Key Strategies:

- a. Landing Page Optimization: Simplify navigation, enhance load speed, and include compelling CTAs. Use customer testimonials, clear benefits, and visuals to increase conversion rates.
- b. Interactive Social Media Content: Conduct polls, quizzes, and contests to drive audience interaction. For example, Erji can ask followers to vote on new product features or share their experiences.
- c. Email Marketing Personalization: Segment email lists based on customer behavior (e.g., cart abandonment, purchase history) to deliver targeted messages. Personalize subject lines and offers to match individual interests.
- d. Retargeting Campaigns: Use retargeting ads to re-engage visitors who interacted with the website but didn't convert. Showcase tailored messages, such as reminders about abandoned carts or exclusive discounts.

KPIs:

- Landing page conversion rates (visitor-to-lead ratio).
- Social media engagement (likes, shares, comments, saves).
- Email open and click-through rates.

### **3. Convert Stage: Turning Leads into Paying Customers**

Objective: Boost revenue through seamless purchasing processes and persuasive tactics.

Key Strategies:

- a. **Streamlined Checkout Process:** Reduce friction in the payment journey. Offer multiple payment options and ensure the checkout process is mobile-friendly.
- b. **Pricing and Promotions:** Use data analytics to identify price sensitivity. Offer introductory discounts, bundled pricing, or limited-time offers to encourage purchases.
- c. **Case Studies and Testimonials:** Feature success stories prominently on landing pages and in marketing materials to build trust and credibility.
- d. **Upselling and Cross-Selling:** Recommend related products or services during the checkout process to increase average order value.

KPIs:

- Conversion rates (lead-to-customer ratio).
- Revenue per user and average order value (AOV).
- Customer lifetime value (CLV).

### **4. Engage Stage: Fostering Loyalty and Advocacy**

Objective: Build strong, long-term customer relationships and encourage advocacy.

Key Strategies:

- a. **Proactive Customer Support:** Use real-time communication channels like WhatsApp, live chat, and social media to resolve issues quickly.
- b. **Personalized Follow-Ups:** Send thank-you emails or offer exclusive discounts post-purchase. Celebrate milestones like birthdays with tailored offers.
- c. **Loyalty Programs:** Implement reward systems where customers earn points for purchases or referrals, encouraging repeat business.

- d. **Community Building:** Launch user-generated content campaigns where customers share their experiences using Erji's services. Highlight the best contributions on social media and the website.
- e. **Feedback Loops:** Use surveys and NPS tools to gather insights about customer satisfaction. Act on feedback to enhance the user experience.

**KPIs:**

- Customer retention rate (percentage of returning customers).
- Net Promoter Score (NPS) to measure satisfaction and likelihood of referral.
- Social media mentions and user-generated content participation.

## Chapter V Conclusion and Recommendation

### V.1 Conclusion

In this final project, the author will examine numerous themes linked to digital marketing strategy for Erji Project, with the research question addressing the following topics:

1. The most suitable digital media channels for the Erji Project implementation involve a balanced approach utilizing owned, earned, and paid media. Search Marketing should be prioritized as a cornerstone for long-term growth by optimizing website content and technical SEO to attract organic traffic and establish a strong online presence. Additionally, Digital Public Relations (PR) and influencer outreach can enhance brand visibility and credibility through earned mentions, collaborations, and backlinks. Erji can also leverage digital messaging, such as personalized email campaigns and push notifications, to nurture leads, maintain customer relationships, and drive conversions effectively.

Social media platforms play a pivotal role as owned media channels, enabling Erji to share consistent, engaging, and informative content while fostering interactions and community engagement. Paid advertising on platforms like Google and social media can complement organic efforts by targeting specific demographics for immediate visibility. Furthermore, partner collaborations with complementary businesses can expand reach, build credibility, and expose the brand to new customer segments through co-branded campaigns and cross-promotions.

By integrating these digital media channels, Erji can achieve its goals of increasing visibility, nurturing customer relationships, and driving sustainable growth in the competitive digital marketing landscape. Each channel complements the others, creating a cohesive and comprehensive strategy for success.

2. What are digital marketing strategies that suit to increase engagement?

Based on RACE Model, Erji Project can focus on the following digital marketing strategies to increase engagement:

- Content Marketing, Create valuable and engaging content that addresses the needs and interests of the target audience. Develop a consistent content calendar to maintain a steady flow of content and keep the audience engaged. Share content across various social media platforms to reach a wider audience and encourage interaction.
- Social Media Marketing, Respond to comments, messages, and reviews efficiently and professionally. Use interactive content formats such as polls, quizzes, and contests to encourage user participation. Host live sessions and webinars to connect with the audience in real-time.
- Email Marketing, Send targeted email campaigns based on user behavior and preferences. Use visually appealing designs, compelling storytelling, and clear calls to action. Experiment with different subject lines, content, and send times to optimize email performance.
- Influencer Marketing, Partner with relevant influencers to promote Erji Project's services and reach a wider audience. Encourage influencers and customers to create content featuring Erji Project's services.
- Customer Experience, Provide exceptional customer service through various channels, such as email, telephone, and live chat. Tailor experiences to individual customer needs and preferences. Implement loyalty programs to reward repeat customers and encourage advocacy.

By focusing on these strategies, Erji Project can create a strong online presence, build meaningful relationships with customers, and drive engagement, ultimately leading to increased brand loyalty and business growth.

## V.2 Recommendation

The recommendation for this research are :

- The recommendations derived from this research emphasize the importance of refining and optimizing digital marketing strategies for Erji Project. Firstly, it is suggested that a dedicated corporate strategy division be established to focus on planning, implementing, and evaluating digital marketing initiatives. This specialized division will ensure that the company aligns its digital marketing programs with its overall strategic goals, thereby improving effectiveness and outcomes.
- To enhance performance, it is crucial to continuously monitor and analyze digital marketing efforts using data-driven insights. This will allow the company to identify what works, adjust tactics, and reallocate resources to areas with the highest impact. Staying updated with emerging trends and technologies is equally vital, as the rapidly evolving digital landscape demands adaptability and innovation to remain competitive. By adopting new tools and methodologies, Erji Project can maintain relevance and appeal to its target audience.
- Additionally, setting clear and measurable goals for each digital marketing initiative will enable precise tracking of progress and evaluation of success. These objectives should be aligned with the company's broader business goals, providing a framework for assessing return on investment and refining strategies.
- Finally, the scope of this research focused on content-based digital marketing strategies, but there is ample opportunity for further exploration. Future studies should incorporate other aspects of digital marketing, such as customer journey optimization, automation, and omnichannel strategies. This expanded scope could result in more comprehensive analyses and foster the generation of innovative approaches to digital marketing, enhancing the overall competitiveness and effectiveness of the Erji Project.

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## APPENDICES

Appendix In-depth Interview Question Purposed Digital Transformation Strategies to Increase Customer Engagement using RACE Approach: Study Case Erji Project.

Data Set	Question	Code
<b>Online Media Types</b>	Apa media yang sering Anda gunakan untuk mencari Digital Agency?	Media sosial yang brand miliki, [OM]
		Iklan di internet, [PM]
		Rekomendasi dari akun orang berpengaruh [EM]
<b>Digital Media Channels</b>	1. Bagaimana cara Anda menemukan website Digital Agency?	Iklan di sebuah website dan anda klik [PPC]
		Mencari di mesin pencarian seperti google [SEO]
		Website lain contohnya sedang membuka suatu website dan mengarah ke website digital agency [BKL]
	2. Bagaimana Anda menemukan halaman media sosial Digital Agency?	Sosial media partner lain [PS]
		Sosial media milik Brand tersebut [OS]
		Orang lain yang mention akun Digital Agency [EN]
	3. Dari mana Anda menemukan iklan bergambar yang menampilkan Digital Agency?	Iklan yang ditampilkan pihak lain [PD]
		Banner yang ditampilkan di Instagram Ads [NA]

		Iklan yang ditampilkan oleh sebuah penerbit atau acara [SS]
	4. Dari mana Anda melihat entitas atau individu lain yang menyebut sebuah Digital Agency?	Melihat referensi dari platform media sosial atau penerbit lain [OA]
		Melihat Postingan di situs web perusahaan lain [GB]
		Kolaborasi yang melibatkan influencer [IO]
	5. Dari mana Anda melihat iklan layanan Digital Agency secara daring?	Melalui afiliasi industri lain atau pihak lain [AM]
		Melalui kolaborasi antara dua merek atau lebih [CB]
		Melalui informasi dari kolaborasi antar merek [CM]
	6. Dari mana Anda menerima pesan digital dari Digital Agency sebagai saluran media?	Iklan dalam buletin atau berita elektronik [PP]
		Email yang dikirim oleh Digital Agency [IE]
		Iklan dalam buletin perusahaan lain [PE]
<b>Reach</b>	Menurut Anda, seberapa efektif konten Erji Project dalam menarik perhatian Anda? Apa yang membuat Anda tertarik untuk mengunjunginya?	R1

	<p>Bagaimana Anda pertama kali mencari tentang Erji Project? Apakah melalui iklan dalam sebuah website, google search, atau website yang mengarah ke Erji Project?</p>	R2
	<p>Apakah Anda mengikuti situs web resmi, blog, atau halaman media sosial Erji Project? Konten seperti apa yang Anda temukan di sana?</p>	R3
	<p>Apakah Anda pernah melihat kolaborasi antara Erji Project dengan influencer atau merek lain? Apakah hal ini mempengaruhi pandangan Anda terhadap Erji Project?</p>	R4
	<p>Jika Anda pernah melihat iklan Erji Project, apakah Anda merasa iklan tersebut menggambarkan merek secara akurat dan sesuai dengan pengalaman Anda?</p>	R5
<b>Act</b>	<p>Bagaimana Anda menggambarkan kehadiran ERJI Project di media sosial? Apakah menarik dan informatif?</p>	A1
	<p>Apakah segmentasi audience Erji Project sudah sesuai dengan apa yang ditampilkan di media sosial? Bisa anda jelaskan?</p>	A2
	<p>Jenis konten atau pesan apa dari ERJI Project yang paling menarik atau berguna bagi Anda?</p>	A3

	Apakah anda pernah mengunjungi website atau Sosial Media Erji Project dan mencari informasi disana?	A4
	Bagaimana Anda melihat kualitas campaign yang diberikan oleh Erji Project kepada audience? Apakah memiliki tujuan yang jelas?	A5
<b>Convert</b>	Apakah produk atau layanan yang Erji Project tawarkan sudah sesuai dengan kebutuhan konsumen?	C1
	Menurut anda, apa yang harus diperbaiki dari website Erji Project?	C2
	Apakah penawaran yang ditampilkan Erji Project sesuai dengan minat atau preferensi Anda?	C3
	Apakah saluran untuk terhubung dengan Erji Project seperti Email, Whatsapp, Media Sosial, dan Website sudah cukup? jika kurang apa yang perlu ditambah?	C4
	Apakah pop up, penjelasan text, atau sistem customer service Erji Project dapat mempermudah Anda dalam berinteraksi dengan Erji Project?	C5
<b>Engage</b>	Menurut anda, Bagaimana cara terbaik untuk menghubungi Erji Project? Apakah melalui Email,	E1

	Whatsapp, Direct Message, atau telepon langsung?	
	Berapa lama Anda sudah mengetahui Erji Project? Layanan apa yang paling anda sukai?	E2
	Bagaimana Erji Project menangani masalah dan menghadapi situasi Anda? Apakah customer service Erji bisa membantu?	E3
	Seberapa sering Anda berinteraksi dengan Erji Project di media sosial? Apakah Anda menyukai, mengomentari, atau membagikan postingan mereka?	E4
	Bagaimana interaksi Erji Project dengan Anda? Apakah hubungan Erji Project dengan Anda terjalin dengan baik?	E5

## Appendix Interview #1 Result and Coding

Informan : Muhammad Sofiyurahman and Angara Kusuma Pradoko

Category : Business to Government (B2G)

Data Set	Coding	Transkrip	Tema
Reach	R1	<ul style="list-style-type: none"> <li>● Isinya banyak tips daripada jualan. Mungkin, bahkan jualannya bisa dibilang enggak ada ya. Jadi kayak, kayak yang dia tuh enggak benar benar jualan. Ngasih-ngasih tips, berbagi ilmu, sharing gitu.</li> <li>● Sebenarnya sangat-sangat menarik ya. Karena balik lagi untuk promosi jadi sekarang pemasaran itu sudah mulai 5.0. Artinya pergerakan digital terhadap pemasaran itu menjadi satu hal yang sangat penting. Kasarnya teman-teman ini menjadi lebihnya teman-teman untuk mempromosikan agensinya teman-teman. Ini kan banyak ya. Dan banyak</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten yang informatif yang menarik</b></li> </ul>

		<p>yang di-offer gitu. Simplinya seperti itu. Jadi kasarnya kita kembalikan lagi tergantung dari pemanfaatan dari si user nantinya. Bahwa dia mau memanfaatkan by items atau by jasa yang ditawarkan oleh ERJI. Mungkin itu sih kalau aku ngelihatnya.</p>	
	<p><b>R2</b></p>	<ul style="list-style-type: none"> <li>● Melalui <i>website</i>, kalau <i>website</i> ya search ya tentunya. Search, <i>digital agency</i> karena keperluan-keperluan saya sebagai orang di <i>government</i> ya. Kita ada beberapa acara/event yang memerlukan pihak lain. Dengan spesifikasi seperti itu, ya kita <i>search, browsing</i>. <i>Browsing-browsing</i>, kita cari oh ada ini, ada ini.</li> <li>● Saya kalau itu opsi tiga-tiganya nggak ada. Karena kebetulan waktu itu memang by rekomendasi. Makanya tadi waktu kita memulai berkerjasama dengan ERJI waktu itu</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Search Engine menjadi pilihan untuk menemukan Erji</b></li> <li>● <b>Rekomendasi pun menjadi pilihan alternatif untuk pendekatan ke segmen pemerintah</b></li> </ul>

		<p>adalah karena by rekomendasi bahwa tolong ini menjadi sesuatu yang menarik untuk kita bisa melakukan kasarnya seperti ini. Jadi mulailah kita melakukan pendekatan. Bersyukur kita bisa bekerja sama sih waktu itu.</p>	
	<p><b>R3</b></p>	<ul style="list-style-type: none"> <li>● Kalau kontennya itu yang tadi mungkin saya sempat sampaiin, dia kontennya itu malah isinya betul-betul informasi. Ngasih informasi, ngasih tips gitu.</li> <li>● Kayak misalnya pembuatan Konten. Maksudnya teman-teman itu kan bisa melakukan sebagai konsultan untuk pembuatan konten terus bisa juga bekerja sama dengan beberapa KOL terutama yang concern-nya teman-teman aku lebih waktu pendekatannya itu adalah teman-teman ini concern untuk UMKM bahwa kita juga punya program yang memanfaatkan atau</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Media sosial menjadi media untuk menemukan konten informatif.</b></li> <li>● <b>Concern kepada pemberdayaan UMKM dengan akses ke KOL yang mudah</b></li> </ul>

		<p>melakukan pemberdayaan terhadap UMKM lokal. Nah inilah yang menjadi point of interest-nya dari Kemenpar waktu kita melakukan kerjasama bersama.</p>	
	<b>R4</b>	<ul style="list-style-type: none"> <li>● Kalo buat saya iya sih. (kolaborasi influencer).</li> <li>● Otomatis Mas. Pasti itu. Karena kalau ya tadi kan Trustworthy-nya itu didapat dari seberapa sering ERJI itu bekerja sama dengan afiliasi ya, dalam pengertian afiliasi atau mitra. Jadi kan kasarnya, oh dia sudah melakukan kerjasama dengan ini, dia sudah melakukan kerjasama dengan itu. Artinya bahwa secara opportunity bahwa teman-teman ini sudah membuat atau membrand dirinya sendiri untuk bisa dapat bekerjasama dengan segala mitra. Nah ini yang menjadi point of interest salah satunya.</li> </ul>	<p><b>Kolaborasi dengan influencer dapat mempengaruhi kepercayaan Erji</b></p>
	<b>R5</b>	<ul style="list-style-type: none"> <li>● Saya sudah tahu aja ERJI itu bidang usahanya di situ.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah menggamba</b></li> </ul>

		<p>Maka ketika muncul iklannya di momen tersebut saya lihatnya pas, mungkin itu sih.</p> <ul style="list-style-type: none"> <li>● Kalau aku ngelihatnya sangat ya. Kalau untuk gambaran secara yang ditawarkan dari ERJI sebagai agensi digital itu sangat-sangat menggambarkan sekali.</li> </ul>	<p><b>rkan agensi digital marketing</b></p>
Act	A1	<ul style="list-style-type: none"> <li>● Iya menarik itu, menarik dan utamanya memang informatif banget.</li> <li>● Kalau saya bilang pasti menjadi satu hal yang sangat menarik ya Mas. Kasarnya gitu kan. Karena pasti orang butuh apa yang ditawarkan.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Menarik dan Informatif dan layanan yang jelas</b></li> </ul>

	<p><b>A2</b></p>	<ul style="list-style-type: none"> <li>● Kalau menurut saya udah sesuai. Udah sesuai, jadi enggak terlalu apa ya, enggak terlalu <i>eye catching</i>.</li> <li>● Kalau saya melihatnya sangat ya. Karena RG ini kan kalau aku melihatnya masih ke gen Z dan millennial sih. Jadi kasarnya by gambaran itu sangat terlihat sekali. Jadi by konten mengejar target marketnya itu sesuai kalau aku bilang.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai dengan tidak terlalu eye catching dan menggambarkan segmentasi Gen Z dan Milenial</b></li> </ul>
	<p><b>A3</b></p>	<ul style="list-style-type: none"> <li>● Tips bisnis lah ya.</li> <li>● yang dilakukan oleh ERJI ya mungkin yang tata cara untuk pengambilan konten ya. Jadi kayak seperti apa, bagaimana. Karena ini kan membuat orang untuk mau melakukan ya untuk menciptakan konten. Nah ini yang menjadi sesuatu yang sangat menarik buat kami gitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten Bisnis dan tips-tips membuat konten merupakan daya tarik Erji</b></li> </ul>
	<p><b>A4</b></p>	<ul style="list-style-type: none"> <li>● Informasi lah ya, informasi-informasi bisnis terutama di apa ya istilahnya, bisnis zaman sekarang lah, zaman <i>now</i></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Mencari referensi dan informasi untuk kebutuhan</b></li> </ul>

		<p>lah ya.</p> <ul style="list-style-type: none"> <li>● kalau buat kami adalah sebagai referensi sebetulnya apa sih yang baru ya. Apa sih yang dilakukan oleh agency atau apa yang dilakukan oleh digital agency pada saat ini. Jadi trendnya apa. Jadi kasarnya supaya kami juga di pemerintahan itu bisa menyesuaikan dengan keinginan atau demand ya. Intinya adalah menyesuaikan dengan apa sih yang terjadi di pasar sekarang. Nah ini kan kita bisa melihatnya apa yang dilakukan oleh digital agency.</li> </ul>	<p><b>pembuatan konten dan bisnis.</b></p>
	A5	<ul style="list-style-type: none"> <li>● <i>campaign</i> itu nya kalau menurut saya kelihatan, b2b gitu.</li> <li>● Kalau aku melihatnya sangat jelas. Hitungannya gitu ya. Jadi apa yang mau dilakukan sama apa yang disasar itu sesuai</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Kampanye Erji sudah jelas dengan menysar B2B.</b></li> </ul>

<b>Convert</b>	<b>C1</b>	<ul style="list-style-type: none"> <li>● Kalau buat saya, buat program. Beberapa program yang dinas laksanakan itu sudah sesuai.</li> <li>● Kalau secara keseluruhan sebenarnya sudah banyak yang ditawarkan ya. Tapi balik lagi, aku akan bisa melihat justru kalau misalnya Erji menawarkan sesuatu yang mungkin agak sedikit berbeda yang ditawarkan oleh agency lain. Jadi simpelnya adalah menjadi uniqueness-nya si ERJI yang membedakan dengan agency lain.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai dengan program pemerintah dan mempunyai keunikan tersendiri.</b></li> </ul>
	<b>C2</b>	<ul style="list-style-type: none"> <li>● Mungkin yang perlu ditambah adalah sebenarnya, paling jagonya tuh di sisi apa? Jadi tetap menurut saya harus ada satu atau dua hal yang menjadi unggulan. Yang menjadi unggulannya apa gitu, jadi itu yang menjadi pembeda dengan yang lain. <i>Service-service</i> lain ada, tapi kita paling jago perihal ini. Mungkin itu yang perlu lebih diangkat.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Testimoni akan membuat lebih terpercaya</b></li> <li>● <b>Membuat service unggulan</b></li> </ul>

		<ul style="list-style-type: none"> <li>● Kalau aku sih nggak ya. Cuman mungkin secara updating aja untuk konten tampilan dan tadi yang pernah dilakukan oleh ERJI dengan Mitra. Jadi mungkin biar trust it juga ya.</li> </ul>	
	C3	<ul style="list-style-type: none"> <li>● Sudah sesuai (minat atau prefrensinya).</li> <li>● Kalau aku sih sangat ya. Karena gitu loh. Jadi memang dengan collab ya waktu itu kita collab itu sangat sesuai sih. Menurutku itu menjadi sesuatu yang sebetulnya sangat kami harapkan dari kita bermitra.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai minat atau prefrensinya dari pihak pemerintah</b></li> </ul>

	<p><b>C4</b></p>	<ul style="list-style-type: none"> <li>● Segmen pasar yang pengguna jasa ERJI, itu enggak akan jauh-jauh dari medsos instagram, mungkin tiktok bahkan Whatsapp udah.</li> <li>● Kalau menurut saya sudah cukup.</li> <li>● Kalau untuk saat ini sih sebetulnya itu yang harus dikuatkan ya dari media digital dan itu sebetulnya kalau misalnya memang sudah ya balik lagi. Kalau kami next trendnya apa nih yang harus menjadi tugasnya dari Mas Ryo dan tim ERJI adalah nextnya apa? Kalau kita sudah punya ini, mana sih yang efektif? Jadi blasting off atau pun promote itu bisa diambil dari mana sih yang saat ini lagi trend, mana yang saat ini lagi hype atau mana yang memang saat ini lebih efektif untuk memasarkan. Jadi dari media yang tadi bisa jadi berubah pergeseran karena ini sangat cepat untuk digital.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah cukup, namun perlu adanya research untuk menyiapkan platform apa yang lebih efektif kedepannya.</b></li> </ul>
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	<b>C5</b>	<ul style="list-style-type: none"> <li>● Bagus itu buat CS-nya enak.</li> <li>● Langsung respons gitu kan dan kebutuhan kita apa? Cukup (bisa) memahami gitu, oh pengennya kayak gini.</li> <li>● Sebetulnya sangat gitu loh. Karena kita kan untuk bermitra kita harus tahu apa yang mau kita lakukan pertama lah. Jadi kesannya memang harus tersampaikan informasi baik dari kami pengguna maupun apa yang ditawarkan oleh dari ERJI. Jadi kesannya memang ini harus CS-nya harus jalan banget nih untuk mempromosikan. Jadi menjelaskan apa yang dilakukan apa yang bisa kita kerjasamakan itu harus jalan</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sistem customer service Erji Proje sudah baik dan responsif</b></li> </ul>
<b>Engage</b>	<b>E1</b>	<ul style="list-style-type: none"> <li>● Whatsapp sih, tapi dapat whatsappnya tentunya dari instagram dulu ya.</li> <li>● Ada dua tuh. Pertama pasti kita WA terlebih dahulu. Yang next-nya adalah pasti kami langsung kontak.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Whatsapp menjadi pilihan utama untuk membangun interaksi</b></li> </ul>

		<p>Biasanya kalau nggak permun biar cepat langsung telepon ya? Ya karena kita kan lebih cenderung apa yang mau kita lakukan itu harus segera tahu. Ya harus jelas gitu. Jadi kalau hanya WA terkadang maksud tujuannya itu tidak bisa kepotong maksudnya tidak sesuai. Jadi kalau kita langsung setelah kita WA maksud dan tujuan kita pasti langsung kita kontak supaya gambarannya tersampaikan.</p>	
E2	<ul style="list-style-type: none"> <li>● <i>Coaching</i> atau <i>mentoring</i></li> <li>● Lama ya, (ketika) covid kali ya, sekitar-sekitar situ lah ya.</li> <li>● Iya 2021-an</li> <li>● lumayan ya. Kalau nggak salah sekitar 3-4 tahun sih.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Hubungan sudah terjalin sejak 4 tahun lalu dimulai sekitar tahun 2021-an</b></li> </ul>	
E3	<ul style="list-style-type: none"> <li>● <i>so far</i> mah aman</li> <li>● Ya kalau aku bilang sih sangat bisa ya. Karena memang itu yang ditawarkan dan memang penyampaiannya pun ke kami itu sesuai dengan apa yang kami harapkan. Jadi</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Customer service Erji bisa membantu dalam menangani masalah</b></li> </ul>	

		<p>by last project yang kita lakukan apa yang kami minta dan apa yang di provide oleh ERJI kepada kami tuh sesuai.</p>	
	E4	<ul style="list-style-type: none"> <li>● Menyukai mungkin ada ya, tapi di luar itu enggak sih.</li> <li>● Kalau di sosial media? Biasanya sih kami slide ya. Kami slide sama kami lihat sih kalau dari sisi pekerjaan ya kalau by personal sih saya like tapi kalau by pekerjaan kami hanya membaca kira-kira kalau misalnya memang next project kita bisa lakukan kerja sama kembali apa yang sebetulnya bisa kita lakukan gitu dengan ERJI.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Interaksi dengan like serta menonton dan membaca konten</b></li> </ul>
	E5	<ul style="list-style-type: none"> <li>● Masih bagus termasuk rekom-rekom <i>influencer</i> kalau ada acara ini, <i>influencer</i>-nya yang kayak gimana, itu masih (bagus).</li> <li>● Sebetulnya kalau aku ngelihatnya sampai dengan saat ini kita masih sering berkontak jadi kasarnya kita mencoba tetap melakukan hubungan secara baik ya, bahwa after</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Hubungan terjalin dengan baik dengan tetap berkomunikasi walaupun project-nya sudah berakhir.</b></li> </ul>

		<p>project pun kita masih bisa menjalin kerja sama karena kita berharap project yang pernah kita lakukan itu kan gak cuman sekali gitu kasarnya tapi kita ini bisa dilakukan dengan jangka panjang lah kasarnya gitu baik dari ERJI sebagai digital agency kemudian kami dengan government ya</p>	
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## Appendix Interview #2 Result and Coding

Informan : Belva Damario Harsono and Ratih Handayani

Category : Business to Business (B2B)

Data Set	Coding	Transkrip	Tema
Reach	R1	<ul style="list-style-type: none"> <li>● Yang bikin tertarik tuh pertama dari konten-konten feeds-nya sih. Jadi kalau misalnya si konten feeds itu cukup memberikan informasi yang saya butuhkan, atau vibes-nya atau style kontennya cocok dengan saya, pasti saya tertarik untuk mencari tau lebih lanjut sih.</li> <li>● Yang pertama dilihat sih kalau saya biasanya Instagram-nya dulu. Buat validasi aja sih sebenarnya kayak... Oh, ini ada beneran gitu, ada entitasnya. Terus ada orang-orangnya siapa aja gitu. Terus kalau ada lagi biasanya website. Nah, di website ini saya ngeliat ini</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Informatif bagi kebutuhan bisnis</b></li> <li>● <b>Design grafis menarik dan tepat</b></li> <li>● <b>Service Erji variatif dan sesuai kebutuhan</b></li> <li>● <b>Terbentuk brand image yang profesional yang didasarkan pada aktivasi Sosial media dan website serta service</b></li> </ul>

		<p>ada ERJI dengan website yang lebih profesional gitu terus apa ya, servisnya juga jelas gitu Ada apa aja sebenarnya di dalamnya Karena kalau by Instagram sebenarnya servisnya mungkin nggak langsung obvious to the point gitu Ada apa aja, ada sih di deskripsinya gitu Cuman kalau ngeliat website-nya tuh kayak jadi lebih tau aja sebenarnya Kan kalau Instagram kayak lebih awareness-nya juga lebih apa gitu yang lain-lain Tujuannya mungkin beda ya Lebih kebentuk Jadi sih kalau saya ngeliatnya memang si RG ini secara konten sangat membantu Apalagi kalau saya tuh sebenarnya kebutuhannya cuma apa-apa aja sih gitu Dan ternyata si servisnya ini macam-macam begitu</p>	<p><b>yang jelas</b></p>
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	<p><b>R2</b></p>	<ul style="list-style-type: none"> <li>● Kalau saya lebih nyari itu sih, nyari sendiri di Google sih</li> <li>● Kalau saya ada dua nyarinya Yang pertama Google Search Terus yang kedua biasanya Instagram Search Kalau saya kayak gitu, nah cuma karena tadi pertanyaannya memang ngerucut Enggak ada Instagram Search ya, jadi berarti ke Google Search.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Search engine google menjadi pilihan pertama dalam mencari sebuah agency digital marketing</b></li> </ul>
	<p><b>R3</b></p>	<ul style="list-style-type: none"> <li>● Ikut, ikutin (Mas Belva sendiri ngikutin situs web resminya ERJI atau media sosialnya ERJI)</li> <li>● Banyak sih, kayak informasi umum atau tentang bisnis, juga tentang partnership, tentang KOL, banyak masukan juga.</li> <li>● Kalau website sih jalan-jalan aja, ngeliat aja sebenarnya servisnya kayak apa terus value-nya kayak apa, cocok apa enggak sama Yang saya dan studio saya butuhkan</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Mengikuti situs resmi Erji karena sesuai dengan kebutuhan bisnis terkait digital marketing</b></li> </ul>

	<p><b>R4</b></p>	<ul style="list-style-type: none"> <li>● Pernah, karena influencer tuh sangat membantu untuk, apa ya, credibility lah.</li> <li>● Mempengaruhi pandangannya juga pasti (Influencer)</li> <li>● Pernah sih ngelihat, terus karena ada kolaborasi Jadinya itu kayak menguatkan sisi trust-nya kita sih</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Adanya Kolaborasi influencer dengan Erji mempengaruhi brand image Erji yang terlihat lebih credible</b></li> </ul>
	<p><b>R5</b></p>	<ul style="list-style-type: none"> <li>● Akurat sih, akurat ya.</li> <li>● ERJI Project ini kan customizable banget ya</li> <li>● api mungkin dari fits-fitsnya sih udah cukup informatif, cukup akurat lah. Sesuai dengan pengalaman, beberapa ada. (menggambarkan merek secara akurat,sesuai dengan pengalamannya)</li> <li>● Jadi emang bukan yang langsung kelihatan kayak Oh ini tuh lagi jualan digital marketing, enggak kayak gitu Tapi emang RG banget sebenarnya Jadi emang si iklannya itu bukan sesuatu yang langsung kalau bahasanya</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Iklan Erji sudah menggambarkan merek secara akurat dan sesuai dengan pengalaman audience salah satunya karena ERJI Project yang adaptif dengan service customizable .</b></li> </ul>

		<p>hard selling ya, enggak langsung hard selling banget Cuma emang langsung menggambarkan bahwa ini tuh emang caranya ERJI kayak gini sih.</p>	
Act	A1	<ul style="list-style-type: none"> <li>● Cukup menarik karena kontennya simpel, tulisannya juga murah dibaca, jadi informasi itu terserapnya mudah lah dengan format yang seperti itu tuh.</li> <li>● Yang sekarang-sekarang karena lebih visual kan, ada fotonya, terus kayak informasinya lebih singkat, lebih simpel, lebih interaktif lah kayak yang baca tuh.</li> <li>● Menarik dan informatif sih Karena itu ya tadi ada sisi edukasinya juga gitu Jadi bukan cuma sekedar apa aja servisnya</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten Erji terlihat simple dan interaktif, tetapi tetap informatif</b></li> </ul>

	<p><b>A2</b></p>	<ul style="list-style-type: none"> <li>● Menurut saya sesuai sih karena konten yang diposting oleh ERJI itu kan menggambarkan nanti siapa yang akan menjadi kliennya kan. Nah, kalau saya dari search engine tadi nyari-nyari sampai menemukan ERJI berarti tandanya sudah sesuai.</li> <li>● Segmentasinya tuh saya jujur belum tau nih ke arah mana segmennya.</li> <li>● Betul betul sebagai ide sih (relate).</li> </ul>	<p><b>Segmentasi Erji masih belum terbentuk tetapi konten Erji bisa membantu referensi content digital marketing dalam proses bisnis</b></p>
	<p><b>A3</b></p>	<ul style="list-style-type: none"> <li>● Kalau saya sukanya yang berbentuk video sih, berbentuk reels.</li> <li>● Terus yang ngasih informasi tentang yang relate dengan kehidupan sehari-hari, yang bisa dipakai juga untuk konten, ide-ide aja terutama bidang bisnis.</li> <li>● Konten edukasi sih pastinya Iya konten edukasi</li> </ul>	<p><b>Konten berbentuk vidio informatif yang relate dengan kehidupan sehari-hari</b></p>
	<p><b>A4</b></p>	<ul style="list-style-type: none"> <li>● Tidak (kalau website sih saya nggak begitu ngebuka ya, karena sekarang lebih enak ngelihat dari media</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Social media sebagai media pertama</b></li> </ul>

		<p>sosial lah.)</p> <ul style="list-style-type: none"> <li>● Informasi validasi Validasi aja sih bahwa sebenarnya Keberadaan ini tuh beneran nyata Ada gitu ya Si entitasnya tuh ada beneran Kompeten apa engga sih sebenarnya ngerjain Servis-servis ini begitu.</li> </ul>	<p><b>untuk menemukan informasi dan website media tambahan yang dijadikan validasi dan pencarian informasi tambahan</b></p>
	A5	<ul style="list-style-type: none"> <li>● Kalau dari tujuan mungkin sudah jelas.</li> <li>● Cuman mungkin engagement-nya masih bisa ditingkatkan lagi sih kalau dari yang saya lihat.</li> <li>● Campaign ya Jelas ya karena Jelas tapi dalam arti kayak gini Kalau bahasa Indonesia tuh apa sih Ga langsung di awal gitu ngasih tau Tapi memang dikasih taunya tuh via Sesuatu yang lebih smooth gitu Jadi jelas tapi Dengan cara yang berbeda dengan cara yang Mereka pendekatannya atau RG kok jadi mereka RG tuh pendekatannya lebih kayak</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Kampanye yang dilakukan Erji sudah tepat sasaran, tetapi engagement kampanyenya masih perlu ditingkatkan lagi</b></li> </ul>

		By story, by fact Ngasih tau fakta-fakta Ngasih tau cara-cara Oke Kayak begitu.	
<b>Convert</b>	<b>C1</b>	<ul style="list-style-type: none"> <li>● Dari pengalaman saya ya, karena kan saya udah coba pakai jasanya ERJI juga. Sesuai kok, jadi mungkin karena orang di belakangnya juga konten creator kali ya, jadi dia tuh bisa menerjemahkan ide-ide di otak saya ke dalam bentuk konten gitu.</li> <li>● Sesusai dong.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Layanan Erji sudah sesuai kebutuhan client</b></li> </ul>
	<b>C2</b>	<ul style="list-style-type: none"> <li>● Dari website biasanya orang yang cari tuh apa ya, mungkin optimisasi-nya sih. Jadi gimana caranya kalau kita search agency tuh yang muncul di, eh misalnya kita search agency di Google tuh yang muncul paling atas itu ERJI gitu misalnya.</li> <li>● Kontennya selain mirroring aja dari social medianya, dari IG-nya mungkin bisa lebih lengkap di website.</li> <li>● Jadi lebih lengkap lah maksudnya yang nggak ada di social media, di</li> </ul>	<ul style="list-style-type: none"> <li>● <b>SEO Erji perlu ditingkatan</b></li> <li>● <b>Website harus menjadi pelengkap dari informasi yang ada di sosial media dan terdapat informasi narahubung</b></li> </ul>

		<p>website lebih sesuatu yang eksklusif lagi ya. Karena kan lebih luas kan tuh lahannya untuk eksplorasi.</p> <ul style="list-style-type: none"> <li>● Kayaknya sih udah Simple sederhana Saya sih paling suka Website-website yang sederhana Tapi sangat function</li> <li>● Di website nanti ada link ke WA, bisa tinggal klik. Ngak apa-apa juga, tapi ujung-ujungnya WA lagi kan.</li> </ul>	
	<p><b>C3</b></p>	<ul style="list-style-type: none"> <li>● (Sesuai preferensi) Sesuai, karena kan tadi saya menemukan ERJI dari searching sendiri kan dan saya akhirnya memilih RG tuh karena ya memang paling sesuai. Jadi cocok lah.</li> <li>● Iya sesuai sih, Sesuai ya karena Nggak bertele-tele aja sih</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Layanan Erji sudah sesuai minat atau preferensi client</b></li> </ul>

	<p><b>C4</b></p>	<ul style="list-style-type: none"> <li>● Sudah sih, sudah cukup. Karena saya rata-rata kalau berhubungan dengan orang, paling whatsapp.</li> <li>● Ada yang intinya, ada whatsapp, dan DM.</li> <li>● Contohnya pas dulu awal-awal mau approach, ngubungin kita, mudah nggak sih untuk sistem CS-nya kita? Mudah kok, karena dari web app tuh responnya cepat. Terus awal-awal saya coba mau approach dari DM juga dibalasnya enak, informatif.</li> <li>● <i>I think it's enough</i> ya Semuanya udah sangat approachable.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah cukup dengan penggunaan Whatsapp yang responsif dan Dm IG menjadi pelengkap untuk lebih renponsif</b></li> </ul>
	<p><b>C5</b></p>	<ul style="list-style-type: none"> <li>● Iya karena Selalu misalnya pas di halaman awal Pun langsung ada hubungi kami Kayak gitu jadi nggak harus sampe Scroll sampe bawah dulu baru bisa Hubungi ERJI misalnya gitu Jadi kayak udah di setiap Nggak setiap segmen sih cuman di beberapa segmen Itu udah langsung ada hubungi kami</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Interaksi sudah terjalin baik drngan copywriting yang jelas</b></li> </ul>

		Jadi mudah banget.	
<b>Engage</b>	<b>E1</b>	<ul style="list-style-type: none"> <li>● Saya prefer whatsapp, tapi untuk awal-awal mungkin saya akan coba DM dulu.</li> <li>● Iya, extra effort aja sih kalau website tuh. Mesti buka website.</li> <li>● Kalau saya melalui whatsapp</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Whatsapp menjadi pilihan pertama dalam interaksi yang lebih mudah</b></li> </ul>
	<b>E2</b>	<ul style="list-style-type: none"> <li>● Mungkin setahun lebih ya, tau ERJI Project.</li> <li>● Kalau berapa lama Jujur baru tau sih sebenarnya Kalau RG Project cuman Layanan yang paling disukai adalah Karena mereka bentuknya agency Jadi kayak dari awal sampe akhir Itu sebenarnya mereka Mampu untuk menyajikan service itu</li> <li>● Tahun ini sih</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Pelanggan Erji sudah dari 1 Tahun</b></li> </ul>
	<b>E3</b>	<ul style="list-style-type: none"> <li>● Tapi dengan adanya ERJI bisa jadi media untuk menghubungkan antara brand dengan KOL. ( sama kolaborasi sama KOL juga. Untuk menghubungkan brand dengan. KOL sih, karena jujur kalau saya pribadinya di KOL kan linknya susah ya. Dan</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Membantu kegiatan bisnis dalam digital marketing dengan akses layanan KOL yang mudah, responsif</b></li> </ul>

		<p>kalaupun menghubungkan langsung ke KOL-nya mungkin jarang dibalas)</p> <ul style="list-style-type: none"> <li>● Karena jujur saya pakai ERJI Project kan karena enggak ke-handle konten untuk brand dengan sendiri. Jadi kalau misalnya saya ada ide apa langsung hubungin CS tuh cepat itu langsung eksekusi. Dan dibantu juga, dibimbing juga. Jadi istilahnya kita tahu beres lah.</li> <li>● Kalo by whatsapp Iya sih Sangat Komunikatif ya Jadi kalau misalnya kita nanya apa tuh Komunikasinya gak terlalu lama Terus ya Membantu.</li> <li>● Layanan yang paling disukai, kembali lagi tadi, Reels. Yang berbentuk video, yang gambar bergerak.</li> </ul>	<p><b>dan komunikatif kepada client, serta konten yang menarik.</b></p>
	E4	<ul style="list-style-type: none"> <li>● Kalau membagikan postingan kayaknya belum pernah</li> <li>● Tapi kalau misalnya like, mungkin ya cukup sering lah. Beberapa suntingan saya like. Interaksinya</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Interaksi antara Erji dan audience sering terjadi berupa menonton</b></li> </ul>

		<p>sering ya? Interaksinya sering.</p> <ul style="list-style-type: none"> <li>● Ada reels juga pasti saya tonton. Walaupun enggak di-like tapi pasti saya nonton. Pasti dibaca juga.</li> <li>● jujur belum pernah sih Belum pernah untuk sharing ya Maksudnya di instagram sendiri Cuma ya kalo Interaksinya mungkin kalo cuma liat nih Kira-kira Kalo liat atau apa itu ya di like.</li> </ul>	<p><b>atau membaca konten dengan meninggalkan Like dan sesekali ditambah comment.</b></p>
	E5	<ul style="list-style-type: none"> <li>● Untuk Hubungan bisnisnya Berjalan dengan baik ya Sesuai dengan Peran yang mereka bawa Untuk studio kami Terus juga kan sebenarnya Proses konsultasinya Bisa lanjut via online Bisa lanjut via call juga Jadi Untuk hubungan bisnisnya Sangat membantu Bisnis kami sebenarnya.</li> <li>● Untuk Hubungan bisnisnya Berjalan dengan baik ya Sesuai dengan Peran yang mereka bawa Untuk studio kami Terus juga kan sebenarnya Proses</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Hubungan Erji dengan client terjalin dengan baik dengan Responsif dalam menanggapi client.</b></li> </ul>

		<p>konsultasinya Bisa lanjut via online Bisa lanjut via call juga Jadi Untuk hubungan bisnisnya Sangat membantu Bisnis kami sebenarnya</p>	
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### Appendix Interview #3 Result and Coding

Informan : Camar Haenda and Christopher Michel Engelbert Pojoh

Category : Business to Customer (B2C)

Data Set	Coding	Transkrip	Tema
Reach	R1	<ul style="list-style-type: none"> <li>● Yang pertama aktif. Kalian tuh postingannya uploaded lah gitu.</li> <li>● Tapi yang saya suka disini adalah dia sangat fleksibel, dia juga sangat tau isu-isu terkini gitu. Jadi bahas yang lagi rame-rame sekarang gitu. Yang apa ya, dikolaborasikan gitu. Contohnya yang baru kan Presiden baru, Ibu Kota baru gitu.</li> <li>● Jadi terus nambah ilmu juga sih. Jadi ada hal-hal yang bersifat umum, pengetahuan umum yang bisa kita dapet.</li> <li>● Kontennya edukatif ya, konten-konten yang edukatif, dan sebenarnya bisa menjawab apa ya,</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten yang up-todate sesuai isu terkini dan edukatif yang dikemas menarik</b></li> </ul>

		<p>keresahan kita gitu. Dan dia kan lengkap banget ya, nggak hanya dari slideshow-nya yang kalau menurut aku cukup bagus ya.</p> <ul style="list-style-type: none"> <li>● Ini kan ibaratnya gambar sudah berbicara, jadi tinggal ditambahin info kalimat yang sedikit-sedikit aja gitu. Itu yang saya suka.</li> </ul>	
	<b>R2</b>	<ul style="list-style-type: none"> <li>● Awalnya tuh saya ngeliat dari kolaborasi. Jadi kayak ada yang mention gitu. ERJI Project apaan nih? Saya klik dong. Terus setelah saya klik. Saya baru cari tau di Google.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Kolaborasi di media sosial membuka awerness yang dilanjutkan dengan pemanfaatan search engine sebagai tahapan reach selanjutnya</b></li> </ul>
	<b>R3</b>	<ul style="list-style-type: none"> <li>● Kalau saya sih ya pasti kan ada company profile. Kayak lokasinya dimana. Keunggulan meng-hire kami apa. Tapi kalau saya</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Website dan media sosial menjadi yang diikuti client</b></li> </ul>

	<p>sih langsung melihatnya. Anda jual produk berapa harganya gitu dong. Kontennya kan itu yang saya lihat. Jadi kan langsung, kita kayak langsung lihat aja. Berapa sih harga package yang ditawarkan ERJI untuk pengembangan sosial media. Itu sih kalau saya lihat.</p> <ul style="list-style-type: none"> <li>● Rata-rata feeds kan. Konten feeds ya. Ada beberapa portfolio kolaborasi kalian. Dengan pekerjaan. Dengan beberapa influencer. Terus juga kalian nge-post terkait isu-isu terkini yang relate</li> </ul>	<p><b>dengan adanya konten up-to-date dan company profil serta layanan yang jelas.</b></p>
<b>R4</b>	<ul style="list-style-type: none"> <li>● Ya dong. Kalau kalian sudah beberapa kali punya portfolio kerja sama dengan influencer atau brand. Intinya reliability kalian bisa dipertaruhkan lah begitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Kepercayaan terbentuk dengan adanya kolaborasi dengan influencer.</b></li> </ul>
<b>R5</b>	<ul style="list-style-type: none"> <li>● Sesuai kok. Maksudnya kalian kan jual emang jual pengembangan kanal sosial media ya. Sesuai aja gitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Iklan yang ditampilkan sesuai dengan pengalaman</b></li> </ul>

			<p><b>dan menggambarkan merek secara akurat untuk kebutuhan B2C</b></p>
<b>Act</b>	<b>A1</b>	<ul style="list-style-type: none"> <li>● Menarik kok informatif. Kalian juga pemberian warnanya konsisten ya. Kayak abu-abu muda. Terus fontnya konsisten gitu. Jadi rapih itu ngelihat fiturnya. Bagus. Terus disini juga kalian kayak ada ngasih tips-tips juga. Ngasih quotes-quotes gitu ya. Oke lah menurut saya ya.</li> <li>● Sudah cukup informatif dan up to date ya. Kebetulan karena saya kerja di jurnalis, yang paling penting itu adalah sebuah kebaruan</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten cukup informatif dan up to date dengan design yang konsisten dan rapih.</b></li> </ul>

	<p><b>A2</b></p>	<ul style="list-style-type: none"> <li>● Udah lah. Udah sesuai lah. Kan kalian digital agency kan. Jadi ya yang kalian display, tips-tips, quotation semuanya udah cocok lah. Udah sesuai gitu. Bagaimana kalian menarik orang untuk bisa mengembangkan sosial mediana. Itu kan yang kalian jual. Menurut saya sih udah sesuai.</li> <li>● (Belum) Kalau untuk sesuai segmentasi, sebenarnya kalau aku lihat, ERJI ini kan memang masih umum.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Segmentasi masih belum terbentuk namun konten-konten sudah menunjukkan layanan erji yang diperuntukan sebagai pengembangan sosial media</b></li> </ul>
	<p><b>A3</b></p>	<ul style="list-style-type: none"> <li>● itu tadi sih kayak kalian bikin konten. Misalnya reels, engagement Instagram kok gak meningkat gitu ya. Kan terkait dengan sosial media ya. Jadi menurut saya itu menarik juga. Meskipun kalian gak ngasih ilmunya mentah-mentah ya. Karena kan kalian juga jualan ya. Kalau kalian charity beda lagi. Itu menurut saya lumayan lah, lumayan menarik. Jadi kan selain</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten tips-tips yang dikemas trivia</b></li> <li>● <b>Konten edukatif seperti pengetahuan umum</b></li> </ul>

		<p>menaikkan exposure kalian di sosial media kan juga menarik. Calon customer kalian. Jadi ya tips-tips seperti itu yang bersifat trivia sih menarik sih menurut saya.</p> <ul style="list-style-type: none"> <li>● Kalau menurut aku lebih ke tentang cara penggunaan media sosial ya. Kayak gimana cara kita engage dengan follower.</li> <li>● Pengetahuan umum yang di share oleh ERJI</li> </ul>	
	<p><b>A4</b></p>	<ul style="list-style-type: none"> <li>● Kalau saya sih kalau di Instagram sebenarnya nyarinya harganya berapa. Tapi entah saya yang skip apa gimana. Saya gak nemu di sosial medianya. Saya nemunya informasinya di web. Jadi ya yang saya lihat di sosial media ya itu tadi kan. Kayak tips-tips menaikkan engagement atau quote-quotan atau gimana ya. Ya gak apa-apa sih menurut saya mah. Kalau sosial media mungkin pikiran saya kalian gak hard selling banget kali ya. Kayak</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sosial media menjadi tempat untuk soft selling dengan konsistensi upload konten dan Website menjadi tempat untuk hard selling dengan adanya informasi layanan bagi</b></li> </ul>

		<p>kalian mau meningkatkan sosial media hubungi kami. Harga paket sekian. Kayaknya gak sih ya kalau kalian. Jadi ya gitu. Lebih nemuin kontennya ya. Bukan yang konten hard selling ya menurut saya.</p> <ul style="list-style-type: none"> <li>● Perlu lihat dong gitu ya secara detail gitu. Betul. Gimana cara kerja dia, apa yang sudah dia share, apa yang dia tampilkan, dan dia tawarkan ya. Bukan cuma ditampilkan, tapi juga dia tawarkan gitu.</li> </ul>	<b>audience</b>
	<b>A5</b>	<ul style="list-style-type: none"> <li>● Tujuannya sih jelas. Tapi ya kemudian lagi kalau menurut saya pribadi ditujukan kalian untuk campaign kalian itu gak hard selling di soft selling.</li> <li>● Jadi menurut aku sudah cukup bagus ya. Sudah segmentasi dengan orang-orang yang melek digital dan juga butuh jasa.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Segmentasi sudah jelas untuk kebutuhan orang yang melek digital dengan konten yang jelas</b></li> </ul>

<b>Convert</b>	<b>C1</b>	<ul style="list-style-type: none"> <li>● Saya sih sesuai-sesuai aja untuk masyarakat. Untuk kalau melihat kondisi saat ini sih sesuai ya.</li> <li>● Menurut aku sudah sesuai ya. Apalagi kan ini ERJI itu untuk personal bisa, untuk pemerintah bisa, untuk organisasi bisa, untuk branding dari baik individu maupun kelompok gitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah kebutuhan konsumen dengan kondisi sekarang yang bisa ke semua segmentasi</b></li> </ul>
	<b>C2</b>	<ul style="list-style-type: none"> <li>● Belum ada sih menurut saya soalnya udah lengkap ya. Udah lengkap sih.</li> <li>● Website itu ada UI, UX ya. Ada interface yang dilihat.</li> <li>● Ada interface yang dilihat. Ya itu ya, agak lupa juga sama fungsinya apakah menjauh atau tidak. Nah mungkin bisa disesuaikan yang namanya, ini kan dinamis ya, digital agency itu dinamis. Misalnya lagi ada hari Guru Nasional, atau hari lingkungan sedunia, segala macem. Itu saya tahu dari ketika saya buka Google, terus kok Google-nya beda. Tulisan Google-nya itu ada daun-daunnya segala macem.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>UI pada website harus disesuaikan dengan kondisi terkini seperti tampilan google.</b></li> </ul>

	<p><b>C3</b></p>	<ul style="list-style-type: none"> <li>● Udah sih. Udah. Udah ya. Karena produknya ada yang match kan sama kemauan saya.</li> <li>● (Preferensi) Menurut saya sesuai ya, karena saya bilang sesuai karena saya pernah merasakan pakai itu juga. Dan itu sangat, itu sangat mempengaruhi seumur hidup saya.</li> <li>● Apalagi branding yang saya buat, terutama di tahun langsung 2023 ke 2024 gitu ya. Dan itu cukup membantu saya untuk, ketika orang tahu branding kita di media sosial seperti apa, dan sudah mata dengan rapi, itu akan menciptakan peluang-peluang yang lain juga gitu. Itu secara singkatnya membantu meningkatkan kredibilitas dari branding.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai minat dan preferensi B2C yang dapat membantu meningkatkan kredibilitas dari branding</b></li> </ul>
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	<p><b>C4</b></p>	<ul style="list-style-type: none"> <li>● Kalau kalian mau nambahin lagi sih telegram ya. Karena ada orang yang kadang tuh males chat di whatsapp alasan privasi kan. Jadi maunya telegram. mungkin itu yang bisa kalian tambahkan.</li> <li>● Tapi mungkin bisa dicoba juga, X udah punya belum ya?</li> <li>● TikTok dan Instagram itu berarti top tiernya media sosial, jadi sudah common. Tapi ada satu media sosial menurut aku ini sangat impactful kalau kita bisa lihat dari berbagai sisi ya. Itu adalah X ya, X punya Twitter ya. Karena once ada segmentasi orang-orang yang tidak bisa kita jangkau di TikTok misalnya, atau di Instagram. Dan bisa kita jangkau di X gitu ya. Karena cukup segmented dan artinya kita bisa melihat kind of netizen.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Selain Whatsupp, instagram, dan tiktok. Media X dan Telegram bisa jadi alternatif untuk saluran yang lebih luas.</b></li> </ul>
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	<b>C5</b>	<ul style="list-style-type: none"> <li>● Mempermudah.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sistem customer service Erji Project sudah mempermudah interaksi.</b></li> </ul>
<b>Engage</b>	<b>E1</b>	<ul style="list-style-type: none"> <li>● Kayaknya direct message. Kalau sekarang lah. Kalau sudah direct message, nanti kita meeting, baru bisa kalau ada apa-apa baru call gitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>DM pada media sosial dapat dijadikan sebagai saluran yang efektif untuk menjalin hubungan yang baik</b></li> </ul>
	<b>E2</b>		
	<b>E3</b>	Bisa, CS-nya sangat handal.	<ul style="list-style-type: none"> <li>● <b>CS Erji membantu masalah client dengan baik.</b></li> </ul>
	<b>E4</b>	Kalau saya sih ngebaca doang sih, enggak sampe nge-share, nge-like gitu. Tapi saya buka kontennya terus saya baca-baca.	<ul style="list-style-type: none"> <li>● <b>Interaksi dengan melihat dan membaca konten</b></li> </ul>
	<b>E5</b>	Terjalin dengan baik ko.	<ul style="list-style-type: none"> <li>● <b>Hubungan dengan client terjalin baik</b></li> </ul>

## Appendix Interview #4 Result and Coding

Informan : Shintya Rahmi Utami and Syifa Arifah Putri

Category : Potential Customer

Data Set	Coding	Transkrip	Tema
Reach	R1	<ul style="list-style-type: none"> <li>● Biasanya sih kayak nyari tahu yang ditawarkan itu apa aja gitu. Terus pasti dari segi harga. Makanya ketika aku lihat websitenya langsung kelihatan sih itu harganya berapa gitu.</li> <li>● Dan kita jadi udah ada bayangannya juga gitu. Oh kita kalau mau kayak gini budgetingnya segini nih ternyata gitu. Itu sih yang menurut aku menarik.</li> <li>● Jadi dengan hadirnya Erji Project itu Bisa jadi solusi kreatif Atau strategi untuk menghadirkan Kita juga di dunia digital gitu Jadi kita tuh kan pengennya meningkatkan brand awareness Terus konten media sosial yang mana</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Penawaran dengan harga yang tertera di website.</b></li> <li>● <b>Solusi kreatif untuk menghadirkan kita dalam dunia digital.</b></li> </ul>

		<p>Semuanya itu kan ternyata ada.</p> <ul style="list-style-type: none"> <li>● Dan kita jadi udah ada bayangannya juga gitu. Oh kita kalau mau kayak gini budgetingnya segini nih ternyata gitu. Itu sih yang menurut aku menarik.</li> </ul>	
	<b>R2</b>	<ul style="list-style-type: none"> <li>● Aku caranya di website yang mengarah ke ERJI project</li> <li>● Melalui Google search sih.</li> <li>● Google search itu kayak semua langsung ada</li> </ul>	<ul style="list-style-type: none"> <li>● <b>search engine google menjadi pilihan utama dalam menemukan Erji</b></li> </ul>
	<b>R3</b>	<ul style="list-style-type: none"> <li>● Biaya yang aku kira-kira harus budgeting berapa gitu di website</li> <li>● Paling lebih ke kayak postingan-postingan biasa aja ya kalau di Instagramnya.</li> <li>● Disana sih aku lihat ada berbagai banyak layanan kreatif digital ya Kayak misalnya ada konten berupa tulisan Terus ada sosial media handlingnya. Terus ada graphic design training dan coaching</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Penawaran dengan harga di website</b></li> <li>● <b>Layanan yang variatif seperti sosial media handling, graphic design training dan coaching.</b></li> </ul>

		Banyak sih hal yang aku lihat di websitenya ERJI waktu itu.	
	<b>R4</b>	<ul style="list-style-type: none"> <li>● Pernah dengan influencer (mempengaruhi)</li> <li>● Tentu aja sih Jadi kalau misal ERJI Project ini ternyata banyak Berkolaborasi dengan berbagai influencer Berarti itu menambah kepercayaan pelanggan ya Jadi kita pun tertarik gitu untuk Untuk meminta bantuan ERJI Project terhadap marketing kita gitu Jadi udah pasti trusted sih kalau kayak gitu</li> <li>● Mempengaruhi dengan kolaborasi influencer</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Kepercayaan terbentuk dengan adanya kolaborasi dengan influencer.</b></li> </ul>
	<b>R5</b>	<ul style="list-style-type: none"> <li>● Aku belum pernah lihat iklannya</li> <li>● Masih belum menggambarkan karena konten dengan service tidak berkaitan</li> <li>● Menggambarkan banget sih Kalau aku lihat sih udah cukup ya. Cukup menggambarkan.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Cukup menggambarkan</b></li> <li>● <b>Tidak menggambarkan karena belum pernah melihat iklan Erji.</b></li> </ul>

Act	A1	<ul style="list-style-type: none"> <li>● Menurut aku cukup informatif kalau di IG ya.</li> <li>● informatif dari segi maksudnya ya daily life gitu, bukan daily life sih kayak current issue gitu atau kayak hari-hari, oh hari ini memperingati hari apa gitu atau oh lagi pilpres, lagi pilkada gitu.</li> <li>● tapi kalau untuk apa yang ditawarkannya itu sendiri itu enggak kelihatan, karena tadi kamu bilang kan konsepnya kalau di IG emang enggak jualan.</li> <li>● Informatif sekali soalnya di ERJI Project itu kalau aku lihat Banyak hal-hal yang bisa disampaikan Bukan cuma untuk aku UMKM ya Tapi untuk jangkauannya itu luas untuk semua kalangan gitu Jadi aku juga bisa dapat berbagai insight disitu Sama ada sharing-sharing juga kan disitu soal bisnis gitu Jadi banyak sih hal yang bisa aku gali ketika aku ngikutin ERJI Project.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten informatif dan up to date yang berguna untuk referensi konten proses berbisnis.</b></li> <li>● <b>Namun, belum terlihat penawaran di media sosial.</b></li> </ul>
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	<p><b>A2</b></p>	<ul style="list-style-type: none"> <li>● Menurut aku masih belum sih, atau bisa jadi, neutral sih aku karena aku juga enggak bisa meng-assess, men-buy gitu, jadi aku neutral sih kalau untuk ini rasanya, karena bagi aku enggak kelihatan oh ternyata ini cuma untuk brand atau apa.</li> <li>● Aku udah lihat cukup bagus ya Maksudnya untuk di segala lini ERJI Project ini ternyata Banyak memberikan layanan kreatif ya Jadi untuk semua kalangan kayaknya potensi digital mereka tuh udah maksimal gitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Segmentasi masih belum terbentuk namun konten-konten sudah menunjukkan layanan erji yang memberikan layanan kreatif.</b></li> </ul>
	<p><b>A3</b></p>	<ul style="list-style-type: none"> <li>● Kalau menurut aku kayak tips and tricknya gitu, kayak misalnya jangan jual produk, tapi jual solusi, itu kan kayak ada knowledge-nya ya ada informasi, ada ilmu, menurut ak yang paling berguna buat aku itu sih kayak misalnya ada case, Tupperware bangkrut, itu masalahnya masalah inovasi atau masalah produk sih, itu jadi</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Konten edukatif seperti tips and trick serta analisis bisnis yang dikemas secara kreatif.</b></li> </ul>

		<p>kayak pengetahuan baru gitu dan itu yang paling aku suka sih, dari postingan.</p> <ul style="list-style-type: none"> <li>● Jenis kontennya kalau untuk aku mungkin karena aku itu kan Diminilasi sendiri itu kan ada kayak bikin event, workshop dan segala macam ya Jadi aku sering lihat-lihat gimana cara ERJI Project mengemas konten Menjadi lebih kreatif dan edukatif Jadi aku nyontoh-nyontoh dari situ sih.</li> </ul>	
	A4	<ul style="list-style-type: none"> <li>● Pernah sih, jadi kayak, oh ini lagi ada apa aja nih, ada inovasi apa nih di ERJI lagi ada kerjasama apa nih, kayak gitu sih.</li> <li>● Kalau kebanyakan aku nyarinya tentang jadwal konsultasi Terus aku nyari beberapa layanan kreatif yang aku coba mau pelajari Kayak misalnya kayak graphic design Terus tentang marketing dengan influencer kayak gitu sih Kak.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Mengunjungi website dan media sosial untuk mencari informasi layanan dan berkonsultasi serta hal baru yang dilakukan Erji.</b></li> </ul>
	A5	<ul style="list-style-type: none"> <li>● Menurut aku cukup jelas ya, berbicara tentang</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Segmentasi sudah jelas</b></li> </ul>

		<p>bagaimana kita, ini kalau aku enggak salah tangkap ya bagaimana kita bisa growth kita punya bisnis lewat digital, lewat teknologi enggak tau itu benar apa enggak, tapi yang aku tangkap kayak gitu.</p> <ul style="list-style-type: none"><li>● Udah pasti jelas ya Karena di sini ERJI Project sendiri memberikan banyak dukungan bisnis dalam dunia digital ya Sesuai motonya itu Go Digital with ERJI bener nggak Kak? Betul Jadi layanannya itu strategis Jadi buat meningkatkan visibilitas dan daya saing merek juga udah mumpuni banget gitu.</li></ul>	<p><b>untuk kebutuhan dukungan bisnis</b></p>
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<b>Convert</b>	<b>C1</b>	<ul style="list-style-type: none"> <li>● Menurut aku sudah lumayan mencakup ya dari servisnya kayak content creation, social media handling, social event, graphic design, menurut aku sudah sesuai sama apa yang, kalau aku yang masih kecil gitu, usaha kecil, sudah cukup membantu sudah cukup lengkap.</li> <li>● Udah sesuai banget sekarang sesuai dengan era digital sekarang yang dinamis Jadi ERJI Project itu udah bagus lah udah bagus bisa menjadi mitra buat membawa bisnis kita lebih terarah dalam dunia digital.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai dengan kebutuhan bisnis yang lebih terarah dalam dunia digital termasuk kepada usaha kecil.</b></li> </ul>
	<b>C2</b>	<ul style="list-style-type: none"> <li>● WEB customize</li> <li>● iya barusan itu tadi kalau memang ada yang custom, bisa custom gitu karena aku lagi nyari buat bikin website sendiri di Indonesia terus SEO-SEOnya gitu jadi kalau kan aku awalnya enggak tau, aku tadinya enggak tau ternyata di RG juga bisa jadi buat aku kalau bisa se-</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Layana WEB customize beserta SEO-nya.</b></li> <li>● <b>Layana live chat untuk bisa interaksi real time dan penjadwalan konsultasi</b></li> </ul>

		<p>informatif mungkin apapun yang ditawarkan orang-orang tau.</p> <ul style="list-style-type: none"> <li>● Kalau aku sendiri sih mungkin menyarankan supaya adanya live chat ya Jadi buat interaksi real time-nya Atau nggak mungkin jadwal konsultasi Jadi untuk pemesanan waktunya kita bisa lebih jelas nih Kapan bisa konsultasi dan diskusi proyeknya kayak begitu.</li> </ul>	
	C3	<ul style="list-style-type: none"> <li>● Yang lain sesuai sih gitu kayak kebutuhan untuk graphic design, influencer cuman aku belum pakai ERJI karena memang aku punya in-house kalau untuk graphic design, untuk kayak gitu-gitu nah makanya yang aku enggak punya in-house nya, enggak punya di tim aku itu sebenarnya kayak yang bikin web sama buat SEO jadi makanya belum cocok nih, belum pakai RG.</li> <li>● Tentu saja sesuai sih Karena kan aku sendiri ya sebagai orang yang perlu</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sudah sesuai minat dan preferensi pebisnis terutama dalam partner belajar digital marketing dan layanan WEB beserta SEO-nya.</b></li> </ul>

		<p>untuk belajar digital marketing Pasti harus banget sih mencari partnerseperti ERJI ini.</p>	
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	<p><b>C4</b></p>	<ul style="list-style-type: none"> <li>● WhatsApp sih, mungkin seperti yang aku bilang tadi aku banyak menerima tawaran-tawaran itu justru dari WhatsApp</li> <li>● Tapi untuk terhubung dengan ERJI Project sendiri sebenarnya sudah ada nih email, WhatsApp, media sosial sama website nah kalau ada lagi yang perlu ditambah, apa sih? kalau misalnya ada lagi, atau sudah cukup segitu.</li> <li>● Kalau untuk ini sih aku lewat WhatsApp udah cukup responsif ya Kak ya Jadi nggak mesti gimana-gimana Cuman mungkin apa namanya penambahan lainnya bisa lebih responsif di DM Instagram Atau di sosial media, jadi semua linknya tuh terbuka begitu.</li> <li>● Iya cukup</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Whatsapp yang responsif dan Direct Message Instagram.</b></li> </ul>
	<p><b>C5</b></p>	<ul style="list-style-type: none"> <li>● Iya (AI), itu enggak membantu, aku enggak suka mending langsung sama itu ya langsung sama CS.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sistem customer service Erji Project sudah mempermudah dalam</b></li> </ul>

		<ul style="list-style-type: none"> <li>● (Ya membantu lah) siap tapi hal-hal ini kayak penjelasan teksnya atau sistem CS-nya itu mempermudah katia atau engga sih dalam berinteraksi aja kayak misalnya cuman sekedar nanyain doang dan lain-lain?</li> <li>● Cukup mudah untuk diakses, apalagi kan lewat WhatsApp juga mereka udah lebih responsif ya Jadi udah cukup semuanya Kualitas layanannya juga udah bagus, udah portfolionya juga udah jelas Jadi udah cukup.</li> </ul>	<b>interaksi.</b>
<b>Engage</b>	<b>E1</b>	<ul style="list-style-type: none"> <li>● Telpon langsung, Rio butuh. enggak enggak ya iya, aku lebih telpon langsung sih atau sebelum telpon kan biasanya WhatsApp jadi either WhatsApp</li> <li>● <b>Iya</b> (tapi WhatsApp dulu, nanti selengkapnya mungkin dijelaskan melalui by phone gitu ya?)</li> <li>● Mungkin karena aku pengguna sosial media, jadi</li> </ul>	<ul style="list-style-type: none"> <li>● <b>DM pada media sosial dapat dijadikan sebagai saluran pertama sebelum lebih lanjutnya dengan Whatsapp untuk</b></li> </ul>

		aku lebih prepare di DM Instagram kali ya Jadi untuk lebih lanjutnya mungkin nanti baru bisa ke WhatsApp.	<b>pendalaman.</b>
<b>E2</b>	<ul style="list-style-type: none"> <li>● udah 3 tahun kalau untuk layanan ya pastinya karena Rionya adalah content creator, adalah content creation cuy cuy.</li> <li>● aku begitu ngikutin dari tahun kemarin ya Ada layanan yang sering aku lihat dan aku denger itu beberapa sharing session begitu tentang bisnis Kak Jadi aku seneng sih ngikutin ERJI ini.</li> </ul>		
<b>E3</b>	<ul style="list-style-type: none"> <li>● Helpful (CSnya itu bsa bantu atau enggak? misalnya Aidit cuma nanya doang nih aku punya masalah ini terus di responnya apakah mereka tuh helpful gak sih?).</li> <li>● Cukup membantu ya, jadi memang beberapa masalah diminilasi itu kan Begitu banyak ya soal tantangan digital marketingnya karena kurang efektif kan</li> </ul>	<ul style="list-style-type: none"> <li>● <b>CS Erji dapat membantu masalah dengan responsif dan bisa menjadi problem solving.</b></li> </ul>	

		<p>sebelumnya Jadi ketika berkonsultasi dengan ERJI gimana cara meningkatkan audience Terus gimana cara mempromosikan workshop dan event di social media itu kan lumayan-lumayan PR ya bagi aku Jadi ketika menghubungi ERJI ini aku bisa lebih detail dapet informasi juga mencocokkan solusi yang paling sesuai gitu.</p> <ul style="list-style-type: none"> <li>● Iya ngasih solusi sama beberapa saran begitu.</li> </ul>	
	<p>E4</p>	<ul style="list-style-type: none"> <li>● baca sih, dan komentar dalam hati yang informatif gitu aku jadi kayak referensi, terus jadi kayak googling juga kan oh iya, tupperware bangkrut gini ya, gini gini</li> <li>● Aku pernah sempat membagikan postingan ke beberapa temen yang kebetulan juga punya bisnis yang sama Dan perlu untuk digital marketing jadi aku sering posting juga sih Kemarin kami sering share-share begitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Interaksi dengan melihat dan membaca konten serta sesekali membagikan postingan.</b></li> </ul>

	<p><b>E5</b></p>	<ul style="list-style-type: none"> <li>● Baik, baik, baik terjalin dengan baik.</li> <li>● jadi ERJini meskipun aku belum menjadi pelanggan ERJI Tapi ERJI ini masih sering menanyakan apakah minilasi membutuhkan bantuan untuk kedepannya Dan ternyata meskipun belum menjadi pelanggan aku masih sering dikasih solusi dan juga arahan-arahan gitu ya Terkait gimana cara supaya kedepannya aku bisa punya ketertarikan untuk belajar digital marketing kayak begitu.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Hubungan dengan audience terjalin baik meskipun belum langganan</b></li> </ul>
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## DOCUMENTATION

