

OPTIMIZING STRATEGY TO IMPROVE EFFECTIVENESS OF DIGITAL MARKETING IN THE B2B FOOTWEAR INDUSTRY (CASE STUDY: PT. ADI PRADANA INTERNASIONAL)

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Abstract

In 6 months, the digital marketing strategy has been implemented, and there have been 330 prospective customers contacted. However, only three customers collaborate with PT. Adi Pradana Internasional. Four customers were in the online meeting stage via Zoom with PT. Adi Pradana Internasional. This study aims to find external factors that significantly impact the effectiveness and optimization of digital marketing approaches in the B2B footwear sector and to identify key features and limitations of this company's current digital marketing strategy to find a digital marketing optimization approach that the company can implement. This study uses a framework where market competition, social media capability, analytics, and content marketing contribute to optimizing digital marketing. Several analysis methods have been used to optimize the strategy: PESTLE, Porter's Five Forces, Competitor Analysis, Consumer analysis, Value chain analysis, STP analysis, and VRIO analysis. SWOT analysis identifies strengths, weaknesses, opportunities, and threats. Development from the SWOT analysis was conducted by using the TOWS matrix. PT. Adi Pradana Internasional needed to make KPIs for digital marketing content, monitor KPIs, improve social media content, and select a marketing team leader.

Keywords: *Digital Marketing, Effectiveness, External Analysis, Internal Analysis, Optimization.*

INTRODUCTION

PT. Adi Pradana Internasional obtained its customers through personal selling and digital marketing. This emphasizes the importance of finding and enhancing the most effective digital marketing pieces to improve marketing effectiveness. In 6 months, this digital marketing strategy has been implemented. There have been 330 prospective customers contacted, but there are only three customers who collaborate with PT. Adi Pradana Internasional. Four customers were in the online meeting stage via Zoom with PT. Adi Pradana Internasional. With the current customer, the production capacity of PT. Adi Pradana Internasional is 5000 pairs per month. With a production capacity of PT. Adi Pradana Internasional, which can produce 10,000 pairs of footwear per month, it can be concluded that PT. Adi Pradana Internasional can optimize the company's marketing strategy to acquire more customers so that all production capacity can be fulfilled. This study aims to find external factors that significantly impact the effectiveness and optimization of digital marketing approaches, to identify key features and limitations of PT. Adi Pradana Internasional's current digital marketing strategy, and to identify a digital marketing optimization approach that PT. Adi Pradana Internasional can implement.

LITERATURE REVIEW

Market Competition

The first theory emphasizes the ideal market scenario, where many sellers and buyers interact with perfect information, ensuring efficient resource allocation (Marshall, 1920). Innovation is essential to disrupt established markets and encourage competition (Schumpeter, 1942). Porter's 5 Forces structure offers a practical understanding of the industry's competitive pressures.

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Social Media Capability

Social media is a set of internet-based applications that allow users to create and share content (Kaplan and Haenlein, 2010). Studies propose a “social CRM house” model, which emphasizes the use of social media in conventional customer relationship models (Malthouse et al., 2013). Marketing automation combined with social media enables an effective content marketing strategy for B2B businesses (Järvinen and Taiminen, 2014).

Social Media Analytics

Developing and evaluating informatics tools and frameworks for collecting, monitoring, analyzing, summarizing, and visualizing social media data, usually driven by the specific requirements of the target application is the definition of Social Media Analytics (SMA) (Wang et al., 2020).

Content Marketing

Digital content marketing (DCM) produces and disseminates relevant and useful brand-related content to current or potential customers on digital platforms. B2B businesses can use social media to influence the stages of the buying process by using social media’s functional blocks (Diba et al., 2019).

Digital Marketing Optimization

By using effective digital marketing strategies, companies can increase the company's market share and studies show that digital marketing helps SMEs meet customer needs, determine their tastes and behaviors and find suitable products and services. The result is increased productivity and better customer satisfaction (Shabarati et.al, 2024).

Conceptual Framework

Businesses in highly competitive markets use digital tools to increase customer engagement and conversion rates (Chaffey and Ellis-Chadwick, 2020). Real-time marketing and adaptive strategies are needed to maintain optimization efforts and respond to market pressures (Kotler et al., 2021). Social media platforms are important in customer engagement strategies (Kaplan and Haenlein, 2010). Using these platforms can increase consumer trust and improve brand reputation. Social media can enhance personalized marketing efforts and allow for direct customer interaction (Kotler et al., 2021).

Social media analytics (SMA) helps optimize digital marketing. SMAs aid in real-time decision-making and give organizations a competitive edge in a dynamic market (Kapoor et al., 2018). SMAs can also address the differences between theoretical models and practical applications (Petrescu and Krishen, 2021) Digital content marketing can increase consumer trust and long-term engagement (Hollebeek and Macky, 2019). Content strategy and effective content marketing can increase conversions and customer loyalty (Sharma, 2024). It can improve targeting accuracy and increase ROI (Chaffey and Ellis Chadwick, 2019).

METHOD

This study collects data through in-depth interviews and the content analyzed by Atlas.ti. This observation was conducted on the marketing plan, strategy, and KPIs that PT. Adi Pradana Internasional currently uses. From the preliminary research, It was found that the competitive advantage of PT. Adi Pradana Internasional is concerned with the product, price, place, and physical evidence. The data analysis method used in this study is PESTLE, Porter’s Five Forces, competitor analysis, consumer analysis for the external analysis. For the internal analysis, analysis conducted using value chain analysis, STP and VRIO analysis. For the strategy formulation, the tools that has been used is SWOT Analysis.

RESULTS AND DISCUSSION

PESTLE Analysis

The Ministry of Trade organizes training on the MSME Go Digital (JAGO) program. This training activity focuses on increasing MSME knowledge and literacy. These training programs can help optimize and improve PT. Adi Pradana Internasional’s digital marketing strategy. In 2020, the value of Indonesian electronic commerce increased rapidly, with an estimated annual growth in 2021 reaching IDR 337 trillion. Electronic commerce and gross domestic product growth can be opportunities for PT. Adi Pradana Internasional to optimize digital marketing. About 70.13% of respondents use e-commerce to buy fashion (Clothing and Footwear). This is an opportunity for PT. Adi Pradana Internasional, which produces footwear for local brands. About 97.8% of

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Indonesians use the internet to access social media. The bandwidth for uploading on social media using a mobile internet connection was 13.20 Mbps. For downloading, the bandwidth was 24.53 Mbps with a latency of 26 MS (DataReportal, 2024). The bandwidth speed when downloading and uploading can allow PT. Adi Pradana Internasional to upload photos or testimonial videos from customers on social media channels using fixed internet or desktop because the bandwidth is faster compared to mobile internet. PT. Adi Pradana Internasional uses email and social media to show the identity and legality of business actors. However, the email regarding the payment method for services and how to deliver goods has not been listed. The Instagram channel owned by PT. Adi Pradana Internasional has not listed the things that should be in Article 65 of UU Number 7 of 2018 and still only lists the production process. The spread of 4G+ and 5G networks can allow PT. Adi Pradana Internasional to optimize its marketing strategy and reach potential customers throughout Indonesia.

Porter's Five Forces

Based on data from 10 footwear producers worldwide from 2016 to 2022 by country (in million pairs), Indonesia is one of the largest producers in the world. In the 6-year period from 2016 to 2022, Indonesia can produce 1026 million pairs of footwear Indonesia (Statista, 2023), which is one of the leaders in footwear production, indicates that many manufacturers in Indonesia are able to produce footwears. If there are many producers in Indonesia, it can cause large barriers to new entry.

The many needs for footwear open up opportunities for the Indonesian people to open a footwear brand (Statista, 2024). Local brands that are currently developing in Indonesia are potential customers from PT. Adi Pradana Internasional. This local brand has a strong bargaining power because PT. Adi Pradana Internasional has value to meet customer needs so that the production of a footwear is adjusted from the local brand's budget and the brand's local selling price. To overcome this, PT. Adi Pradana Internasional also offers services from pre-market, production to after production and sales.

Leather is one of the raw materials used in the production of footwear. Based on Indonesia's Gross Domestic Product data for leather, related products and footwear producers, it shows that the number of goods produced by a country continues to increase in the 2014-2023 period (Statista, 2024). This also shows that there are so many leather producers in Indonesia that they can support the value of Gross Domestic Product up to 49.24 trillion in Indonesian rupiah and make the bargaining power of suppliers become low.

PT. Adi Pradana Internasional is a company that produces footwears for all its customers, such as local brands that sell footwear. Since there are numerous footwear manufacturers that offer production services (Statsita, 2023), it makes customers have many options in choosing suppliers for their footwear production. This makes there are many other footwear manufacturers that can replace PT. Adi Pradana Internasional.

The number of footwear manufacturers spread across Indonesia has made this footwear industry have quite fierce competition (Statista, 2023). However, each footwear industry has its own differentiation and also its own target market. There are some suppliers who prioritize producing shoes in large quantities for retail sale and there are also some suppliers who choose to produce footwear in smaller quantities in order to meet the needs of the Indonesian people who want to open a business to customer in the form of a footwear brand. Therefore, industry rivalry in the footwear industry can be categorized as moderate because each industry has its own target market.

Competitor Analysis

A competitor analysis was carried out to determine PT's competitive advantage. PT Adi Pradana Internasional is compared to other competitors using 7p marketing mix. From this comparison to the competitor using 7p marketing mix, there are several competitive advantages that PT. Adi Pradana Internasional have which are MOQ fulfilment can be adjusted according to the brand demand, brand that has partnership with PT. Adi Pradana Internasional will directly communicate with CEO and PT. Adi Pradana Internasional's location is accessible since near the highway road and famous residential area in Bekasi.

Consumer Analysis

The results of this consumer analysis were obtained from in-depth interviews conducted on all customers of PT. Adi Pradana Internasional has 9 companies. The interviews were analyzed using thematic content analysis which was analyzed with Atlas.ti using several codes. Based on the results of in-depth interviews with customers of PT. Adi Pradana Internasional, it was found that the majority of customers of PT. Adi Pradana Internasional found out about PT. Adi Pradana Internasional as a supplier comes from business partners or the local brand community. Majority of the customer, specifically 7 out of 9 customers, get information related to PT. Adi Pradana

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Internasional from a business partner. According to PT. Adi Pradana Internasional's customer, the recommendation from the local brand's business partner shows the ability of PT. Adi Pradana Internasional to produce similar and customizable goods. In addition, based on the results of the interview, it is also validated that local brands usually look for suppliers from other local brand recommendations in the community. However, some other customers also use websites and social media to find potential suppliers.

Based on the results of the in-depth interview, it was found that 5 out of 9 customers of PT. Adi Pradana Internasional often uses social media to find potential suppliers. This shows that the customer of PT. Adi Pradana Internasional makes social media become one of the options to find information related to suppliers. This can be an opportunity for PT. Adi Pradana Internasional to optimize the social media that is currently owned. In addition, based on the results of in-depth interviews, it was also found that social media that is often used by customers of PT. Adi Pradana Internasional to find suppliers is Instagram. This shows that 6 out of 9 customers of PT. Adi Pradana Internasional chose Instagram as the social media used to find potential suppliers. The reason from the customer of PT. Adi Pradana Internasional uses Instagram as a social media to find potential suppliers because the majority of 8 out of 9 customers of PT. Adi Pradana Internasional wants to see the quality of products produced by PT. Adi Pradana Internasional.

Regarding access to social media, many customers of PT. Adi Pradana Internasional use Mobile Phones or PCs. This shows that 8 out of 9 customers of PT. Adi Pradana Internasional uses a Mobile Phone or PC as a device to access social media for conducting research about potential suppliers. The use of Mobile Phone and PC devices can be an opportunity for PT. Adi Pradana Internasional to optimize social media by uploading high-quality content in order for enhancing customers trust to work with PT. Adi Pradana Internasional. These more convincing contents can be in the form of improvements to the quality of images uploaded by PT. Adi Pradana Internasional on its Instagram account.

Based on the results of in-depth interviews of 8 out of 9 customers of PT. Adi Pradana Internasional stated that social media sites are one of the sources of information in deciding to cooperate with suppliers. Suppliers' social media is used as initial information to choose suppliers. After finding out from social media, customers of PT. Adi Pradana Internasional visited the manufacturing to find out the capabilities of the manufacturing. This can be an opportunity for PT. Adi Pradana Internasional to optimize the social media that it already has as initial information for potential customers. For local brands that are customers of PT. Adi Pradana Internasional, the important information needed from suppliers' social media is information related to products. This information can be in the form of specifications of the product displayed such as for example the material, color and sole used for the manufacture of the product. In addition, the portfolio and MOQ of each production process can also be important information for potential customers. Customers of PT. Adi Pradana Internasional feels that if there are suppliers who offer partnerships through social media, it is very helpful. This makes customers not have to spend a lot of time searching one by one regarding the footwear suppliers they need to visit

Based on the views of customers of PT. Adi Pradana Internasional, a customer of PT. Adi Pradana Internasional feels that the social media owned by PT. Adi Pradana Internasional is currently lack of details. Customers of PT. Adi Pradana Internasional expects a more detailed Instagram caption related to product specifications. In addition, customers of PT. Adi Pradana Internasional also needs a portfolio and testimonials are available on the Instagram account of PT. Adi Pradana Internasional to increase trust in making partnership. According to the customer PT. Adi Pradana Internasional, an Instagram feature that can be used by PT. Adi Pradana Internasional to list testimonials from other brands is Feeds. The selection of the feeds feature is because it can make it easier for customers to access the testimonial content. Simply by accessing the Instagram profile of PT. Adi Pradana Internasional, customers can easily access the desired testimonial content.

Regarding customer evaluations of PT. Adi Pradana Internasional, the email offers is considered a lack of details. Customers feel that the email offers lack details about social media account information that can be accessed to see the products that have been produced or the digital catalogue. Customers of PT. Adi Pradana Internasional also feels that in the email offers, it is necessary to add portfolios from brands that have established partnerships. In addition, the email offers made by PT. Adi Pradana Internasional is less personalized to potential local brands that will be customers. With the current email offers, the intention of the partnership from majority of PT. Adi Pradana Internasional's customer if they only read the offers email is at 7-8. This number shows that customers of PT. Adi Pradana Internasional is interested in establishing a partnership but the email offers that currently exist can still be improved. Based on customers of PT. Adi Pradana Internasional, the email can be the initial information before continuing the discussion in more detail through other platforms. Based on the views of

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the majority of customers of PT. Adi Pradana Internasional, 7 out of 9 customers will increase their desire to cooperate if the content of the email offers PT. Adi Pradana Internasional is more personalized.

Value Chain Analysis

The challenges faced by PT. Adi Pradana Internasional related to receiving of raw materials is when local brands have done sampling and the raw materials to be used are out of stock. This has an impact on the lead time or waiting time of the procurement of raw materials if the customer of PT. Adi Pradana Internasional is not willing to replace the necessary raw materials. This can also make the production time of the footwear delays than it should be. The production process at PT. Adi Pradana Internasional uses manpower that has 33 years of skill and experience so that the QC requirements owned by PT. Adi Pradana Internasional is very detail-oriented. The QC process is not only carried out by the production department, but also by the production manager and CEO. This makes PT. Adi Pradana Internasional can produce high quality footwear and also according to the wishes of its customers.

PT. Adi Pradana Internasional in marketing and sales has 2 methods, namely digital marketing and personal selling. For digital marketing, PT. Adi Pradana Internasional carried out several promotions by using social media, including sending offers via email and also showing part of PT. Adi Pradana Internasional manufacturer on Instagram feeds. Related to sales, there are several costs that are used to determine prices, including the use of raw materials, the difficulty of design, quantity, and there are also separate costs that are billed to customers at the beginning, namely development costs. Regarding the delivery, PT. Adi Pradana Internasional uses several expedition services so that the finished product can arrive on time. PT. Adi Pradana Internasional has a functional organizational structure. PT. Adi Pradana Internasional consists of CEOs and then there are several departments under the coordination of CEOs, such as finance, marketing, admin, development and production. The current production technology at PT. Adi Pradana Internasional is not as sophisticated and modern as a large-scale production factory which produce thousands of pairs of shoes. Regarding the procurement process of PT. Adi Pradana Internasional still uses excel with formulas for calculations and has not used procurement or forecasting software.

STP Analysis

PT. Adi Pradana Internasional focuses on finding potential customers from companies that want to establish their footwear brands or commonly called start-ups. PT. Adi Pradana Internasional focuses on mid-range local brands. PT. Adi Pradana Internasional is here to answer the needs of local brands where local brands usually need a manufacturer who can produce footwear in the range between factories and home industries. PT. Adi Pradana Internasional is also a manufacturer that determines prices according to the quantity ordered, the budget of the customer and the quality expected by the customer.

PT. Adi Pradana Internasional also offers competitive prices based on the quantity ordered by customers. On the other hand, PT. Adi Pradana Internasional also continues to pay attention to the quality of the footwear that has been produced. PT. Adi Pradana Internasional offers after-sales service, namely when defective products, both minor and major, goods can be returned to PT. Adi Pradana Internasional to be improved. This is done to meet customer expectations and increase customer trust to make repeat orders.

VRIO Analysis

Table 1. VRIO Analysis

Resource and Capabilities	Valuable	Rare	Costly to Imitate	Supported by organization	Competitive/Performance Implications
High Quality Product	Yes	No			Competitive Parity
Human Resource Capabilities	Yes	No			Competitive Parity
Advancement in Technology	Yes	No			Competitive Parity
Flexibility in Order	Yes	Yes			Temporarily Competitive Advantage
After-sales defect services	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

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SWOT Analysis

Table 2. SWOT Analysis

Strength	Weakness
<ol style="list-style-type: none"> 1. Offers flexibility in ordering (VRIO Analysis) 2. Offers after sales defect services (VRIO Analysis) 3. PT. Adi Pradana Internasional has detail-oriented quality control (Value Chain Analysis) 	<ol style="list-style-type: none"> 1. The functional organization structure made decision making often centralized to the CEO and making CEO difficult to do monitoring of KPI for each functional team (Value Chain Analysis) 2. Online marketing channel has not been utilized effectively (Value Chain Analysis)
Opportunity	Threat
<ol style="list-style-type: none"> 1. Government support Indonesian Small and Medium Enterprises to deliver various services using Internet (PESTLE Analysis) 2. Increase consumer spending among products in price range of 1-2 million support local brand development (PESTLE Analysis) 3. Bandwidth for uploading and downloading in the desktop is much faster than in the mobile phone (PESTLE Analysis) 4. Distribution of 4G+ cellular network coverage in Indonesia (PESTLE Analysis) 5. High demand on footwear in Fashion Industry (PESTLE Analysis) 6. Testimonial and Portfolio can increase customer trust (Customer Analysis) 	<ol style="list-style-type: none"> 1. PT. Adi Pradana Internasional has not included product specification in its digital promotion and it might against government regulation (PESTLE Analysis) 2. High bargaining power of buyers which makes PT. Adi Pradana Internasional needs to fulfil the customer needs in detail (Porter's Five Forces) 3. High threat of substitutes can make PT. Adi Pradana Internasional be replaced anytime (Porter's Five Forces) 4. Social Media content lack of details (Consumer Analysis) 5. Not using any website for the digital promotion (Competitor Analysis)

Table 3. TOWS MATRIX

S-O	W-O
<ol style="list-style-type: none"> 1. Create an instagram high quality content which highlight ordering flexibility (S1, O1, O3, O4) 2. Develop a high quality testimonial content in highlight which showing a defect services provided (S2, O3, O4, O6) 3. Develop a content showing a detail-oriented quality control from the CEO and Production Manager to attract customer in the fashion industry (S3, O2, O3, O4, O5) 	<ol style="list-style-type: none"> 1. Improve quality content for instagram to make the existing and potential customer can access the information in detail by mobile phone (W1, O3, O4, O5) 2. Create a detail key performance indicator for instagram and email offers (W2, O2, O3, O4) 3. Implement an online tracker for digial marketing key performance indicator and customer feedback (W2, O3, O4, O6)
S-T	W-T
<ol style="list-style-type: none"> 1. Include product specification in Instagram Content (S1, T1, T2, T3) 2. Create a detail instagram content and email offers content explaining about defect services (S2, T2, T3, T4) 3. Develop a website contains about service which PT. Adi Pradana Internasional's Offer and highlights about detail-oriented QC (S3, T1, T2, T3, T5) 	<ol style="list-style-type: none"> 1. Appoint marketing team leader to monitoring KPI for fulfil customer needs and feedback (W1, T2, T3, T4) 2. Highlight uniqueness of the product which made by PT. Adi Pradana Internasional in Instagram and Email Offers content (W2, T1, T3, T4) 3. Establish a user-friendly website to enchance digital marketing presence (W2, T1, T3, T4, T5)

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Business Solution

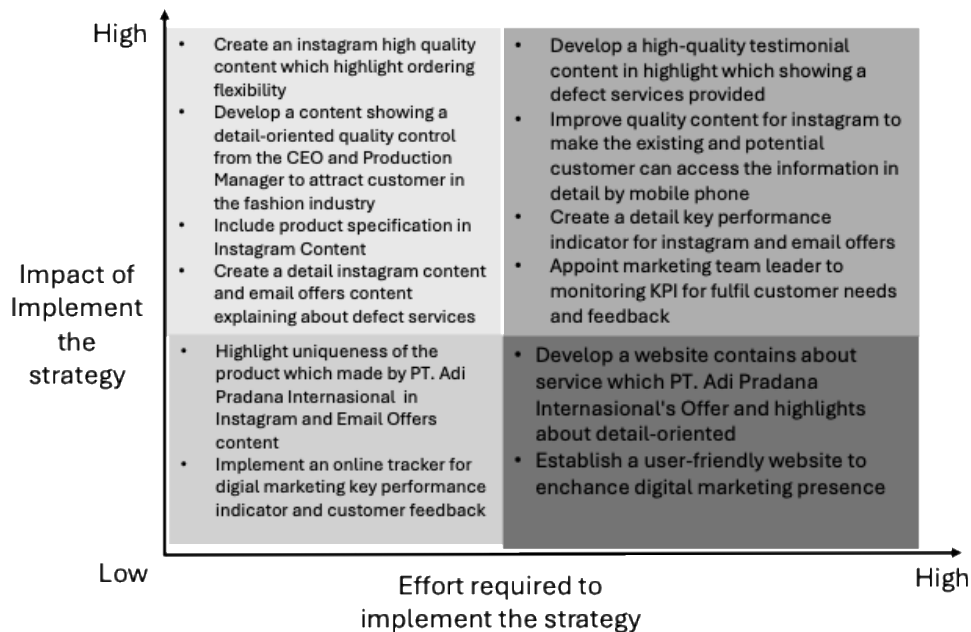


Figure 1. Impact to Effort Assessment

A strategy with little effort but has a big impact on the digital marketing optimization strategy of PT. Adi Pradana Internasional is a strategy that can be done with current resources from internal. The use of existing resources includes social media channels and human resources that already exist today. These strategies include:

1. Create an instagram high quality content which highlight ordering flexibility (S1, O1, O3, O4)
2. Develop a content showing a detail-oriented quality control from the CEO and Production Manager to attract customer in the fashion industry (S3, O2, O3, O4, O5)
3. Include product specification in Instagram Content (S1, T1, T2, T3)
4. Create a detail instagram content and email offers content explaining about defect services (S2, T2, T3, T4)

In addition, other strategies that need to be implemented are strategies that have a big impact and also a large effort. This strategy is a strategy that is implemented by investing in tools or software, requiring help from external parties such as customers and also appoint human resources for new role. These strategies include:

1. Develop a high quality testimonial content in highlight which showing a defect services provided (S2, O3, O4, O6)
2. Improve quality content for instagram to make the existing and potential customer can access the information in detail by mobile phone (W1, O3, O4, O5)
3. Create a detail key performance indicator for instagram and email offers (W2, O2, O3, O4)
4. Appoint marketing team leader to monitoring KPI for fulfil customer needs and feedback (W1, T2, T3, T4)

Related to other strategies that are categorized as low effort and low impact are not implemented. Highlight uniqueness of the product which made by PT. Adi Pradana Internasional in Instagram and Email Offers content is included in this category because even though it only highlights the uniqueness of the product, it can unlock the secrets of local brand design and make local brand trust decreased. In addition, to implement an online tracker for digital marketing key performance indicator and customer feedback, from CEO of PT. Adi Pradana Internasional's point of view, the current online tracker google sheet is enough and does not need another online tracker. For the high effort and low impact cannot be implemented since CEO PT. Adi Pradana Internasional also feels that creating a website with great effort cannot have a big and significant impact because many customers usually only looking for a potential manufacturer through social media.

CONCLUSION

PT. Adi Pradana Internasional's digital marketing strategy has not affected its ability to attract potential customers. Support from the government, the value of increased consumer spending, bandwidth for faster content

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uploading on desktops, distribution of 4G+ cellular networks, and high demand for footwear significantly impact optimizing the digital marketing approach of PT. Adi Pradana International. Adding testimonials and portfolios can also contribute to optimizing PT. Adi Pradana Internasional. PT. Adi Pradana Internasional does not include product specifications that are contrary to applicable regulations. The significant threat is high bargaining power from buyers and also high threat substitutes. The social media of PT. Adi Pradana Internasional lacks details. The key feature of PT. Adi Pradana Internasional's digital marketing strategy is its flexibility in fulfilling MOQs and after-sales defect services. Another key feature is its detailed quality control. PT. Adi Pradana Internasional's current digital marketing strategy has limitations since it still uses a functional organizational structure and CEO-centric decision-making. Several effective digital marketing strategies are creating Instagram high-quality content that highlights ordering flexibility, developing content showing detail-oriented quality control, inputting product specifications, creating detailed Instagram content and email offers content explaining defect services, develop high-quality testimonial content, improve quality content, create a detail key performance indicator for Instagram and email offers, and appoint a marketing team leader to monitor KPI.

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