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## PROPOSED DIGITAL MARKETING STRATEGY TO INCREASE BRAND AWARENESS IN ADVERTISING INDUSTRY (CASE STUDY: PT SAJI MEDIA PRATAMA)

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### Abstract

In the context of a dynamic market like Indonesia, characterized by rapid population growth and increasing internet usage, OOH advertisers face unique opportunities. Indonesia is among the world's leaders in internet adoption, with a steady rise in users expected in the coming years. This digital transformation, led by social media platforms, offers advertisers a potent tool to connect with their audience. Social media, being a pivotal digital platform, has become integral to marketing strategies and customer engagement. Customers frequently turn to social media to inform their purchase decisions, which has propelled its significance in business strategies. Beyond facilitating customer-business interactions, it fosters customer-to-customer communication, transforming it into a multifaceted communication medium. PT. Saji Media Pratama, an out-of-home (OOH) advertising company based in Indonesia, has been operating since 1996 and has provided assistance to numerous companies in fulfilling their OOH requirements. However, in recent years, the company has encountered challenges as its digital marketing platform has struggled to attract new clients and has resulted in low brand awareness. This study examines the internal and external factors affecting the company in order to offer a digital marketing strategy aimed at increasing brand awareness and client acquisition. The company's internal analysis include the conduct of VRIO analysis, CRM analysis, and content analysis. The company's external analysis include the utilization of Porter's Five Forces analysis, customer analysis, and competitive analysis. The data was acquired by conducting a systematic review of relevant academic journals and by conducting in-depth interviews with both current employees of Saji Media and potential customers. The result will be developed using SWOT analysis to answer the research question and to propose a digital marketing strategy with RACE Planning Framework.

**Keywords:** Out-Of-Home (OOH) advertising, brand awareness, customer acquisition, digital marketing

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### INTRODUCTION

Out-of-Home (OOH) advertising is a form of outdoor advertising platform that target people in outdoor/public spaces. In general, it can be found on crowded area including public transportation, billboards, highways, and everything in between. It is the oldest form of advertising and can be traceback to the earliest civilization. While the form of advertising has transformed over the centuries, out of home advertising is still a relevant form of advertising in this modern era (Sheth & Khan, 2015).

According to The Business Research Company, the global billboard and outdoor advertising market is predicted to increase at a compound annual growth rate (CAGR) of 3.6% from \$65.45 billion in 2022 to \$67.8 billion in 2023, before eventually reaching \$76.03 billion in 2027 at a CAGR of 2.9%.

Indonesia is the fourth most populous country in the world with over 270 million people, and it's a rapidly growing market. According to Astari N. (2021), Indonesia is

among the top ten countries in the world in terms of the number of people who make considerable use of the internet. As of March 2019, the country holds the fifth spot on the list with 143.26 million internet users. It is anticipated that the number of users will proceed to steadily increase over the next few years, with an annual growth rate of 10.2% up until the year 2023. It is projected that by the year 2023, the number of individuals connected to the internet in Indonesia would have reached 150 million.

Social media, one of the most prominent digital platforms for internet users, is a valuable instrument for advancing the economic objectives of companies and contributing to improved business performance (Elwisam, 2022). Prospective customers examine their social media platforms before making a purchasing decision (Indriyanto, 2022). Because of the growing number of customers who use social media and the incorporation of social media into business strategies, social media not only makes it easier for customers and businesses to communicate with one another, but it also provides a platform for customers to connect to each other as well as have conversations with other customers (Filip & Voinea, 2012). The usage of social media also plays a developing role as a communication medium from the point of view of customers, and it is an alternative for the communication strategy used by companies in marketing and advertising (Moslehpour et al., 2021).

Out-of-home advertising companies can use website and social media to promote their services and acquire new clients. This can be accomplished through presenting previous work on social media channels such as Instagram and Twitter, sharing industry news and trends, increasing brand awareness, communicating with potential clients, and running targeted ads (Levyda & Ismi, 2020). Companies can boost their market exposure and reputation by using these strategies, as well as create relationships that can lead to new business opportunities (Lestari et al., 2022).

PT Saji Media Pratama, an Out-of-Home advertising company based in Jakarta with over 25 years of experience, specializes in 360 marketing communication, offering services such as outdoor advertising, in-store advertising, workshops, and more. The company has collaborated with leading global brands and has an extensive network across 32 provinces and 7 major islands in Indonesia, as well as international partnerships with airports in Singapore, Japan, Australia, and Germany. The organizational structure is led by a managing director overseeing eight divisions, including planning, digital, creative, account management, finance, and workshops (Grigoriou & Rothaermel, 2014). Saji Media's scope of business includes outdoor advertising, airport advertising, mall media, in-store advertising, transit advertising, street furniture advertising, and workshops.

The COVID-19 pandemic has impacted OOH advertising in Indonesia, leading to a decline in demand and budget cuts. However, the increased internet usage during the pandemic has made digital platforms an essential marketing tool. Despite operating for over two decades, Saji Media faces challenges in acquiring new clients and increasing brand awareness. The company relies heavily on its existing network and lacks a dedicated marketing strategy for client acquisition. Additionally, changes in clients' marketing personnel pose a risk of losing business to other known companies. While Saji Media started digital marketing efforts in 2021, there has been no significant client inquiry through online channels (Malik et al., 2013).

Based on the business issue above, the research questions are first, What is the appropriate digital marketing strategy for PT. Saji Media Pratama to increase brand awareness? Second How to increase customer acquisitions for PT. Saji Media Pratama?

## **RESEARCH METHODOLOGY**

The research design aims to align the framework and methodology with the objectives of investigating digital marketing strategies for PT. Saji Media Pratama to enhance brand awareness and customer acquisition. The table outlines the alignment of research objectives, framework components (VRIO Analysis, CRM Analysis, Porter's Five Forces, SWOT Analysis, and Content Analysis), and the corresponding data sources, including journals and in-depth interviews with PT. Saji Media Pratama.

The research begins by identifying the problem statement of PT Saji Media Pratama, leading to research objectives focused on proposing digital marketing strategies for brand awareness and customer acquisition. The chosen frameworks involve VRIO Analysis for sustained competitive advantage, CRM Analysis for customer-centric strategies, Porter's Five Forces for industry competitive forces, customer analysis for understanding behavior, and competitor analysis for evaluating strategies. The next step involves analyzing the existing strategy and proposing recommendations based on the SWOT analysis (Sarsby, 2016).

Data collection involves primary and secondary sources. Primary data are gathered through in-depth interviews with Saji Media's account manager, board of directors, clients, and prospective clients. Secondary data are derived from journals, company records, institutions, and relevant parties.

Data analysis employs qualitative methods, including document study and in-depth interviews. The document study involves analyzing past reports, financial reports, and project documents to understand business issues. Interviews with the board of directors and employees aim to grasp company needs and technical requirements. Customer interviews explore perceptions and needs, contributing to formulating marketing strategies. The findings will address research questions, leading to conclusions, recommendations, and implementation strategies for PT Saji Media Pratama.

## RESULT AND DISCUSSION

### Analysis

This chapter will discuss the results of the in-depth interview; the section will consist of explaining the data received from internal and external sources, which will be analyzed using the current framework tools from Chapter 2. This chapter seeks to address PT. Saji Media's current problem of increasing brand awareness and acquiring new customers, as well as propose an implementation plan for the digital marketing strategy (Mandal & Joshi, 2017).

### Internal Analysis

Internal analysis on this chapter with VRIO analysis and CRM analysis are conducted by interviewing Saji Media Managing Director, Mr. Joshua Bagaskoro and Saji Media Finance Director, Mr. Paulus Alam.

### VRIO Analysis

#### Valuable

Yes, Saji Media have resource of network all over Indonesia to satisfy client needs anywhere. Out-of-home advertising industry relies heavily on vendors to execute the projects. To be able to deliver the project all over Indonesia, the company had to have an extensive list of vendor partners all over Indonesia to work on different area. Saji Media also does not have any physical advertisement asset, without having any physical advertisement asset, Saji Media can focus to deliver the client needs without the needs of

thinking about the cost of their own asset while competitors prioritize to sell their own asset.

**Rare**

360 out-of-home advertising service provided by Saji Media is a unique capabilities that very little company provide that service. Many bigger companies have their own physical asset but does not provide all of the service that the client needs for outdoor advertising, while many smaller companies can provide cheaper services but cannot provide the concept and media planning of the clients advertising which Saji Media can provide. Therefore, the services provided by Saji Media is rare.

**Imitability**

It is difficult to imitate the capability of Saji Media since their resources are their list of networks and partnership that has been gathered for almost three decades all over Indonesia. Saji Media have an extensive list of partners that may provide the clients with a lot of option to choose. Even though anyone may find the vendor by themselves, Saji Media can provide options ranging from price to location. Saji Media also have already established partnership with the local government for permit needs that is not easy to imitate.

**Organization**

Saji Media does not have any policies and procedures to promote the utilization of its rare, valuable, and costly-to-imitate resources. The company’s resources and capabilities are not well-organized and integrated to its overall strategy.

Table IV. 1 PT Saji Media Pratama VRIO Analysis

Resource	V	R	I	O	Competitive Implications
PT. Saji Media Pratama	✓	✓	✓	-	Unused Competitive Advantage
V	Saji Media can provide any types of outdoor advertising in Indonesia				
R	Offer 360 out-of-home advertising that provide the client from planning to execution				
I	Saji Media have extensive partner list all over Indonesia that has been gathered for almost 3 decades				
O	Saji Media does not have any policies and procedures to promote the utilization of its resources				

**CRM Analysis**

**Strategy Development**

Saji Media have a clear strategy to optimize their limited resources and capital. The company chose to provide 360 out-of-home advertisement service to fulfil all of their client needs without the need of having large capital. Most of the field works are carried out by their partners. Since this out-of-home advertising industry is a business to business industry and every business can take advantage of out-of-home advertising (Hardini & Pratiwi, 2022). Saji Media does not have customer segmentation and strategy to cater their specific customer segment needs (Buzatu et al., 2019).

### Value Creation

The strategy of Saji Media to create value for the customer is by providing 360 out-of-home advertisement services that provides the client needs from ideation, planning, permit, communication and execution. The clients just have to check whether their order is correct or not. This service saves customer time and energy and also lot of options to choose. Also by providing the 360 out-of-home advertisement service, Saji Media gain more profit margin since they provide more services based on the client needs.

### Multichannel Integration

The channel that are being utilized by Saji Media are social media (LinkedIn, Instagram, YouTube, Facebook), website, physical office, telephone, and sales force. Saji Media have not integrate all of their channel since most of them are not maximize to sell their services. All of the new customer inquiry are handle directly by the managing director while other employee focus on dealing with existing clients.

### Performance Assessment

All of Saji Media projects financial aspects is handled directly by the company's finance director that are responsible for the negotiations, offers, and profit. The finance director also have the responsibility to supervises and decides if the projects are profitable for the company or not. For the project monitoring and progress report, Saji Media provides dashboard that can show the result of their work and can be access by the client to check whether or not the company fulfil the client requirements.

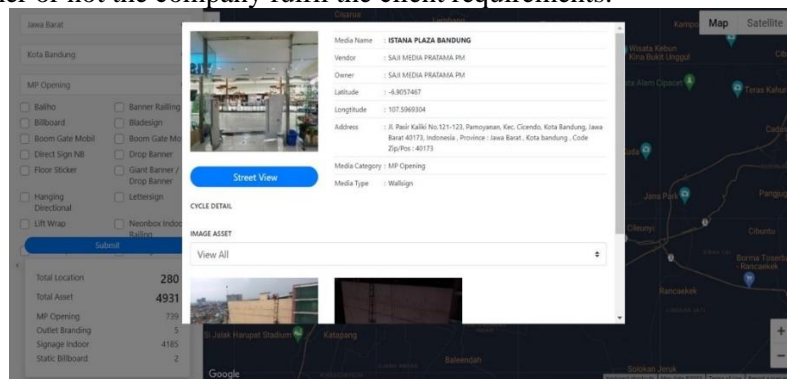


Figure IV. 1 PT Saji Media Pratama Client Dashboard

### Data Repository

To manage the information, Saji Media provides online dashboard that have 2 purpose, the first one is for data storage for the past project. Saji Media kept all of the previous project data for up to 5 years. The previous project data can be used to analyse client behaviour. For example, during Ramadan month, what kind of out-of-home advertising the client mostly use and how much the client are willing to spend. The second purpose is for project monitoring. Saji Media update all of their work on the dashboard on real time and give the access to the client so that the client can check and evaluate the progress. Since most of the client have more than 1 location at a time, Each client have their own dashboard and they can check every detail of their project progress.

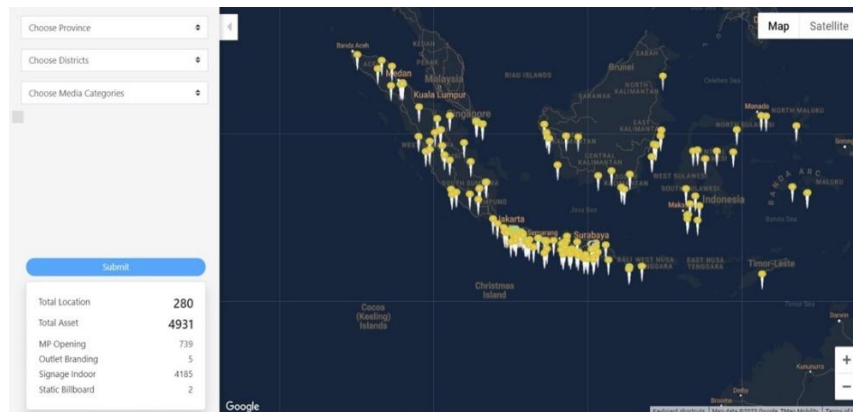


Figure IV. 2 PT Saji Media Pratama Location Dashboard

### Content Analysis

Saji Media have utilize several digital marketing platform including websites, Instagram, and YouTube. The engagement of the company social media currently are low. Saji Media just created their Instagram account on 2021 and their YouTube account on 2023 and therefore, the company are still building the brand awareness for the customer. This content analysis is limited to Saji Media digital marketing content management (Hesterly & Barney, 2014). This analysis will help identify what type of content has the most engagement and will later be compared with competitor digital marketing content and utilized for the proposed digital marketing strategy (Kalam & Kalam, 2020). In order to do so, author will examine the existing data from the most popular digital marketing platform used by the company, which are:

#### 1. Website

Saji Media main digital platform is their website. It is where they share all of the information for the client including their collaborative network maps, service provided, clients, gallery of their past project, outdoor advertising blog, and contact information.

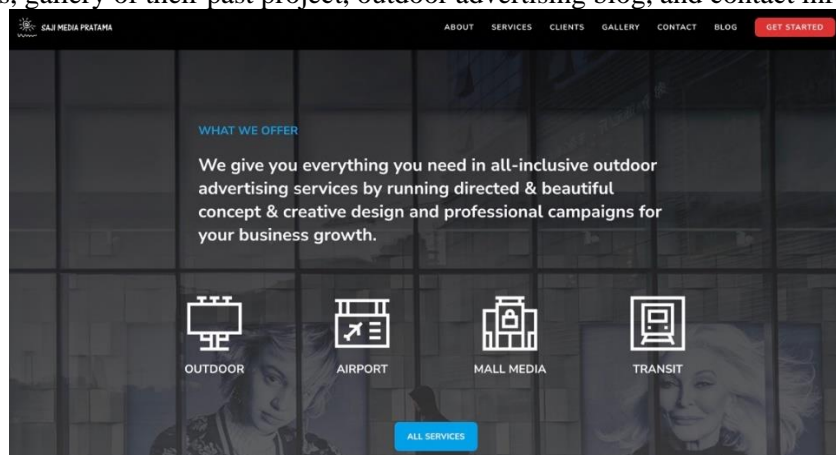


Figure IV. 3 PT Saji Media Pratama Home Page Website

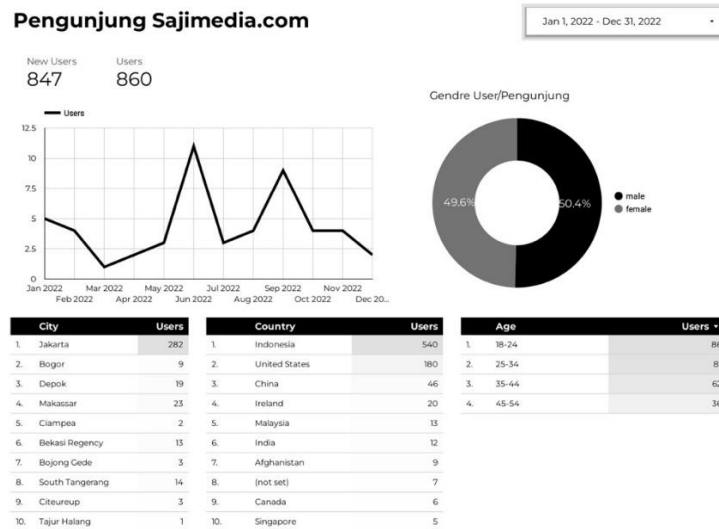


Figure IV. 4 PT Saji Media Pratama Website Visitors Overview

Saji Media does not have any video about their company yet, and does not elaborate their service and expertise on their website. For the year 2022-2023, there are only 540 user visit Saji Media website and majority are from age 19-34.

Instagram

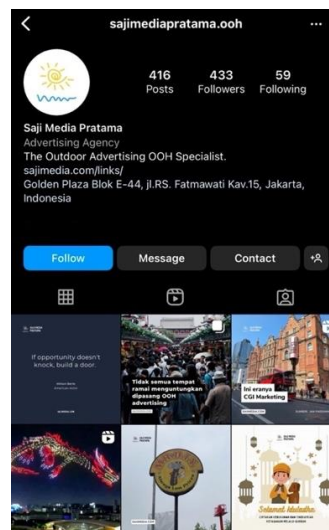


Figure IV. 5 PT Saji Media Pratama Instagram Homepage

Saji Media created their Instagram account on 2021 and since they have a total of 416 posts and followed by 433 Instagram users. It can be considered low since most of their competitors have number of Instagram followers for more than 1000. This means that the information they shared on this platform that have been received by the users are lower than competitors. Most of their post are infographics and facts about out-of-home advertising with little information about their recent projects. Their most likes and comments post are only 226 and 5 respectively, which means the company have a very low engagement rate with Instagram users against their competitors. Meanwhile, Saji Media Instagram account is their most followed digital media platform compared to other platforms.

2. YouTube

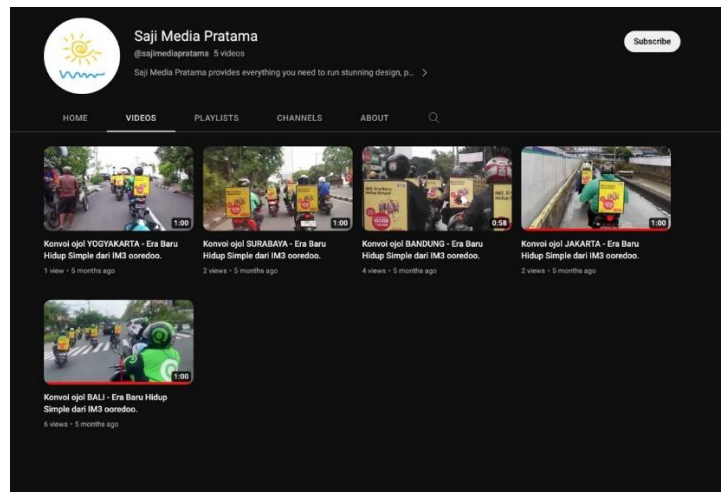


Figure IV. 6 PT Saji Media Pratama YouTube Homepage

Saji Media YouTube account is created on February 2023, with only five videos and zero subscribers. Saji Media is not very active on this platform while potential client may check their YouTube account to check their project portfolio.

### External Analysis

External analysis on this chapter are Porter's Five Forces analysis, Customer analysis, and Competitor analysis. Porter's Five Forces analysis are conducted by interviewing Saji Media Finance Director Mr. Paulus Alam, Customer analysis are conducted by interviewing prospect customers that have matching profile with Saji Media clients, and competitor analysis are done by analysing competitors digital media platforms.

### Porter's Five Forces Analysis

#### Bargaining Power of Suppliers (Low)

There are many suppliers that provide the needs of out-of-home advertising all across Indonesia. Supplier in advertising industry may varies in term of influence since advertising industry needs a whole lot of different product or service from the supplier. Suppliers with high power/influence may provide an important product such as billboard and videotron and suppliers with low power/influence may provide common products such as printing. Since it is not difficult to produce high quality out-of-home advertising medium, company can choose many alternative vendors if the price does not match. Despite of having low bargaining power of suppliers, it depends on the network and relations of a company to the vendors. Saji Media have built their network across Indonesia for more than 20 years and already have many alternative of vendors in each province.

#### Bargaining Power of Buyers (Moderate)

Buyers can choose a lot of different companies for their out-of-home advertising needs. Since this industry covers a big scope of work, it depends on the client needs and what the company provides. Many companies can provide cheap printing cost but cannot provide the concept and media planning (Meini & Istikharoh, 2022). There are also many companies that can provide cheap advertisement placement cost since they have their own location but only on certain locations. Switching cost are also high since clients have to replanning, renegotiating, and reformat their advertisement to change vendors.

#### Threat of new entrants (Moderate)



To enter out-of-home advertising industry, a company does not have to spend a lot of money on capital. But to become an establish out-of-home advertising company, they must spend a lot of effort to gain trust from future client and spend a lot of time to build the network across the country. Every out-of-home advertising project needs a few different suppliers to operate the project and most of the time the client requires the company to build the advertisement across the country.

#### **Threat of substitutes (Low)**

There are four major types of advertising mediums including print advertising, television and radio advertising, outdoor advertising, and digital media advertising. According to Idris et al, all advertising consumers have their own preference of advertising medium. Their preferences vary according to one's gender and age, status and personality, and behavior. The needs of out-of-home advertising targeted specific customer behavior that cannot be replace by other advertising platform.

#### **Industry Rivalry (High)**

The industry rivalry on out-of-home advertising is very competitive. There are hundreds of company in this industry. Since out-of-home advertising have a big scope of work, each company have their own strength. In general, the company in this industry are divided into 2 criteria. The first one is when a company does not have any physical advertisement asset like Saji Media. This conditions may provide the clients with more options when choosing advertisement placement because they do not prioritize their own location (Lestari et al., 2022). This also make the price more expensive but Saji Media tackle this issue by providing 360 out-of-home advertising so the client can save time and energy.

#### **Customer Analysis**

Customer analysis on this qualitative research are conducted by interviewing customer through value proposition canvas framework in regards of out-of-home advertising products. Do to difficulties contacting existing customer, author conducted in-depth interview towards three (3) prospective customer with matching profile with Saji Media previous client which will be explain below.

##### **1. Bank Mandiri**

Interviewee profile:

Name : Gifarie

Position : Senior Manager – Digital Marketing Group

Job Description : Create campaign marketing strategy for Bank Mandiri products, planning, review and analysis marketing channels, setting creative guideline and direction for Bank Mandiri.

Result of the interview:

Customer jobs:

- Create marketing execution plan based on the issue, campaign objective, customer profile, key message, and marketing channel.
- Find a suitable location/area that can effectively communicate the key message.
- Gather out-of-home advertising company that have credibility.

- Analyse company portfolio through social media (website, Instagram, YouTube).
- Chose an out-of-home advertising company through formal pitching that can properly translate the marketing brief into suitable action plan with reasonable price.
- Regular updates (weekly/monthly) with the chosen company.

Customer pains:

- Limited placement options.
- Outdoor advertising does not have any proper insight tracking.
- Outdoor advertising price are not competitive in comparison with digital advertising.
- High minimum benchmark to success

Customer gains:

- Appropriate advertisement execution (time, place, size, quality) according to the client needs.
- Swift communication in regards of update report, especially for revisions.
- Helpful vendor that can propose recommendations to maximize campaign output.

2. Watsons

Interviewee profile:

Name : Shabrina

Position : Marketing Analyst –Marketing Division

Job Description :Advertising placement analysis, promotion and campaign performance review, campaign planning projections, consumer and market research.

Result of the interview

Customer jobs:

- Create placement objective and marketing brief for the advertisement.
- Chose the appropriate location for the campaign.
- Gather out-of-home advertising company through prior networking or vendors whom approach the company.
- Analyse vendor portfolio and credibility through social media
- Chose the company and negotiate the price.
- Preview the proposed design and plan with revisions
- Regular updates (weekly/monthly) with the chosen company.

Customer pains:

- Cannot justified the company spending for outdoor advertising since the output reach is untraceable.
- With the same amount of money, customer gain more benefit through digital advertising.

Customer gains:

- No additional charge.
- Physical quality as promised.

- On time execution.
- Vendor representative easy to communicate.
- Not bothered by advertisement permit.

### 3. Asuransi Astra

#### Interviewee profile

Name : Ekki

Position : Branding and Communications

Job Description : Campaign planning projections, consumer and market research, review and analysis marketing channels.

#### Result of the interview

##### Customer jobs:

- Create placement objective and marketing brief based on the issue, campaign objective, customer profile, key message, and marketing channel.
- Find a suitable location/area that can effectively communicate the key message for the campaign.
- Gather out-of-home advertising company through prior networking or vendors whom approach the company.
- Analyse company portfolio through social media (website, Instagram, YouTube).
- Chose an out-of-home advertising company through formal pitching that can properly translate the marketing brief into suitable action plan with reasonable price.
- Preview the proposed design and plan with revisions
- Regular updates (weekly/monthly) with the chosen company.

##### Customer pains:

- Limited appropriate placement options.
- No real time/regular insight tracking.
- Vendors hard to communicate.
- Higher cost in comparison with digital advertising.

##### Customer gains:

- Appropriate advertisement execution (time, place, size, quality) according to the client needs.
- Swift communication in regards of update report, especially for revisions.
- Helpful vendor that can propose recommendations to maximize campaign output.
- Not bothered by advertisement permit.

### Competitor Analysis

To have more understanding about the external environment of an out-of-home advertising company, this research conduct competitor analysis by analysing 3 (three) out-of-home advertising company digital marketing channel that offer similar services as Saji Media. The company are City Vision Indonesia, Ming Media Promotion, and Warna Warni Media. The analysis will be shown based on the marketing channel that often used by

advertising company and prospect clients to gather information regarding the company portfolio which is website, YouTube, and Instagram.

1. Website

Website are the most common digital media platform for companies to centralized information, customer service, and goods and service transactions. It is also crucial to increase brand awareness, company credibility, business leads, and provide information.

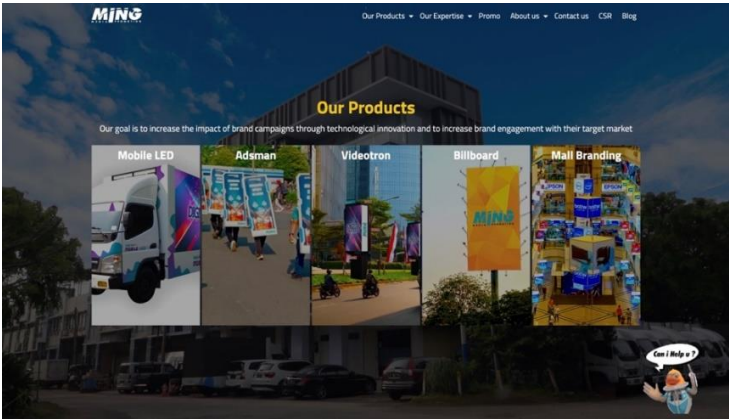


Figure IV. 7 Ming Promotion Website

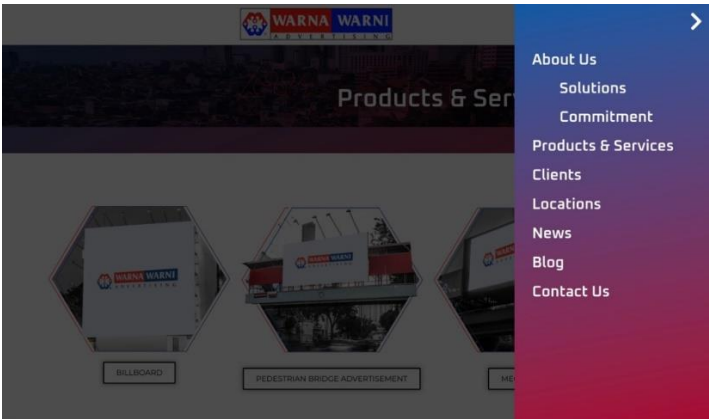


Figure IV. 8 Warna Warni Media Website

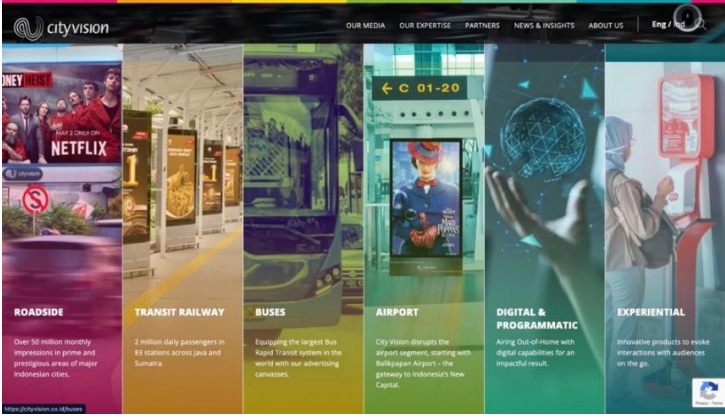


Figure IV. 9 City Vision Indonesia Website

All of the three companies have a similar website layouts. Cityvision elaborate their services on a dedicated pages where the company explain about each of their service overview, location, and placement illustrations. Cityvision also have a detailed and dedicated page for their expertise, and also their project portfolio in photos and videos. The company also have features where the website can be in two language, Bahasa and English.

Meanwhile, Ming Promotion promote their products in one single page with video explanation of what they offer. They also have a dedicated page for their expertise that are explained in video format. The main difference of Ming Promotion website is they have a promo page of their products to capture broader market. Their contact us page also will redirect visitors to a google docs link where visitors can get in touch with the company and brief them with the client needs.

The last one is Warna Warni Media. Their website has similar features with Saji Media website, with the only difference is Warna Warni Media has dedicated page for their placement locations.

## 2. Instagram



Figure IV. 10 Warna Warni Media Instagram Account

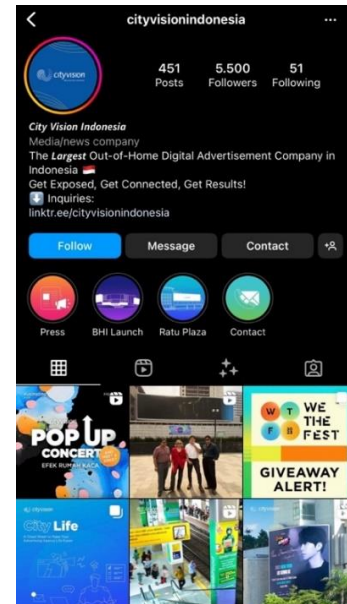


Figure IV. 11 City Vision Indonesia Instagram Account



Figure IV. 12 Ming Promotion Instagram Account

For Instagram platform, Warna Warni Media have the highest number of posts and the highest number of followers, followed by Cityvision Indonesia and Ming Promotion. Nevertheless, Cityvision Indonesia have the highest engagement rate with 3.23% with Ming Promotion at 0.66% and Warna Warni Media at 0.54%. This means that Cityvision Indonesia Instagram contents have attracted the most Instagram users to interact with their contents and resonates with their target audience. Cityvision Indonesia highest engagement post are collaboration post with Ruben Onsu with 22,216 likes and 2,239 comments, while Warna Warni Media highest engagement post are giveaway content with 821 likes and 2,954 comments, and Ming Promotion highest engagement post are promotion post with Indonesian celebrity with 548 likes and 61 comments.

3. YouTube

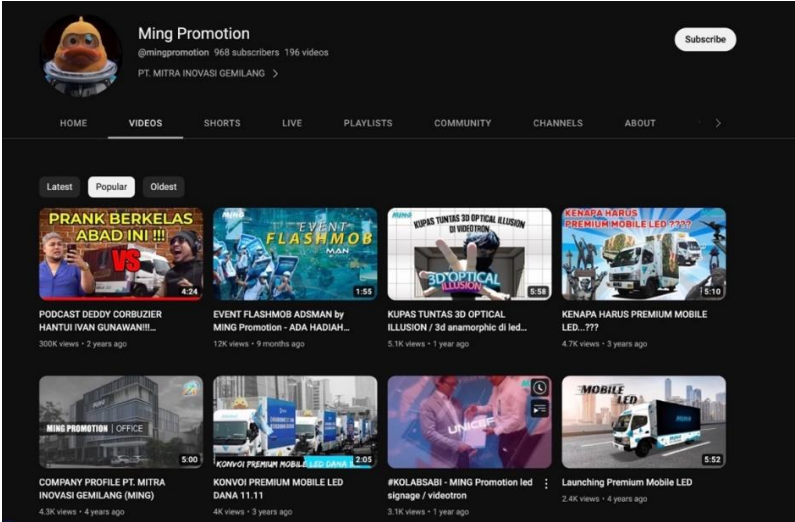


Figure IV. 13 Ming Promotion YouTube Account

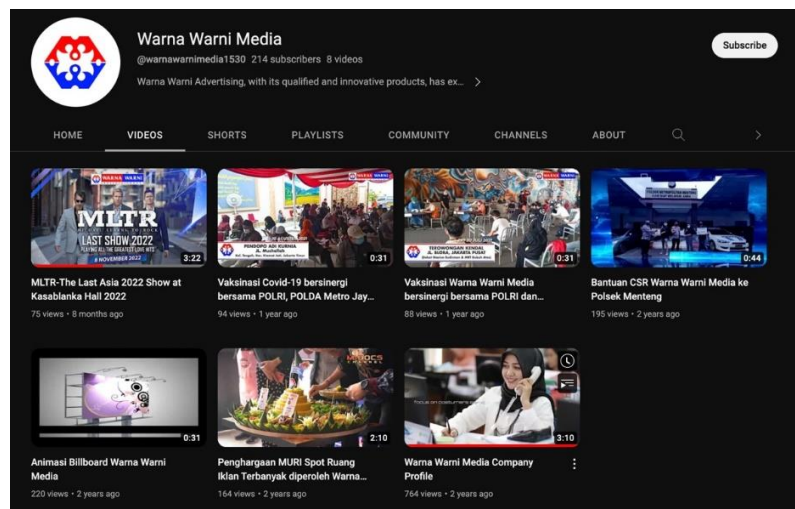


Figure IV. 14 Warna Warni Media YouTube Account

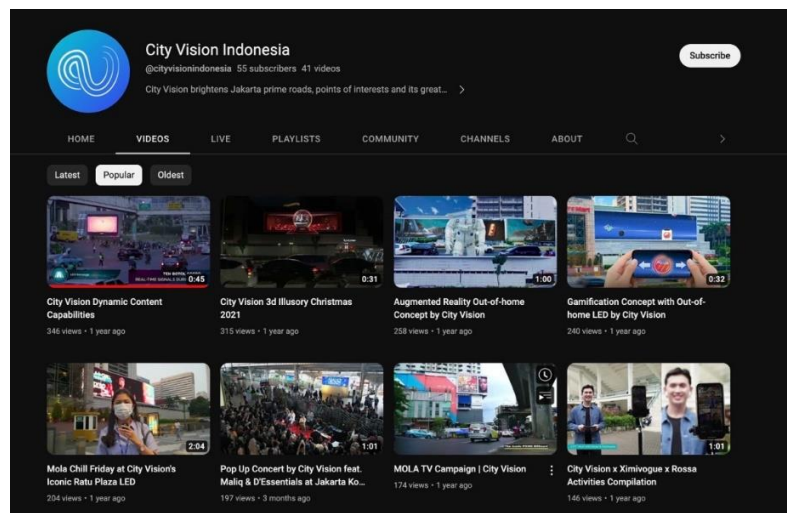


Figure IV. 15 City Vision Indonesia YouTube Account

Ming Promotion and City Vision Indonesia can be considered active on their YouTube platform with a total of videos upload of 196 video and 41 video respectively. Meanwhile, Warna Warni Media only upload 8 videos on their YouTube account. YouTube platform can be considered important since prospect customers may check their YouTube account to see the company capabilities in term of video capabilities. Most of their uploaded videos are their past project videos with only a few of campaign or promotional videos.

### SWOT Analysis

The SWOT analysis conducted for PT. Saji Media Pratama will utilize the information and data gathered from the internal and external analyses conducted previously. A variety of information can be identified as strengths and weaknesses based on the internal analysis. This comprises the resources, capabilities, and expertise that Saji Media currently possesses. The external analysis, on the other hand, will provide information regarding opportunities and threats. Using Porter's Five Forces analysis, competitor analysis, and customer analysis, this data and information are gathered from Saji Media's external environment. Utilizing SWOT analysis will assist the company in

identifying competitive advantages, conducting an evaluation, and determining future implementation strategies. Following an evaluation of PT. Saji Media Pratama's internal and external environments, the following is a description of the company's current SWOT analysis:

### **Strength**

1. Offer 360 Out-Of-Home advertising services.

Saji Media provides 360 out-of-home advertising services that not many of their competitors offer. The company provide the concept and media planning of the clients advertising needs, advertising permits, placement execution, and routine report for the client to analyse. This approach adds more value to the customer since they only have to communicate with one party that manage all of their outdoor advertising needs.

2. Extensive partner list all across Indonesia.

Saji Media has been established since 1998, and since then the company have built their network for more than 20 years all over Indonesia. Outdoor advertising company relies on their network to provide their client needs across Indonesia since the client may need to place their ads on more than one location. This condition also beneficial to the client because Saji Media can offer wide range of options for price, locations, etc.

3. Does not have any physical asset.

There are many outdoor advertising company that offer their service with their own physical asset. Even though they can offer cheaper price to the customers, companies with their own physical asset will prioritize sales on their own location and offer limited options to the customer. Without having any physical asset, Saji Media does not have to worry about any operational cost of the asset and can freely offers wide range of location for the placement.

### **Weaknesses**

1. Does not have real time tracking.

One of the weaknesses of out-of-home advertising is that they cannot track how many audience that actually saw the advertisement. Even when the ads placement is on a prime location, it is difficult to quantify how the advertisement influence the sales.

2. Lack of digital marketing promotion.

Saji Media have already create and maintain their social media since 2020 through website, Instagram, YouTube, and LinkedIn. Nevertheless, there are no customer inquiry and engagement through their digital marketing channel.

3. Limited human resources.

Saji Media still relies on their Board of Directors to acquire new customers. The marketing and communication team just start working when the Board of Directors bring new leads for the company or to communicate with existing customers.

### **Opportunities**

1. Increasing online promotion.

In this digital era, especially after the pandemic, internet users have grown massively in accordance with the increase in opportunity for companies to promote their brand through digital marketing. Saji Media have to maximize this opportunity through enhancing their digital marketing strategy.

2. Utilizing advance technology.

With technology advancement, out-of-home advertising industry can benefit by utilizing the newest technology such as 3D anamorphic advertisement, augmented reality



to visualize the proposed placement, artificial intelligence to analyse data and display real time insight and media performance.

3. Third party collaboration.

To increase company's brand awareness, Saji Media can collaborate with high profile third party or clients to create campaign that may increase their brand awareness. This kind of collaboration has been done by their competitors and have a significant engagement with online audience.

### **Threat**

1. Digital advertising presence.

The increasing of digital advertisement creates dilemma to the prospective client since out-of-home advertising is a costly investment that does not have any proper insight tracking while they can spend the same amount of money in digital advertising and gain more insight.

2. Network dependence.

Out-of-home advertising industries heavily relies on the company networks in the client company. When their existing networks have moved to other division or company, it is more likely that the replacement will chose vendors that they are more familiar with.

3. Heavily relies on physical traffic.

The cost of out-of-home advertisement depends on the location of the placement. It will get higher if the location have a high physical traffic. Nonetheless, this industry is very affected when in 2020 the pandemic hits the country and the government enforced activity restriction. Even in the most prime location, the traffic is almost zero and nobody saw any out-of-home advertisement.

### **Business Solution**

#### **RACE Planning Framework**

The RACE (Reach, Act, Convert, Engage) Planning framework comprises of four digital marketing activities that aim to keep customers involved with a business throughout their entire customer lifecycle. In the first stage of Plan, the integrated digital strategy, objectives, and governance are developed, and the necessary resources are allocated for the digital transformation process.

**1. Plan**

The first stage of plan, Saji Media have to set a clear objective regarding the digital marketing strategy. In this case, the goal is to increase brand awareness by having more followers and engagement on social media, and increase customer acquisition through digital media presence.

**2. Reach**

The Reach stage aims to increase awareness and exposure of the company's products and services on other websites and in offline media, in order to drive the target audience to the company's website page. It entails maximizing reach over time in order to create multiple encounters through various bought, owned, and earned media touchpoints. To increase more visitors to Saji Media social media and websites, It is essential to maintain the first impressions engaging. There are two most favourites social media that the company target market frequently used in which Saji Media can provide relevant content which is Instagram and YouTube.

The company's Instagram account is the most followed social media that the company has, with a higher chance of receiving a lot of engagement than the other social media. Using the tools that social media platforms provide, companies can efficiently foster

relationships with their clients and establish an online presence that increase their brand awareness.



Figure IV. 16 Saji Media Instagram Post (1)



Figure IV. 17 Saji Media Instagram Post (2)

As Saji Media Instagram account have already provide visitors with infographic contents and existing projects, it does not attract users to visit or to engage with the account. High Instagram engagement can be achieved, according to Coelho et al., (2016), by publishing promotional content that features well-known companies and interesting topics. Photos and videos taken at events with the objectives of highlighting specific companies.

Based on the previous chapter, there are few type of contents that attract viewers to reach the company that are already been utilized by competitors. In order to attract more visitors and increase brand awareness, Saji Media have to create give away content that can boost brand awareness through participant requirement that can be held by the company itself or partnership with third party.



Figure IV. 18 Warna Warni Media Instagram Post (1)



Figure IV. 19 City Vision Indonesia Instagram Post (1)

Warna Warni Media successfully create content that attract hundreds of likes and thousands of comments through give away content that only cost one million rupiah and Citivision Indonesia create give away content in collaboration with production house that benefit both parties in term of awareness in the form of thousands of likes in Instagram.

Another way to increase brand awareness is through content collaboration with well-known individuals that have many followers. Even though this method may cost the company a lot, it is crucial for increasing brand awareness, especially when the company is not known enough. This method has been utilized by Ming Promotion and Cityvision Indonesia and it is proven to be one of their most engage content on Instagram. Based on the figures below, this type of content generate more attractions than give away content even though it may cost more for the company.



Figure IV. 20 City Vision Indonesia Instagram Post (2)



Figure IV. 21 Ming Promotion Instagram Post (1)

Sponsored ads can also be an effective way to guide visitors to the company landing pages. Nowadays, most people look up for anything on Google, and therefore, Google provide paid ads for any business to be sponsored on Google search result. In addition, it can pin point visitors that are looking for specific information on the first page of the search result that may increase the numbers of the visitors for the company websites.

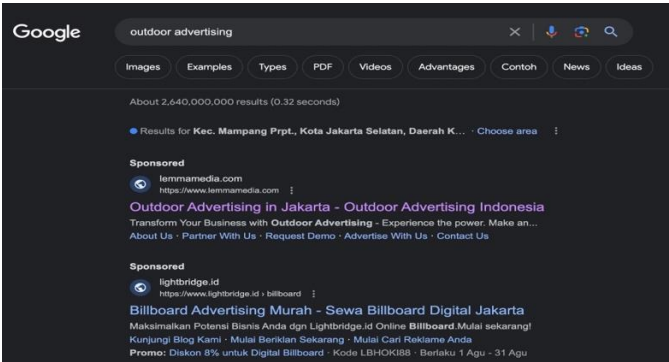


Figure IV. 22 Google Ads

For YouTube platform, the content treatment that Saji Media need to pursue is similar with Instagram, while the video of project portfolio is important to gain trust from

clients, collaboration with other company or with celebrity is also crucial to gain brand awareness. It can be seen on competitors YouTube channel with their most viewed video.

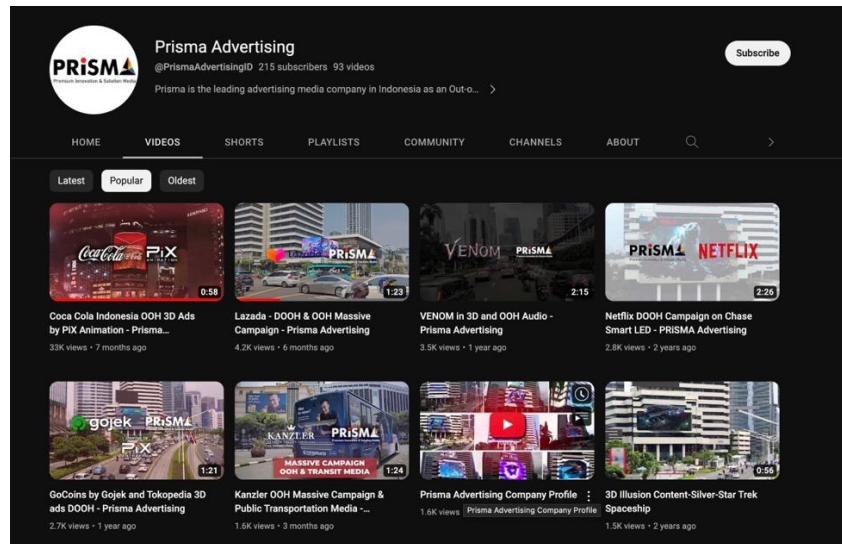


Figure IV. 23 Prisma Advertising YouTube Account

### 3. Act

Before moving on to the conversion stage, visitors are encouraged in this stage to interact or take action as soon as they land on the company's website or social media page. In out-of-home advertising industry, the objective of this stage is for the customer to make inquiry to the company.

#### HALAMAN POPULER DI Saji Media

Jan 1, 2022 - Dec 31, 2022

Page Title	Users	Pageviews	Social Ne...	New Users	Users
1. Media Asset	35	32,061	1. (not set)	726	739
2. Client Asset	22	2,433	2. Instagram	36	39
3. Saji Media Pratama - Outdoor Advertising	47	1,875	3. Facebook	81	82
4. Login	65	1,280	4. Instagram ...	2	2
5. Homepage	24	1,214	5. LinkedIn	3	3
6. Dashboard	39	581		1 - 5 / 5	< >
7. blog - Saji Media Pratama	103	525			
8. Contact - Saji Media Pratama	160	484			
9. Gallery - Saji Media Pratama	96	380			
10. Our Clients - Saji Media Pratama	109	355			
11. About us - Saji Media Pratama	96	317			
12. Client	24	305			
13. Our Services - Saji Media Pratama	96	305			
14. links - Saji Media Pratama	37	244			
15. SajiTrack	4	176			
16. MR DIY - Palembang - Saji Media Pratama	66	168			
17. Gallery - Page 2 - Saji Media Pratama	44	128			
18. SajiTrack From Saji Media	11	122			
19. Start your ads today - Saji Media Pratama	39	110			
20. Gallery - Page 3 - Saji Media Pratama	36	96			
21. Jadwal Imsakiyah - Saji Media Pratama	2	92			

Pageviews  
44,229  
Time on Page  
624:59:32

Figure IV. 24 Saji Media Website Insight

In order to increase conversion rates, traffic from Saji Media campaigns should flow straight to the dedicated page rather than just the home page, eliminating any additional clicks from the customer's purchasing process. When visitors wanted to have more information regarding Saji Media, the company should provide dedicated links that can direct the visitors to specific page that they look for. Based on the figure above, even though

Media Asset page have been visited the most, the highest number of users are just visiting the homepage and did not continue their journey.

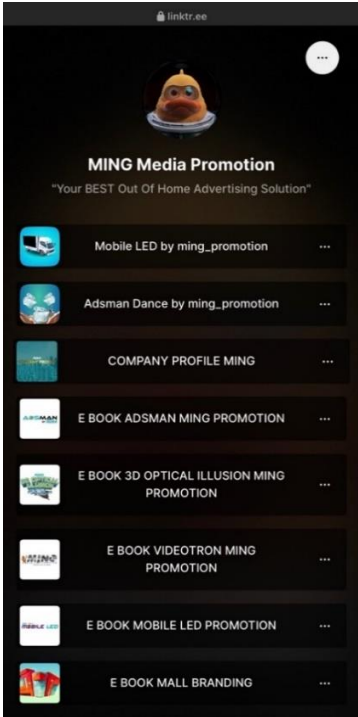


Figure IV. 25 Ming Promotion Linktree

Ming Promotion create Linktree on their social media home page that allow the company to make a unique, customizable page that contains all the relevant links the company wish to share with their audience. It can be utilized for social media networks like Instagram and YouTube. Ming Promotion specified their links to what the visitors are looking for, eliminating number of clicks on the customer journey to provide their needs.

Based on the discussion on the previous chapter, prospect customers also check the company credibility through social media platform to understand the company capability and portfolio, hence it is important to highlights their past projects and also gather client testimony to boost Saji Media credibility.



Figure IV. 26 Ming Promotion Client Testimony (Website)

While social media campaigns are important to gain awareness and engagement, email marketing campaign also crucial on this stage since it is a direct approach to communicate with prospect clients. There are few criteria of clients that can be approach by this method. The first one is past client that already worked with Saji Media but does not continue with the company, the second one is for users who frequently visit Saji Media sites, and the last one is for potential clients that have known to frequently create big campaigns.

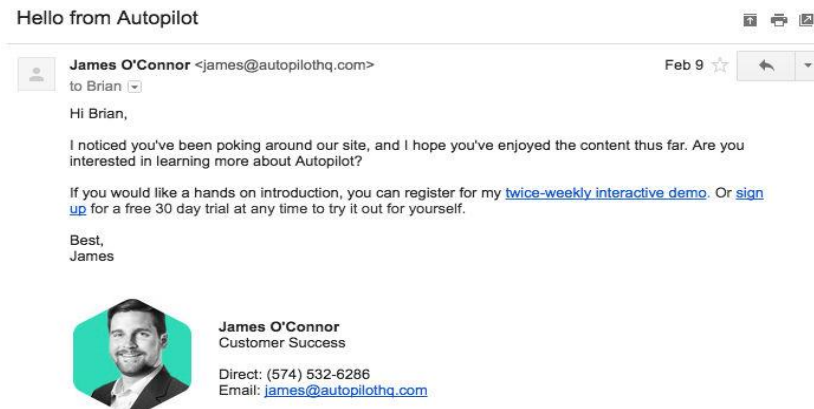


Figure IV. 27 Email Marketing Campaign

#### 4. Convert

In out-of-home industry, between the act stage and convert stage, there are a lot of discussions going on between Saji Media and the potential client through formal business pitching, planning and ideation, negotiations and payments, that most likely cannot be covered with digital platforms. Nevertheless, what can digital media platform support in this stage is to give direction for potential clients that already interested in Saji Media services to communicate with the company. It can be through contact us page or request a quotation. After the clients makes inquiry, it is the job for the account executive to directly communicate with the clients.

The image shows a contact form with two columns. The left column has: "Contact us !" with a subtext "Ready to make out standing campaign for your brand ? lets get in touch !", a text input field, a note "\* Indicates required question", "Email \*" with "Your email address" input, "Tell us what you need" with radio buttons for "I want to advertise", "Partnership", and "Other: \_\_\_\_\_", and "Name" with "Your answer" input. The right column has: "Phone" with "Your answer" input, "Your brand industry" with "Your answer" input, "Campaign Brief" with "Your answer" input, "Product interest \*" with a radio button for "Mobile LED" and an image of a truck with LED lights.

Figure IV. 28 Ming Promotion Contact Us Form

The contact us page can linked visitors to the designated page for the customers to easily communicate and give information regarding their needs to the company. By having this features, it give the company proper information to provide to the clients when the company reach back to the clients.

### 5. Engage

The final stage focused on long-term customer engagement and communications, which involves establishing a relationship with new clients over time to foster repeat purchases through website, social media, email, and other direct communications that increase customer lifetime value. It can be measured by things like repeat sales and sharing information through social media. This stage can be done by directly communicating with past clients or using digital media platform to interact and give a good impression to the client.



Figure IV. 29 City Visioin Indonesia Instagram Post (3)



Figure IV. 30 Warna Warni Media Instagram Post (2)

To engage with the clients through digital media platform, it can be done using social media like Instagram and YouTube. By using Instagram platform, Saji Media can provide additional benefit like promoting the client project and collaborate the post with the client so it also benefit the company, or even just thank you post on the Instagram feeds so the clients feel appreciated. On YouTube platform, Saji Media can also add more benefit to the client by creating promotional videos of the client project and also promote their products or services. This will create a good impression to the client and increase the chance for repeat purchases.

### Implementation Plan & Justification

The primary objective of this research was to increase brand awareness and improve customer acquisition for Saji Media. In order to attain this objective, the author proposed a digital marketing strategy for Saji Media, by using the RACE planning framework. The proposed



## CONCLUSION

PT. Saji Media Pratama, founded in 1996, specializes in Out-of-Home advertising services, emphasizing media planning, buying, and analytics while integrating into 360 marketing communications. Despite assisting numerous clients over the years, the company faces challenges in brand awareness and customer acquisition due to the absence of an effective digital marketing strategy. Currently reliant on the Board of Directors for client acquisition, Saji Media has not generated client inquiries through digital marketing channels. To address these issues, the author conducted a research study proposing a digital marketing strategy using the RACE planning framework.

The proposed RACE planning strategy involves various stages and action plans. In the "Reach" stage, the company plans to create giveaway contents, collaborate on content with influencers, and utilize sponsored ads on Google and Facebook to enhance brand awareness. The "Act" stage focuses on creating a shortcut link, highlighting client testimonials and projects, and implementing email marketing campaigns to drive customer acquisition. The "Convert" stage introduces a dedicated "Contact Us" link and a quotation request form to facilitate customer acquisition. Finally, in the "Engage" stage, the company aims to collaborate on promotional materials with clients and express appreciation through posts to foster long-term relationships.

In conclusion, the proposed RACE planning strategy encompasses a comprehensive approach to boost brand awareness and customer acquisition for PT. Saji Media Pratama. However, it is essential to acknowledge the limitations and potential for future research. Recommendations include analyzing different client types, including existing and past clients, and staying updated on social media trends and digital platforms to adapt to technological advancements.

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