

PROPOSED DIGITAL MARKETING STRATEGY TO RECRUIT TECH-TALENT FOR COMPANY AX INDONESIA

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Abstract

Company AX is a global leader in consulting, technology, and professional services. This dynamic organization continually seeks to enhance its tech talent pool in the highly competitive Indonesian market. However, it faces significant challenges in attracting and recruiting the right tech talents to support its operations and growth. The recruitment landscape in Indonesia is highly competitive, with numerous domestic and international players vying for tech talent. This project centers on addressing Company AX's tech-talent recruitment challenges by leveraging digital marketing strategies. Digital marketing offers a promising avenue to engage with potential candidates, create brand awareness, and establish an effective recruitment funnel. With the exponential growth of the digital landscape, where candidates increasingly rely on online resources to explore career opportunities, it becomes vital for Company AX to establish a strong online presence and a compelling narrative to capture the attention of top tech talents. To analyze and understand the intricacies of Company AX's tech-talent recruitment issue, a comprehensive framework has been adopted, namely VRIO, PESTLE, Porter's Five Forces, and STP. This thorough analysis enables the identification of key obstacles and opportunities that inform the development of effective strategies. The implementation of solutions is guided by the RACE framework. RACE is employed for its proven effectiveness in structuring digital marketing initiatives. The framework provides a structured approach for Company AX to seamlessly reach out to potential tech talents, engage with them through captivating content, and ultimately guide them through a journey that converts their interest into applications. This research embraces the RACE framework as a robust methodology to construct a comprehensive digital marketing strategy that aligns with Company AX's overarching tech-talent recruitment objectives. The findings and strategies developed through this project aim to serve as a blueprint for Company AX and other organizations facing similar recruitment challenges in Indonesia and beyond.

Keywords: Digital Marketing, Customer Journey, Recruitment, Technology Talents, RACE Framework

INTRODUCTION

Internet and digital technology is a very essential part of today's way of living. Since made popular by Apple's iPhone in 2007, smartphone generated a mobile technology trend where people's life are dependent on applications and online services on their smartphone. All those applications and online services are created by tech-based companies that employs tech talents (Gunawan et al., 2022). Essentially, tech talents are workers who created technology-based, digital products and services. Some category of tech talents are Software Engineer (front end engineer, back end engineer, full stack engineer, etc.), Data Analyst, Data Scientist, Digital Marketing, and many more.

Indonesia is one of the largest digital markets in the world and the biggest in Southeast Asia region. Based on the report from Temasek, Google, and Bain and Company, on the Figure 1, the region is expected to have digital economy value of 360

billion USD by 2025 and reach 1 trillion USD in 2030, up nearly 6x from 170 billion USD in 2021. Indonesia is predicted to reach 330 billion USD of digital economy value or 33% of the total value in Southeast Asia (Chatman et al., 2014).

Accelerating Indonesia's digital transformation, the government focus on ten priority sectors to expedite the realization of digital infrastructure, government, economy, and society (Mardiani et al., 2023);(Mihalcea, 2017). That 10 sectors are digital transportation and tourism, digital trade, digital financial services, digital media and entertainment, digital agricultures and fisheries, digital real estate and urban, digital education, digital health, industrial digitalization, and government digitalization.

Based on Cento Ventures' report in Southeast Asia Tech Investment 2021 (2022), from 2017 to 2021, a total of all startups in Southeast Asia received funding of up to 50 billion USD. This number puts Southeast Asia as the second largest region by funding received among all emerging region studied by Cento Ventures. Behind only 66 billion USD received by startups in India. In total, 14.2 billion USD was invested in all startups in Southeast Asia throughout 2021.

The development of tech startups is accompanied by the increasing need for tech talent as the foundation for the development of technology-based products and services provided by these tech startups. Unfortunately, the number of tech talents in Indonesia currently is still far below the market demand. APTIKOM (Indonesian Association of Higher Education in Informatics and Computing) stated that there are 40,000 - 50,000 graduates each year from 850 campus in informatics and computing, even though Indonesia needs more than 600,000 tech talents annually.

The limited number of tech talents has resulted in a talent war in the human resources market, where many tech startups must spend a lot of money to attract tech talents to work for their company, such as paying for headhunter services and offering higher salaries and benefits than their competitors. Getting the talent is already a hurdle for companies, let alone getting the right and relevant tech-talents. This talent war does not only happen to startup companies, but also to large corporations that want or are transforming to become more digitally literate or large technology-based company, like Company AX.

Company AX is a global professional services company with leading capabilities in digital, cloud, and security. Company AX originally was a consulting arm of an accounting company, which became a separate unit in the late 80s. As multinational company, Company AX has gained some global recognition. In 2021, Fortune ranked Company AX in the top 300 on the Fortune Global 500 list and named it as the world's most admired Information Technology Services company in the world. In terms of business, Company AX serves almost 90% of the Fortune Global 100 and more than three-quarters of the Fortune Global 500.

With a strategy to add new technology-focused facilities, Company AX wants to provide the best service to its clients and hopes to increase its competence among the proliferation of other technology-based companies in Indonesia and the region. In the preparation of metaverse era, Company AX has done its first acquisition in Southeast Asia when in 2021 acquiring a Malaysia-based agency focused on virtual reality, augmented reality, and extended reality.

Given the highly competitive in recruiting tech talent, there is one big problem that needs further exploration, which is how to recruit relevant tech talent amidst competition from other companies and tech-startups. Information Technology (IT) and Digital are the biggest job functions in 14 out of 15 companies. This shows that the need for tech and digital talent is huge, and Company AX is not one of their most sought-after companies. In this case, a digital marketing plan is needed to reach out such talents and convey a unique and clear value proposition from Company AX. The final goal to be achieved is the number of tech talent that can be recruited (Arsova & Temjanovski, 2019).

Based on the current tech recruitment situation, the main objective of this final project is to define the best recruitment plan for tech-talent using digital marketing. This

main objective is detailed by looking at three aspects. Those are Talent insight: to understand talent's needs and career aspirations better. Value proposition: to offer more relevant value proposition to complement the core concept of tech consulting. Marketing communications: to explore how to deliver the right messages that are more valuable and relevant to tech-talents.

LITERATURE REVIEW

VRIO

Strategic researcher Jay B. Barney (1986) developed a model for determining sustainable competitive advantage and applied it to talent management. He discovered that this approach had all the qualities needed for a sustainable competitive advantage. It includes four criteria: Value, Rarity, Imitability, and Organization (VRIO) (Rühle & Wagner, 2017)

STP

Target marketing involves identifying the most profitable market segments. Therefore, a business may focus on only one or a few market segments. Companies can develop products or services to satisfy each of the selected segments. Such a target marketing strategy is different from mass marketing (where a company can decide to manufacture and distribute one product to all consumers) or from product differentiation, where a company offers a variety of products to a large market (Camilleri, 2018).

PESTLE

PESTLE analysis is a tool used to identify and analyse the main drivers of a change in the organizational environment. PESTLE Analysis performs an organizational audit of a company's operational management to determine the factors and forces in the external environment that influence the success of an organization (Nandonde, 2019). PESTLE analysis aims to assist organizations in recognizing opportunities that come from the organization's environment. PESTLE can also be used to identify current and possible future challenges. So that this becomes a reference for effective strategic planning to manage the challenges that will arise (Buye, 2021).

PORTER'S FIVE FORCES

Porter's Five Forces is an analytical design with a five forces model created by Harvard Business School professor Michael E. Porter. This model is to strengthen the company's performance, solve various problematic issues, measure the competitive nature of the industry, and develop the company's strategy appropriately. Porter's framework enables companies to analyze and explore the main forces influencing and determining business portability. This model design framework is processed based on causal theory. A Porter's Five Forces analysis can help assess the competitive dynamics of Company AX in Indonesia. Porter's five forces include (Hole et al., 2019)

DIGITAL MARKETING FRAMEWORK

The Digital Marketing Framework, crucial for the success of a product's digital marketing strategy, incorporates the RACE framework, focusing on Reach, Act, Convert, and Engage (Karina & Kusumawardhani, 2023). For Company AX Indonesia's talent recruitment, this framework synergizes seamlessly with the 5A customer journey model. The combined strategy effectively attracts and engages top tech talents (Prasetyowati et al., 2020).

RESEARCH METHOD

The research design for this study, focused on the use of digital marketing in recruiting tech talent at Company AX Indonesia, is grounded in qualitative methodology. Qualitative methodology was chosen due to the distinct characteristics of the research objectives and the complex, multifaceted nature of the topic. Unlike quantitative research, which deals with numerical data, qualitative research is more suitable for exploring nuanced aspects, emphasizing depth and context.

The study delves into the multifaceted phenomenon of digital marketing in tech talent recruitment, examining personal experiences, perceptions, and motivations of job seekers and recruiters at Company AX. Qualitative methods such as in-depth interviews, content analysis, and open-ended surveys are employed to capture these nuances.

The decision to use qualitative methodology is motivated by the exploratory nature of the research, aiming to uncover new insights and gain a profound understanding of the intricate dynamics in the recruitment process. Qualitative research provides flexibility to adapt as fresh insights emerge.

In summary, the qualitative research design was chosen to delve deep into the complex and context-rich world of digital marketing in tech talent recruitment, aiming to uncover rich, qualitative insights that quantitative methods alone may not capture.

The research design starts with the problem statement, refines into business issue exploration, and analyzes internal and external factors. Data collection involves primary (observation and in-depth interviews) and secondary data, ensuring a comprehensive understanding.

The dual approach of primary and secondary data collection is imperative in ensuring thoroughness and depth (Nabila et al., 2023). Primary data allows for a current exploration, while secondary data provides historical and contextual information. Together, these methods enrich the research, generating nuanced insights into the use of digital marketing in tech talent recruitment at Company AX Indonesia.

The qualitative research conducted involves data analysis as a systematic process of examining collected information, focusing on text, audio, or visual data. Unlike quantitative analysis, which deals with numerical data, qualitative data analysis explores human experiences, perceptions, and behaviors to uncover complexities and generate in-depth, contextually rich findings.

Qualitative data analysis is multifaceted, playing a central role in understanding human experiences. In this research, in-depth interviews with Company AX stakeholders served as a primary means of gathering valuable insights. The decision to conduct interviews allowed for a deep and contextually rich exploration, capturing diverse viewpoints and contributing to a deeper and more informed analysis of the use of digital marketing in talent recruitment at Company AX Indonesia.

RESULT AND DICUSSIONS

4.1 Analysis

4.1.1 STP Analysis

In the context of marketing strategy, an STP (Segmentation, Targeting, Positioning) analysis is a pivotal framework employed by companies to attain their marketing goals and meet customer needs more effectively than competitors (Ria & Digidowiseiso, 2023). Company AX Indonesia, by implementing STP, can strategically navigate the Indonesian market to recruit tech talent.

1. **Segmentation:** Company AX can segment the Indonesian market in various ways to identify potential clients based on specific characteristics. These may include demographic segmentation, which takes into account factors like age, income, education, and occupation. Industry segmentation is also valuable, categorizing sectors such as banking, healthcare, or manufacturing where Company AX's services are most relevant. Geographic segmentation analyzes regional demand for Company AX's services within Indonesia.
2. **Targeting:** After segmenting the market, Company AX can choose the segments that align with its expertise and offerings. For example, if there's a high demand for digital transformation services in the banking sector, Company AX might target this specific segment. Evaluating the size and growth potential of each segment helps in making informed decisions regarding which segments to pursue.

3. **Positioning:** In this phase, Company AX defines its unique value proposition for the selected segments. This involves identifying what sets Company AX apart from competitors, whether it's global reputation, innovative solutions, or a track record of successful projects. Developing a communication strategy is crucial, conveying Company AX's value proposition and competitive advantage to the target segments through branding, thought leadership, and client success stories.

Through the STP analysis, Company AX Indonesia can effectively understand its target market, align its services with specific customer segments, and position itself to compete in the Indonesian market for tech talent recruitment. This process is dynamic and should be continually reassessed and adjusted to adapt to changing market conditions and evolving client preferences, ensuring that the recruitment process is finely tuned to attract the right talents (Digdowiseiso & Ria, 2023).

4.2 Customer Journey Analysis

The recruitment of tech talent is a vital aspect of Company AX Indonesia's operations, and ensuring a smooth and positive customer journey for potential candidates is of paramount importance. The customer journey in tech talent recruitment begins when candidates discover job opportunities at Company AX Indonesia through various channels, such as the company's official website, job portals, and social media platforms. This initial discovery marks the commencement of their engagement with Company AX's recruitment process.

Company AX Indonesia's recruitment process for tech talent is intricately structured, adhering to a comprehensive 5A framework: Awareness, Appeal (Attraction), Ask (Application), Act (Assessment), and Advocacy (Affiliation). This framework outlines the stages candidates progress through, while Company AX endeavours to provide a seamless and engaging experience, fostering a positive relationship with potential talent (Nuryanti et al., 2023).

1. **Awareness:** The customer journey commences with the Awareness stage, where candidates first encounter Company AX Indonesia as a potential employer. This awareness is often triggered through multiple channels, including the company's official website, job portals, social media, and word-of-mouth. Company AX's strong online presence and tech-related events contribute significantly to generating this initial awareness among potential candidates.
2. **Attraction:** Once candidates become aware of Company AX Indonesia's job opportunities, the journey proceeds to the Attraction stage. Here, the company employs various strategies to captivate and engage the interest of tech talent. This may include the presentation of the company's culture, values, career prospects, and the opportunities it offers. By showcasing its innovative projects and emphasis on diversity and inclusion, Company AX aims to attract candidates who align with its values and ambitions.
3. **Application:** As candidates express interest, they enter the Application stage, where they formally apply for positions. Company AX Indonesia places great emphasis on the simplicity and user-friendliness of its application process. The goal is to encourage candidates to apply easily and efficiently, thereby ensuring that potential talent does not encounter obstacles that deter them from proceeding.
4. **Assessment:** The Assessment stage is the heart of the recruitment process, as it involves a rigorous evaluation of candidates. This phase aims to identify those whose skills, experiences, and aspirations match Company AX's requirements and culture. Rigorous technical and behavioural assessments, interviews, and role-specific evaluations are conducted to ascertain the best fit. Communication and feedback become crucial elements, ensuring candidates are kept informed and engaged throughout the assessment phase.

5. **Affiliation:** Upon successful progression through the Assessment stage, candidates receive job offers, marking the entry into the Affiliation stage. Company AX Indonesia prioritizes this phase as an opportunity to provide all necessary information and support. Here, candidates receive in-depth insights into the company's policies, culture, and benefits. Additionally, onboarding is conducted, allowing new hires to smoothly integrate into their roles and foster a sense of belonging within the organization.

The 5A framework also encompasses the subsequent stages, including Acceleration and Advancement, where Company AX Indonesia continues to nurture its relationship with employees, fostering long-term growth, learning, and development. By understanding and optimizing the customer journey within this framework, Company AX Indonesia strengthens its ability to attract, engage, and retain top-tier tech talent in the competitive Indonesian market. The 5A framework underscores the company's commitment to providing a seamless, fulfilling, and holistic experience for tech talent candidates, from their initial encounter to their ongoing journey within the organization (Schegg & Stangl, 2017).

The customer journey in tech talent recruitment is a dynamic and evolving process, reflecting Company AX Indonesia's commitment to excellence and its recognition of the intrinsic value of the individuals who embark on this journey with the company.

4.3 Business Solution

In the forthcoming solution for Company AX Indonesia's digital marketing strategy aimed at tech talent recruitment, the proposed solutions derived from the preceding analysis. The primary strategic emphasis will be on deploying a content marketing approach to enhance visibility and draw in suitable candidates (Teruna et al., 2023). This strategy will be meticulously designed within the RACE framework.

The RACE framework, which stands for Reach, Act, Convert, and Engage, serves as the cornerstone of Company AX Indonesia's digital marketing strategy for tech talent recruitment. In a dynamic and tech-driven landscape, a strategic approach is imperative to engage with potential candidates effectively and foster enduring relationships.

Reach: In the initial phase of the strategy, the focus will be on broadening the reach to the target audience through a variety of digital marketing initiatives. For instance, through channels like LinkedIn and Instagram, a content marketing campaign will be implemented. As of September 2022, LinkedIn has around 22.27 million users in Indonesia



(Statista, 2023), while Instagram has 111.19 million users per September 2023 (Statista, 2023).

FIGURE 4.1: Share of Traffic Referral from Social Media (datareportal.com)

1. **Organic Social Media Posts:** To reach potential and relevant tech talents organically on social media, focus on creating engaging and informative content. Begin by understanding the interests and needs of the target audience. Share posts about Company AX Indonesia's work culture, employee success stories, and tech-related content. Utilize relevant hashtags to increase visibility and encourage sharing. Encourage employees to share posts on their personal profiles, expanding the reach even further. Maintain a regular posting schedule with discipline media plan for consistency and keep the audience engaged. Respond to comments and messages promptly to build a strong online community.
2. **Search Engine Optimization (SEO):** Enhancing the visibility of career opportunities for tech talents requires a robust SEO strategy. Begin by optimizing the careers page with relevant keywords such as "tech jobs at Company AX Indonesia." Create valuable, keyword-rich content, including job descriptions, blog posts including thought leader, and tech-related insights. Ensure that the website structure is user-friendly, making it easy for job seekers to find and apply for positions. Build high-quality backlinks from reputable sources to boost the site's authority. Continually monitor SEO performance and adapt to changes in search engine algorithms.
3. **Social Media Advertising:** To reach a broader audience, consider social media advertising on platforms like LinkedIn and Instagram. Create targeted ad campaigns that focus on the characteristics of the ideal tech talent, including skills, experience, and location. Craft compelling ad copy and visuals that highlight Company AX Indonesia's strengths as an employer and the advantages of tech roles. Utilize the platforms' audience targeting options to narrow down the reach. Test different ad formats, such as videos and carousel, and measure their performance to optimize the strategy continually.
4. **Search Engine Marketing (SEM):** SEM, often in the form of pay-per-click (PPC) advertising, can be a powerful way to reach potential tech talents actively searching for opportunities. Create ad campaigns using platforms like Google Ads. Use relevant keywords like "tech jobs in Indonesia" and "Company AX tech careers." Craft ad copy that emphasizes the benefits of working at Company AX and the specific tech roles available. Set a budget, monitor click-through rates, and make adjustments as necessary. Ensure that landing pages are highly relevant to the ad content and optimized for conversions, making it easy for candidates to apply.

By employing these digital marketing strategies, the goal is to effectively reach potential and relevant tech talents, whether they're actively or passively seeking job opportunities at Company AX Indonesia. Combining organic and paid methods will maximize talent acquisition efforts. These efforts will be optimized to display to users interested in tech careers within the Indonesian job market and doing global projects.

Act: After successfully reaching the audience, the next step is to engage and entice them to consider Company AX as their potential employer. To accomplish this, a dedicated interactive career section on the company website will be developed. Real-life success stories of tech employees at Company AX, sharing their journey and experiences, will be showcased in this section. Furthermore, webinars and virtual open house events will be organized. These events will provide potential candidates with an opportunity to engage with current employees, ask questions, and learn more about the company's tech initiatives.

1. **Interactive Career Section Development:** To encourage potential and relevant tech talents during the Act step, creating an engaging career section on the website is crucial. This section will serve as a gateway for candidates to explore opportunities at Company AX Indonesia. It will feature an array of captivating content, such as success stories, job profiles, career learning and development, and tech-related insights. This content will be tailored to provide in-depth information about the tech roles within the company. For example, it will highlight the experiences of tech employees who have made remarkable contributions. These stories will be presented through visually appealing formats like videos, infographics, and mixed reality (MR). The purpose is to make the tech talents feel connected and inspired by the journeys of their potential peers. Additionally, job seekers will be able to explore job openings and learn about the tech projects they could be part of. This immersive digital experience aims to kindle their interest in a career with Company AX Indonesia.
2. **Success Stories Showcasing:** In addition to the interactive career section, success stories are instrumental in attracting and encouraging potential tech talents. These stories will centre on the real-life achievements and experiences of current tech employees. By using storytelling as a strategy, Company AX can connect on a personal level with the audience. These stories will be available both on the website and shared across various digital platforms. They will be reinforced with high-quality visuals and compelling narratives. For instance, stories could recount an individual's journey from joining Company AX as a tech enthusiast to becoming a key player in a ground-breaking project. Success stories will illustrate the growth, professional development, and job satisfaction that Company AX offers. The idea is to provide a glimpse into the thriving tech community within the organization, enticing potential talents to envision themselves as a part of this inspiring journey.
3. **Webinars and Virtual Open House Events:** To further captivate and engage tech talents, webinars and virtual open house events will be conducted. These events provide an interactive platform where potential candidates can directly connect with current employees. They offer a chance to inquire about life at Company AX, tech career paths, and the challenges and rewards of the job. Webinars will be informative sessions that provide insights into tech trends, projects, and the company's commitment to innovation. For example, experts from Company AX can lead discussions on topics such as "The Future of Tech in Indonesia" or "Innovations in Digital Transformation." Virtual open house events will be designed as immersive experiences, where participants can navigate through different virtual rooms representing various tech departments. They can interact with tech professionals, view project showcases, and participate in Q&A sessions. These events are strategically planned to establish a personal connection between potential candidates and the Company AX tech community, inspiring them to consider the company for their tech careers.

Convert: The ultimate goal of the strategy is to convert engaged individuals into applicants through a series of digital marketing initiatives. To achieve this, the application process will be streamlined, making it user-friendly and accessible through mobile devices. Additionally, remarketing strategies will be implemented, displaying Company AX job opportunities to those who have previously shown interest on the website. Personalized email campaigns will gently nudge potential candidates towards applying. The emails will highlight the unique benefits of working at Company AX, such as personalized training and mentorship programs. Practical information on how to apply and guidance through the process will be provided.

1. **Streamlined Application Process:** To effectively convert potential and relevant tech talents during this pivotal step, it is essential to streamline the application process. The goal is to create a seamless, user-friendly experience that is easily

accessible via mobile devices. By optimizing the application journey, prospective candidates can effortlessly navigate through the process. For instance, the application form should be concise and straightforward, avoiding unnecessary complexities. This ensures that individuals do not encounter any obstacles that might deter them from applying. The emphasis here is on a simplified approach to encourage more tech talents to take the next step and apply for positions at Company AX Indonesia.

2. **Remarketing Strategies Implementation:** Remarketing proves to be a powerful tool in converting potential tech talents into applicants. It involves displaying job opportunities at Company AX to individuals who have previously shown interest by visiting the company's website. This strategy keeps Company AX fresh in the minds of potential candidates. For example, if someone explores job listings or spends time in the interactive career section, they will later encounter tailored job advertisements on various digital platforms they visit. This acts as a gentle reminder of the opportunities at Company AX. The consistent presence of Company AX's job openings enhances the chances of tech talents taking the next step and submitting their applications.
3. **Personalized Email Campaigns:** Personalized email campaigns are a crucial part of the conversion strategy. These campaigns aim to nurture potential candidates and guide them toward applying. The emails will be highly personalized, addressing individuals by their names and highlighting the unique advantages of a tech career at Company AX. For instance, emails will emphasize features like personalized training and mentorship programs, reinforcing the value that Company AX places on career development and growth. These messages will be designed to be informative yet engaging, fostering a sense of belonging and purpose. Additionally, practical information on how to apply and detailed guidance through the application process will be provided within the emails. The approach here is to make the application process more transparent and manageable, removing any doubts or uncertainties that potential candidates may have and encouraging them to proceed with their applications.

Engage: Engagement doesn't end once an individual becomes an applicant; it continues throughout the application process through a range of digital marketing initiatives. Regular communication with applicants will be maintained, providing updates on their application status and offering insights into Company AX's culture and values. LinkedIn and Instagram accounts will feature stories from current employees who successfully transitioned from applicants to valuable tech team members (Ananto et al., 2023). Potential candidates and applicants will be encouraged to interact on social media, fostering a sense of community among tech talents who aspire to join Company AX Indonesia.

1. **Maintaining Ongoing Communication:** A fundamental practice in engaging potential and relevant tech talents during the application process is to sustain consistent communication. This involves providing regular updates on the status of their applications, ensuring transparency and clarity. Applicants should never be left in the dark, wondering about the progress of their submissions. Open and honest communication reinforces a positive candidate experience. By keeping applicants informed, they feel valued and respected, increasing their commitment to the process. This ensures that potential talents remain engaged throughout the application journey.
2. **Cultural Insights and Values:** To further engage potential tech talents, it's vital to offer insights into Company AX's culture and values. Applicants should gain a comprehensive understanding of what the company stands for and what they can expect as future team members. This can be achieved through various digital marketing initiatives. For instance, blog posts and articles can be published on the

website, delving into Company AX’s core values and the work culture within the organization. This not only informs but also sets clear expectations. Candidates who align with these values will feel more motivated and connected to Company AX.

3. **Employee Success Stories:** Sharing success stories from current employees who transitioned from applicants to valuable tech team members can be a powerful engagement strategy. These narratives provide concrete examples of career growth within the company. By featuring these stories on platforms like LinkedIn and Twitter, potential candidates can relate to the journeys of these individuals and envision their own paths at Company AX. Personal stories make the experience tangible and relatable. Moreover, these platforms encourage interaction and discussion, allowing tech talents to express their aspirations, ask questions, and engage in conversations. This creates a sense of community and belonging among those who aspire to join Company AX Indonesia.

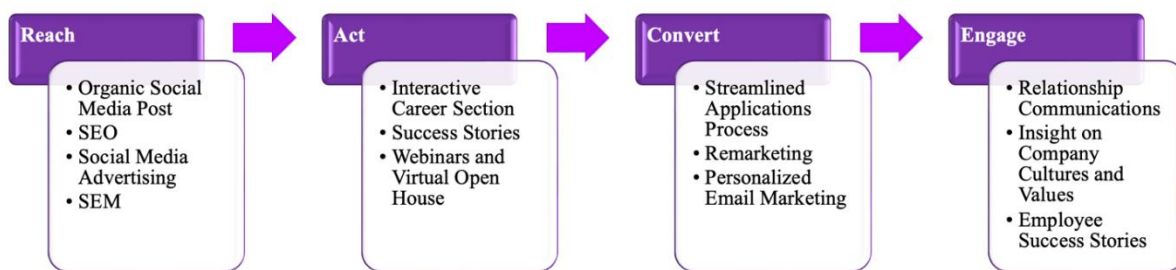


FIGURE 4.2: Proposed Digital Marketing Solutions on RACE Framework

By implementing the RACE framework as an integral part of its digital marketing strategy, Company AX Indonesia ensures that its talent recruitment efforts are structured, data-driven, and effective. This approach allows the company to measure the success of each stage, identify areas for improvement, and consistently enhance the candidate experience. Moreover, the framework supports long-term engagement and retention of tech talent, a critical factor in a competitive market. In essence, the RACE framework serves as a guiding light for Company AX Indonesia, ensuring that its digital marketing strategy reaches, acts, converts, and engages with tech talent effectively, fostering lasting relationships with them as they embark on their journey with the company.

4.4 Implementation Plan and Justification

An implementation plan is a detailed document that outlines the steps, actions, and resources required to put a specific project, strategy, or initiative into action. It serves as a roadmap that helps teams execute a plan effectively, ensuring that all relevant tasks are completed on time and within the allocated resources (Ussolikhah et al., 2023). The implementation plan provides a clear timeline, assigns responsibilities, and specifies the necessary tools and processes to achieve the project's objectives. Below is the proposed implementation plan:

Start Time	End Time	Task	PIC	Resources/Output
W1	W2	Conduct Audience Research	Digital Marketing Team	Analytics Tools, Survey Tools

	W4	Develop Interactive Career Section	Web Development Team	Web Development Tools
W2		Develop Content Strategy Team	Content Marketing Team	Content Calendar, Media Plan
		Develop Success Stories and Post Content		Content Production Tools
		Streamlined Applications Process	IT and HR Teams	IT Support, Mobile-friendly Process
W5	W13	Create Social Media and Blog Post (SEO)	Social Media and Content Marketing Team	Social Media Platform, Writing Tools
		Launch Digital Paid Advertising (Social Media and SEM)	Paid Media Specialist (Social, Search, and Display)	Ad Budget, Ad Platform
		Organize Webinars and Virtual Open Houses	Event Management Team	Digital Event Software, Host
W14	W18	Features Employee Success Stories	Content Marketing Team	Content Marketing Tools
		Foster Social Media Interaction	Social Media Team	Social Media Management Tools
	W22	Implement Remarketing Strategies	Digital Marketing Team	Ad Budget, Ad Platform, Remarketing Tools (CRM)
		Launch Personalized Email Marketing Campaign	Email Marketing Specialist	Email Marketing Tools
	W24	Continuously Communicate Applicant Status	Recruitment Team	Communications Tools

FIGURE 4.3: Implementation Plan

Based on the plan outlined above, certain tasks are performed on a monthly basis, whereas others are not. It's crucial that each activity is followed by an assessment to ascertain the achievement of its objectives.

CONCLUSION

Reaching, convincing, and recruiting relevant tech talents for Company AX Indonesia is a multifaceted challenge that demands a strategic and comprehensive approach. The research conducted in this study has shed light on various key aspects of this endeavour. By employing a mix of methodologies, such as internal and external analyses, as well as leveraging established marketing frameworks like STP, PESTLE, and Porter's Five Forces, we have unearthed valuable insights.

In addressing the research question, the first step lies in the "Reach" phase. Through targeted organic social media posts, search engine optimization (SEO), social media advertising, and search engine marketing (SEM), we can effectively tap into the vast pool of potential tech talents in Indonesia. This strategy capitalizes on the high levels of LinkedIn and Instagram users in the country, ensuring that our message reaches the right audience.

Upon reaching this audience, the "Act" stage comes into play. Through a dedicated interactive career section on the company website, we engage potential candidates by sharing authentic success stories of tech employees at Company AX. This personalized content provides a tangible and relatable perspective, setting the stage for webinars and virtual open house events where candidates can interact with current employees and immerse themselves in the company's tech initiatives. These digital marketing initiatives are key to enticing tech talents and encouraging them to consider Company AX as their potential employer.

As potential candidates are engaged, the focus shifts to the "Convert" phase. This phase is instrumental in driving candidates to take concrete steps and apply for positions at Company AX Indonesia. By streamlining the application process to be user-friendly and mobile-accessible, we reduce barriers to entry. The implementation of remarketing strategies ensures that job opportunities are continuously presented to those who have shown interest. Furthermore, personalized email campaigns gently nudge potential candidates toward the application process. These emails underscore the unique benefits of working at Company AX, providing practical information and guidance through the application process.

Engagement is a continuous endeavour that extends through the application process and beyond, forming the "Engage" phase. By maintaining regular communication with applicants and offering updates on their application status, we ensure a smooth and engaging experience. Social media platforms like LinkedIn and Twitter play a pivotal role in showcasing success stories of those who have transitioned from applicants to valuable team members, fostering a sense of community among aspiring tech talents.

In summary, this research offers a comprehensive strategy to answer the research question of how to reach, convince, and recruit relevant tech talents for Company AX Indonesia. Through targeted digital marketing initiatives, we can effectively reach potential candidates and entice them through personalized content and engagement. Ultimately, by following this strategic roadmap, Company AX Indonesia is well-equipped to address the ongoing challenges of tech talent recruitment.

To optimize tech talent recruitment, Company AX Indonesia should focus on authenticity and the power of digital marketing. Utilize platforms like LinkedIn and Instagram, known for their extensive user bases in Indonesia. Host engaging webinars and virtual events to showcase tech initiatives, simplify the application process, and use remarketing to maintain candidate interest. Leverage personalized email campaigns, maintain active communication with applicants, and share success stories on social media platforms. Regular evaluation and feedback mechanisms will be crucial in fine-tuning the strategy, while emphasizing diversity, equal opportunity, and monitoring competitors' approaches will further enhance Company AX's talent acquisition efforts.

By implementing these strategies, Company AX Indonesia can strengthen its digital marketing approach, effectively reaching, convincing, and recruiting the right tech talents to fuel its growth and innovation in the competitive landscape.

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