



Analysis of B2B Digital Marketing Strategy at PT KAI Logistik: Evaluation of Digital Strategy and Recommendations for Corporate Marketing Development

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ABSTRACT

This study aims to analyze the *Business-to-Business* (B2B) digital marketing strategies implemented by PT Kereta Api Logistik, identify their strengths and weaknesses, and formulate recommendations to improve the effectiveness of the company's digital marketing. A qualitative approach with a case study method was employed. Data were collected through observations of the company's website, social media, digital services, and corporate publications, complemented by literature review and documentation. The data were analyzed descriptively by comparing the company's digital marketing practices with relevant concepts and previous studies. The findings indicate that KAI Logistik has established a digital marketing ecosystem consisting of *website marketing*, *content marketing*, *social media marketing*, and the KAI Logistik TRAX digital service. However, cross-channel integration, customer-centric and industry-specific content, B2B engagement, and lead generation require further development. The study recommends *Integrated B2B Digital Lead Generation* and *B2B Logistics Thought Leadership & Account-Based Content* to integrate the customer journey, improve lead conversion, strengthen corporate credibility, and develop long-term business relationships with corporate customers.



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INTRODUCTION

Digital transformation has changed the way companies conduct their business activities, including marketing. The development of the internet, information technology, cloud computing, and the increasing use of digital devices have encouraged companies to utilize various digital channels as means of communicating with customers. Digital marketing is no longer viewed merely as a promotional tool but has evolved into a strategy capable of creating value, strengthening customer relationships, and enhancing customer experience. According to Lundin and Kindström (2023), digitalization enables companies to establish more effective interactions with customers through the integration of various customer touchpoints throughout the purchasing process.

Digital marketing is a marketing approach that utilizes digital technologies to create, deliver, and communicate value to customers through various digital channels. The development of the internet, social media, mobile devices, and analytical technologies has transformed the way companies interact with customers. In the modern business environment, digital marketing is no longer regarded solely as a promotional activity but has become an integral part of business strategy that supports value creation, communication, sales, and the management of long-term customer relationships. In B2B companies, the utilization of digital technologies enables faster interactions, more comprehensive information provision, and more effective decision-making processes. Lundin and Kindström (2023) explain that digitalization has transformed the entire customer journey through the addition of digital touchpoints, changes in customer roles, and more comprehensive integration of business processes.

The characteristics of marketing in Business-to-Business (B2B) companies differ from those of Business-to-Consumer (B2C) marketing. In B2B markets, purchasing processes generally involve multiple decision-makers, have longer sales cycles, and are based on rational considerations such as service quality, reliability, cost efficiency, and long-term relationships. Therefore, digital marketing strategies in B2B environments are not only intended to increase brand awareness but also to support information search, establish corporate credibility, generate business leads, and maintain customer relationships. Purmonen et al. (2023) explain that the success of digital marketing in B2B companies is strongly influenced by the company's ability to manage the customer journey comprehensively across various digital media.

The logistics industry is one of the sectors that has undergone significant digital transformation in recent years. Increasing trade activities, the growth of e-commerce, and the demand for fast, secure, and transparent goods distribution have encouraged logistics companies to develop digitally enabled services. Digitalization has not only been implemented in operational processes but also in marketing activities, customer communication, and relationship management with business partners. Lundin and Kindström (2023) state that digitalization in B2B companies can improve the effectiveness of customer communication while supporting value co-creation between companies and their customers.

One of the national logistics companies that continues to develop its digital transformation is PT Kereta Api Logistik (KAI Logistik). As a subsidiary of PT Kereta Api Indonesia (Persero), KAI Logistik provides various integrated logistics services, ranging from rail-based freight transportation, freight forwarding, warehousing, logistics terminals, to multimodal distribution services. The company adopts the Total Logistics Solution concept to comprehensively address the logistics needs of corporate customers, from origin to final destination. According to the KAI Logistik 2024 Annual Report, the company continues to strengthen its digital transformation through the development of technology-based services, improvements in customer service quality, and supply chain optimization to enhance its competitiveness.

Social media has emerged as an important instrument in digital marketing strategies, including in Business-to-Business (B2B) environments. Unlike traditional marketing approaches that rely on one-way communication, social media enables companies to establish two-way communication, increase customer interaction, and strengthen long-term relationships with various stakeholders. In B2B markets, social media is not only used to introduce products or services but also as a medium for knowledge sharing, corporate reputation building, and professional network expansion (Lopes & Oliveira, 2022).

Among various social media platforms, LinkedIn is one of the most relevant platforms for B2B companies because the majority of its users are professionals, decision-makers, and business practitioners. Through LinkedIn, companies can share articles, case studies, service innovations, corporate achievements, and industry information that can enhance organizational credibility. Cortez, Johnston, and Dastidar (2023) found that the types of content published on LinkedIn influence customer engagement and may even contribute to increased sales in B2B companies. Technical and educational posts have been found to be more effective in building customer relationships than content that is purely promotional.

The effectiveness of social media in B2B marketing is also influenced by the message source and the manner in which content is presented. Balaji et al. (2023) found that employee-generated content generates higher levels of trust and engagement than content published solely through official corporate accounts. In addition, the use of visual elements and clear information presentation can increase user interaction with published content. These findings indicate that the success of social media strategies in B2B companies is determined not only by posting frequency but also by the quality of message delivery and the characteristics of the content presented.

As a company focused on the Business-to-Business (B2B) market, KAI Logistik utilizes various digital platforms as part of its marketing strategy. The company's website serves as a central source of service information, a medium for customer communication, and a platform for disseminating corporate information. In addition, the company has developed the KAI Logistik TRAX application, which enables customers to track shipments, obtain tariff information, submit pickup requests, and conduct transactions digitally. This innovation demonstrates that digitalization is not solely aimed at improving operational efficiency but also at enhancing customer experience and strengthening business relationships with corporate customers (PT Kereta Api Logistik, 2024).

Nevertheless, the implementation of digital marketing in B2B logistics companies continues to face various challenges. Increasing industry competition, rising customer expectations regarding digital services, and the complexity of decision-making processes in purchasing logistics services require companies to continuously evaluate the effectiveness of their digital marketing strategies. Homburg and Tischer (2023) emphasize that effective customer journey management can improve company performance, whereas inadequate management may reduce the effectiveness of customer relationships.

Based on these conditions, an analysis of the digital marketing strategy implemented by PT Kereta Api Logistik is important. This study aims to identify the B2B digital marketing strategies implemented by the company, evaluate their weaknesses, and provide strategic recommendations to improve the effectiveness of the company's marketing activities. The findings are expected to provide practical contributions to PT Kereta Api Logistik in developing its digital marketing strategy while enriching the academic literature on the implementation of digital marketing in Indonesia's logistics industry.

Based on the background described above, the development of digital technologies has encouraged logistics companies to integrate digital-based marketing strategies into their business activities. As a company operating in the Business-to-Business (B2B) sector, PT Kereta Api Logistik is required to utilize various digital platforms not only as promotional media but also as means of building relationships with corporate customers, improving service quality, and creating competitive advantages. Therefore, this study is directed at analyzing the B2B digital marketing strategies implemented by PT Kereta Api Logistik, including identifying the strengths and weaknesses of the strategies that have been implemented. Furthermore, this study seeks to formulate recommendations for B2B digital marketing strategies that can be implemented to improve marketing effectiveness, strengthen relationships with corporate customers, and support the achievement of PT Kereta Api Logistik's business objectives.

RESEARCH METHODS

This study employs a qualitative approach using a case study method focusing on PT Kereta Api Logistik (KAI Logistik). The qualitative approach was selected because the study aims to obtain an in-depth understanding of the implementation of the Business-to-Business (B2B) digital marketing strategies adopted by the company. Through this approach, the researcher can identify the actual conditions of the company's digital marketing strategies, evaluate their strengths and weaknesses, and formulate strategic recommendations that are appropriate to the characteristics of the logistics industry.

The case study method was employed because the research focuses on a single research object, namely PT Kereta Api Logistik. This approach enables the researcher to conduct a comprehensive analysis of the implementation of website marketing, content marketing, and social media marketing as components of the company's digital marketing strategy.

This study utilizes two types of data: primary and secondary data. Primary data were obtained through observations of the digital marketing strategies implemented by PT Kereta Api Logistik. The observations focused on various digital media owned and operated by the company, including its official website, social media accounts, and various digital publications used as marketing communication channels for Business-to-Business (B2B) customers. In addition, observations were conducted on digital features available to support customer interactions, including information services, shipment tracking, service request forms, and other digital communication channels.

Secondary data were obtained through a literature review of various scholarly sources, including reputable international journals that are openly accessible (*open access*), books discussing digital marketing and B2B marketing, PT Kereta Api Logistik's annual reports, corporate reports, the company's official website, and other supporting documents relevant to the research topic. These secondary data served as both a theoretical foundation and a comparative basis for analyzing the implementation of digital marketing strategies at PT Kereta Api Logistik.

The data collection techniques employed in this study consisted of a literature review, observation, and documentation. The literature review was conducted by collecting theories, concepts, and findings from previous studies related to digital marketing, Business-to-Business (B2B) marketing, website marketing, content marketing, social media marketing, and customer journey. The literature was obtained from scholarly journals, reference books, research reports, and other relevant academic documents.

In addition to the literature review, this study employed observation of the digital media operated by PT Kereta Api Logistik. The observations were conducted to identify the implementation of the company's digital marketing strategies through its official website, social media platforms, digital content, and various digital-based services provided to customers. Subsequently, documentation was used to obtain supporting data in the form of the company's annual reports, company profile, corporate publications, company-related news, and other documents associated with PT Kereta Api Logistik's digital marketing strategies.

The data were analyzed using a qualitative descriptive analysis approach. Data obtained through the literature review, observation, and documentation were systematically analyzed by comparing the actual implementation of PT Kereta Api Logistik's digital marketing strategies with the theories and findings of previous studies discussed in Chapter II.

The analysis process consisted of several stages, beginning with the identification of the digital marketing strategies implemented by the company, followed by an evaluation of the implementation of website marketing, content marketing, and social media marketing. The observation findings were then compared with B2B digital marketing concepts identified in the scholarly literature. Subsequently, the strengths and weaknesses of the company's digital marketing strategies were identified as a basis for formulating strategic recommendations aimed at improving the effectiveness of PT Kereta Api Logistik's digital marketing. This approach is expected to provide a comprehensive analysis of the company's current conditions while generating relevant recommendations based on established theories and findings from previous studies.

RESULTS AND DISCUSSION

Identification of B2B Digital Marketing Strategies at PT Kereta Api Logistik

Based on the research focus presented in Chapter III, KAI Logistik's digital marketing strategy is analyzed through three main aspects: website marketing, content marketing, and social media marketing. These three aspects are subsequently examined in relation to the customer journey to assess how customers interact with the company through various digital touchpoints. This focus is consistent with the research object and methodology established previously.

Table 1. Identification of PT Kereta Api Logistik's Digital Marketing Strategies

No.	Strategy	Form of Implementation	Function in B2B Marketing
1	Website Marketing	Official website serving as a central source of company information, services, publications, and access to digital service information	Building credibility and providing information to prospective customers
2	Content Marketing	Publications concerning services, company activities, innovations, achievements, and industry developments	Providing information and building brand authority
3	Social Media Marketing	Utilization of social media for communication, publication, and interaction with stakeholders	Building brand awareness and engagement
4	Digital Customer Journey	Interactions through the website, social media, TRAX application, and other digital channels	Facilitating customer interactions across various stages

Source: Compiled by the researcher based on observations of KAI Logistik's digital channels, company reports, and literature review.

These three strategies should not be viewed as independent channels. In B2B marketing, customers may move from one touchpoint to another throughout the processes of information search, evaluation, communication, and decision-making. The digitalization of the B2B customer journey encompasses changes in touchpoints, customer roles, and the overall customer journey process (Lundin & Kindström, 2023).

Website Marketing Analysis

The website is one of the key channels in a digital marketing strategy because it serves as an official source of company information. For B2B customers, the website has a strategic function

because prospective customers can use it to understand the company's profile, services, network, and solutions before engaging in further communication.

KAI Logistik's website provides various types of information concerning the company and its services. In addition to corporate information, the company's digital ecosystem is connected to various service facilities, such as tariff checking and shipment tracking. The development of these digital services indicates that the company has positioned its website and digital channels not only as communication platforms but also as mechanisms for supporting customer experience.

From a B2B marketing perspective, this represents a strength. The website can function as a digital touchpoint at the early stage of the customer journey, particularly when prospective customers search for information regarding their logistics needs.

Nevertheless, based on the theoretical framework employed in this study, the website can still be developed from merely an information hub into a lead generation hub. This means that after prospective customers obtain information, clear pathways should be available for them to take subsequent actions, such as requesting a quotation, consulting with the company, contacting sales representatives, or submitting their logistics requirements.

Table 2. Evaluation of Website Marketing

Aspect	Condition	Evaluation
Company information	Available through official channels	Strength
Service information	Available	Strength
Tariff information	Supported by digital facilities	Strength
Tracking	Supported by digital facilities	Strength
Digital service integration	Supported by KAI Logistik TRAX	Strength
SEO and visibility	Still has room for improvement	Opportunity
B2B CTA	Can be developed	Opportunity
Lead generation	Not yet a primary function evident from public-facing channels	Development opportunity
Industry-specific landing pages	Can be developed	Development opportunity

Source: Compiled by the researcher.

Thus, the primary challenge facing KAI Logistik's website does not concern the availability of information, but rather its ability to convert digital visits into business interactions.

Content Marketing Analysis

Content marketing is an important strategy in B2B marketing because corporate customers' decision-making processes require relatively complex information. Content can be used to provide education, establish credibility, explain solutions, and reduce customer uncertainty.

KAI Logistik has a substantial source of content because its business activities encompass various services, innovations, digitalization initiatives, network development, and logistics solutions. Company publications also indicate that the TRAX digitalization initiative continues to be developed to provide convenience and transparency to customers.

However, from the perspective of B2B content marketing, there is an opportunity to shift part of the content orientation from company-centric to customer-centric. Content should not merely explain what the company does but should also explain how KAI Logistik can address customer problems.

Terho et al. (2022) demonstrate that digital content marketing in B2B markets should be linked to the customer journey, customer engagement, and customer needs. Therefore, KAI Logistik's content can be developed to become more educational and industry-oriented.

Several types of content have the potential to be developed as part of the company's communication and marketing strategy. These include *industry insights*, which provide information on industry developments and dynamics; customer case studies highlighting customer experiences and successful use of the company's services; and *case studies* focusing on distribution efficiency. In addition, multimodal educational content can be used to communicate information through various formats, including text, visual materials, audio, and video. Content related to *green logistics* can also be developed to demonstrate the application of sustainability principles in logistics activities, accompanied by logistics supply chain solutions that are relevant to industry needs. Other potential content formats include webinars as a means of interaction and knowledge sharing, *white papers* for

presenting more in-depth analyses or studies, infographics for communicating information concisely and visually, and content tailored to the characteristics and needs of specific industry sectors.

Table 3. Evaluation of Content Marketing

Aspect	Condition	Evaluation
Company information	Actively published	Strength
Service information	Available	Strength
Innovation information	Available, including TRAX digitalization	Strength
B2B educational content	Can be expanded	Opportunity
Customer case studies	Can be developed	Opportunity
Industry insights	Can be strengthened	Opportunity
Industry-specific content	Can be developed	Opportunity
Customer journey-based content	Requires more systematic integration	Opportunity

Source: Compiled by the researcher based on observations and literature review.

Therefore, content marketing development should be directed away from merely publishing company activities toward providing solutions and knowledge that are valuable to customers.

Social Media Marketing Analysis

Social media provides companies with opportunities to disseminate information rapidly and establish interactions with customers and stakeholders. KAI Logistik has utilized social media as part of its corporate communication strategy. Within the context of digital transformation, the company has also received recognition for its use of social media and the optimization of TRAX as part of the development of its digital ecosystem.

In the B2B context, the function of social media extends beyond increasing brand awareness; it can also be used to build trust, authority, engagement, and business relationships. Professional social media platforms such as LinkedIn have particular potential because they can be used to reach professionals and decision-makers within organizations.

Therefore, KAI Logistik's social media marketing strategy can be developed through the presentation of informative, educational, and relevant content aligned with customer needs and the characteristics of the logistics industry. Potential content includes *industry insights* that provide information on industry developments and dynamics, *business cases* demonstrating the application of logistics solutions in business contexts, and information on the various logistics solutions offered by the company. In addition, KAI Logistik can highlight customer success stories as a form of *social proof*, introduce corporate innovations to strengthen its image as an adaptive logistics service provider, and present *thought leadership* content to establish credibility and position the company as a source of knowledge within the industry. This strategy can also be strengthened through supply chain education and information on sustainability and *green logistics*. Consequently, social media would not function merely as a promotional medium but also as a platform for education, communication, and the development of KAI Logistik's *brand positioning*.

Table 4. Evaluation of Social Media Marketing

Aspect	Condition	Evaluation
Social media presence	Available	Strength
Corporate branding	Has been developed	Strength
Activity publications	Actively utilized	Strength
B2B content	Can be further refined	Opportunity
Industry insights	Can be strengthened	Opportunity
Engagement	Can be directed toward business interactions	Opportunity
Social selling	Can be developed	Opportunity
Website integration	Can be strengthened	Opportunity

Source: Compiled by the researcher.

Therefore, social media should not be positioned merely as a publication medium but as part of an integrated B2B marketing system that connects awareness with engagement and lead generation.

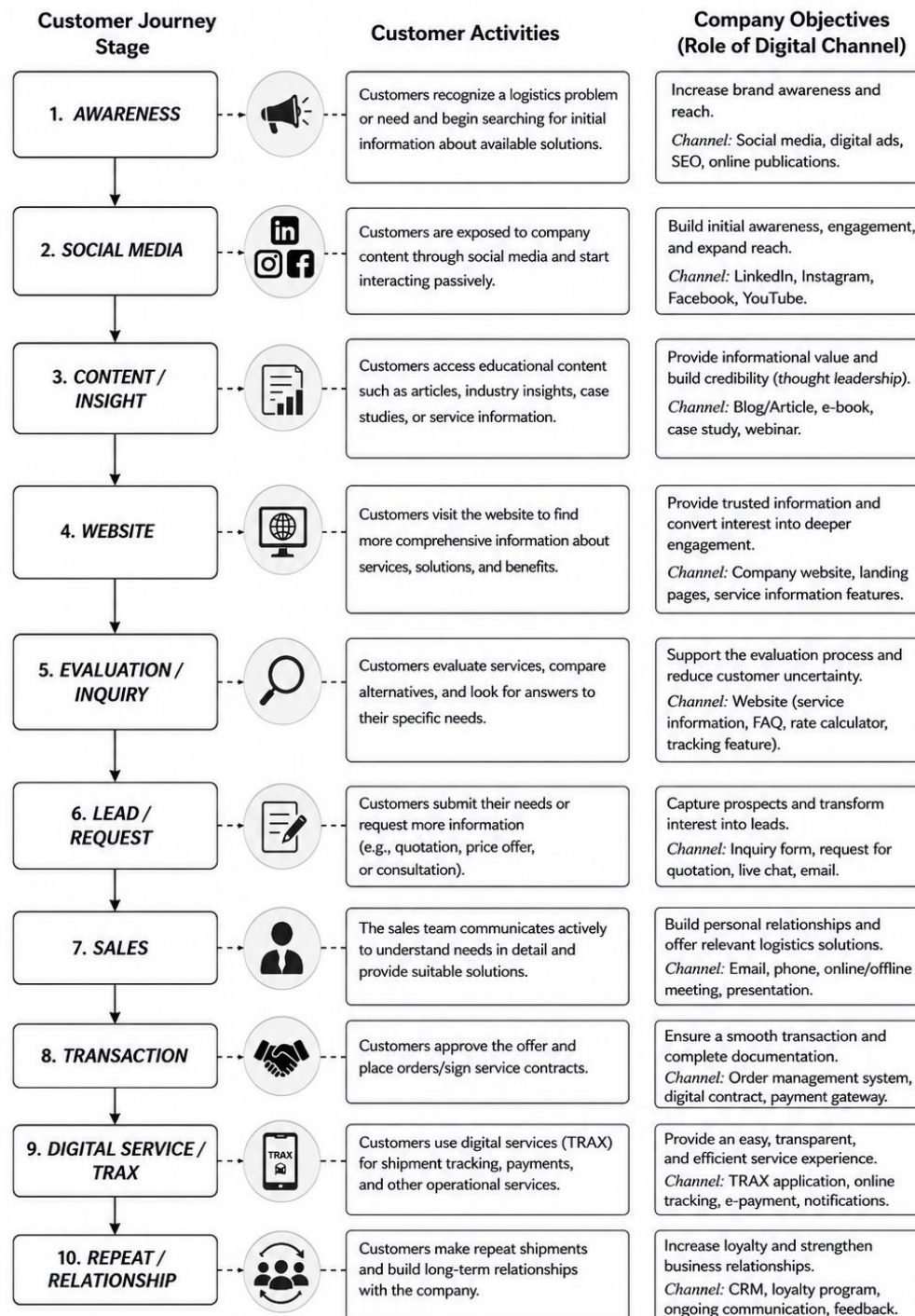
Digital Customer Journey Analysis

The three digital channels discussed above should subsequently be examined from a customer journey perspective. Lundin and Kindström (2023) demonstrate that the digitalization of the B2B

customer journey involves not only the use of digital channels but also changes in touchpoints and the overall customer journey process.

In the context of KAI Logistik, customers can interact with the company through several touchpoints, ranging from social media, websites, and digital publications to TRAX services. The development of TRAX demonstrates that the company has provided various digital facilities to facilitate customers in arranging shipments, checking tariffs, submitting pickup requests, tracking shipments, and making payments.

Conceptually, the customer journey can be illustrated as follows.



Source: Processed by the researcher based on literature review and observation of KAI Logistik's digital channels, 2026.

Notes:

→ : Main flow of the customer journey

- - - : Digital interaction/touchpoint used at each stage

Figure 1. Digital Customer Journey of KAI Logistik

The model illustrates that each channel serves a different function. Social media functions to attract attention, content marketing builds knowledge and credibility, the website provides more comprehensive information, while digital services support the customer experience after an interaction or transaction has taken place.

Evaluation of the Strengths and Weaknesses of the Digital Marketing Strategy

Based on the analysis of the three main strategies, KAI Logistik has a relatively strong digital foundation. The company has established a website, social media platforms, digital publications, and the TRAX digital service, which continues to be developed. The development of TRAX in 2025 also indicates an increase in the adoption of digital services.

However, this study finds that the primary areas for further development concern cross-channel integration and the orientation of digital marketing toward the B2B marketing process.

Table 5. Overall Evaluation of the Digital Marketing Strategy

Aspect	Strengths	Weaknesses/Development Opportunities
Website	Official channel and information hub	Needs to be developed into a <i>lead generation hub</i>
Content	Has extensive sources of company information	Needs to become more <i>customer-centric</i>
Social Media	Expands the reach of communication	Needs to be strengthened for B2B engagement
Digital Service	TRAX provides various service features	Needs to be more closely integrated with the marketing strategy
Customer Journey	Multiple digital touchpoints	Integration across touchpoints needs to be strengthened
Lead Generation	Digital channels are already available	The <i>visitor-to-lead</i> mechanism needs to be clearer
Relationship	Digital communication channels are available	<i>Nurturing</i> and <i>account-based communication</i> need to be strengthened

Based on the table, it can be concluded that the practical research gap identified in this study does not lie in the limited use of digital technologies, but rather in how these technologies can be converted into integrated B2B marketing capabilities.

Research Gap and Novelty Analysis

Previous studies indicate that B2B marketing digitalization is increasingly associated with customer journey management, digital touchpoints, content marketing, and customer engagement. Lundin and Kindström (2023) emphasize that customer journey digitalization encompasses the digitalization of touchpoints, changes in the roles of actors, and the digitalization of the overall customer journey process.

Meanwhile, Terho et al. (2022) demonstrate that digital content marketing in B2B markets needs to be linked to customer activities throughout the customer journey. Homburg and Tischer (2023) also highlight the importance of companies' ability to manage the customer journey in B2B markets.

These findings reinforce the research gap formulated in Chapter II, namely the limited number of studies analyzing the integration of various digital channels within the context of B2B logistics companies in Indonesia.

Accordingly, the practical novelty of this study lies in the development of a digital marketing strategy that integrates:

Website Marketing + Content Marketing + Social Media Marketing + Customer Journey → B2B Lead Generation and Relationship Building.

Digital Marketing Strategy Recommendations

Based on the evaluation results, this study recommends two new strategies that go beyond simply increasing activities on existing channels and instead involve the development of the strategic functions of these digital channels.

Integrated B2B Digital Lead Generation

The first strategy is Integrated B2B Digital Lead Generation. This strategy aims to integrate social media, content marketing, websites, call-to-action mechanisms, and sales follow-up into a single process.

The concept can be illustrated as follows.

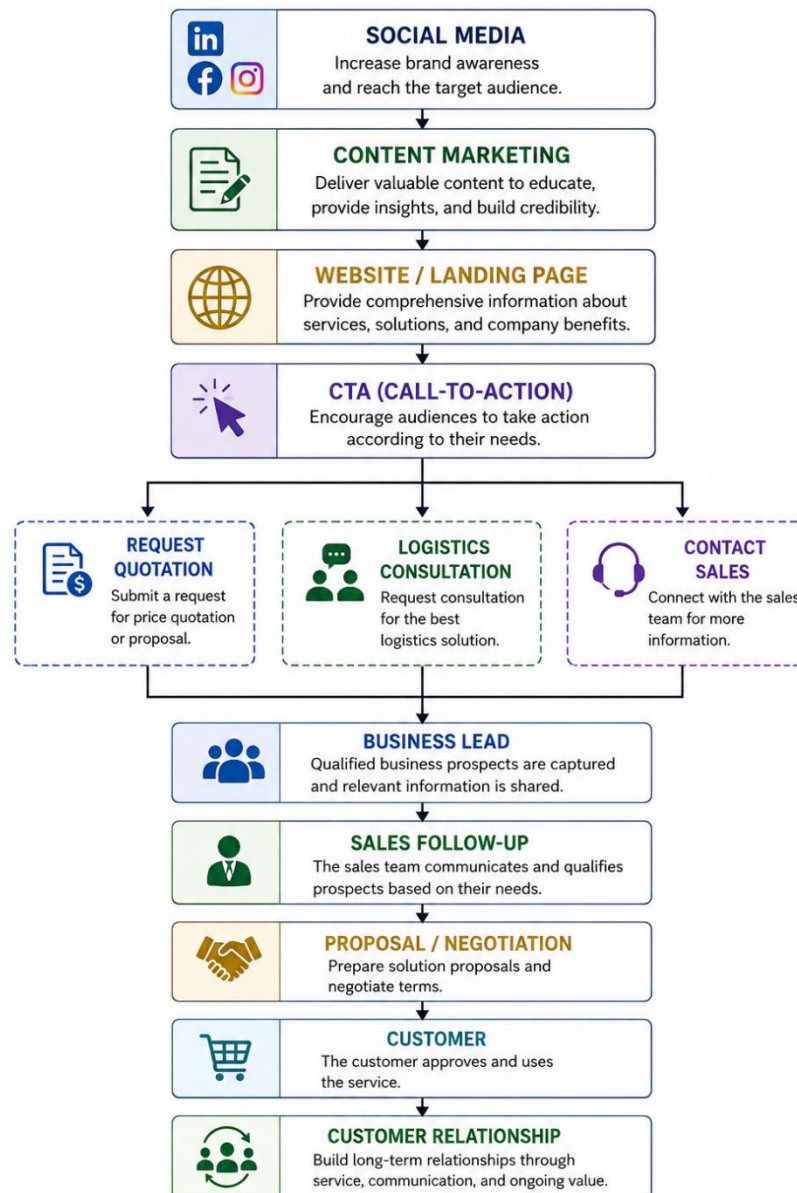


Figure 2. Integrated B2B Digital Lead Generation

Under this strategy, each channel has a clearly defined function. Social media attracts attention, content marketing provides informational value, the website provides more comprehensive information, and the CTA directs visitors toward becoming prospects. These prospects are subsequently transferred to the sales team for consultation and negotiation processes.

Accordingly, the success of *digital marketing* should not be measured solely by *reach* and *engagement*. It should also be linked to indicators that reflect its contribution to achieving business objectives. These indicators may include the number of *business leads* generated, the number of *requests for quotation* received, the number of consultations conducted with prospective customers, the *conversion rate* representing the proportion of prospects converted into customers, *sales follow-up* activities undertaken in response to generated prospects, and *customer acquisition*, which reflects the company's ability to acquire new customers. The use of these indicators enables the company to evaluate

digital marketing effectiveness more comprehensively, not only in terms of audience visibility and interaction but also in terms of its contribution to the sales process and business growth.

B2B Logistics Thought Leadership & Account-Based Content

The second strategy is B2B Logistics Thought Leadership & Account-Based Content. This strategy aims to position KAI Logistik as a source of knowledge and solutions for corporate customers. Content is developed based on problems faced by specific industries rather than solely on the company's activities.

Table 6. Examples of Customer Problems and Content Strategies

Target Industry	Problems	Example Content
Manufacturing	Distribution efficiency	"Distribution Efficiency Strategies for the Manufacturing Industry"
Mining	Commodity transportation	"Optimizing Commodity Distribution through Rail Transportation"
FMCG	Distribution speed	"Building More Efficient FMCG Distribution"
Retail	Last-mile logistics	"Integrating Rail and Last-Mile Logistics"

The content is subsequently distributed through websites, LinkedIn, email marketing, webinars, and other digital channels.

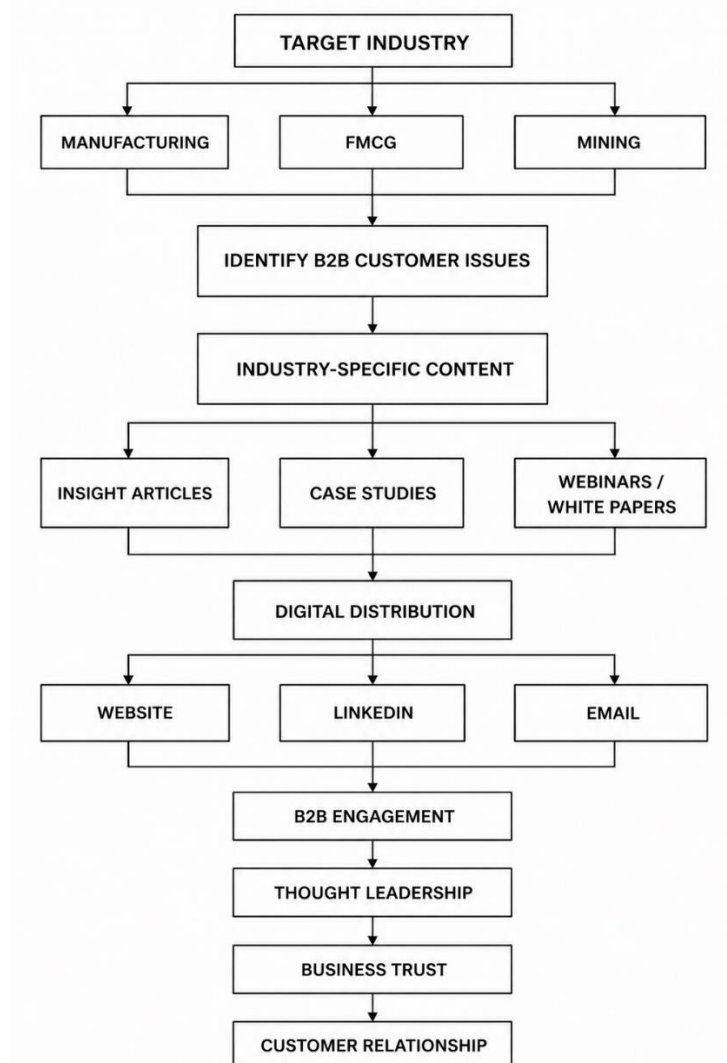


Figure 3. B2B Logistics Thought Leadership & Account-Based Content

Figure 3 illustrates the recommended B2B Logistics Thought Leadership & Account-Based Content strategy for PT Kereta Api Logistik. The strategy begins by identifying target industries, such

as manufacturing, FMCG, and mining. Identifying target industries ensures that marketing communication is not generic but is instead tailored to the characteristics and needs of each B2B customer segment.

The next stage involves identifying B2B customer problems. At this stage, the company needs to understand the needs, problems, and logistics challenges faced by each industry. For example, the manufacturing industry may have needs related to the efficient distribution of raw materials, whereas the mining industry may have different requirements related to commodity distribution.

The results of this identification process then serve as the basis for developing industry-specific content. Content may take the form of articles or *industry insights*, *case studies*, as well as webinars or *white papers*. Through this approach, content does not merely function as a promotional medium but also provides information and solutions that are relevant to customers.

The content is subsequently distributed through various digital channels, particularly websites, LinkedIn, and email. The website can serve as a comprehensive information hub, LinkedIn can be used to reach B2B professionals and decision-makers, while email can be used to deliver information in a more targeted manner to prospects or existing customers.

The distribution of relevant content is expected to generate B2B engagement, reflected in customers' attention, interaction, and interest in the information or solutions offered by the company. Consistent engagement can subsequently establish *thought leadership*, referring to the company's position as a credible source of knowledge and expertise in the logistics field.

Furthermore, thought leadership is expected to strengthen business trust. When customers perceive the company as a competent source of information and solutions, their confidence in the company's ability to address their logistics needs may also increase.

The final stage is the development of customer relationships. These relationships should not be oriented solely toward individual transactions but should instead be directed toward long-term business relationships through communication, solution provision, and continuous value creation.

This model demonstrates that the recommended strategy transforms the digital marketing approach from general corporate communication into communication that is more specific, relevant, and oriented toward B2B customer needs.

This strategy is consistent with the characteristics of B2B marketing because customers require relevant and credible information before making decisions. Customer journey-oriented content marketing can help companies build engagement and support customer decision-making processes (Terho et al., 2022).

Comparison of Existing and Recommended Strategies

Table 7. Strategy Comparison

Aspect	Existing Condition	Recommended Strategy	Change
Website	Information hub	<i>Lead generation hub</i>	Information → conversion
Content	Corporate publications	<i>Industry insights</i> & case studies	Company-centric → customer-centric
Social Media	Communication and publication	Content distribution + social selling	Awareness → engagement/lead
Customer Journey	Multiple <i>touchpoints</i>	Integrated <i>touchpoints</i>	Separate channels → integrated journey
Lead Generation	Not yet a primary focus	CTA + landing page + sales follow-up	Traffic → business lead
Targeting	Relatively general	Account/industry-based content	Mass communication → targeted B2B
Relationship	Communication	Nurturing and account-based communication	Communication → business relationship

B2B Digital Marketing Strategy Integration Model

The two recommended strategies complement each other. B2B Logistics Thought Leadership & Account-Based Content functions to build awareness, credibility, and trust, whereas Integrated B2B Digital Lead Generation functions to convert that engagement into business prospects.

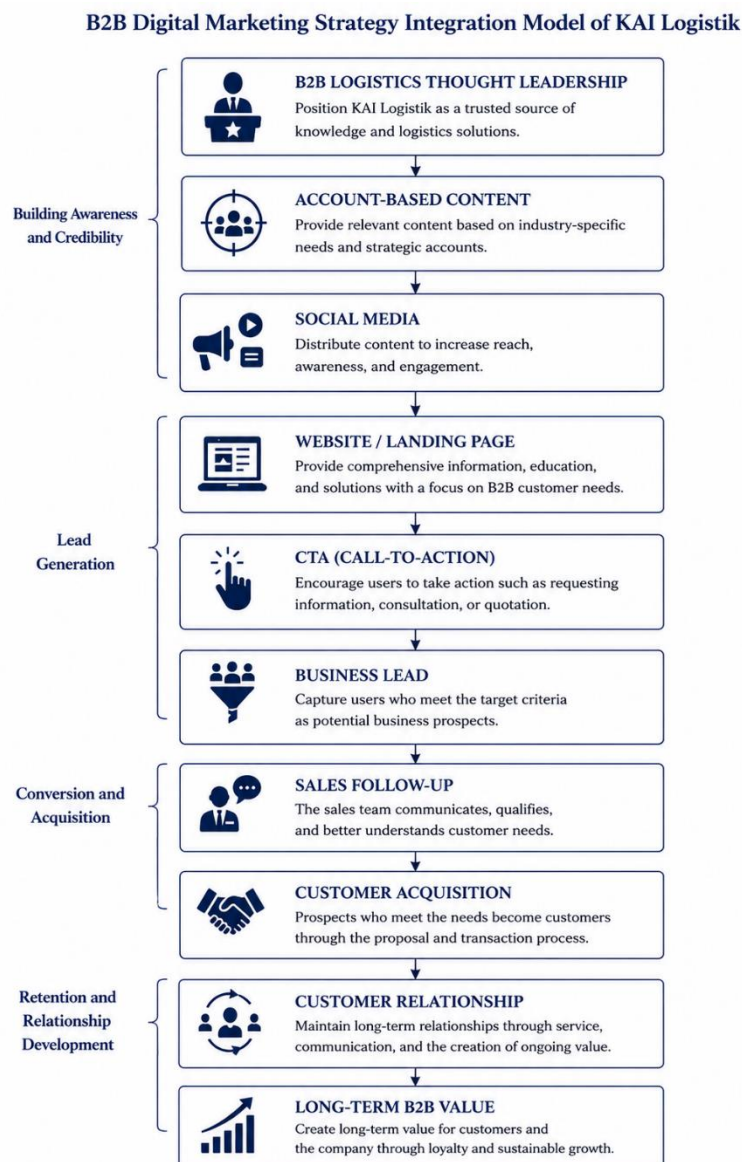


Figure 4. B2B Digital Marketing Strategy Integration Model of KAI Logistik

The model illustrates a shift in orientation from digital presence toward an integrated digital marketing system. Through this model, each digital activity is connected to specific stages of the customer journey and corresponding business objectives.

Synthesis of the B2B Digital Marketing Strategy Analysis

The findings indicate that KAI Logistik has established a relatively strong digital marketing foundation. The company not only has a website and social media platforms but also continues to develop digital services such as KAI Logistik TRAX. In 2025, the company recorded increased use of TRAX while expanding its service point coverage and improving the user experience through UI/UX enhancements.

These findings indicate that the company has moved toward an increasingly digitalized logistics business model. However, digital service development and digital marketing should be viewed as two interconnected but distinct aspects. Digital services such as TRAX primarily facilitate service delivery processes, whereas digital marketing must be capable of attracting, educating, convincing, and converting prospective customers.

In this context, the website serves as an information center and potential conversion channel, content marketing functions to build knowledge and credibility, while social media functions as a

distribution and engagement channel. These three elements need to be connected through an integrated customer journey.

This finding is consistent with Lundin and Kindström (2023), who demonstrate that B2B customer journey digitalization is not limited to the addition of digital channels but also encompasses the digitalization of touchpoints and the overall customer journey.

Similarly, Terho et al. (2022) demonstrate that B2B content marketing should be developed based on customer activities throughout the customer journey. Therefore, KAI Logistik's content strategy needs to move toward content that is more relevant to customer and industry-specific challenges.

Accordingly, the two strategies recommended in this study represent efforts to address this gap. The first strategy focuses on the process of converting digital interactions into business leads, whereas the second focuses on building credibility and relationships with B2B customers.

Summary of Discussion Findings

Table 8. Summary of Research Findings

Research Question	Findings
1. What B2B digital marketing strategies are implemented by KAI Logistik?	The main strategies analyzed are website marketing, content marketing, and social media marketing, supported by various digital services, including TRAX.
2. What are their strengths and weaknesses?	The strengths include the availability of a digital ecosystem, official channels, corporate content, and continuously developing digital services. The weaknesses include opportunities to strengthen channel integration, customer-centric content, B2B engagement, and lead generation.
3. What strategies are recommended?	Integrated B2B Digital Lead Generation and B2B Logistics Thought Leadership & Account-Based Content.

Based on the analysis, PT Kereta Api Logistik has a relatively strong digital marketing foundation through website marketing, content marketing, social media marketing, and the development of digital services such as KAI Logistik TRAX. The increase in TRAX usage in 2025 indicates that digitalization has become an important component in the development of customer experience.

However, the evaluation indicates that the primary opportunity for development does not lie merely in adding new digital channels, but rather in integrating existing digital channels to support the customer journey and B2B marketing objectives.

Therefore, this study recommends two new strategies, namely Integrated B2B Digital Lead Generation and B2B Logistics Thought Leadership & Account-Based Content. The first strategy is designed to connect digital activities with the processes of acquiring and converting business leads, while the second is intended to build credibility, relevance, and long-term relationships with corporate customers.

CONCLUSION

Based on the analysis of the Business-to-Business (B2B) digital marketing strategy at PT Kereta Api Logistik, it can be concluded that the company has established a relatively comprehensive digital marketing ecosystem through website marketing, content marketing, social media marketing, and the development of the KAI Logistik TRAX digital service. The website functions as an information source and digital touchpoint, content marketing serves as a means of providing information and building credibility, while social media marketing plays a role in increasing awareness and engagement. Nevertheless, the effectiveness of these strategies can still be improved through cross-channel integration so that all digital activities can support the customer journey in an integrated manner.

The main strength of KAI Logistik's digital marketing strategy lies in the availability of various digital channels and services that can serve as digital touchpoints for customers. However, cross-channel integration needs to be strengthened, while content marketing needs to shift from merely communicating company information toward more customer-centric and industry-specific content. The

website and social media should also be optimized to support B2B engagement and lead generation so that digital activities have a clearer connection with the sales process.

Based on this evaluation, the study recommends Integrated B2B Digital Lead Generation and B2B Logistics Thought Leadership & Account-Based Content. The first strategy integrates social media, content marketing, websites or landing pages, calls-to-action, business leads, and sales follow-up to transform digital activities from merely building awareness into a process capable of generating and converting business prospects. The second strategy develops content based on industry characteristics and customer needs to strengthen credibility, thought leadership, trust, and long-term business relationships.

Therefore, improving the effectiveness of KAI Logistik's B2B digital marketing does not primarily require the addition of new digital channels, but rather the optimization and integration of existing channels so that they can support all stages of the process, from awareness and engagement to lead generation, customer acquisition, and customer relationship management.

Based on the research findings, KAI Logistik is advised to strengthen the integration of its website, content marketing, social media, and sales functions by clearly defining the role of each channel within the customer journey. This would enable prospective customers to be systematically guided from the information acquisition stage toward business communication. Content development should also become more specific to industry sectors and customer challenges, such as manufacturing, FMCG, mining, and other sectors, through formats such as *industry insights*, *case studies*, webinars, and *white papers*. This approach can enhance communication relevance while strengthening the company's thought leadership.

In addition, the website and social media should incorporate clearer calls-to-action, such as *Request for Quotation*, *Logistics Solution Consultation*, and *Contact Sales*, so that digital activities can generate business leads that can subsequently be followed up by the marketing and sales teams. Effectiveness measurement should also extend beyond the number of followers, reach, and engagement to include business-oriented indicators such as qualified leads, requests for quotation, conversion rate, sales follow-up, customer acquisition, and the contribution of digital channels to the sales process.

For future research, this study can be extended by employing primary data through interviews with KAI Logistik representatives and corporate customers, as well as quantitative approaches to measure the relationships between digital marketing activities and customer engagement, lead generation, customer satisfaction, and B2B customer purchasing decisions. Such development is expected to provide more objective measurements of digital marketing effectiveness while complementing the qualitative findings of the present study.

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