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Analysis of Business-to-Business Digital Marketing Strategies as a Basis for Strategy Development at PT Samudera Indonesia Tbk

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ABSTRACT

This study analyzed the business-to-business digital marketing strategies implemented by PT Samudera Indonesia Tbk and formulated directions for their development. A descriptive case-study approach was used with secondary data obtained from the company website, social media, annual reports, sustainability reports, and corporate publications. The data were analyzed by identifying digital channels, evaluating relevant indicators, synthesizing strengths and weaknesses, and formulating recommendations. The findings showed that the company had used a corporate website, content marketing, and social media marketing to build credibility, transparency, and communication reach. However, implementation had remained dominated by corporate communication and had not optimally generated qualified leads, provided solution-oriented content, or developed professional interaction. The study recommended account-based marketing and thought leadership content marketing integrated with the website, LinkedIn, and customer relationship management. This integration was expected to strengthen the customer journey from awareness to conversion and long-term relationships while improving the strategic contribution of digital marketing to business development.



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INTRODUCTION

Digital transformation has changed how companies interact with corporate customers. Marketing activities that previously relied on face-to-face meetings, personal networks, exhibitions, and conventional communication have expanded to corporate websites, search engines, professional social media, email, customer relationship management systems, and data analytics. Digital marketing therefore functions not only as a promotional medium but also as a means of building credibility, educating prospects, generating leads, and maintaining long-term business relationships (Chaffey & Ellis-Chadwick, 2022; Kotler, 2021).

This change is particularly important in the transportation and logistics industry. As an archipelagic country, Indonesia requires integrated shipping, land transportation, warehousing, freight forwarding, terminal, and supply-chain services. The growth of manufacturing, electronic commerce, industrial estates, and export and import activity increases the demand for logistics services while intensifying competition. Companies compete not only through price, capacity, and network coverage, but also through accessible information, transparency, reliability, and the ability to explain business solutions to customers.

The economic context indicates substantial market opportunities for transportation and logistics companies in Indonesia. Indonesia's economy grew by 5.03% in 2024 and increased further by 5.11% in 2025, reflecting relatively stable economic expansion and sustained demand for the movement of goods, services, and industrial inputs. More specifically, the transportation and warehousing sector recorded growth of 8.98% in 2025, exceeding the overall national economic growth rate. This performance demonstrates the sector's increasingly important role in supporting trade, manufacturing, e-commerce, distribution activities, and national supply-chain connectivity.

Despite these favorable conditions, the logistics industry continues to face structural and operational challenges. Indonesia's Logistics Performance Index score of 3.0 in 2023 indicated that

improvements were still required in several dimensions, including transportation infrastructure, customs efficiency, logistics service competence, shipment tracking, and delivery timeliness. These limitations may increase logistics costs, reduce operational predictability, and influence customers' perceptions of service quality and reliability.

The combination of expanding market demand and persistent performance pressure creates a competitive environment in which logistics companies must distinguish themselves not only through physical service capabilities but also through the quality of their communication. Credible digital communication can help companies explain complex logistics processes, demonstrate service competence, communicate operational transparency, and provide customers with timely information regarding shipment status and potential disruptions. Therefore, an integrated digital communication strategy becomes an important component of competitiveness, as it can strengthen customer confidence, reduce perceived risk, support long-term business relationships, and position transportation and logistics companies as reliable partners in managing increasingly complex supply chains (Badan Pusat Statistik, 2025; World Bank, 2023).

Table 1 Empirical Indicators Supporting the Analysis

Indicator	Data	Implication
Indonesian economic growth in 2024	5.03%	Business and distribution activity remained strong
Indonesian economic growth in 2025	5.11%	Demand for transportation and logistics increased
Transportation and warehousing growth in 2025	8.98%	The market expanded and became more competitive
Indonesia LPI score in 2023	3.0 out of 5	Reliability and service transparency require improvement
Indonesia LPI position in 2023	63rd of 139 countries	There is room to improve logistics competitiveness
Company business scope	Shipping, logistics, terminals, land transport, and ship management	Communication must explain integrated solutions

Source: Badan Pusat Statistik, World Bank, and PT Samudera Indonesia Tbk; processed by the author.

PT Samudera Indonesia Tbk is an integrated shipping and logistics company serving corporate customers in manufacturing, trade, export and import, cargo ownership, and other industries. Its business ecosystem includes shipping, logistics, terminals, warehousing, land transportation, freight forwarding, and ship management. Purchasing decisions are complex because they involve multiple members of the buying center, including procurement, operations, finance, logistics, risk management, and top management. Customers evaluate not only price but also operational networks, safety, capacity, experience, compliance, tracking technology, and the ability to handle specific requirements (Cabanelas et al., 2023; Kotler & Keller, 2021).

These characteristics require a marketing strategy capable of supporting a lengthy decision-making process. A corporate website should function as both an information center and a conversion point rather than merely as a corporate profile. Digital content should explain customer problems, service benefits, project experience, network coverage, safety standards, and quotation procedures. Professional social media, particularly LinkedIn, should reach organizational decision-makers, while customer relationship management integration is needed to ensure systematic lead follow-up.

The information required by members of the buying center also varies according to their organizational responsibilities. Procurement personnel generally seek clear service specifications, quotation procedures, commercial terms, and evidence of supplier reliability. Operational managers require information about network coverage, capacity, schedules, tracking, safety, and the handling of disruptions. Senior management is more likely to evaluate reputation, governance, sustainability, strategic compatibility, and the long-term value of the relationship. Digital communication must therefore provide different levels of detail while maintaining a consistent value proposition across all customer touchpoints (Cabanelas et al., 2023; Lemon & Verhoef, 2016).

This requirement makes channel integration particularly important in B2B logistics marketing. A prospective customer may first encounter the company through LinkedIn, continue the evaluation through a service page or corporate report, download a technical document, and only later request a quotation. When these interactions are connected, the company can reduce information gaps, identify customer

interests, and provide a more relevant response. When they operate separately, the customer must repeatedly search for information, while the company loses opportunities to understand and follow up digital interest.

Previous studies have shown that digital marketing capabilities contribute to firm performance when technology, data, content, and organizational processes are integrated (Cioppi et al., 2023; Homburg & Wielgos, 2022). In B2B marketing, relevant content assists prospective customers in preliminary evaluation and reduces perceived risk. Content marketing becomes more effective when it is aligned with customer journey stages and connected to marketing automation (Järvinen & Taiminen, n.d.; Salonen et al., 2024).

Social media performs a similar strategic function. Its success cannot be evaluated solely through followers or impressions but should also be assessed through interaction quality, professional network development, trust formation, and contribution to business opportunities. Prior research emphasizes that B2B social media marketing should combine information distribution, interaction, social selling, and integration with the sales process (Ancillai et al., 2019; Dwivedi et al., 2023).

Although PT Samudera Indonesia Tbk has an official website, corporate publications, annual and sustainability reports, and multiple social media channels, channel availability does not automatically demonstrate marketing effectiveness. Digital activity may remain limited to corporate communication when it lacks prominent calls to action, solution-oriented content, lead-capture mechanisms, industry personalization, and performance indicators connected to conversion.

The research gap addressed in this study concerns an integrated evaluation of the company's three primary channels—the corporate website, content marketing, and social media marketing—within the B2B customer journey. The analysis not only identified the channels used but also examined whether they supported lead generation, customer engagement, and conversion. Based on this evaluation, the study proposed two development directions: account-based marketing and thought leadership content marketing.

This study aimed to identify PT Samudera Indonesia Tbk's B2B digital marketing strategies, evaluate their implementation strengths and weaknesses, and formulate recommendations to improve lead quality, communication effectiveness, and long-term relationships with corporate customers. Theoretically, the study extends the application of digital marketing to transportation and logistics companies. Practically, it provides a channel-development framework that is more closely aligned with customer needs and business objectives.

RESEARCH METHODS

This study used a descriptive approach and a case-study method focused on PT Samudera Indonesia Tbk. The approach was selected to describe digital marketing implementation systematically in its real organizational context and to formulate evidence-based recommendations. A case study is appropriate when a contemporary phenomenon is examined together with its context and the boundaries between the two are not fully distinct (Yin, 2003).

The study used secondary data obtained from PT Samudera Indonesia Tbk's official website, service pages, company news, official social media channels, annual reports, sustainability reports, and other relevant corporate publications. The units of analysis were the three strategies used most consistently: the corporate website, content marketing, and social media marketing. Observation focused on channel functions, information completeness, content patterns, interaction, and the connection between digital channels and marketing and sales processes.

The analysis was completed in four stages. First, digital channels and materials were identified according to their communication functions and target audiences. Second, each strategy was evaluated using indicators derived from B2B digital marketing literature. Website evaluation covered information completeness, navigation, professional appearance, updating, calls to action, success evidence, and lead-generation potential. Content evaluation covered consistency, relevance, educational value, credibility, case studies, and thought leadership. Social media evaluation covered platform presence, posting consistency, professionalism, engagement, social selling, and community building.

Third, the evaluation results were synthesized to identify strengths, weaknesses, and cross-channel gaps. Fourth, recommendations were formulated by matching those gaps with B2B market characteristics, the customer journey, and the need for marketing-sales integration. Findings were presented descriptively through comparative tables and theoretical interpretation. Because the study relied only on publicly

available secondary data, the results represent externally observable digital capabilities and did not directly measure managerial or customer perceptions.

To improve analytical consistency, the observations were organized in a comparative matrix linking each channel with its communication function, target audience, available content, conversion mechanism, and relationship with the sales process. Information from one channel was compared with material published through other company channels to examine message consistency, the availability of supporting evidence, and the clarity of the next action offered to users. This cross-channel comparison supported the identification of gaps that might not be visible when each platform is assessed separately.

The assessment remained qualitative because the purpose was to map observable strategic functions rather than calculate a numerical performance score. The interpretation was connected to the concepts of the B2B customer journey, lead generation, social selling, account-based marketing, and CRM integration. Consequently, the study did not infer a direct causal relationship between digital activity and financial performance. Instead, it identified areas in which the existing digital ecosystem could be developed to support more measurable marketing and sales outcomes.

RESULTS AND DISCUSSION

Company Digital Marketing Implementation

PT Samudera Indonesia Tbk has developed a digital communication ecosystem through its official website, digital publications, annual and sustainability reports, and social media platforms. The website functions as a central information hub for business groups, services, operational networks, corporate news, investor relations, governance, and sustainability initiatives. Content marketing is implemented through company news, formal reports, operational updates, corporate achievements, and environmental, social, and governance information that strengthen transparency and credibility. Social media, particularly LinkedIn, extends the distribution of this information to customers, business partners, investors, professionals, and other stakeholders. Together, these channels support corporate visibility, facilitate access to relevant information, and reinforce the company’s professional image in the transportation and logistics industry.

At the operational level, these channels perform complementary roles. The website provides relatively stable and detailed information, corporate publications supply formal evidence of performance and governance, and social media supports timely distribution and audience reach. This combination is valuable in B2B markets because prospective customers often require both concise introductory information and more comprehensive documents before contacting a provider. The existing ecosystem therefore supports the early stages of the customer journey, particularly awareness, initial evaluation, and credibility formation.

Nevertheless, a digital ecosystem becomes a marketing system only when the channels guide audiences toward a clear next step. Corporate information should be connected to service pages, relevant content, consultation options, and identifiable sales follow-up. Without these connections, digital channels may successfully communicate corporate activity but provide limited support for demand generation, opportunity development, and relationship management. The distinction between communication presence and marketing capability becomes central to the evaluation that follows.

Table 2 Identification of Digital Marketing Strategies

Strategy	Implementation	Primary Purpose
Corporate Website	Profile, services, network, news, ESG, investor relations, and business contacts	Digital information and communication center
Content Marketing	News, reports, project publications, and ESG information	Credibility, education, and transparency
Social Media Marketing	LinkedIn, Instagram, Facebook, X, and YouTube	Reach, professional image, and interaction

The scale of the company strengthens the need for consistent digital communication. According to corporate reports, 2024 service revenue was approximately USD 737.4 million and profit for the year was approximately USD 77.0 million. Extensive operations and service diversity require information that can be understood by different customer groups. At the initial customer journey stage, the existing digital channels provide an adequate foundation for awareness, transparency, and credibility.

Corporate Website Evaluation

The corporate website is strong in information completeness, navigation, and professional appearance. Prospective customers can find the company profile, business groups, shipping and logistics services, publications, reports, and contact information. These features support preliminary evaluation and demonstrate the company's capacity as an integrated service provider.

However, the website functions more strongly as a corporate communication medium than as a demand-generation instrument. Calls to action such as request for quotation, consultation with a logistics expert, or request for a business solution are not prominently positioned. Service pages are also not consistently supported by industry landing pages, case studies, testimonials, and customer success stories. Consequently, visitors receive information but are not always directed toward an action that can be recorded as a business lead.

This finding supports the argument that digital-channel quality should be connected to marketing capability and firm performance rather than evaluated only through visual quality (Homburg & Wielgos, 2022). An informative website builds credibility, but conversion requires data-capture mechanisms, specific value propositions, and follow-up integrated with the sales team.

A stronger conversion-oriented architecture would separate general corporate information from pathways designed for prospective business customers. Visitors should be able to navigate by industry, service requirement, geographic coverage, cargo type, or supply-chain problem. Each service page could combine a concise value proposition, service scope, operational evidence, relevant standards, frequently asked questions, and a direct option to request consultation or a quotation. Such a structure would reduce the effort required by different members of the buying center to locate information and would support a more efficient preliminary evaluation.

Trust signals should also be placed closer to the relevant conversion points. Case summaries, network maps, certifications, safety practices, service-level indicators, and examples of problem resolution can help prospective customers evaluate risk before making contact. In addition, website analytics should distinguish general visits from higher-intent behavior, such as repeated access to service pages, document downloads, quotation-form activity, or visits from target accounts. These signals can provide useful context for subsequent sales follow-up without changing the website's role as a credible corporate information source.

Content Marketing Evaluation

The company's content marketing demonstrates good consistency in publishing corporate news, annual reports, sustainability reports, ESG information, operational activities, awards, and business development. Such content is important for demonstrating governance, transparency, operational scale, and continuity. For B2B customers, this evidence can reduce uncertainty regarding the credibility of a service provider.

The main weakness is the dominance of corporate news. Content explaining supply-chain efficiency, transportation digitalization, risk management, industry-specific solutions, market analysis, case studies, and customer achievements remains limited. Corporate customers need information that helps them solve problems and compare alternatives. Content delivered at the appropriate customer journey stage can generate stronger engagement (Salonen et al., 2024).

The company is therefore strong in transparency but has not fully positioned content as an educational and demand-generation instrument. White papers, industry insights, technical articles, case studies, webinars, and customer success stories are required so that content answers not only what the company does but also how it solves customer problems.

Content development should be mapped to the information needs of customers at different decision stages. At the awareness stage, short industry insights, infographics, and expert commentary can draw attention to operational challenges. At the consideration stage, white papers, technical explainers, service comparisons, videos, and case studies can demonstrate how specific solutions work. At the decision stage, customers require clearer evidence of implementation capability, performance standards, project experience, risk controls, and access to the business team. This structure would give each publication a defined role rather than treating all content as general corporate information.

An editorial governance process is also needed to maintain relevance and credibility. Marketing personnel can coordinate with experts in shipping, terminals, warehousing, safety, technology, and sustainability to identify recurring customer questions and convert them into useful material. One

substantive source, such as a webinar or white paper, can be repurposed into shorter articles, LinkedIn posts, visual summaries, email content, and sales-support materials. This approach improves consistency, extends the value of expert knowledge, and allows content performance to be assessed through downloads, inquiries, and engagement from priority accounts.

Social Media Marketing Evaluation

PT Samudera Indonesia Tbk is present on LinkedIn, Instagram, Facebook, X, and YouTube. Posting consistency and corporate identity support visibility and a professional image. LinkedIn is the most relevant B2B channel because it enables the company to reach professionals and decision-makers in logistics, procurement, manufacturing, trade, and supply-chain management.

Nevertheless, communication remains predominantly one-way. Many posts report activities or corporate achievements, while professional conversations, industry discussions, polls, webinars, consultative responses, and social selling are not yet the dominant pattern. B2B social media creates the greatest value when it builds networks, develops relationships, and connects digital interaction with sales opportunities (Ancillai et al., 2019; Dwivedi et al., 2023).

Improvement does not require additional platforms. The priority is to clarify the function of each channel, increase participatory content, involve company experts, and direct audiences to valuable materials or conversion pages. Performance measurement should also shift from impressions and followers toward decision-maker engagement, content downloads, consultation requests, and qualified leads.

The involvement of internal specialists can make social-media communication more credible and useful. Practitioners in shipping operations, terminal management, warehousing, safety, sustainability, and digital systems can contribute expert commentary, short technical explanations, webinar sessions, or responses to relevant industry discussions. Their participation gives the company a human and professional voice while demonstrating the depth of expertise behind its services. Within a social-selling approach, these interactions are not intended as immediate sales messages but as a process of building familiarity, trust, and permission for further business communication.

Clear platform roles would further improve efficiency. LinkedIn can be prioritized for B2B insight, professional interaction, recruitment branding, and traffic to service or content pages. YouTube can support demonstrations, interviews, and longer educational material, while other platforms can maintain broader corporate visibility. The company does not need to publish identical material on every channel; instead, each platform should contribute to a connected journey and direct relevant audiences toward deeper information or a defined conversion action.

Synthesis of Evaluation Results

Taken together, the three channels provide a sound digital foundation, but their current use remains largely dominated by a *corporate communication* orientation. The website serves as the primary information center by presenting corporate profiles, service portfolios, operational networks, governance information, sustainability commitments, and company updates. Content marketing reinforces transparency and corporate credibility by communicating achievements, reports, operational activities, and environmental, social, and governance initiatives. Social media, particularly LinkedIn, functions as the main distribution and interaction channel by extending the reach of this information to customers, business partners, investors, professionals, and other stakeholders. These functions contribute positively to brand visibility, reputation building, and stakeholder awareness.

However, the relationship among these channels has not yet consistently formed an integrated customer journey that moves prospective customers from awareness and consideration to lead generation, conversion, and long-term relationship development. Content distributed through social media does not always direct audiences to specific service pages, downloadable resources, consultation forms, or other conversion points. At the same time, the website still provides limited mechanisms for capturing visitor information, identifying customer interests, and ensuring systematic follow-up by the sales team. This weakens the company's ability to transform digital attention into qualified business opportunities.

A more integrated approach is therefore required. Social media content should direct audiences toward relevant landing pages, industry-specific solutions, case studies, RFQ forms, or consultation facilities on the website. Information collected through these conversion points should then be recorded in the customer relationship management system, classified according to account potential and customer needs, and transferred to the appropriate sales personnel for timely follow-up. Such integration would allow

the company to monitor customer movement across channels, evaluate the contribution of each campaign, and provide more personalized communication throughout the decision-making process.

By linking digital content, conversion features, CRM data, and sales activities, each channel can contribute not only to corporate visibility but also to measurable business outcomes. The company would be better positioned to increase qualified leads, shorten response time, improve conversion rates, strengthen customer retention, and develop sustainable professional relationships. In this way, the digital ecosystem could evolve from a collection of communication channels into an integrated marketing and sales system that directly supports long-term business growth.

Table 3 Synthesis of Digital Marketing Strategy Evaluation

Strategy	Strength	Main Gap	Implication
Corporate Website	Complete information, good navigation, professional appearance	Calls to action, RFQ, case studies, and lead generation are not optimal	Visitor-to-lead conversion remains low
Content Marketing	Consistent and credible corporate publications	Educational content, industry solutions, white papers, and case studies are limited	Thought leadership and customer education remain weak
Social Media Marketing	Strong multi-platform presence and corporate identity	Interaction, social selling, and community building are limited	Digital customer relationships are not fully developed

Table 3 shows that the company's principal challenge is not the absence of digital channels but the limited connection between channel strengths and commercial outcomes. The website already supplies information, content already supports credibility, and social media already creates reach. However, each channel requires clearer conversion functions and stronger links to the next stage of the customer journey. The value of the ecosystem will therefore depend on how effectively information, interaction, data capture, and sales follow-up are coordinated.

The principal gap is not a shortage of channels but insufficient functional optimization and integration. Social media content does not always direct audiences to specific service pages or materials. The website lacks prominent conversion mechanisms. Data from digital interactions do not appear to be systematically connected to CRM and sales follow-up. This condition limits the company's ability to measure digital contributions to revenue and customer relationships.

The practical implication is that channel performance should be evaluated through connected indicators. A social-media post is more valuable when it attracts the intended professional audience and directs that audience to relevant material. A content asset is more valuable when it helps identify a customer problem or increases readiness to discuss a solution. A website visit becomes strategically meaningful when it can be associated with a target account, an inquiry, or a documented follow-up. This connected perspective shifts evaluation from isolated communication metrics toward contribution across the entire customer journey.

The synthesis reinforces earlier research showing that marketing transformation requires the integration of technology, organizational capabilities, customer experience, and performance measurement (Cioppi et al., 2023). Digitalizing channels without designing a customer journey creates digital presence; strategic contribution emerges when the channels operate as one system.

Strategy Development Recommendations

The first recommendation is account-based marketing (ABM). This strategy concentrates marketing and sales activities on high-value corporate accounts. The company can select accounts according to industry, shipment volume, location, requirement complexity, contract potential, and long-term cooperation opportunities. After priority accounts are identified, messages, content, website pages, LinkedIn campaigns, and sales communication can be adapted to the problems of each industry.

ABM is relevant because PT Samudera Indonesia Tbk's customers have different requirements. Manufacturing companies require supply reliability and visibility; mining companies emphasize capacity, safety, and location access; trading companies require network coverage and speed; and exporters-importers consider shipping, customs, and international integration. Personalization allows the company to explain value more specifically than mass communication.

Implementation can begin with a limited number of priority accounts so that the company can test the process before scaling it. Marketing and sales teams should jointly define selection criteria, map the relevant decision-makers, identify account-specific operational issues, and determine the most appropriate value proposition. Engagement can then be coordinated through personalized landing pages, targeted LinkedIn communication, selected industry content, webinars, email, and direct sales contact. Progress should be reviewed at the account level, including engagement depth, opportunity development, response time, and movement through the sales pipeline.

The second recommendation is thought leadership content marketing. The company should establish its position as a source of knowledge on shipping, logistics, supply chains, safety, sustainability, and digitalization. Content may include white papers, trend analyses, case studies, webinars, podcasts, technical articles, and customer success stories. It should be organized around customer problems and journey stages, then distributed through the website, LinkedIn, email, and professional activities.

Thought leadership should be developed through a small number of consistent themes that reflect the company's capabilities and customer priorities. Possible themes include supply-chain resilience, multimodal integration, shipment visibility, operational safety, sustainable logistics, port and terminal efficiency, and the use of digital technology in transportation. Each theme can be supported by expert authors, practical evidence, and a publication calendar. Consistency is important because thought leadership is built through repeated demonstration of useful knowledge rather than through occasional corporate announcements.

Both strategies should be integrated with the corporate website and customer relationship management system to create a continuous marketing and sales process. The website should function as the main conversion hub through RFQ forms, consultation forms, industry-specific landing pages, downloadable content, live chat facilities, and clear calls to action that make it easier for prospective customers to communicate their needs. Each landing page should present relevant service information, value propositions, evidence of experience, and appropriate contact options based on the customer's industry and stage in the decision-making process. LinkedIn should serve as a distribution and interaction channel for sharing industry insights, promoting thought leadership content, directing audiences to specific service pages, and initiating professional conversations with potential decision-makers.

Meanwhile, the CRM should record lead sources, target accounts, customer profiles, identified needs, accessed materials, interaction history, negotiation stages, assigned sales personnel, and follow-up activities. This information would help marketing and sales teams develop a shared understanding of each opportunity and provide more relevant communication throughout the customer journey. The system could also be used to classify leads based on their level of interest, business potential, and readiness to proceed, allowing the sales team to focus on the most promising accounts.

Such integration would make it possible to trace the contribution of each channel, campaign, and content asset to lead generation and conversion. Marketing performance could then be evaluated not only through impressions, website traffic, or engagement, but also through the number of qualified leads, response time, conversion rate, contract value, and customer retention. As a result, marketing activities would become more measurable, coordinated, and accountable, while the sales team could prioritize high-potential opportunities, respond more quickly, and provide a more personalized experience to prospective customers.

Implementation should proceed in stages to control complexity, reduce operational risk, and support organizational learning. A phased approach would allow PT Samudera Indonesia Tbk to test the effectiveness of each initiative before committing broader resources. The first stage can focus on defining high-priority target accounts, clarifying the criteria used to assess account potential, improving key calls to action, creating several industry-specific landing pages, and producing one or two flagship content assets. These initial activities should be concentrated on selected customer segments so that the company can evaluate whether personalized messages and conversion mechanisms generate stronger engagement than general corporate communication.

The second stage can focus on integrating digital forms with the CRM system, establishing lead-routing rules, assigning clear follow-up responsibilities, and defining shared performance indicators for the marketing and sales teams. Each incoming lead should be categorized according to source, industry, service interest, business potential, and readiness to proceed. Clear service-level standards are also needed to determine how quickly leads should be contacted and which team or business unit should manage each

opportunity. This stage would improve coordination, prevent potential leads from being overlooked, and create a more consistent customer experience.

After sufficient initial data become available, the company can compare lead quality, response time, engagement, conversion rates, and opportunity progression across channels, industries, and content types. The findings can then be used to refine landing pages, content themes, account-selection criteria, and follow-up processes. Once the model demonstrates consistent results, it can be extended gradually to additional services, customer segments, industries, and operational regions. This step-by-step process would enable the company to scale its digital marketing strategy based on evidence, while maintaining flexibility and minimizing the risk of implementing an overly complex system without adequate organizational readiness.

Table 4 Strategy Development Implementation Plan

Stage	Activity	Channel/System	Expected Output
Account identification	Select priority companies by sector and business potential	Customer data and CRM	Target-account list
Value personalization	Prepare messages and content for industry problems	Website, LinkedIn, email	More relevant content
Content strengthening	Publish white papers, case studies, industry insights, and webinars	Website and social media	Credibility and thought leadership
Digital conversion	Add RFQ, consultation, landing pages, and content downloads	Website and CRM	Qualified business leads
Follow-up	Connect marketing activities with the sales team	CRM and sales team	Higher conversion opportunities

Table 4 emphasizes that strategy development should be translated into an operational sequence rather than implemented as separate promotional activities. Account selection provides the basis for personalization, content supplies knowledge and evidence, the website captures interest, and CRM supports coordinated follow-up. The output of each stage becomes an input for the next stage. After these implementation responsibilities have been established, the role of each channel should be mapped across the B2B customer journey so that audiences receive appropriate information and actions from initial awareness to relationship development, as presented in Table 5.

Table 5 Channel Integration Across the B2B Customer Journey

Stage	Channel	Main Activity	Output
Awareness	LinkedIn, website, social media	Industry insights, infographics, webinars	Reach and awareness
Consideration	Website, white papers, case studies	Service information and success evidence	Understanding and trust
Lead generation	Website	RFQ, digital consultation, calls to action	Qualified leads
Conversion	CRM and sales team	Solution presentation, follow-up, negotiation	Customer conversion
Relationship	Email, LinkedIn, webinars	Continuous education and service updates	Retention and long-term cooperation

Table 5 illustrates that no single channel can perform every function across the customer journey. Social media and industry insight create awareness, the website and substantive content support consideration, conversion features capture demand, and CRM with the sales team advances negotiation and follow-up. Email, LinkedIn, webinars, and service updates then maintain the relationship after the initial transaction. The table therefore positions digital marketing as a connected process in which channel roles change according to customer needs and decision stages.

Managerial Implications

Implementing the recommendations changes marketing orientation from general communication to account and customer-needs management. Marketing should collaborate with sales, operations, information technology, and service experts to select accounts, prepare materials, and ensure that marketing

claims are supported by operational capabilities. Data governance and a common definition of a qualified lead are also required so that marketing indicators can be compared with sales outcomes.

Performance measures should include service-page traffic, RFQ completion rates, content downloads, webinar participation, target-account engagement, cost per lead, follow-up time, conversion rate, contract value, retention, and digital-channel contribution to revenue. These indicators are more appropriate for the B2B cycle than impressions, posting frequency, or follower growth alone.

Organizational governance is equally important. The company should define channel ownership, content-approval standards, data responsibilities, lead-response targets, and escalation procedures for inquiries requiring operational expertise. Regular cross-functional reviews can compare marketing data with sales-pipeline development and identify whether content themes, target-account choices, and conversion mechanisms remain relevant. Shared definitions are essential because marketing and sales may otherwise classify engagement and qualified leads differently.

Data quality should be maintained through consistent account naming, lead-source categories, activity records, and follow-up status. Access to customer and prospect information should be limited according to organizational roles, while data collection through forms and digital interactions should be transparent and proportionate to business needs. These practices help ensure that greater integration does not merely create more data, but produces reliable information that can support decisions, customer service, and performance evaluation.

Over the long term, effective channel integration can strengthen the perception of PT Samudera Indonesia Tbk as a comprehensive logistics solution partner rather than merely a transportation service provider. Consistent knowledge-based content can reduce customer uncertainty by providing relevant information about logistics processes, industry challenges, and available service solutions. Meanwhile, Account-Based Marketing (ABM) enables the company to deliver more personalized and relevant communication based on the specific needs and characteristics of each business customer. CRM systems further support this strategy by recording customer interactions, monitoring potential opportunities, and ensuring continuous and timely follow-up. The integration of these three elements can improve relationship quality, marketing efficiency, customer satisfaction, and trust. In addition, it can create greater cross-selling and upselling opportunities, strengthen customer loyalty, and ultimately support sustainable business growth and a stronger competitive position in the logistics industry.

CONCLUSION

The study showed that PT Samudera Indonesia Tbk had implemented three principal digital marketing strategies: a corporate website, content marketing, and social media marketing. Together, these channels provided a sound foundation for corporate credibility, transparency, information access, and communication reach. Nevertheless, their implementation remained dominated by corporate communication. The website was not yet fully optimized as a conversion hub, content remained concentrated on corporate news and disclosure, and social media had not consistently developed professional interaction, social selling, or pathways toward qualified business opportunities.

Account-based marketing and thought leadership content marketing were therefore recommended to align digital channels more closely with customer needs and business outcomes. Their implementation requires industry-specific landing pages, prominent RFQ and consultation facilities, solution-oriented content, case studies, webinars, professional LinkedIn interaction, systematic CRM records, and coordinated sales follow-up. When these elements operate within one measurable customer journey, the company can move beyond digital visibility toward stronger lead quality, more relevant communication, and better continuity between marketing and sales.

The proposed framework should be implemented gradually and evaluated through indicators such as target-account engagement, content downloads, consultation requests, qualified leads, response time, conversion, contract development, and retention. Because this study relied on publicly available secondary data, future research should incorporate management interviews, customer surveys, website analytics, CRM data, or marketing-performance records. Such evidence would allow subsequent studies to test how channel integration affects customer trust, opportunity development, conversion, and long-term business performance.

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