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# Analysis Of Brand Image Strengthening Strategy to Enhance The Competitiveness of PT Eleanor Mandiri Indonesia In The Manufacturing Industry

Shela Citra Purwaningsih Harahap<sup>1</sup>, Beby Karina Fawzee Sembiring<sup>2</sup>, Arlina Nurbaity Lubis<sup>3</sup>

<sup>1</sup>Master of Management Study Program, Postgraduate School, Universitas Sumatera Utara, Medan, 20155, Indonesia

<sup>2,3</sup>Department of Management, Faculty of Economic Business, Universitas Sumatera Utara, Medan, 20155, Indonesia

[citraharahap5@gmail.com](mailto:citraharahap5@gmail.com), [baby@usu.ac.id](mailto:baby@usu.ac.id), [arlina@usu.ac.id](mailto:arlina@usu.ac.id)

## Abstract

*In the increasingly competitive era of the manufacturing industry, brand image has become a strategic factor in enhancing a company's competitiveness. PT Eleanor Mandiri Indonesia, a company operating in the production of laboratory equipment, civil tools, and spare parts, faces the challenge of weak brand recognition in the market. This study aims to analyze brand image strengthening strategies to improve competitiveness and expand the company's market share. This research uses a qualitative approach with a case study design. Data collection techniques include in-depth interviews, Focus Group Discussions (FGD), and questionnaire distribution. The collected data were analyzed using SWOT analysis to identify the strengths, weaknesses, opportunities, and threats affecting the company's brand position. The findings show that PT Eleanor Mandiri Indonesia possesses strengths in product quality and the competence of its sales team, as well as opportunities through the use of digitalization and social media. However, the company still faces weaknesses in brand awareness and promotional efficiency, along with threats from price competition and market fluctuations. Based on the SWOT analysis, four key strategies were formulated: (1) optimizing product quality through digital promotion, (2) consistent branding campaigns via social media, (3) strengthening brand narratives to face price competition, and (4) rebranding and continuous brand communication.*

*Keywords: Brand Image; Marketing Strategy*

## 1. Introduction

In the era of globalization and rapid digital transformation, competition in the industrial world has become increasingly complex and dynamic. Companies are required to adapt to changing market trends, more specific customer needs, and technological advancements that support production and distribution processes. The manufacturing industry, as one of the key sectors in Indonesia's economy, plays a strategic role in creating added value, opening job opportunities, and enhancing competitiveness both in domestic and international markets.

Based on data from the Central Statistics Agency (BPS), the contribution of the non-oil and gas processing industry sector to Indonesia's Gross Domestic Product (GDP) reached 18.50% in 2023, making this sector the main driver of the national economy. Furthermore, the Indonesia Manufacturing Purchasing Manager's Index (PMI) released by S&P Global shows a consistent expansionary trend, reaching 54.2 in March 2024 (S&P Global, 2024), which indicates optimism among industry players. Nevertheless, this growth continues to face global challenges, such as supply chain instability and fluctuations in trade policies (Ministry of Industry, 2024), which potentially affect the competitiveness of national manufacturing companies.

In this context, competition in the manufacturing industry is no longer limited to products and pricing, but also extends to brand image, which has increasingly become a crucial factor in customers' purchasing decisions. Many manufacturing companies, particularly those in the business-to-business (B2B) sector, have yet to fully leverage the potential of brand strength in their sales strategies. A strong brand image not only fosters customer loyalty but also builds market trust and strengthens the company's position amidst intensifying competition.

PT Eleanor Mandiri Indonesia, a company engaged in the production of laboratory equipment, civil engineering tools, compressors, and spare parts, has been identified as having a relatively weak brand image that is not yet widely recognized by its target market. This issue results in a low level of trust among potential customers, especially when competing against established

brands that already dominate the market. Several factors contribute to this weak brand image, including a lack of consistent branding activities, limited brand exposure on digital platforms, and the absence of strong differentiation compared to competitors.

Preliminary survey findings conducted through in-depth interviews with three marketing managers of PT Eleanor Mandiri Indonesia in March 2024 (Primary Data), indicate that the company has not yet optimized its marketing communication strategies to build positive perceptions and a professional brand image. This issue is exacerbated by a lack of innovation in promotional activities and low engagement in digital campaigns, which could otherwise be used to reach a wider audience and effectively build brand awareness. On the other hand, previous studies tend to discuss digitalization in general and have not specifically highlighted brand image development strategies in the manufacturing sector, particularly in the context of companies like PT Eleanor Mandiri Indonesia which lack a strong digital identity.

A report from ToffeeDev (2023) shows that companies with a strong brand image can increase customer loyalty by up to 60%, while McKinsey (2022) notes that effective branding in the manufacturing industry significantly enhances the chances of acquiring new customers by up to 45%. However, these studies provide limited insight into how medium-scale manufacturing companies can specifically develop their brand image to become more widely recognized and trusted in the market.

## 2. Literature Review

### *a. Definition of Sales Strategy*

A sales strategy is a series of systematic plans and actions designed to achieve optimal sales targets. HashMicro (2022) defines a sales strategy as a method for generating revenue by leveraging the strengths, advantages, and influence possessed by a company or individual. This strategy does not solely focus on increasing sales volume, but also on maintaining customer relationships and attracting new customers to ensure business continuity.

Binus University (2022) adds that a sales strategy is a carefully planned approach aimed at boosting the sales volume of offered products or services. With the right strategy, companies can identify their target market, develop a unique value proposition, and determine the most effective promotional methods in line with evolving market conditions.

Similarly, Gramedia (2023) explains that a sales strategy consists of a set of business steps designed to attract consumer interest in the offered products or services. In practice, this strategy covers aspects such as pricing management, product distribution, marketing, and customer relations. Gramedia emphasizes that a sales strategy must be aligned with marketing strategy in order to be more effective in achieving business objectives.

According to Kwik Kian Gie School of Business (2023), sales strategies are not only intended to increase short-term profits but also to build customer loyalty and a strong brand image. Therefore, companies must continuously evaluate and adapt their strategies to remain relevant amid market changes and shifting customer needs.

From these various definitions, it can be concluded that a sales strategy is not merely a technique to boost sales, but rather a comprehensive approach that encompasses market analysis, customer targeting, relationship management, and the utilization of technology in the sales process. By implementing the right strategy, companies can survive and grow in today's increasingly competitive business environment.

### *b. Objectives and Benefits of Sales Strategy*

Sales strategies play a crucial role in enhancing business effectiveness and efficiency in achieving predetermined sales targets. HashMicro (2022) emphasizes that sales strategy is a systematic plan designed to achieve optimal revenue by leveraging the strengths and advantages of a company or individual. The right strategy ensures that marketing and sales efforts are effective and aligned with market needs while enabling the company to cope with increasingly fierce competition. Companies must also be able to adapt to shifts in consumer behavior and the growing influence of digital technologies in business.

One of the main objectives of a sales strategy is to increase sales volume. Binus University (2022) notes that systematic approaches, such as offering discounts, product bundling, or digital marketing campaigns, can attract more customers and increase conversion rates. Another objective is market expansion. OCBC (2023) states that effective strategies allow companies to reach new market segments, expand their customer base, and strengthen competitiveness through distribution networks, global market penetration, or e-commerce utilization.

Customer satisfaction is another key objective. It highlights that the success of a sales strategy is measured by the extent to which a company meets customer expectations. Excellent service, good communication, and added value in products or services can foster loyalty and strengthen long-term relationships with customers.

In addition to these objectives, sales strategies also provide tangible benefits. Faspay (2023) stresses that well-planned strategies can enhance overall profitability through increased sales volume and operational efficiency. LinovHR (2023) underscores the importance of customer-oriented strategies in building loyalty, which ensures long-term sustainability. Edot (2023) further explains that clear strategies help companies improve operational efficiency by identifying and overcoming obstacles in the sales process, often with the support of technologies such as CRM systems and marketing automation. Kumparan (2023) adds that effective strategies also strengthen corporate image, build trust, and increase brand awareness.

In conclusion, sales strategies serve as an essential element in business success. Their main objectives include increasing sales, expanding markets, and improving customer satisfaction, while their benefits range from profitability and efficiency gains

to enhanced brand reputation. Companies that implement effective sales strategies, while adapting to technological and market developments, will be better positioned to achieve sustainable growth.

### *c. Factors Influencing Sales Strategies*

Sales strategies are a vital component of business operations and are shaped by both internal and external factors. Kotler and Keller (2020) note that these factors include market conditions, consumer behavior, competition, corporate policies, and technological developments. A comprehensive understanding of these factors ensures that strategies are implemented effectively and yield optimal benefits for the company.

Internal factors stem from within the company and are closely related to its resources and management policies. LinovHR (2023) highlights that human resources, capital, technology, and infrastructure significantly influence the effectiveness of sales strategies. HashMicro (2022) points out that company policies in pricing, promotion, distribution, and customer service also determine how strategies are executed. Product or service quality plays another important role, with Gramedia (2023) emphasizing that innovative and value-added products are easier to market. Meanwhile, OCBC (2023) stresses the importance of a well-trained sales team that understands both the product and the market.

External factors, on the other hand, lie beyond a company's control but significantly affect its strategies. Binus University (2022) mentions that market conditions, including industry trends, consumer demand, and economic stability, are key determinants of strategic choices. Kotler and Keller (2016) highlight the importance of understanding consumer behavior and adapting products and services to changing preferences. Faspay (2023) underlines that the intensity of competition dictates how aggressive sales strategies must be. Edot (2023) notes that technology and digitalization, particularly in e-commerce and digital marketing, have transformed how companies execute their strategies. Finally, LinovHR (2023) points out that government regulations, including taxation, trade policies, and product standards, also shape corporate strategies.

Thus, sales strategies are shaped by a complex interplay of internal and external factors. Companies that recognize and adapt to these dynamics are better equipped to design effective and market-oriented strategies, enhancing their competitiveness in the long run.

### *d. Definition of Industry Competition*

Industry competition refers to the condition in which companies within a particular economic sector compete to achieve common objectives such as increasing market share, customer base, and profitability. This competition serves as a driving force for companies to continuously innovate and deliver products or services that are more efficient, effective, and aligned with market needs.

Competition can take various forms, including pricing, product quality, marketing strategies, and technological innovation. The intensity of competition is influenced by factors such as the number of competitors, barriers to entry, product differentiation, and the bargaining power of both consumers and suppliers. To succeed in a competitive market, companies must adopt strategies such as cost leadership, product differentiation, or niche market focus.

Healthy competition benefits not only companies but also consumers and the broader economy. Consumers gain more choices at competitive prices, while companies are encouraged to improve efficiency and product quality. Conversely, unhealthy practices such as monopolies, cartels, or unfair competition may stifle innovation and harm both consumers and industries.

### *e. The Impact of Competition on Company Performance*

Competition in business has a significant impact on company performance. Several studies have explored how competitive pressures influence leadership, organizational learning, and competitive strategies.

Pramesti (2020), in her study on MSMEs in East Java, found that organizational learning and transformational leadership fully mediate the impact of competitive pressure on business performance. This suggests that companies facing competitive challenges must rely on adaptive leadership and organizational learning capabilities to improve outcomes.

Adji and Kusumadewi (2023) examined the effects of product market competition and corporate governance on performance, with government ownership as a moderating variable. Their findings reveal that product market competition negatively affects company performance, while corporate governance has a positive impact. Interestingly, government ownership positively moderates the relationship, indicating that state-owned companies may be better positioned to manage competitive pressures.

Similarly, Ritonga (2022) studied competitive strategies and entrepreneurial orientation in the laundry service industry in Labuhanbatu. His results indicate that both competitive strategies and entrepreneurial orientation significantly influence company performance, though external competitive environments do not moderate the relationship. This suggests that internal factors may play a more dominant role in shaping company performance.

Overall, the literature demonstrates that competition has both positive and negative impacts. On one hand, it encourages innovation, improved quality, and efficiency. On the other hand, excessive competition may reduce profitability and strain company resources. Therefore, effective leadership, organizational learning, and well-crafted competitive strategies are crucial for companies to maintain strong performance in competitive markets.

### 3. Method

#### *a. Research Type*

This study employs a qualitative approach to analyze sales strategies in enhancing the competitiveness of PT Eleanor Mandiri Indonesia amidst increasingly intense industry competition. The qualitative method was chosen to gain an in-depth and contextual understanding of the company's internal dynamics as well as the perceptions of stakeholders regarding the effectiveness of the sales strategies that have been implemented. Through in-depth interviews with management, sales staff, and other internal parties, the researcher seeks to uncover insights into the strengths, weaknesses, opportunities, and threats faced by the company in its marketing and sales activities.

This qualitative approach is supported by the SWOT analysis framework, which systematically evaluates internal factors (strengths and weaknesses) and external factors (opportunities and threats). Data collection is carried out using purposive sampling, meaning that informants are deliberately selected based on specific criteria, particularly those with deep knowledge, direct experience, and strategic roles in the sales process and marketing strategy implementation.

To ensure the data gathered is relevant and comprehensive, structured interview guidelines are prepared. Data analysis is conducted thematically by identifying patterns emerging from the narratives of informants, which are then linked to the elements of SWOT analysis. This approach enables the researcher to explore non-quantitative factors that influence the success or challenges of implementing sales strategies, including aspects such as internal communication, organizational culture, product innovation, and customer relations.

By applying a qualitative approach grounded in SWOT analysis, this research is expected to contribute significantly to managerial understanding of sustainable and adaptive sales strategies. Furthermore, the findings are intended to serve as valuable references for developing marketing strategies that are context-driven and aligned with the company's actual needs.

#### *b. Research Site*

The research is conducted at PT Eleanor Mandiri Indonesia, located in Medan Selayang, Medan City, which serves as the company's main operational hub for sales and distribution.

#### *c. Research Informants*

The informants of this study consist of three main groups: the owner, employees, and customers of PT Eleanor Mandiri Indonesia. The owner is selected because of their strategic role in policy-making and decision-making related to the direction and execution of sales strategies. Employees chosen as informants include those directly involved in marketing, sales, and daily operations such as sales teams, marketing staff, and operational personnel—since they possess practical experience and firsthand understanding of strategy implementation.

In addition, customers are included to provide an external perspective regarding their satisfaction with the company's products and services as well as their perceptions of PT Eleanor Mandiri Indonesia's competitiveness in the market. The selection of informants follows a purposive sampling method, targeting individuals considered most relevant and knowledgeable, with adequate experience aligned to the research focus. Through this approach, the researcher expects to obtain comprehensive data regarding the effectiveness of sales strategies, customer satisfaction, and the company's competitiveness in the industry.

#### *d. Data Collection Techniques*

The data collection process begins after the formulation of the research background and problem identification. The main purpose of data collection is to gather accurate and relevant information that answers the research questions and supports the study's objectives (Tolmie & McAteer, 2020).

Primary data are obtained directly from the first-hand sources through in-depth interviews, focus group discussions (FGDs), and questionnaires distributed to customers, management, and employees of PT Eleanor Mandiri Indonesia. These techniques are designed to evaluate the effectiveness of sales strategies, assess customer satisfaction, and identify factors that influence the company's competitiveness. Interviews with management and staff further allow exploration of marketing strategies already implemented and challenges encountered in improving sales performance.

Secondary data, on the other hand, are gathered from indirect sources such as internal documents, financial reports, industry trend analyses, and relevant academic references. These secondary data serve to complement and validate the primary data, as suggested by Kumar (2021). Together, these two data sources ensure a holistic understanding of the research topic.

#### *e. Stages of Strategy Formulation*

The formulation of sales strategies in this research follows the three-stage Strategy Formulation Analytical Framework proposed by David et al. (2023). These stages are designed to optimize the effectiveness of PT Eleanor Mandiri Indonesia's sales performance in responding to industrial competition and strengthening its market position.

The first stage, known as the Input Stage, focuses on gathering basic information through the External Factor Evaluation (EFE) and Internal Factor Evaluation (IFE) matrices. These matrices involve identifying key external factors (opportunities and

threats) and internal factors (strengths and weaknesses), assigning appropriate weights to each, and scoring them according to their significance. The overall scores provide a structured overview of the company's current situation.

The second stage, the Matching Stage, emphasizes aligning internal and external factors to develop alternative strategies. This stage makes use of both the Internal-External (IE) Matrix and SWOT Analysis. The IE Matrix helps position the company within strategic quadrants (growth, stability, or divestment), while the SWOT framework maps strengths, weaknesses, opportunities, and threats into four strategy alternatives: SO (leveraging strengths to exploit opportunities), WO (addressing weaknesses to seize opportunities), ST (using strengths to counter threats), and WT (minimizing weaknesses to avoid threats). From this process, PT Eleanor Mandiri Indonesia can identify appropriate strategic directions ranging from aggressive expansion to defensive stability.

The final stage, the Decision Stage, employs the Quantitative Strategic Planning Matrix (QSPM) to prioritize among the alternative strategies. Through this approach, all internal and external factors are weighted and matched with attractiveness scores derived from respondents' assessments. The total attractiveness scores then provide a clear ranking of strategies, indicating which should be prioritized and implemented first. This ensures that the company adopts sales strategies with the highest potential impact on competitiveness and performance in the marketplace.

#### 4. Result And Discussion

##### *a. Internal and External Factors Influencing Brand Image Strengthening Strategies in Enhancing the Competitiveness of PT Eleanor Mandiri Indonesia in the Manufacturing Industry*

This research has comprehensively identified and mapped five strengths, five weaknesses, five opportunities, and five threats that significantly influence the formation and strengthening of the brand image of PT Eleanor Mandiri Indonesia amidst the increasingly competitive manufacturing industry. These findings not only reflect the actual condition of the company but also align with previous studies emphasizing the central role of product quality, customer trust, and promotional effectiveness as the main foundations in building brand competitiveness within a dynamic and evolving market.

The identified strengths highlight the company's internal capabilities that can serve as a strategic foundation for brand image strengthening. Consistency in maintaining product quality in line with customer expectations serves as the primary indicator of production reliability. In addition, the company's competitive advantage in terms of quality compared to competitors reflects its ability to sustain high standards continuously. The relatively low number of customer complaints further reinforces consumer perceptions of product reliability, thereby fostering brand trust. Strengths also emerge from the performance of the sales team, which demonstrates an ability to understand customer needs and build responsive and empathetic communication. These aspects play a vital role in nurturing emotional connections with customers, supporting findings by Susanto and Lestari (2021), who emphasize that communicative, customer-oriented service is a key determinant in cultivating long-term brand loyalty.

However, the study also reveals a number of weaknesses that need urgent attention to prevent a decline in brand perception among consumers. The low level of brand recognition within the broader market remains a major challenge in developing brand awareness. Relatively low levels of trust and customer loyalty suggest that marketing and brand communication strategies have yet to effectively reach their target audiences. The weak influence of brand image on purchasing decisions indicates that the company's brand positioning remains underdeveloped and requires strengthening through a more precise and relevant value proposition. Operational weaknesses, such as poor inventory management and slow responses to customer complaints, also contribute to a weaker overall customer experience. These findings are consistent with Yulianto and Handayani (2021), who argue that an organization's inability to manage customer interactions and internal processes can negatively affect both brand perception and customer loyalty.

Externally, the study identifies several strategic opportunities that the company can leverage to expand its market reach and strengthen its brand image. The dynamic and increasingly selective behavior of consumers, along with growing demand for economically valuable and competitively priced products, presents a chance to design more flexible and adaptive marketing strategies. Furthermore, advances in digital technology create significant opportunities through the use of social media, Customer Relationship Management (CRM) systems, and other digital channels, which not only expand brand exposure but also facilitate more effective two-way interactions with customers. These findings are in line with Nugroho (2022) and Haryanto & Prasetyo (2020), who stress that adopting digital technology is essential for transforming brand image and enhancing consumer loyalty in an efficient and measurable manner.

Nevertheless, the company must also remain cautious of external threats that could disrupt its brand strategy. Increasing consumer preferences for personalized products could pose a challenge to a company offering standardized product specifications. Intensifying price competition requires the company to continuously enhance efficiency without compromising quality. Broader macroeconomic instability and regulatory fluctuations also pose risks to operational stability and strategic flexibility. In this regard, Wijaya et al. (2021) and Rahmadani & Suyono (2020) highlight the importance of organizational agility in adapting quickly to external dynamics in order to maintain competitiveness and safeguard brand reputation.

Overall, the findings underscore the urgency for PT Eleanor Mandiri Indonesia to design brand image strengthening strategies that emphasize internal capability enhancement, digital transformation, and adaptability to external changes. The company needs to focus on improving service quality, repositioning its brand, expanding digital communication channels, and

strengthening customer relations as part of a holistic approach to building a brand that is not only widely recognized but also trusted and consistently chosen by customers. With this approach, PT Eleanor Mandiri Indonesia has significant potential to improve its competitiveness and solidify its position as a leading player in the manufacturing industry in the era of Industry 4.0.

#### *b. Strategies of PT Eleanor Mandiri Indonesia to Enhance Brand Image and Strengthen Market Position*

In strengthening its brand image and improving customer loyalty, this research identifies five key strategies that PT Eleanor Mandiri Indonesia can implement to optimize service quality, improve internal efficiency, and adapt to changing market dynamics. These strategies are designed to reinforce the company's position in the industry while building long-term customer relationships through the effective use of technology and digital communication.

The first strategy is to optimize consistent and superior product quality as the core content of digital promotion through social media and Customer Relationship Management (CRM) platforms. By highlighting product excellence in a visual and informative manner, the company can reinforce positive consumer perceptions and build loyalty through sustained brand experiences. This approach aligns with Santoso and Rahayu (2020), who argue that product quality is the primary foundation for building customer trust in digital environments.

The second strategy emphasizes improving the efficiency of product ordering and delivery processes, supported by digital campaigns that highlight the reliability of services. Streamlined distribution flows not only enhance customer satisfaction but also reinforce the company's image as a professional and responsive entity. Pratama et al. (2020) point out that service speed is a key factor in customer retention within fast-paced market environments.

The third strategy focuses on improving responsiveness to customer complaints and strengthening internal coordination. An adaptive brand image is crucial in responding to regulatory changes and evolving consumer trends. By enhancing complaint-handling mechanisms and improving cross-functional coordination, the company can increase operational flexibility while maintaining long-term customer satisfaction, as emphasized by Wibowo et al. (2022).

The fourth strategy involves enhancing efficiency in inventory management and interdepartmental coordination through the adoption of digital technologies. An integrated information system allows faster market demand identification, reduces delivery delays, and strengthens public perceptions of the company as reliable and efficient. Haryanto and Prasetyo (2020) highlight that companies that successfully align technology with operational strategies are better positioned to shape positive brand perceptions.

Finally, the fifth strategy aims to leverage the sales team's knowledge and effective communication with customers to convey product strengths on a more personal level. Through a digital approach that adapts to shifting consumer behavior, the company can create interactions that are more relevant, emotionally engaging, and valuable to customers. Rahmadani and Suyono (2020) stress that effective communication is a critical foundation for building long-term relationships between brands and consumers.

Taken together, these five strategies are expected to support PT Eleanor Mandiri Indonesia's transformation into a stronger, more adaptive, and customer-oriented brand. By integrating product excellence, operational efficiency, and responsive digital engagement, the company can enhance customer loyalty, expand its market reach, and maintain competitiveness in a rapidly changing industry.

## **Conclusion**

Based on the results of the SWOT analysis, it can be concluded that PT Eleanor Mandiri Indonesia possesses significant strengths in product quality and the capability of its sales team, which can be leveraged for brand image reinforcement. The company also has great opportunities through the utilization of digitalization and market trends to build brand awareness. However, the company must urgently address its internal weaknesses, especially the low level of brand recognition and promotional efficiency. Furthermore, the company needs to anticipate various external threats such as shifts in customer preferences, intense price competition, and regulatory uncertainty, all of which have the potential to weaken the brand image and overall competitiveness.

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