

Marketing Strategy To Increase Brand Awareness And Customer Base: Case Study of Indonesian Digital Provider

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Abstract: In 2019, Telkomsel launched its new product, by.U, claimed as Indonesia's first Digital Provider. by.U targeted its services at the Gen Z segment, which currently represents the largest market segment in Indonesia. Gen Z contributes 27.94% of the entire Indonesian population (Katadata, 2021). Gen Z in Indonesia possesses distinct characteristics, unique and challenging for the adoption of a new brand. In first year, by.U achieved significant success, reaching its annual target in just seven months and acquiring one million customers within ten months (Mckinsey, 2021). However, nearly four years post-launch, by.U's growth has stagnated, evidenced by the failure to increase brand awareness. Furthermore, by.U failed to achieve the customer base target set by management. Given these challenges, the author aims to delve deeper through this research by conducting both external and internal analyses.

Keywords: Brand Awareness, Marketing Strategy, Gen Z Segment, Telkomsel

1. Introduction

In 2021, Internet users in Indonesia reached 73,7% of population, with 345.3 million mobile connection users which equal to 125,6% of total Indonesian population (wearesocial.com, 2021). According to katadata (2021), Indonesian Gen Z segment is the biggest market segment in Indonesia, they have 27,94% contribution of total Indonesian population.

Table 1 : Indonesia Population based on Generation

Pre-Boomer (<=1945)	Baby Boomer (1946-1964)	Gen X (1965-1980)	Millenial (1981-1996)	Gen Z (1997-2012)	Post Gen Z (>= 2013)
5,03 Mio	31,01 Mio	58,65 Mio	69,38 Mio	74,93 Mio	29,17 Mio
1,87%	11,56%	21,88%	25,87%	27,94%	10,88%

According to the Indonesia's GDP growth, the information and communication sector had a growth of 7.74% in 2022. It means the information and communication sector had second position of growth compared to other sectors. Seeing huge demand for mobile internet, the mobile telecommunication industry in Indonesia has enormous potential as well.

In this industry, there are five main players in Indonesia, namely Telkomsel, XL, Indosat, Tri and Smartfren. As shown on the figure 1, Telkomsel lead the market on the whole segment. Followed by Ooredoo Hutchinson, then XL Axiata. However, on the Gen Z segment, the position is clearly not good for Telkomsel. Furthermore, Gen-Z is an important age group for Telkomsel in the future.

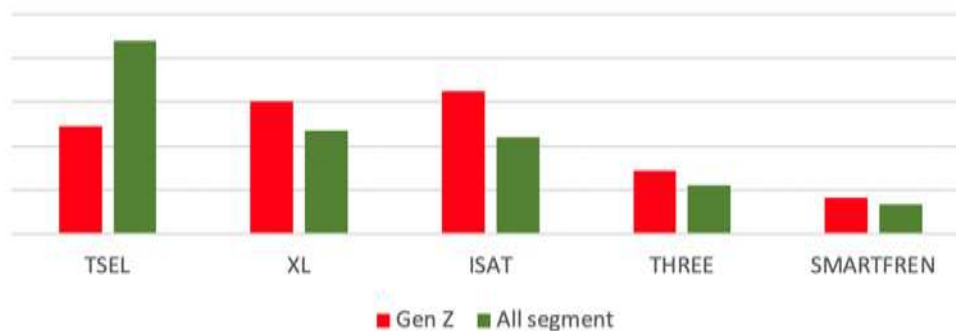


Figure 1: Market Share Comparison

In facing this very tight competition, Telkomsel launched the by.U product, the first digital provider in Indonesia. by.U is one of Telkomsel's product line-up that was launched in October 2019 and focused to serve Indonesian Gen Z segment who have digital savvy and tech-enthusiast. As Indonesian youth population, they are different, unique, and quiet challenging to acquire them for using a brand. That's why, by.U presented as fully digital provider that promises different and unique experience, such as customer journey with digital approach and brand identity that uses a different colour from Telkomsel which is known well with red colour identity.

As the impact of the initial strategy, many customers did not think that by.U is a Telkomsel product and they thought that by.U is just "riding" on the Telkomsel network, like MVNO (Mobile Virtual Network Operator) companies in other countries. In terms of number, the initial strategy was working very well. After only one year, by.U have the second-highest amount of Instagram followers among Indonesian telcos, and have the highest level of engagement rate. by.U reached 12-month subscribers target in just seven months, and 10 months after launching, by.U had 1 million active users. The significant increase in by.U's active users looked very promising and created new hope for Telkomsel to maximize by.U in the Gen Z segment.

However, after nearly 4 years launching, by.U brand awareness tend to be stagnant, even did not increase significantly if it is compared to other telco operators. by.U brand awareness only increased at 2% in one year and at 23% of brand awareness level. Furthermore, the number has big gap compared to by.U's competitors on the same segment, such as Tri, Axis and Smartfren which at 70,3% brand awareness in average. In addition to increase brand awareness, by.U is still struggling with the customer base target. In 2022, by.U CB achievement was below the target and there was no Telkomsel's Area that can achieve the target.

2. Methods

The aim of the research is to propose marketing strategy to increase by.U's brand awareness in order to reach customer base target by identifying internal and external factors. In order to determine the right strategy for by.U, Author uses the AFI framework (Analysis, Formulation and Implementation). The AFI framework is a model that links three interdependent strategic management tasks- analyse, formulate, and implement that, together, help managers plan and implement a strategy that can improve performance and result in competitive advantage (Rothaermel, 2021). Author uses research design as follows :

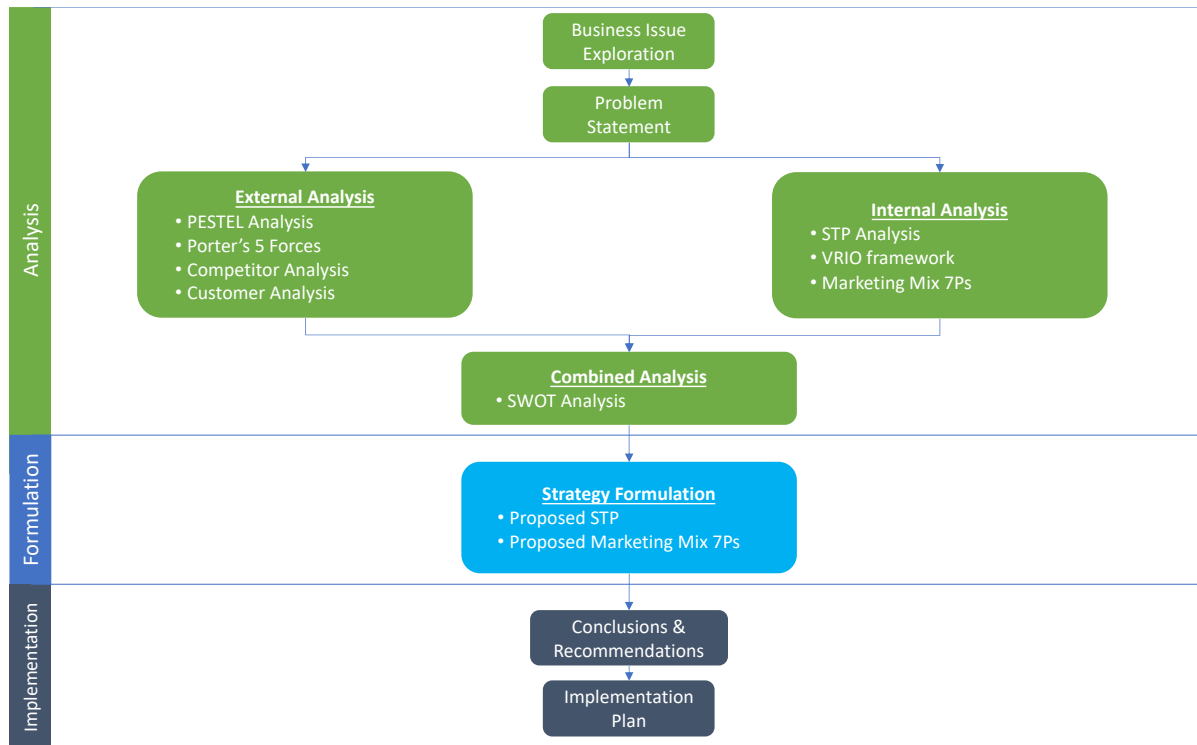


Figure 2: Research Design

The research design is intended to determine internal and external factors that affect user acquisition of by.U product. On the internal analysis part, Author uses four analysis frameworks, such as STP (Segmenting, Targeting and Positioning) analysis, VRIO (Valuable, Rare, Imitate and Organized) analysis and Marketing mix 7Ps (Product, Price, Place, Promotion).

Then for the external analysis, there are four analysis frameworks that will be used, namely PESTEL analysis, Porter's 5 Forces, Competitor analysis and Customer analysis. Besides of that, Author will combine internal and external analysis by using SWOT analysis. On the formulation phase, Author will formulate the marketing strategy using several frameworks, namely Proposed STP and Proposed Marketing Mix 7Ps. This research will also determine an implementation plan that can be applied to run the proposed strategy, so that is expected that by.U is able to increase the number of user acquisition after implementing the proposed marketing strategy.

The data collection method will combine both qualitative and quantitative research. The quantitative studies focused on cause and effect, how much and numeric correlations (Sullivan and Sargeant, 2011). The quantitative research will be conducted by spreading questionnaires to targeted respondents, while the qualitative research will be obtained by conducting interviews. The qualitative research is aimed to get deeper answer and clear explanation by the respondents, rather than a normative answer, yes or no. The three most common qualitative methods, explained in detail in their respective modules, are participant observation, in-depth interviews, and focused groups (Mack, N., et al, 2005).

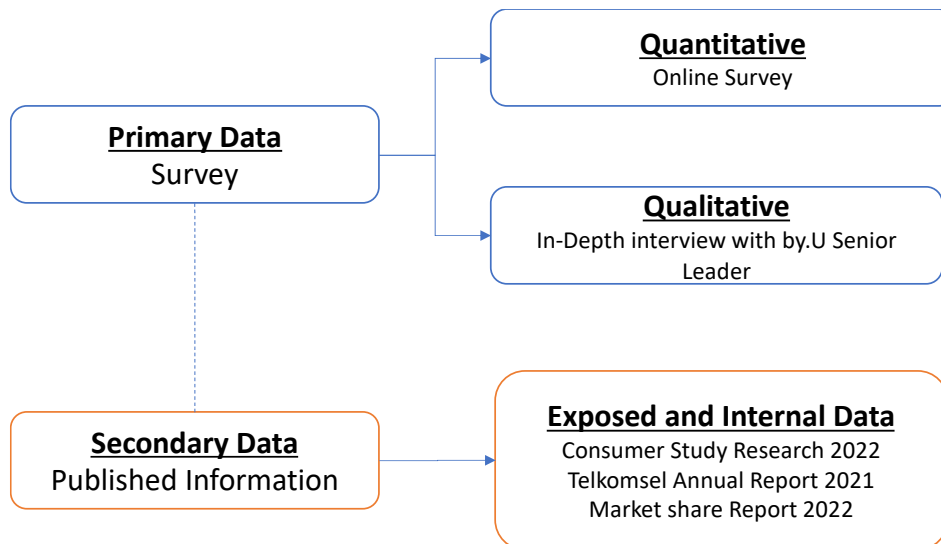


Figure 3: Data Collection Method

Sekaran, U., & Bougie, R. (2019) defined a sample as a subset of the population. It is made up of few persons chosen from a group. To put it another way, the sample is made up of a subset of the population rather than the whole thing. A portion or representation of the entire population is known as a sample. The researcher's goal is to be able to draw conclusions about the population of interest that are generalizable based on the sample. With population of Gen Z in Area 2 is 11.907.066 (N), Author used Slovin formula as below :

$$n = \frac{N}{1 + Ne^2}$$

Figure 4: Slovin Formula

Assumed margin of error 10% (e), then we can calculate the sample size and get final sample size with 100 respondents(n). All respondents will be obtained from Jabotabek and West Java area with age range 16-29 years old.

3. Results and Discussions

Results

Internal Analysis

STP (Segmenting, Targeting, and Positioning)

A. Market Segmentation

The main segmentation variables that used to be implemented to do market segmentation, such as geographic, demographic, and behavioural segmentation.

- **Geographic Segmentation**

by.U's target market and customer base are located within Indonesia's geographic area, exclude Papua and Maluku. Papua and Maluku are not targeted since those area already won on the all of segments. However, every by.U users can still use by.U in Papua and Maluku with higher price compared to regular price in other areas.

- **Demographic Segmentation**

On this research, Author chose variables of age, income and occupation, below is the explanation of each variable:

Table 2 : Demographic Segmentation

Variable	Explanation
Age	As digital provider that had fully digital journey and focused on the digital-savvy user, by.U still targeted Gen-Z (born 1997-2012) and millennial (1981-1996). These age ranges has good adaptation to learn a new digital things.
Income	by.U provides topping quota concept to cater customer who wants purchase on the sachet and ala carte size, that's why the income segmentation by.U is on the middle-low income.
Occupation	<ol style="list-style-type: none"> Students: Included secondary school, high school and college students who rely heavily for communication, social media, and entertainment. First jobber and Professional: This segment uses smartphone to access work-related tasks, such as email, video conferencing, and document sharing Freelancers and Entrepreneurs: Consist of people who work as self-employee and use their mobile devices for both personal and business purposes.

• **Behavioural Segmentation**

Based on customers knowledge, there are several groups who use by.U as only telco needs fulfilment, yet other groups might use by.U as news source or his/her daily lifestyle support. As Mr. Riko Ringgoanto said by.U would like to cater these unique behaviours, then by.U will be more accepted by the market, since the product could fulfil what customers need, in terms of supporting customers behaviour.

B. Targeting

Initially, by.U targeted Indonesian Gen-Z segment with digital savvy persona. Typically, digital savvy consumers have more advanced requirements and knowledge of technology and the internet, and they may have become early by.U users because they are more familiar with new technologies and innovations.

However, there may be a limit to the number of these consumers, hence by.U is trying to reach digital basic segment to expand their customer base. The digital basic segment consists of consumers who need basic internet services. Although they may not be as digital-savvy consumers in adopting new technologies, they continue to play a significant role in the telecommunications market. They typically top up balance or purchase internet packages through traditional outlet, and may require additional support and guidance when utilizing digital services.

C. Positioning

by.U's positioning as a fully digital provider able to connect users to everything they love on their own terms and rules. It signifies a customer-centric approach and an understanding of modern digital preferences.

VRIO Framework

Author used five resources that will be applied in the VRIO framework, these resources were taken from brand imagery parameters which have been done by Nielsen (2022), including Network, Price offering, Customer engagement, Sales and Communication & Branding.

Table 3: VRIO Analysis

Resources	Valuable	Rare	Imitation Costly	Organized to capture value	Competitive Implication
Network	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Price Offering	Yes	No	-	-	Competitive Parity
Customer Engagement	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Sales	Yes	No	-	-	Competitive Parity
Communication & Branding	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

From the five resources that have been owned by by.U, there are three resources which were classified as sustainable competitive advantage. They are Network, Customer Engagement and Communication & Branding.

- **Network**

- Valuable : Telkomsel through by.U has the widest network coverage in Indonesia, Telkomsel became top of mind about the network quality
- Rare : Geographic factor will be the one factor for other operators to replicate this Telkomsel's advantages
- Inimitable : Telkomsel has 251,116 BTS across Indonesia, while Indosat Ooredoo Hutchinson (IOH) has 198,567 BTS, even after merger. Of course, needs a lot of capital to reach Telkomsel's BTS amount
- Organized to capture value : Telkomsel has dedicated network organization that lead by the director of network, it signs how Telkomsel very serious to manage the network advantage

- **Customer Engagement**

- Valuable : by.U app has simple and personalized approach that valuable to engage with every customers telco needs
- Rare : by.U doesn't offer the telco things only, yet also offer the beyond telco features that relevant with Gen-Z segment
- Inimitable : To imitate this approach, other competitors need to change their back-end, front-end, as well as connect with other strategic partners
- Organized to capture value : by.U has dedicated organization that separated with BAU Telkomsel organization, so the by.U's organization is very lean and agile to respond any changes of the dynamic customers behavior

- **Communication and Branding**

- Valuable : by.U Instagram account still to be the number one telco Instagram account which have 642,113 followers with 1,032 engagements per post
- Rare : by.U's communication and branding in social media combined personalized and up-to-date approach
- Inimitable : The approach requires a lot of budget to hire key opinion leader (KOL)
- Organized to capture value : by.U has contractual in-house agency who responsible to create tactical campaign and always ready to respond any virality things in social media

7Ps Marketing Mix

In conducting customer analysis, Author utilizes information from quantitative survey of 100 respondents. The quantitative survey uses 7Ps marketing-mix attributes are as follows :

- **Product**

For the product variable, six attributes are examined in order to determine which attribute is most important to respondents. The result shows that the attribute concerning a strong signal outside buildings has the highest score (4.63), while the attribute concerning call quality has the lowest score (4.33). It indicates that the reliability of a telco brand's signal is still the most considered factor, especially signals outside buildings.

- **Price**

For the pricing variable, The "worth it" price becomes the attribute with the highest score, as does the best internet package tariff. Both attributes have a score of 4.43. However, the attribute regarding best tariff for call and sms placed the lowest score, which is 3.80. It shows that the need of call and sms is no longer considered a priority by customers.

- **Place**

For the place, respondents chose top up balance/data on M-Banking as the most important attribute (4,58), while counter pulsa attribute had the lowest score (3,48). It indicates that respondents used to be purchased through online channel rather than offline channel.

- **Promotion**

Promotionally, respondents desire an innovative telco brand (4.05), whereas a telco brand that advertises on Facebook receives the lowest score (3.11). It indicates that respondents desire something different compared to existing operators. Moreover, Facebook is not an appropriate promotional channel for the Gen Z demographic.

- **Process**

Respondents have high expectations for easiness to do top up balance/data (4.55), which is higher than the second attribute, appreciation for loyal customers (4.24). A customer care application can assist customers when they encounter problems, especially since telco services are daily needs that are very important to users.

- **Physical Evidence**

In terms of physical evidence, good reviews are the attribute with the highest score (4.20), while sim card packaging design is a lower attribute (3.65). This is aligned with qualitative research, where 3 out of 4 respondents say that good reviews influence their decision to buy a brand.

- **People**

A responsive frontliner has the highest score (4.49), while a friendly frontliner ranks last (4.35). Although the difference in score is not large, this indicates that customers prefer operators that are responsive in serving customers.

External Analysis

Pestel Analysis

- **Political Factor**

In terms of political factor, there are several concerns to consider, such as government policies and regulations. In 2018, the government implemented a regulation requiring users to re-register their prepaid SIM cards no later than February 28, 2018. This caused

controversy in the community, with concerns that personal data provided to Telco providers would be used for other purposes, such as political interests in the presidential and parliamentary elections. Through Perkominfo No. 14 of 2017, the government aims to protect against hate speech, the spread of hoaxes and defamation, terrorism, fraud, and criminal practices through social media. However, there are currently no specific regulations regarding the protection of personal data, which is why it is reasonable for the public to have concerns about the re-registration of prepaid cards with the inclusion of People Identity Number (NIK) and Family Card Number (KK).

- **Economic Factor**

Despite the global uncertainty, the Indonesian economy has grown solidly above 5 percent (year-on-year). Cumulatively, Indonesia's economic growth in the first quarter to the fourth quarter of 2022 compared to the first quarter to the fourth quarter of 2021 grew by 5.31 percent.

However, when compared on a quarter-on-quarter basis, there was a slight slowdown where in Q3 2022, the growth was 5.73%, but in Q4 2022, the economic growth was only 5.01%. The Information and Communication sector was among the top 4 sectors that drove this positive growth with a growth of 0.55%.

- **Sociocultural Factor**

In Indonesia, there may be a growing demand for mobile internet services and smartphone usage, which could be an opportunity for telco companies to provide innovative services and products that cater to these trends. According to the Indonesian Gen-Z Report, Smartphones are used by 99% of Gen Z to access the internet, compared to 18% who use laptops and a few other various devices.

Since Indonesian Gen Z rely on mobile devices for their digital activities, choosing the right providers is key. However, 76% of Gen Z say that they are unwilling to switch their provider, which reflects either strong brand loyalty or convenience due to limited coverage of some providers in the selected area.

- **Technological Factor**

As the number one mobile telco company in Indonesia, Telkomsel is the north star of Telecommunications technology development. For example, in the development of 5G technology, which is expected to improve customer experience and add competitive advantage for Telkomsel. With 5G technology, users will experience 20x faster download and streaming speeds, as well as very low latency, making the connection 10x more responsive. Additionally, 5G also provides 10x more bandwidth, allowing users to possibly connect with more devices without slowing down their internet connection.

According to Kompas.com, as of January 2023, the number of Telkomsel 5G service users has grown by more than 1,680% compared to the end of 2021. This growth is in line with Telkomsel's commitment to gradually and measuredly roll out 5G services, while still considering the level of 5G device penetration in each region and changes in customer data service consumption behavior. However, the availability of affordable 5G hardware devices is still relatively limited, and 5G use cases are still being explored. All of these factors affect the low penetration and adoption rate of 5G services, which need to be improved.

• **Environmental Factor**

Malmodin & Lundén (2018) stated that the ICT sector’s carbon and energy footprints are growing fast and in line with the exponential data traffic increase, estimatically, the ICT sector’s carbon footprint to be 730 Mt CO₂-equivalents or 1.4% of overall global emissions, and the sector uses 800 TWh or 3.6% of the global electricity for its operation. By comparison, the aviation industry generates 2% of all global carbon emissions.

Therefore, building eco-friendly Base Transceiver Stations (BTS) has become one of the priorities for BTS vendors, such as PT Dayamitra Telekomunikasi Tbk (MTEL) or Mitratel, they plan to build eco-friendly telecommunications towers in the New Capital City of Nusantara1. As well as, One of Telkomsel's competitors, XL Axiata, is also focusing on green BTS to reduce emissions and save energy. The implementation of green BTS can significantly reduce energy consumption by up to 50%.

• **Legal Factor**

by.U thru Telkomsel as corporate adheres to all relevant regulations and maintains compliance by maintaining strong communication with regulators. In 2021, Telkomsel successfully met all its obligations to the government, including meeting requirements in its operating license, achieving The domestic component level (TKDN) for the 2100 MHz frequency band, providing high-quality mobile network services, using radio frequency spectrum effectively, showcasing 5G technology in various cities, and fulfilling reporting and payment obligations for surety bonds and other fees as mandated by law. Additionally, Telkomsel acquired 10 MHz in the 2360-2370 MHz Block A and 10 MHz in the 2380-2390 MHz Block C in various regions in Indonesia through a successful auction process for the utilization of the 2.3 GHz frequency band. The license for these additional frequency bands is valid for ten years, until 2031.

Porter’s Five Forces

In order to conclude the Porter’s Five Forces, Author summarize the conclusion on the table below :

Table 4 : Porter’s Five Forces

Porter’s Five Forces	Key Takeaways	Forces Level
Threat of Entry	The telecommunication industry in Indonesia is highly regulated and needs huge capital expenditures (CAPEX), so that there are significant barriers to entry. Telkomsel is one of the largest and most established telecom companies in the country, and it has the advantage of economies of scale and strong brand recognition.	Low
Power of Suppliers	Telkomsel procures equipment and technology from multiple suppliers, but some suppliers may hold significant bargaining power if they offer essential components or services. As a result, Telkomsel may encounter difficulties in negotiating favorable terms with these suppliers.	Moderate
Power of Buyers	Telkomsel has a large customer base in Indonesia, and its customers have a wide range of options for telecommunication services. Therefore, customers have a high bargaining power, and Telkomsel needs to maintain high service quality and competitive pricing to retain its customers.	High
Threat of Substitutes	With the rise of digital technologies and the internet, the way people communicate and consume information has changed drastically. The availability of free or low-cost communication tools and services is a significant threat to the traditional telecommunications industry, including Telkomsel. The demand for Telkomsel's legacy services have decreased, such as the Minutes of Usage (MoU) significantly	High

	decreased by -41.9%, and SMS usage decreased by -80% over a period of 5 years.	
Rivalry among Existing Competitors	Telkomsel faces intense competition from other telecom companies in Indonesia, such as XL Axiata and Indosat Ooredoo. These competitors offer similar services and pricing, and they may engage in price wars to gain market share. The merger between Ooredoo and Hutchinson also brought negative impact for Telkomsel, in terms of increasing their competitive advantages to attack Telkomsel market share.	High

Competitor Analysis

by.U Telkomsel faces competition from several other telecommunications companies in Indonesia. The main product competitors of by.U Telkomsel include:

- a. **Axis (XL Axiata):** Axis is a prepaid mobile product from XL Axiata and well-known for its affordable packages and wide coverage across the country. Axis also offers special packages for specific purposes such as social media, streaming, and gaming. In addition, Axis has a loyalty program called "Axis Points" that rewards customers with points for every purchase of a package, which can then be redeemed for various prizes.
- b. **Tri (IOH):** A rapidly growing telco product in Indonesia, with a focus on providing affordable data plans and services to its customers. The company has gained popularity among younger consumers who are looking for affordable mobile data plans.

Combined Analysis

SWOT

The objective of SWOT to develop business strategy for by.U. Author identified Strength and Weakness, while Opportunity and Threat were obtained from external analysis. Below is the SWOT Analysis for by.U :

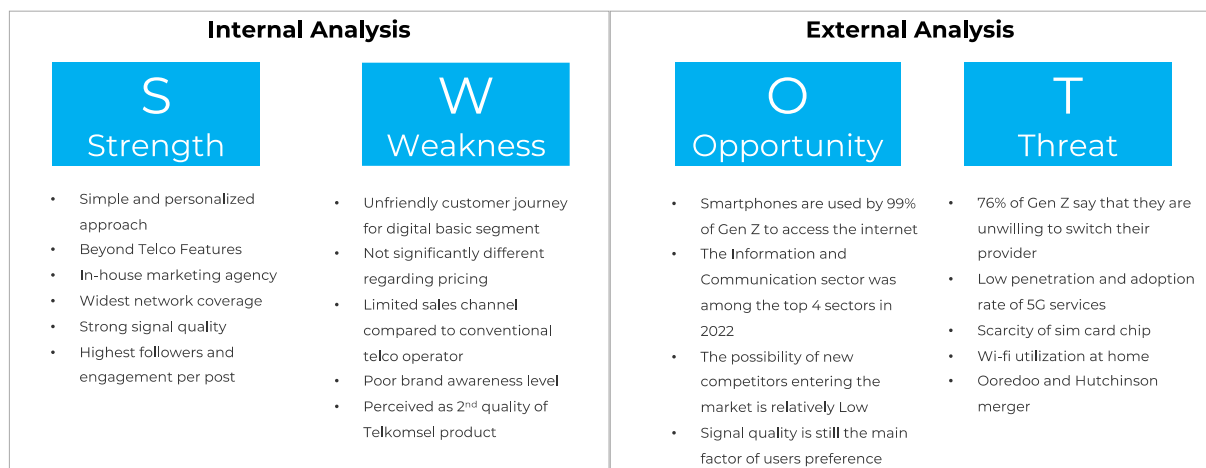


Figure 5: SWOT Analysis

Strategy Formulation

Proposed STP

- **Proposed Segmentation**

From the internal and external analysis that has been conducted, Author did re-segmentation for by.U product. The new segmentation is carried out utilizing cluster analysis method from quantitative survey that has been conducted. In the cluster analysis, there are 3 segments that by.U can target as seen in the table below:

Table 5 : New Segmentation

	1	2	3	Segment 1	Segment 2	Segment 3
Gender	1	1	1	Pria	Pria	Pria
Age	4	3	4	25-29	20-24	25-29
Domicile	1	2	2	DKI Jakarta	Jawa Barat	Jawa Barat
Occupation	2	1	6	Karyawan Swasta	Pelajar/Mahasiswa	Others
Expense	3	4	3	Rp.75.001 – Rp.100.000	Rp100.001 - Rp.124.000	Rp.75.001 – Rp.100.000
Provider	6	1	6	Tri	Telkomsel PraBayar	Tri

Number of Cases in each Cluster

Cluster	1	14.000
	2	83.000
	3	3.000
Valid		100.000
Missing		.000

- Segment 1:** The segment 1 consists of group aged 25 to 29, who identify as male and live in DKI Jakarta. The most common occupation in this population is private employee. The monthly telco expense runs between Rp.75,001 and Rp.100,000, and the majority use Tri as their sim card provider.
- Segment 2:** The segment 2 is younger (20-24 years old), male, and resides in West Java, with the most common occupation being students/college students. Their monthly telco expenses between Rp.100,001 and Rp.124,000, and they predominantly use Telkomsel prepaid service.
- Segment 3:** When compared to Segment 2, the characteristics of Segment 3 differ in age range, occupation, expense, and provider. Segment 3 is between the ages of 25 and 29, and spends less on monthly telecom expenses, between Rp.75,001 and Rp.100,000, with Tri as their favorite sim card provider, as with Segment 1.

The final segmentation is taken from the cluster size that has the largest size, which is in segment 2.

- **Proposed Target Segment**

After getting the segmentation, Author identify the market targeting that suitable as by.U customers targeting :

Table 6 : by.U Market Targeting

Gender	Male
Age	20-24 years old
Domicile	West Java
Occupation	College Student
Expense	Rp.100.001-Rp.124.000
Provider	Telkomsel Prabayar

Looking at the age group, the segment has age category that is mature enough in choosing a telco operator, where the user already realized that their phone number will be used for a variety of important activities, such as applying for jobs, banking, taxes, and so on. Furthermore, the package's consumption requirements in this age group are relatively high, ranging from IDR 100,001 to IDR 124,000. This becomes an opportunity for by.U to provide internet packages with monthly consumption estimations ranging from IDR 100,001 to IDR 124,000.

According to the author's cluster research, many people in the proposed target are already using Telkomsel Prepaid. This is a chance for by.U to enter as a secondary sim card option for existing Telkomsel prepaid subscribers looking for a different telco experience.

- **Proposed Brand Positioning**

In terms of strengths, by.U has several strengths that can be communicated to the consumer, such as : strong and widest signal by Telkomsel, simple and personalized approach, beyond-telco features that can help daily life-style of user and high engagement on social media.

Given these facts and data, Author formulates by.U's new positioning as : “Jadi si paling bisa bersama kartu internet dengan jaringan nomor 1 dari Telkomsel yang memberikan kontrol kepada kamu untuk bikin sendiri paket internet yang kamu mau hanya dengan menggunakan 1 aplikasi” (English : Empower yourself with the Internet mobile simcard powered by Telkomsel's unrivalled number 1 network. Take the control and build your very own Internet package, just by using one app).

This brand positioning statement highlights the brand's competitive advantages in the network quality, by.U's capability to give a control for user and user engagement advantages by utilizing by.U apps.

Proposed 7Ps-Markeng Mix

Author propose adjustment for by.U's 7Ps Marketing mix due to new STP has been determined. The following are the proposed adjustments:

- **Product**

by.U should boost customer knowledge that by.U is one of Telkomsel's product that uses Telkomsel signals, as customer seek the highest signal quality to support their daily mobility.

- **Price**

The monthly telco expenses for the targeted segments range between Rp.100,001 and Rp.124,000. According to a qualitative survey, customers prefer packages with a one-month validity period. Therefore, by.U might offer 65 GB for Rp.105,000 valid for 30 days as a hero package.

- **Place**

by.U provides balance/quota payments through a variety of channels, including mobile banking, e-commerce, applications, convenience stores (Alfamart and Indomaret), and traditional outlet. However, according to quantitative data, many users choose mobile banking and Shopee Pay. by.U may promote these two payment methods as the primary ones for consumer education.

- **Promotion**

According to Nielsen research, by.U is the most innovative telco brand. The result is aligned with the quantitative survey, which found that an innovative brand is a customer choice when it comes to Telco promotions. As a result, by.U could continually introduce new features to customers, such as by.U's beyond telco feature innovation.

- **Process**

Customers want to be able to easily top up their balance or quota. by.U offers a variety of offline and online ways for topping up balance/data.

- **Physical Evidence**

According to a qualitative research, customers put a high importance on reviews from other users. Therefore, by.U must maintain a positive rating on Google Play and the App Store, as well as positive feedback on social media platforms, such as Instagram, Twitter, TikTok, and Facebook.

- **People**

The responsiveness of customer care to respond client complaints should be a primary priority. This is reasonable as complaining customers are usually in a heightened emotional state and want fast respond and solution.

4. Conclusion

The research was carried out to answer several research questions. The following are the Author's conclusions:

- by.U's brand awareness still low because people did not recognize by.U as a telco provider. They admitted to recognizing the logo, but they don't know that by.U as a telco provider. Therefore, there is an awareness bias between by.U as a telco provider and by.U as a free app that available on the Playstore and App Store.
- In order to increase by.U's brand awareness on the Gen Z segment, by.U needs to redefine the Gen Z segment targeted, considering the wide range of the Gen Z demographic. Some are still in school, and others have already started working. From this research, Author concludes that by.U could boost brand awareness within the new proposed segment.
- The marketing strategy to increase by.U brand awareness by developing a new STP for by.U. Then, do adjustments for the 7Ps Marketing mix of by.U to suit the new proposed segment. Following that, a new campaign from by.U is formulated, promoting the perception that by.U is there as their friend, not only as a telco provider.
- The implementation plan of marketing strategy consists of pre-campaign, campaign, and post-campaign stages, each with its own objectives and action plan.

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