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Abstract

The development of competition in businesses nowadays is more than just competition within the quality of their products or services. The competition starts from how they promote their names and brands through social media to increase market awareness towards the brand through several types of strategy. Nevertheless, the promotion methods in a business-to-business company are quite different compared to a business-to-consumer company. The study focuses on determining the most suitable marketing strategy to increase brand awareness and generate customer loyalty in a B2B company. In this case, it will be conducted in Andika Broker, which operates in the insurance line of business. Data were collected from 70 representatives of 14 corporate clients of Andika Broker around Jakarta through in-depth interviews with the person in charge, observation during the operation, and online surveys to the target respondents. The findings indicate that even in a business-to-business market, it is essential to increase brand awareness outside the HR Division and maintain relationships with the person in charge through a well-organized customer loyalty program. Understanding the appropriate marketing strategy and tools needed in a business-to-business market is of great value for academia and the industry.

Keywords: Generating Brand Awareness, Customer Relations, Marketing Strategy, Marketing Tools.

1. Introduction

Competition in the business world continues to occur in all business areas to get as many consumers as possible. In business competition, each company competes to improve the quality of its products by using various marketing techniques. Marketing is all activities and processes in creating and delivering exchanges that have value for consumers, clients, and society (Gronroos, 1989). Every company has different kinds of marketing techniques, without exception companies with a B2B or business-to-business network model, which is a business network model that emphasizes buying and selling interactions between businesspeople (Rayport & Bernard J. Jaworski, 2001). In this model, the products sold by sellers are not the final consumers but manufacturers or individual businesses where the products purchased will be processed again or sold directly to end consumers. One of the business-to-business-based companies in Indonesia is Andika Broker.

As a company engaged in business-to-business, Andika Broker has only recently realized that brand awareness is still needed, not just focusing on service quality. However, customers were unaware that Andika Broker did most of the services they received. So far, the member thought there was no Andika Broker role in the insurance service they received. The following are the results of a survey conducted on customer company employees or users of Andika Broker's services. Based on the survey results that have been distributed, we show the logo of Andika Broker to a total of 70 respondents from 14 different companies and ask if they know that logo yet there are still many customers from Andika Broker who still do not recognize or are aware of Andika Broker's existence in the insurance services they feel. Based on that finding,

Therefore, the author wanted to analyze every stage of the consumer journey that customers of Andika Broker may experience or feel. The consumer journey can be defined as

a technique for analyzing the experience consumers feel when interacting with anything related to the company (Santos & Gonçalves, 2021). Each of these interactions can be called touchpoint and can be assessed starting from the first-time consumers' exposure to the company's elements so that they are aware of its existence. These touchpoints are spread through all the phases in the consumer journey of Andika Broker.

The consumer journey begins with the company's awareness that the needs of the services of providers of employee insurance programs are essential. They will search for consultants or brokers who will act as third parties who will be more inclined towards their companies. In the next phase, they will select a broker or consultant, such as Andika Broker as the consultant who has been selected will listen and analyze what needs are being sought by the consumer. After it is clear what the needs are, Andika Broker will look for several alternative service providers needed by client companies. From these stages, Andika Broker wants to increase the possibility of interactions or other stages where target consumers can feel Andika Broker's existence beyond these stages.

The market conditions for health insurance broker competition are very tight. Currently, health insurance competition focuses on the entire movement or development of services, which is one of the factors that corporate or group-based health insurance consumers always consider. Based on data from brokerage companies registered with OJK as of June 2022, 155 brokerage companies operate in Indonesia (Financial Services Authority, 2022).

Company Profile

Andika Broker is a company that operates as a consultant and broker in all types of health services for employees of a company. The services include medical check-ups, evacuations, partnerships with hospitals, health insurance, and other health programs. Andika Broker was established in 1998 by Samuel and Muhammad Arifin under the name of PT. Andika True Partners. Nowadays, Andika Broker's clients require consultants and broker's services to provide health benefit programs for their employees. Andika's clients operate in various lines of business, such as aviation, mining, retail, e-commerce, and others. During the work process, Andika Broker usually deals with the Human Resources division of a company that acts as the decision maker.

Relationship Marketing

Consumers are becoming more critical, careful, and selective in transactions. This relates to the role of relationship marketing, which is a vital strategy for companies in maintaining relationships with consumers and developing relationships to attract new customers so that they can develop a market and get to know by communicating closer through two-way communication that provides benefits for both parties, namely companies and consumers (Valerie A. Zeithaml & Mary J. Bitner, 2013). According to holistic marketing, relationship marketing aims to build a mutually satisfying, beneficial condition between parties such as customers, suppliers, distributors, and other marketing partners (Phillip Kotler, 2000).

In the business world, the purpose of marketing is essential, which can drive changes from transactional marketing to relationship marketing. In addition to designing new strategies to attract new customers and create new transactions with them, companies must also be able to continuously strive to retain existing customers and always build relationships with consumers in the long term to be able to bring profits to the company. From this definition, it can be concluded that relationship marketing is a marketing activity that can build relationships between consumers, companies, and other corporate partners to establish and enhance closer relationships with consumers to maintain existing customer loyalty and attract new customers.

Kotler states that in relationship marketing, three approaches can be used to enhance stronger relationships between the company and customers: customer value, customer

satisfaction, and interaction. Customer value is the ratio between the benefits that consumers receive, whether economically, functionally, or psychologically, and the resources (money, time, energy, and psychological) used to obtain those benefits. Although there are also sacrifices that customers must make, such as monetary, time, energy, and psychological sacrifices. Examples of monetary sacrifices are prices, time, and energy sacrifices related to the time required by customers to consume certain products or services and how difficult it is for the customers to consume certain products or services.

There are four stages required in the relationship marketing process: social bonds, financial bonds, structural bonds, and customization bonds (Valerie A. Zeithaml & Mary J. Bitner, 2013). Social bond is a way for marketing to establish relationships through a more familiar personal approach with customers, ultimately providing information related to customer desires and needs. A financial bond is a marketing strategy the financial perspective used by companies that are related to discounts, price considerations, and other financial aspects. Structural bonds are the placement of customers in the marketing decision-making process within the company. Lastly, a customization bond is a marketing strategy that can provide convenience in customer requests according to their needs, desires, and expectations.

Brand Awareness

The terminology of Brand Awareness in Indonesia is commonly known as the public or market's awareness of a brand. Brand Awareness can also be interpreted as the ability of consumers or the market to recognize and remember a brand just by seeing an element that can take the form of color, image, logo, and other elements that contain a brand's identity (David Aaker, 1991).

Brand Touchpoint

Brand Touchpoint is a company's channel and activities to interact with customers, employees, and other stakeholders. Every action, tactic, or strategy taken to reach customers represents a Touch Point divided into three parts consisting of Customer Experience: Pre-Purchase Experience, Purchase Experience, and Post-Purchase Experience (Scott M. Davis & Michael Dunn, 2002).

Brand Activation

Brand activation is a marketing technique that uses promotional tools to increase customer trust and loyalty (Marist et al., 2014). Brand Activation can be divided into 5 main perspectives: discovery, strategic development, creative development, delivery point, and evaluation (Saeed et al., 2015). The first stage is Discovery, where marketers must identify the brand's attributes. The second stage is strategic development, which connects creative and persuasive communication to help the brand reach the targeted group. The third stage is creative development, vital in increasing consumer participation. The fourth stage is the delivery point, where the perspective of conveying messages to the targeted group is essential in activating the brand. Lastly, the evaluation stage is the stage of assessing the effectiveness of all efforts that have been made to implement Brand Activation.

Marketing Mix

The Marketing Mix is a marketing framework model developed by E. Jerome McCarthy. However, in 1981, the model was modified by Barnard H. Booms and Mary J. Bitner, who proposed adding three aspects to expand it to 7Ps: people, process, and physical evidence (Mamoun N. Akroush, 2011). This modification occurred because of the limitations of the 4Ps model, where marketing experts in the service industry at that time believed that the service industry was very different from the production industry. Therefore, it required different tools and strategies, so the modification was made to include the 7Ps (Dave Chaffey & Fiona Ellis, 2016).

The product aspect refers to a good or service that can provide satisfaction to fulfil the needs or desires of consumers. In the case study of Andika Broker, the products offered are consultation services and a broker for employee programs. Price refers to the amount paid by customers for a product or service. Price can also be interpreted as the sacrifice consumers must make to obtain a desired good or service. In the price category, each customer has a different price depending on the conditions of their respective businesses. The place aspect refers to providing customer access to the intended goods or services while considering customer convenience. Andika Broker's services are available around Jabodetabek, and its headquarters is in East Jakarta. Promotion can be considered marketing communication by combining marketing tools, personal selling, and sales promotion (Alexandrescu & Milandru, 2018). Human resources are essential in marketing products or services in all business lines. This is especially true in some industries, such as professional services, finance, and hospitality, where the quality of human resources is the product offered to consumers. The process is a series of activities aimed at trying to deliver the benefits of a product or service. Processes can also be interpreted as sequential steps when the producer tries to complete tasks by predetermined procedures. Physical evidence is an aspect that refers to non-human elements in the process of marketing a product or service. These non-human elements can take various forms, such as interior design, equipment, facilities, etc.

2. Methods

To fulfill and analyze the data received in this Business Coaching activity, the researcher will analyze the data qualitatively, where the obtained data is in the form of insights or words guided in a procedure. This qualitative analysis aims to interpret, discuss, and elaborate on the meaning of a pattern or motif obtained from an interview (Naresh K. Malhotra, 2010). The data will be analyzed using several qualitative methods that will result in a conclusion from the entire study. The first analysis tool used in this research is the modified Marketing Mix with 7Ps aspects: product, price, place, promotion, people, process, and physical evidence (Mamoun N. Akroush, 2011). The second analysis tool in this research is brand touchpoint, which can be defined as how a company's brand interacts with customers, employees, and other stakeholders. Every action, tactic, or strategy taken to reach customers represents a touch point divided into three parts of the Customer Experience: Experience before purchase, experience during purchase, and experience after purchase (Scott M. Davis & Michael Dunn, 2002).

Primary data collection in this research aims to solve the existing problems and are collected directly by the researcher or obtained from primary sources or the research object (Naresh K. Malhotra, 2010). This study will select several respondents by using a sampling method. A sample is part of a population with specific characteristics or conditions to be studied (Naresh K. Malhotra, 2010). The sampling techniques in qualitative research that are more commonly used are purposive and snowball. Purposive sampling is a technique for taking data source samples using specific considerations. The reason for using purposive sampling is that it is suitable for qualitative research or research that does not generalize. With this method, determining a saturated or total sample is a technique for determining a sample when all population members are used as samples.

The researcher conduct direct interviews with the company's representatives or the person in charge of a division involved to obtain this data. This project will also use a qualitative method. Therefore, the research is unstructured with an exploratory research design based on a sample that aims to obtain information about the problem that will be addressed (Naresh K. Malhotra, 2010). Qualitative research will be conducted using several methods, including interviews, observing field conditions, and surveying Andika Broker's customers to

study their development. An in-depth interview is an unstructured personal interview conducted directly, in which one respondent acts as a source of information and is interviewed by an experienced interviewer to uncover the motivations or beliefs underlying attitudes and feelings on a topic (Naresh K. Malhotra, 2010). Observation is a systematic process of recording the behavioral patterns of people, objects, and occurrences without questioning or interpreting them (RC Bogdan & SK Biklen, 2017). The survey is a data collection process by distributing questions to several respondents (Naresh K. Malhotra, 2010).

The sample to be taken in this study are employees from Company A who are users of services from Andika Broker. The sample to be taken includes explicitly employees of Andika Broker's customer companies. This study uses a purposive sampling technique. This study collected data from respondents who are employees of the corporate clients of Andika Broker, which are operating from various industries such as food and beverage, furniture, aviation, consulting firms, and the mining industry.

The third analysis tool is Porter's Five Forces Framework. This framework has five main discussion aspects, namely the bargaining power of buyers, bargaining power of suppliers, threat of new entrants, threat of substitute products, and rivalry among existing competitors. Each discussion aspect has an analysis value representing supporting factors of a business, which, in the end, each aspect will be measured with ratings from low, medium, to high (Porter, 1979). All data and information we obtain from these tools can be processed and analyzed by starting with a SWOT analysis to identify the company's strengths, weaknesses, opportunities, and threats (Pearce & Pearce, 2013). Then, we can proceed to the second tool, Gap analysis, which can be defined as evaluating employee performance (Muchsam & Irianto Saputro, 2011). People nowadays often use it to evaluate company performance as well. Lastly, to prioritize which problem is more urgent, this study uses Pareto analysis, an analysis technique used to identify and prioritize the most significant factors in a problem or system (H.S. Gitlow et al., 2017). Pareto analysis is based on the Pareto concept, which states that a small percentage of factors cause a large portion of problems or results. Pareto analysis is based on the Pareto Principle. Pareto's Principle states that a small percentage of factors or causes often dominates the desired effect or outcome.

3. Results and Discussion

Based on the analysis results using several tools or frameworks such as the Business Model Canvas (BMC), SWOT analysis, Porter's 5 Forces, and others, it can be concluded that several gaps or discrepancies exist between Andika Broker and its clients or target markets. This discussion covers a comparison of the actual conditions that occur in the field, the ideal conditions or the conditions that should occur, and the gap or discrepancy between these two conditions.

Three things are found starting from observing the business processes running in Andika Broker. First, the company still needs more emphasis on its brand in every process, and customer relationship management (CRM) is still done manually and unstructured. Ideally, every channel used should have Andika's brand element and consistent CRM. Second, CRM is still done manually and unstructured. It would be good if Andika Broker had consistent CRM. Third, the employees are only focused on service quality, and there is no effort to sell the company's brand. Ideally, all employees should always bring the company's brand element into every activity.

A subsequent analysis of the research is the BMC framework, where we can find the gap in the limited CRM programs only through customer service and parcel distribution during holidays. Andika Broker should have more CRM programs to build a deeper relationship by interacting more intensively with its members. Therefore, Andika Broker should have several

more CRM programs than it currently has. The same goes for the findings in the SWOT analysis, which also found two gap problems: a CRM program problem with the same findings as the BMC framework and through observations of business processes at Andika Broker. The second gap problem found in the SWOT Analysis is weak brand awareness that many members do not yet know of client companies. Andika Broker's brand should be known by all members, including potential customers.

Furthermore, the STP analysis tool validated the condition where only the PIC from the client's side knows the Andika Broker brand. The brand should be recognized by all members of the client's company to increase the company's brand awareness of their clients. Finally, based on the analysis results of Porter's 5 Forces tool, the writer found a market condition where the bargaining power of buyers is extreme, and there is no dependence on the company. Therefore, the company should create reliance on the client by offering valuable services.

Table 1

Gap Analysis on the Condition at Andika Broker

No	Analysis Tools	Actual Condition	Ideal Condition	GAP	Categories
1	Business Process	There is a lack of focus on emphasizing our brand in every process and our customer relationship management (CRM) is still done manually.	Every channel contains elements of the Andika Broker brand and has consistent CRM.	A brand identity that is not conveyed or formed.	Brand Awareness
2	Business Process	CRM is still done manually and is not structured.	Have a consistent CRM.	There is no clear CRM SOP.	Customer Relations SOP (Bonuses)
3	Business Process	Human resources only focus on service quality, without any effort to sell the company's brand.	Human resources always bring elements of the company's brand in every activity.	Clients often forget that all the work done results from Andika Broker.	HR Contribution
4	BMC	Only have 2 CRM programs.	Have several CRM programs.	There is no interaction with clients other than the main service.	Customer Relationships
5	SWOT	Client's members unaware of the brand.	All members know the brand and are even able to expose other prospects.	Need to focus more on brand awareness.	Brand awareness
6	SWOT	CRM is still done manually and is not structured.	Have several CRM programs.	There is no interaction with clients other than the main service.	Customer Relationships
7	STP	The Andika Broker brand is only known by the PIC or HR division of client's companies.	The brand is known by all members within the client's company.	Many members have not been exposed to the Andika Broker brand.	Customer Relationships
8	5 Porter's	The buyer's bargaining power is very strong and has no dependence on the company.	The client has a dependency on the value provided by the company.	The value that is a significant differentiator from competitors has not been conveyed to the client.	Value proposition awareness

Based on this gap analysis on the condition of Andika Broker, five gap categories can be solved in this study case, as we can see in the table above, which are gaps in brand awareness, customer relations SOP on the person in charge bonuses, HR contribution, customer relations program, and value proposition awareness. Although we only solved two of the five gaps above due to time and resource limitations, they were chosen using the Pareto Analysis based on the urgency of solving the gap and the company's current capability to solve it.

Table 2
Pareto Analysis Using Urgency and Capability Clause

No.	GAP	Urgency	capabilities	Contribution	Distribution (%)	Cumulative Percentage
1	Brand Awareness	9	7	63	35.39%	35.39%
2	CR Program	9	8	72	40.45%	75.84%
3	CR SOP (Bonuses)	4	6	24	13.48%	89.33%
5	HR Contribution	3	5	15	8.43%	97.75%
4	Value Proposition Awareness	2	2	4	2.25%	100.00%
TOTAL				178	100.00%	

The contribution and distribution in Pareto Analysis validate that the company should solve the brand awareness gap and the customer relations program gap. Before this study case was implemented, Andika Broker only focused on four brand touchpoints: product quality, billing, service assortment, and customer service, where there are nine other brand touchpoints the company can use. Therefore, we proposed two other brand touchpoint methods that will be useful in solving the gaps Andika Broker was facing. The two methods are using newsletters through social media to generate awareness and creating a loyalty program to create interaction with the end user, the employees of the corporate clients.

The first method is using a newsletter through social media. We focused on using Instagram as the platform to spread the newsletter, considering that it is the most preferred social media application by the employees of Andika Broker's clients. Through this platform, we can publish educational content about general health and well-being that refers to current trends and daily activities so that the viewers can relate to the topics. For the second method, the primary purpose of the loyalty program in this study case was to create more interaction to generate awareness of the Andika Broker brand.

The main purpose of the second method is to create awareness through interaction with the employees of the corporate clients, especially companies that are approaching the end of their policy period. This loyalty program is designed in the form of events that are related to the health and well-being of the members, such as health talks and medical check-ups. Within every session and topics that were discussed, we explained the role of Andika Broker in the member's insurance plan usage. The topic itself was chosen by the person in charge of the corporate clients from the alternatives recommended by Andika Broker based on the trending health problems within the company.

Although this case study was limited by a short time frame that started at the beginning of April, both implemented methods have been relatively successful in producing good results in improving the brand awareness of Andika Broker among its employees and its corporate clients. Based on the four events that have been conducted in four corporate clients with a total of 853 employees, we have managed to increase the total number of Instagram followers from 62 two followers who were initially the employees of Andika Broker to 679 followers who were the members of the corporate clients by the end of June. Instagram analytic features also stated that we have generated 692 accounts reached and 833 profile visits. Lastly, Andika Broker's mobile app downloaders increased from 619 downloads to more than 1000 downloads.

4. Conclusion

From the methods implemented in this study case, Andika Broker should improve this effort and conduct more health events among their corporate clients to reach all employees. They could also start focusing on making more interactive strategies to reach out to their client members more frequently, such as some simple health monitoring long-term programs to make more interaction with the members. However, Andika Broker must prepare the resources needed to implement more interactive strategies such as a dedicated team, a platform to interact, etc. To conclude, Andika Broker must interact more with the employees of their corporate clients to ensure their existence within the service they provide.

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