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# Implementation of Digital Marketing at Printing Company to Increase Customer Acquisition and Customer Retention (Case Study: Citra Kreasindo Mandiri Company)

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## Abstract

*In facing the global change and technology, PT Citra Kreasindo Mandiri company needs to make a change in the form of the application of technology within the company. The data was collected qualitatively by conducting interviews with business people involved, it's the business owners and employees of PT Citra Kreasindo Mandiri so that data was obtained about current business conditions in terms of strategy, technology, customers, organization and culture and operations. Business priority is in the marketing section which is the sub-dimension of the strategy dimension. From this condition, one of the strategies that can be done is to implement digital marketing at the company PT Citra Kreasindo Mandiri The application of digital marketing is carried out to increase the customer acquisition rate and customer retention rate. The analysis technique is performed by comparing the company's business capabilities with the company's gap analysis. The results given from the application of digital marketing are that companies have the ability to be able to carry out digital transformation and the application will have a positive influence on the customer acquisition rate, customer retention rate and also company revenue.*

*Keywords: social media, digital marketing, digital transformation, customer acquisition, customer retention.*

## I. INTRODUCTION

The printing and convection industries are currently developing in Indonesia and have the opportunity to be developed in the community. This happens because of the many needs related to this industry in existing companies and people's lives, as evidenced by the growth of the printing industry by 10% according to PPGI (Kompasiana, 2019). For example, in a company that requires certain forms, books, envelopes, brochures, company promotion needs, goody bags, and others. In people's life, some of the needs are wedding invitations, birthday souvenirs, and so on.

The printing business itself includes several aspects, namely aspects of graphic design, production, and packaging to shipping. The graphic design aspect is the first scope in the printing business, namely the process of visual design and appearance of a work to be printed (in the form of layout or artwork). The output of this design activity can be in the form of print media or digital media. The results used in print output are results that use high resolution and are also in JPG / PDF / TIFF format (an image data storage format for print standards) or other image formats. The graphic design process is the initial process before entering the production stage.

The development of technology is currently one of the threats to the printing business because more and more media are turning to the digital world, such as book publishers, magazines, media, and so on. Based on a survey conducted by Nielsen Media Indonesia, digital media readers are more than print media. As many as 17% of young people aged 10-19 years get information through digital media, while readers aged 20-49 get information from digital media by 80%.

The printing business today is generally owned by a generation who are considered experienced in their field, so the relationship between printing businesses is very strong because they are related to one another. For example, in a printing business that only accepts printing costs, the businessman will network with other business people who have other services, such as finishing, cutting, paper shop, and others. To make a finished product, of course, you need to go through several printing processes as in the table mentioned above.

There are many types of printing business, especially in Jakarta, ranging from modern to what is. Modern printing businesses, for example, are Printerous, Snapy, X Graphic, Digital Dimensi, print.id and others. These businesses on average have switched to digital, so usually

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the production costs given are more expensive because they consider the quality of the services provided as well. Meanwhile, the printing business as it is (has not switched to digital) exists in certain areas in Jakarta, such as in Kebayoran Lama, Cipulir, Asshirok, Grogol, and so on. The advantage of this business is that it already has old customers and believes in this printing and also the price given is much cheaper. That is why this business remains by maintaining low prices.

One of the printing businesses in Kebayoran Lama is PT Citra Kreasindo Mandiri. When viewed from previous research, such as research conducted by Akhbar Nurseta (2018), the length of the business is directly proportional to the income owned by the company.

However, in reality, at PT Citra Kreasindo Mandiri, although it has been operating for 16 years, there is no significant difference to this printing business. Therefore it is very necessary to make changes to the company PT Citra Kreasindo Mandiri.

## II. BUSINESS OVERVIEW

According to Kotler and Armstrong (2008), a SWOT analysis is an assessment carried out on a company as a whole that involves business strength (Strength), Weakness (Weakness), Opportunity (Opportunity), and also Threats (Threats). The following is a SWOT analysis from PT Citra Kreasindo Mandiri:

### a. Strength

This company offers printing services (print) in various media such as paper, t-shirts, bags, souvenirs, and so on. In addition, PT Citra Kreasindo Mandiri also has good quality control so that it creates trust from companies that work with PT Citra Kreasindo Mandiri.

This company has had many customers since 2004. It has been recognized by many companies, such as Watson, Living World Mall, Baywalk Mall, PT Grand Indonesia, hospitals: Eka Hospital, Medika Permata Hijau, Mayapada Hospital, etc. Overseas companies: UNSW, USW. Besides that, the idealistic leader makes this company more concerned about product quality.

### b. Weakness

The company also has several weaknesses, namely as follows:

- (1) Customers do not increase
- (2) Price notification takes a long time.
- (3) There is no customer follow up

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- (4) There has never been an evaluation of the print results
  - (5) Products that have been printed / produced are never promoted
  - (6) Only rely on trust (mouth to mouth)
  - (7) The customer acquisition rate tends to be low
  - (8) Unstable sales rate

#### **c. Opportunity**

PT Citra Kreasindo Mandiri as one of the printing businesses that one day could lead the printing market because of the well-known and well-known networking. Besides that, it also has the potential to become a printer that reaches both business companies (B2B) and B2C. The need for printing is increasing, every company must have these needs. Print printing as required.

#### **d. Thread**

There are many printing businesses that are currently developing in Jakarta so competition is everywhere, especially in the Kebayoran Lama area which has a lot of printing presses. In addition, many printing businesses have switched to digital, making it easier for customers to reach the business. This is a threat to PT Citra Kreasindo Mandiri at this time if it has not carried out digital transformation.

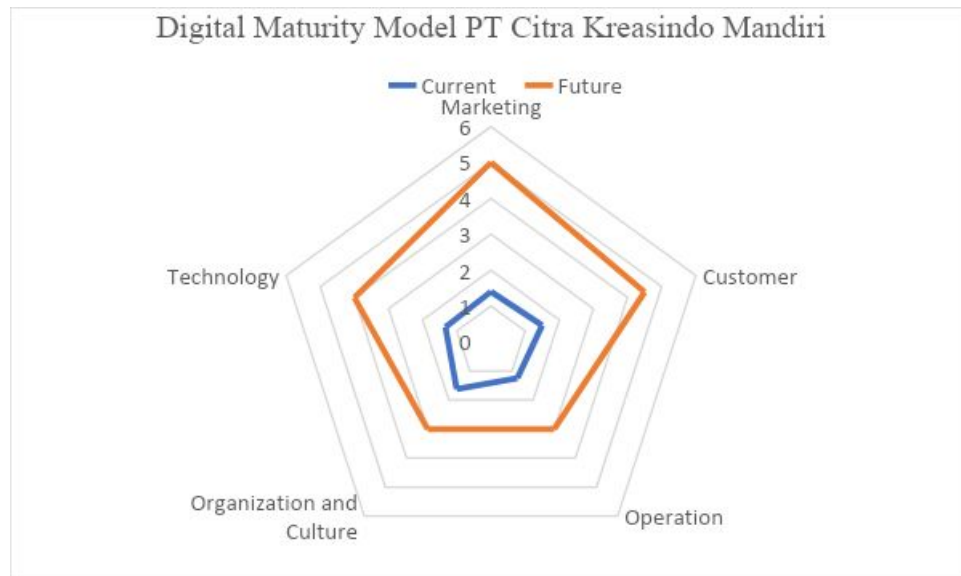
PT Citra Kreasindo Mandiri needs to find new customers so that income and expenses are balanced because of the cash flow. So far, the target customers are large companies, so the cash flow is not going well.

#### **e. Digital Maturity Model**

According to the meaning of Deloitte and TM Forum (2018), the Digital Maturity Model is a tool / tool used to activate the digital transformation of a company. There are many digital models available, but at the Deloitte-TM Forum the model is an industry standard maturity model that provides the 5 core dimensions of a business, as well as a benchmark for the business itself. By using this model, business leaders can:

1. Know which position the business is in for its transformation journey
2. Creating goals and plans
3. Make an impactful transformation for project investment.

The following is the digital maturity model of PT Citra Kreasindo Mandiri. The dimensions used to test the maturity model of PT Citra Kreasindo Mandiri are Customer, Strategy, Organization and Culture, Operation and Technology.



Today's business capabilities are still at the initiating level, which is the initial stage in business (initiation).

[1] Marketing (Strategy)

The marketing department has a maturity value of 1.4. At this stage the company is still planning to use marketing analysis and strategies. In addition, the use of technology in marketing activities is still minimal and not maximized. The company also does not focus on customer service and there is no research and evaluation in marketing activities.

[2] Customer

On the customer side, the company PT Citra Kreasindo Mandiri has a maturity value of 1.458 which is still at the initiating level. At this level, the company never creates loyalty programs for customers. In addition, companies rarely build regular relationships with customers. However, there have been several initiatives from the company to establish relationships, such as giving gifts to customers during holidays.

[3] Operation

The operation section has a maturity value of 1.25, which is at the initiating stage. At this stage, the company has a system that is not organized into operational sections. Operational activities do not have records organized by the operation team and only depend on one person.

[4] Organization and Culture

Organization and Culture is a part that aims to develop organizational culture and talent processes to support progress and also the digital maturity model. The aim of this division is to achieve growth and innovation (Deloitte, 2018). From the maturity value obtained at PT Citra Kreasindo Mandiri is 1.625, namely at the initiating stage. At this stage, the company does not have a clear organizational structure and tends to provide jobs spontaneously. The culture that is built is to work according to orders, so that there is no self-development and efforts to create a certain culture.

[5] Technology

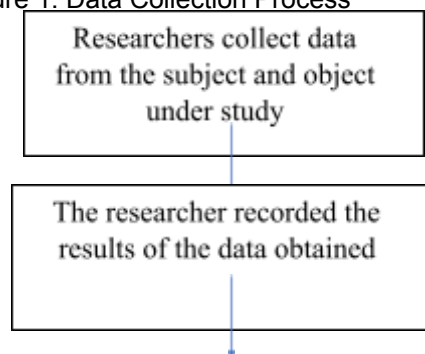
Technology is a processing carried out by humans to make use of existing devices or resources into facilities or infrastructure that help human activities. The technology stage is at a value of 1.333, namely at the initiating level. At this stage, the company has not used technology optimally, especially in terms of production, operations and marketing.

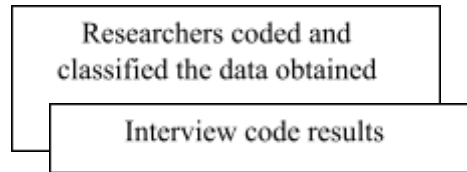
### III. METHODOLOGY

Data analysis was done qualitatively by searching for data related to the object under study. The method used is deductive, namely focusing on general things first and then on specific things. This is done to find deeper data and information from the object of the research, namely PT Citra Kreasindo Mandiri.

In analysis, data processing occurs, organizes data, breaks it down into smaller units then looks for themes and patterns from the data obtained.

Figure 1. Data Collection Process

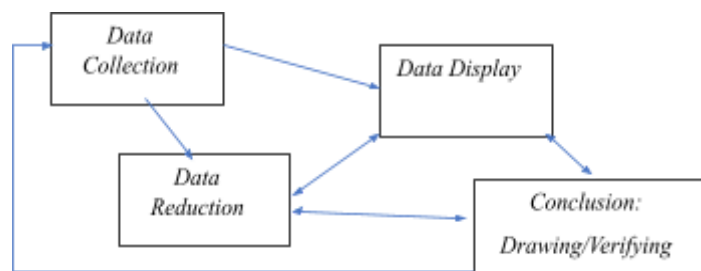




Data analysis was carried out by the initial process, namely collecting data from the subject and object under study. Then, the researcher recorded and coded the results of the data obtained, and obtained the results of the interview code and data collection. Data analysis was also carried out with a deep understanding of the interactions between the concepts that were studied empirically. There are five main characteristics in qualitative research (Semi, 2012, p. 30), which are as follows:

- [1] There is a scientific background as a source of data. Researchers made direct observations in the field to obtain more adequate data.
- [2] Qualitative research is descriptive, so there is verbal language that needs to be considered carefully, and requires interpretations and conclusions conveyed verbally.
- [3] Prioritizing the process not the result, so that the results of the research will be largely determined by the research process.
- [4] Inductive data analysis, namely collecting various phenomena and examining their parts specifically.

#### General Step of Qualitative Data Analysis



(source: Using Qualitative and Mixed Method Approaches, 1996)

Every research has a variety of objectives, ranging from personal goals, the interests of a particular company, deepening knowledge of certain fields of science, and academic decisions. The method of data collection and methodology used by the researcher also depends on the objectives of the researcher at first. Of course this will affect the audience that the researcher will also research.

According to Prof. Dr. Conny R. Semiawan (2010) in his book entitled Qualitative Research Methods, if the research aims to provide a broad overview of facts and events in depth, so that a new understanding emerges, it will be more appropriate to use qualitative methods. In this case, the researcher intends to know deeply about the systems, facts and

events in the company in depth in the marketing and customer loyalty section of the company PT Citra Kreasindo Mandiri.

In this case, the researcher wants to know about customer retention rate and customer acquisition rate from the company.

$$\text{Customer Retention Rate} = ((\alpha - \beta) / \gamma) \times 100$$

Description:

$\alpha$ : the number of customers at the end of the period

$\beta$ : the number of new customers obtained during that period

$\gamma$ : the number of customers at the beginning of the period

Based on the data, the percentage shows that the company's ability to retain its customers is 30%. The data used are  $\alpha = 152$ ,  $\beta = 56$  and  $\gamma = 312$ .

$$\text{Customer Acquisition Rate} = 100$$

Description:

$\alpha$ : variable of the number of current customers obtained in a certain period of time

$\beta$ : the number of old customers owned in a certain period of time.

Based on the data from the internal company,  $\alpha = 112$  and  $\beta = 89$ . Customer acquisition rate obtained from these data is 0,26 (26%).

$$= 0.26$$

## IV. DIGITAL TRANSFORMATION

### A. Digital Marketing and Content Creating Process

In digital transformation, there are several technologies that will be involved and used, which are as follows:

a. Website

Website is a digital display or platform created to represent the company in digital form. On the website there are many features, such as the main page, products, history, and so on depending on how the website maker determines the content in it.

b. SEO (Search Engine Optimization)

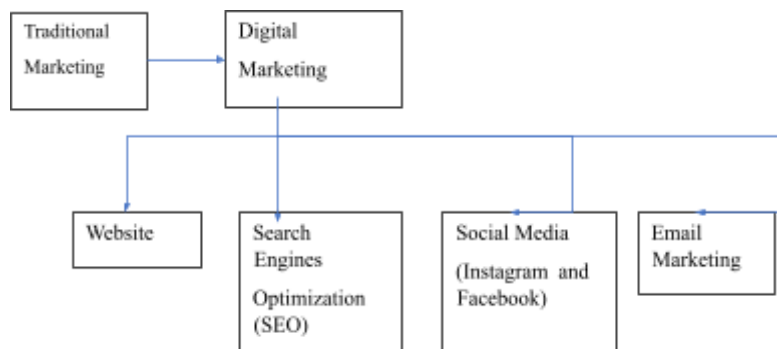
Search Engine Optimization allows people to be able to find digital content on the internet. SEO provides information about navigational searches, information about content, and also purchases.

c. Social Media (Instagram and Facebook)

Social media is a media that is displayed digitally, which is useful for creating interaction between users. Social media can also be used to display content that is suitable for users in order to increase interaction as well.

d. Email Marketing

Email marketing is one of the strategies companies use to be able to establish relationships and interactions with customers via email. In email marketing, you will send various kinds of updates and information about the company via email, so that the email recipient feels that the message received will be more personal and personal.



In the roadmap for the entire digital transformation project of PT Citra Kreasindo Mandiri, the digital transformation process starts with the formulation of a marketing strategy in carrying out digital transformation so that each process is carried out in accordance with the current and future state of digital transformation. The digital roadmap starts with the planning process, then continues with create, design, publish, promote and finally measure (calculation).

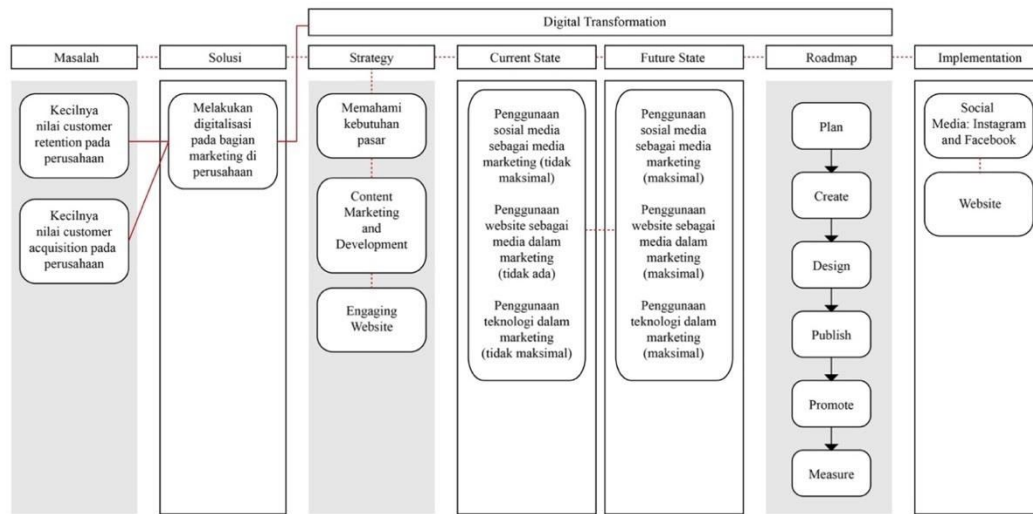


Figure 4. Digital Transformation Full Roadmap of PT Citra Kreasindo Mandiri

Digital roadmap is a process carried out step by step to achieve predetermined digital marketing results. The stage starts from plan, create, design, publish, promote and measure.



Figure 5. Digital Roadmap of PT Citra Kreasindo Mandiri

## Plan

At this stage, the company prepares a strategy and maps the customer so that products and services can reach the customer in a targeted manner. The company determines branding as well as brand voice.

Brand voice is a perception that is built by a brand so that customers see the brand in accordance with existing identities. At PT Citra Kreasindo Mandiri company, the brand voice that you want to build is professional, serious, educated and has a purpose of selling and informing.

Brand Voice of PT Citra Kreasindo Mandiri:

- (1) Professional
- (2) Educate
- (3) Purpose: Inform, Sell

After determining the brand voice, the company will determine the Marketing Goal. Marketing goals must be specific, quantifiable and relevant. Setting marketing goals will help the company to achieve the specified goals and objectives in a clearer way and how to achieve there.

The marketing goals set by the company PT Citra Kreasindo Mandiri are:

- (1) Increase customer engagement, customer retention and customer acquisition.
- (2) Increase engagement rate to 20%
- (3) Increase customer retention rate from 30% to 50%
- (4) Increase customer acquisition rate from 26% to 50%

## Create

In the Create stage, the company brainstorms and formulates a strategy for a detailed and targeted target market. From this process, the company can determine what type of content will be made according to the needs and targets of the target market.

Target Profile

Demographic	Company in Jabodetabek
Characteristic	Big and small companies in Jabodetabek

Needs	Company marketing needs such as bags, goody bags, calendars, and so on
Aspiration	When using the product, the customer will feel comfortable with the quality and price given
Likes / Dislikes	Customers like printing companies that provide the best service, low prices, and good quality.

Purposes of the content that have been created are to educate customers about the products provided by the company. In addition, the content created also aims to inform customers or audiences that Citra Kreasindo Mandiri is a company that can be trusted by:

- Shows testimonials from clients who have worked with the company
- Shows the power of business
- Describe the product in detail

## Design

The design process is carried out by creating digital content based on a predetermined strategy. On Instagram, content is made with a neat and professional design so that the target market knows that the branding of this company is a company that is professional and serves corporate. Then, the website created is designed with a simple and professional appearance to make it easier for the audience to get the information needed by the customer.

Website created with a simple appearance to make it easier for the audience to get the information needed. The colors used are colors that represent the PT Citra Kreasindo Mandiri Brand, namely gray, cyan, magenta and yellow. This color already represents the use of color in the printing world because basically CMYK is the basic color used in the printing process.

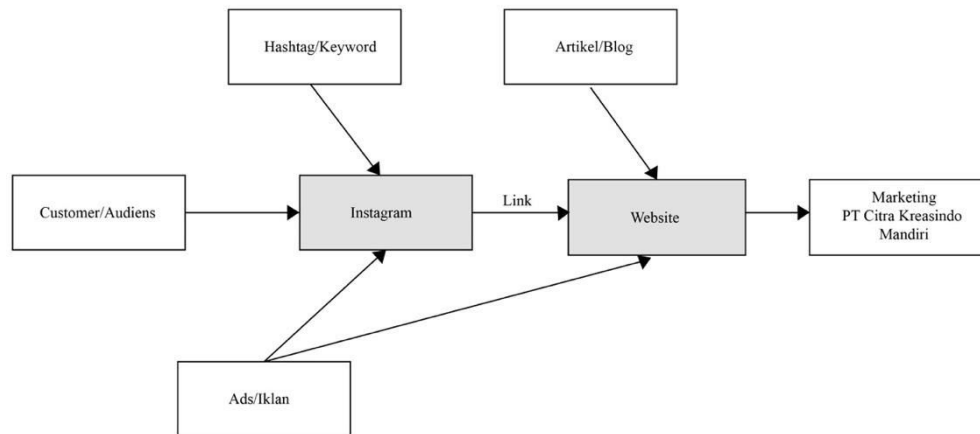


Figure 5. The Digital Marketing and SEO Process

The chart above is a chart of the digital marketing strategy process for PT Citra Kreasindo Mandiri. In this chart, Instagram and Website are the main media in the digital marketing process. These two digital media will become a place to accommodate customers or target markets that are the target of PT Citra Kreasindo Mandiri. The process will begin with creating content on social media and websites first.

From this chart, customers will be obtained from the ads and keywords or hashtags made through Instagram. Then the content created is content related to the printing process, quality, and education to customers about products and services related to the company. Thus the audience or customers who see the content will feel educated and follow the Instagram account. From this, Instagram will be linked with the website as the main platform for PT Citra Kreasindo Mandiri. Then the website will get a customer database that can be directly contacted and carried out by the marketing department of the company.

### E. Publish

Publish means displaying content that has been prepared beforehand. The content is displayed based on a schedule that has been prepared by the marketing team or content creator. The schedule that is prepared follows the strategy of setting the target market. Because the target is large companies and usually the people who search for products are the purchasing department, it is better if content publishing is done during working hours, such as in the morning at 9.00-11.00 or in the afternoon at 14.00-17.00. This timing (peak hour) will affect engagement and impressions of the content displayed on the company's social media.

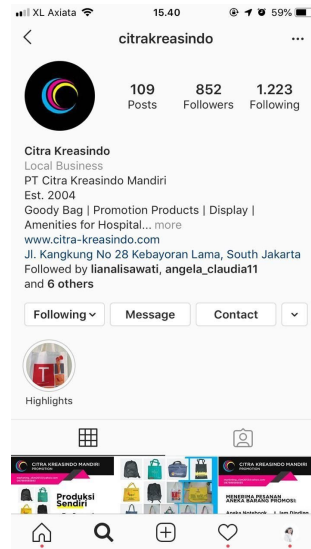


Figure 4.6 Current Situation Social Media Views

This image is an Instagram social media appearance of PT Citra Kreasindo Mandiri in the current situation, when there have been no design changes in Instagram. Posts that are made are not yet organized and there are no adjustments to the posting schedule and feed design.

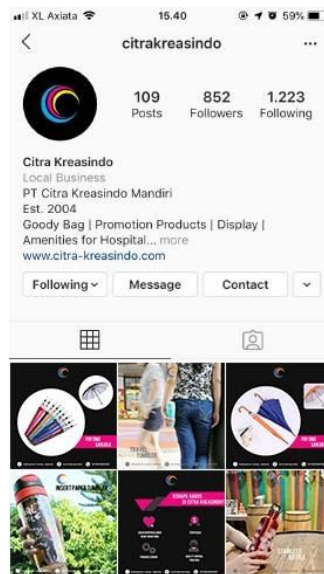


Figure 4.7 Social Media Future Situation Display

This display is an Instagram design setting that has made changes visually, namely by using a more neat design and in accordance with company branding. The content

created is product design content, company advantages, product photos, product descriptions, and so on. In publishing content, another strategy used is the use of hashtags. Hashtag is a keyword used in Instagram search to make it easier for Instagram users to find content that matches existing keywords. Some hashtags used in the caption are #jasapercetankakarta #jasapercetakan #jasakonveksijakarta #jasakonveksi #barangpromosi #productionbarangpromosi #barangpromosijakarta.

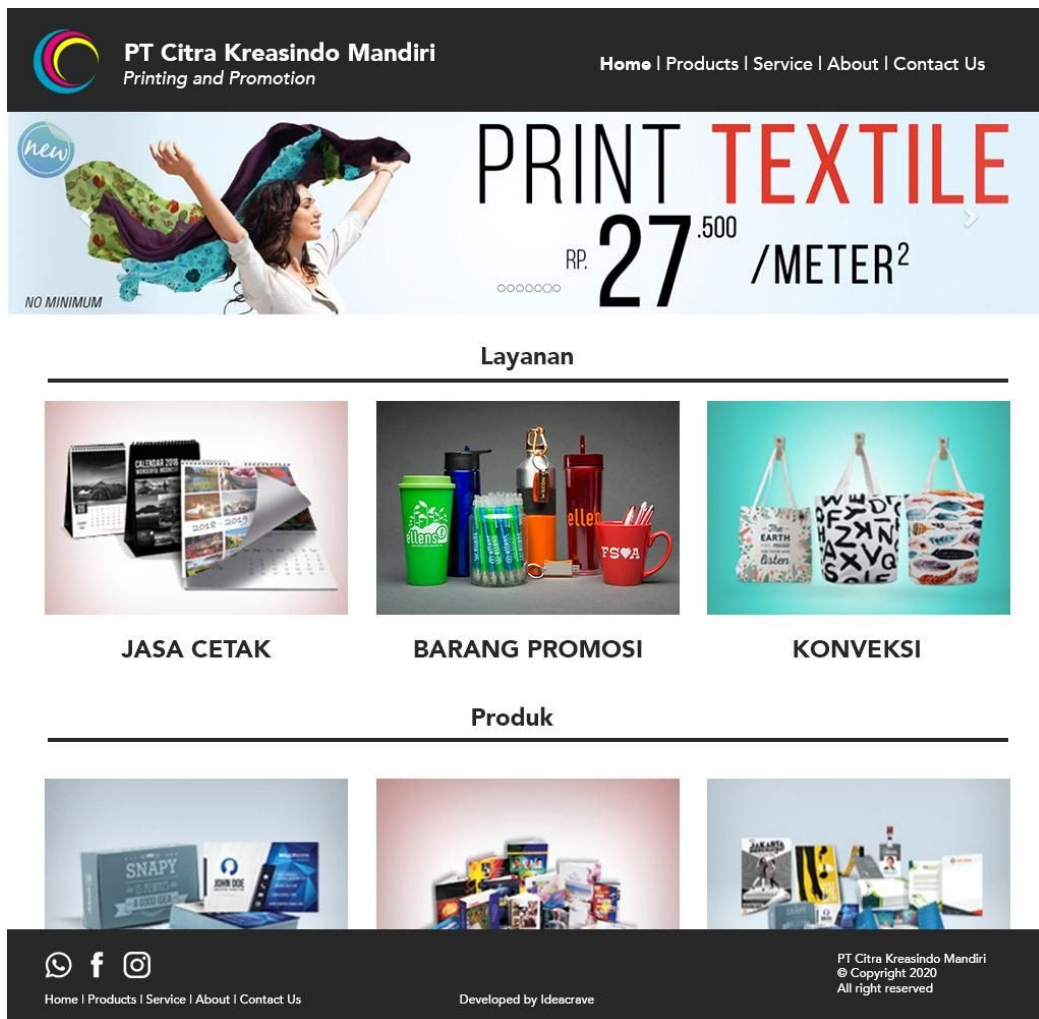


Figure 4.8 Website Design Plan PT Citra Kreasindo Mandiri

Next is a website for PT Citra Kreasindo Mandiri. The website is created with a design that matches the company branding. On the website there are home pages,

products, services, about and contact us. In home there are monthly promotion updates as well as important information that customers need to know at that time. Then, on the product page there is detailed information and images about the products provided or sold by the company. The service page displays what services PT Citra Kreasindo Mandiri provides. These services are printing services, manufacturing promotional items and also convection. On the about service, there are details about the identity and company information.

### F. Promote

Promotion talks about marketing communication and the application of the communication mix. The marketing mix will find out what issues occur that attract the attention of customers and customer retention, and the main audience is the customer (Nigel, 2013, p. 106). At the same time, the marketing manager finds the most appropriate way to communicate with his customers and also seeks to cost-effectively. Promotion is carried out using ads on Instagram, which are tools that are directly on Instagram's social media. This tool is used to help social media users to promote content that has been created to get engagement in accordance with the Key Performance Indicator (KPI).

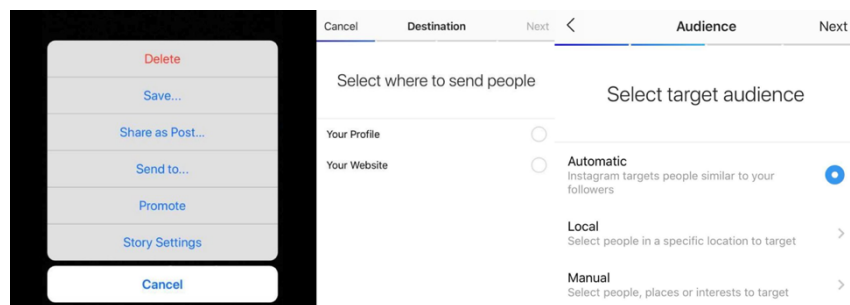


Figure 4.8 Display of Instagram Ads Settings

Advertising on Instagram can be done by selecting the content to be created by the ad. Usually the content that is created is the content with the highest engagement or content that is relevant to the target for that month. After that, in the ads selection setting, it is necessary to select the destination of the ad, namely the profile or website. Profile means the account profile on the Instagram of PT Citra Kreasindo mandiri (@citrakreasindo) while the website is the platform of PT Citra Kreasindo Mandiri ([www.citra-kreasindo.com](http://www.citra-kreasindo.com)). In this case, the destination of the advertisement is a website so that the audience can see the website directly and make purchases based on the flow of the website.

Audiences can also be adjusted according to the needs of the advertisement. The selected audience is in accordance with the target market of the company Citra Kreasindo Mandiri, namely people who live in Jakarta, aged 18 years - 55 years and have an interest / interest in the Industry business in Jakarta.

### G. Measure

Measure is a calculation of data obtained from the results of campaigns and content that has been created in social media or digital marketing. In measure, some calculations or variables that can be calculated are engagement, reach, and impressions. These three variables serve as Key Performance Indicators of the digital marketing process.

Table 4.3 Key Performance Indicators for PT Citra Kreasindo Mandiri

Platform	Action Type	Action	Impression	Estimate CTR
Instagram Ads	Engagement	150	150000	0.1%
Website	Clicks	15	-	-

Source: Personal Documentation, 2020

In the KPI table of PT Citra Kreasindo Mandiri, it can be seen that on Instagram ads have an impression target of 150,000 with an action of 150, which means that there are 150 audiences who take action on the ads that have been carried out, it could mean profile visits or respond to advertisements published. Impression is the number of impressions of the content to the viewing audience. Meanwhile, reach is how much reach the content has seen by the audience.

### B. Financial Projection

Financial projections are estimated budgets or costs that will be used in a business project process or business-related activities. The estimate covers the entire business, from the process of running the business to the revenue earned. This projection aims to make plans within a certain period or period. According to Heizer and Render (2015: 113), forecasting is done to find out what things might happen in the future and carry out systematic planning in order to achieve the desired results. Forecasting certainly has a good impact on business development and for investors who want to carry out a project or plan for a business.

In making financial projections, it is necessary to record investment costs and initial capital at the time of project creation. The initial capital used in the application of digital marketing is

website creation and social media maintenance. Website creation includes creating UI and UX designs, website development, and hosting. Meanwhile, in social media maintenance, capital includes content creation, posting schedules, design, copywriting, and product photos.

From the financial projection, customer data that company can get:

[1] Customer Acquisition Rate:

$$CA = \frac{\alpha - \beta}{\beta}$$

$$CA = \frac{106 - 20}{20} = 43\%$$

[2] Customer Retention Rate:  $((\alpha - \beta) / \gamma) \times 100$

$$CRR = (179 - 106) / 10 \times 100\% = 73\%$$

The financial projection will display the cost of revenue per month over a period of one year and the number of increases in customers each month. From the number of increases in customers, the project cost per customer will be obtained so that the gross profit for each month is obtained. In addition, monthly operational costs are displayed which include electricity, operational costs, employee salaries, maintenance, machinery, unexpected costs, and so on. Of the total costs, of course, the total operational costs will be obtained. Net income is obtained from the total gross profit minus the total operating costs. The following is a financial projection on the application of digital marketing for PT Citra Kreasindo Mandiri.

[1] Internal Rate of Return (IRR) is the maximum return from a business. In this case, if the IRR value is greater than the expectations of investors or business owners, then the business is feasible to run.

$$\text{IRR} = \text{IRR} (N1, N2, N3, N4, \dots)$$

Description:

N1 = cash flow for month 1

N2 = cash flow for month 2

N3 = cash flow for month 3

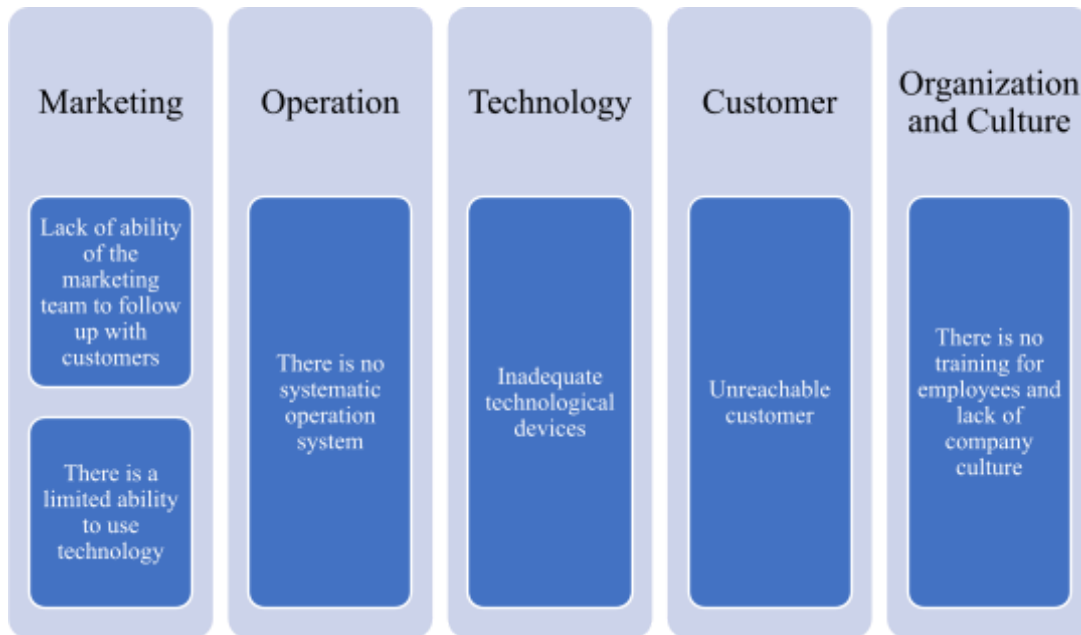
etc.

From the cash flow data for the PT Citra Kreasindo Mandiri project, the IRR data generated is 130%. This means that the digital marketing project carried out has a return of 130% of the expectations of business owners or investors.

[2] Net Present Value (NPV) is the added value that can be generated from a project or business. If the NPV is 0, then there is no added value from the project. Thus, the business will be said to be feasible if the NPV is positive. From the cash flow data for the PT Citra Kreasindo Mandiri project, it was found that the resulting NPV data was positive, so this project was said to be feasible to run.

### C. Potential Failures and Corrective Action

The potential for failure can be determined by the Failure Modes and Effect Analysis (FMEA) method. This method is an investigative method to find out how a process can fail and the effects of existing errors (Ron Snee, 2007). For example, a product or business may fail due to user error or system error. Businesses may also fail due to errors in training, no quality control and inadequate equipment.



## V. CONCLUSION AND FUTURE WORKS

Based on the results obtained through the process of calculating business feasibility and potential failures, digital marketing implementation projects have several things to consider. Overall, digital marketing is an important thing to do because now the world has entered the era of internet development and digitalization is almost focused on all businesses, especially in the marketing department. The internet is used by 2.4 billion users worldwide and of course users will always increase every year (Baig, Ahmed, 2016, p. 18).

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The potential for failure remains, and each division has the potential to create failure with different problems for each division. However, the possibility that can be done is to take action or corporate action to minimize losses in the future. Digital marketing projects have good prospects for the future because the increase in the number of customers will of course have a positive impact on the entire business. The increase in the number of customers will increase the company's turnover, so that the company can have the opportunity to fix minor problems in each division that have the potential for failure. Thus, this potential can be minimized and the company will continue to make improvements.

The implementation of digital marketing of PT Citra Kreasindo Mandiri needs to be evaluated continuously so that it can be implemented optimally and targeted. The right and right strategy will make the project maximal and have a big impact on the whole company.

#### **A. Conclusion**

From the process of qualitative research and analysis from the author regarding the digital marketing implementation project at the company PT Citra Kreasindo Mandiri, it can be concluded as follows:

- (1) The digital marketing project has a positive impact on the company PT Citra Kreasindo Mandiri with an IRR financial projection of 130% and a positive NPV result. Thus this project is said to be feasible on a financial scale.
- (2) The application of digital marketing has a positive impact on customer retention and customer acquisition at PT Citra Kreasindo Mandiri. There will be an increase in customer (customer acquisition) by 43% per month and customer retention by 73%.
- (3) The digital marketing project of PT Citra Kreasindo Mandiri is feasible to do.

#### **B. Future Works**

The author provides suggestion on the application of digital marketing at PT Citra Kreasindo Mandiri:

- (1) Maximizing training for employees and building a positive culture in the company so that employees have a sense of belonging and empathy for the work done. Thus employees will try to do their best for every job. This will have a positive effect on product quality and customer service.
- (2) Increase the use of technology even more and teach employees how to use it.

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