

## Enhancing Customer Retention in B2B Digital Marketing Agency in Indonesia (Case Study of BIZGO Digital)

Farah Andayani

Institut Teknologi Bandung

Gedung Graha Irama (Indorama), 12th floor, Jl. H. R. Rasuna Said No.Kav. 1-2,  
RT.6/RW.4, Kuningan Tim., Kecamatan Setiabudi, Kota Jakarta Selatan 12950

Correspondence Email: [farah\\_andayani@sbm-itb.ac.id](mailto:farah_andayani@sbm-itb.ac.id)

ORCID ID: <https://orcid.org/0000-0001-5466-3211>

### ARTICLE INFORMATION

### ABSTRACT

#### Publication Information

#### Research Article

#### HOW TO CITE

Andayani, F. (2021). Enhancing Customer Retention in B2B Digital Marketing Agency in Indonesia (Case Study of BIZGO Digital). *Journal of International Conference Proceedings*, 4(3), 639-653.

#### DOI:

<https://doi.org/10.32535/jicp.v4i3.1372>

Copyright@ year owned by Author(s).  
Published by JICP



This is an open-access article.  
License: Attribution-Noncommercial-  
Share Alike (CC BY-NC-SA)

Received: 8 November 2021

Accepted: 6 December

Published: 30 December 2021

The trend of digital marketing is growing in Indonesia. It is also supported by the pandemic season where offline selling is not available as much as before. People start to shift into offline platforms. Unfortunately, with the characteristics of emerging markets where acceptability, accessibility, as well as affordability is still low, study reveals that three-quarters of Indonesia's SMEs are missing out on most of the benefits of digital technologies. Looking at these opportunities, BIZGO Digital offers digital marketing services which target the business owners and MSMEs to establish their online presence. Due to its replicable services, BIZGO is able to maintain this competitive advantage. As the agency grows, BIZGO is able to take more orders from clients as the systems are already well established. Previously, BIZGO portrayed an advertising strategy which led to failure in promoting a B2B agency. Bizgo realizes the need to implement customer relationship management to increase customer retention rate and cross selling strategy. *How can BIZGO, as the B2B Digital Marketing agency implement an effective strategy to increase customer retention rate?*

**Keywords:** Agency, Customer Relationship Management, Customer Retention Rate, Digital Marketing, SME

**JEL Classification:** M3, M31, L26

## INTRODUCTION

Indonesia as an emerging market project a strong growth of population in Indonesia with a total of 274.9 million in January 2021, it turns out that 202.6 million are internet users and 354.3 million are mobile internet users. Internet penetration in Indonesia stood at 73.7% in January 2021 (Kemp, 2021). Indonesia is in the growth stage of Digitalization as the growth of digital marketing starts to rise. With this being said, digital marketing agencies are becoming a more popular need among young people in Indonesia. The survey, conducted by Mobile Marketing Association (MMA) and Survey Sensum in April, shows that 79 percent of local businesses are focusing on digital media as a means to reach consumers during the health crisis (Eloksari, 2020)

Previously, online marketing was only just an alternative towards the hard-selling offline marketing activities. Since the pandemic started, People started to realize the importance of digital marketing and then shifted from offline platforms. Thus, why business owners are competing against each other to win the digital market and trying to be as relevant as possible with the customers.

According to Akbar (2019), Internet penetration and escalation of digital transactions create new opportunities and challenging factors for some old business. Meanwhile every business must be able to adapt to existing changes, so as not to be left behind and eroded by the happening progress.

President Joko "Jokowi" Widodo has pledged to prepare five sectors to be developed for the fourth industrial revolution. Also referred to as Industry 4.0, the fourth industrial revolution refers to the enhanced connectivity and digitization of the manufacturing sector (Putro, 2018).

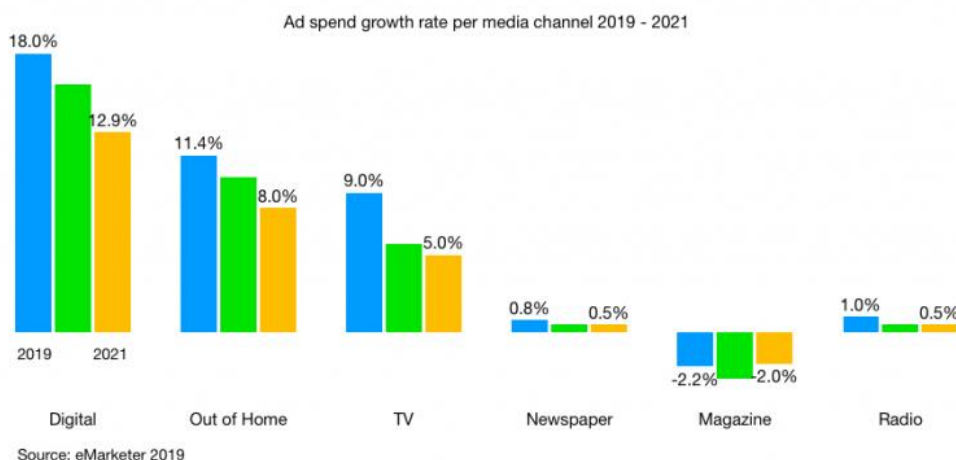
**Table 1.1.** Indonesia Internet User Statistics

Indonesia Population	Indonesia Active Internet Users	Indonesia Active Social Media Users	Indonesia Mobile Connections
274.9 million	202.6 million	170 million	345.3 million
	73.7% vs Population	61.8% vs Population	125.6% vs Population

(Source: Kemp, 2021)

Based on the figure below, digital media Advertising resulted as the highest spend compared to other traditional methods of advertisement. Nowadays businesses can readily market their products and services easily within the digital platform. Same goes with customers who are able to communicate and collaborate directly via online platforms. Digital media has become a very important role to build brand sustainability.

**Figure 1.2.** Indonesia's Digital Ad Spend Growth compare to Total Media (2019-2021)



(Source: Nggunyen, 2019)

Nowadays, people can interact and communicate effectively and inexpensively to the customers by using the mechanism of digital media channels. With the growing platform of online marketing and the increasing number of social media, the market now welcomes digital. The introduction of new digital media has also created new business opportunities and new advertising strategy for marketers. According to Atmaja (2019), The development of the internet has a significant impact on business development. Various convenience in conduction transactions has caused more online shops to grow in Indonesia. As long as the rapid competition, business people in online stores expect customers to repurchase.

Apart from that, since there are many medium-sized enterprises (MSMEs), increasing its digital engagement could increase its annual economic growth by 2%. Compared to large enterprises, MSMEs lack resources and face structural difficulties in adapting and adopting new technologies (Sakudo, 2021). Because the application of digital tools required both time and money, limited access to capital and start-up investment can be substantial impediments for MSMEs. Another factor influencing MSME digitization is Indonesia's vast geography, as the bulk of Indonesian enterprises that have recently digitized are in urban areas such as Jakarta and Surabaya, with few resources available for rural-based businesses.

Despite these obstacles, Indonesia's efforts to help MSMEs digitize may be observed in the growth of next-generation broadband/internet and the promotion of legislation that favor e-commerce settings. The Making Indonesia 4.0 plan has already begun to address this issue, with two of its key goals being the development of MSMEs' technology capacity and a strong internet infrastructure. The greater use of digital technologies such as social media, broadband, and e-commerce can deliver significant benefits for SMEs, including:

- It is up to 80% higher revenue growth.
- It is one-and-a-half times more likely to increase employment.
- It is 17 times more likely to be innovative (Sakudo, 2021)

Unfortunately, with the characteristic of emerging market where acceptability, accessibility, as well as affordability is still low, study reveals that three-quarters of Indonesia's SMEs are missing out on most on the benefits of digital technologies, which details are provided as below:

- Around one-third (36%) are offline.

- Another third (37%) have only necessary online capabilities such as computer or broadband access.
- Only a minority (18%) have what the report defines as intermediate engagement with websites and social media or advanced engagement (9%) with e-commerce capabilities. (Erlanitasari, 2019)

**Figure 1.3.** Digital Media Roles in Marketing

### Digital media roles in marketing

Most businesses use digital marketing to build brand awareness

Digital media role in marketing	Total APAC ▼	India	Indonesia	Singapore	Vietnam
Build brand awareness and recall	68%	66%	68%	76%	61%
Share knowledge with consumer	52%	51%	53%	48%	58%
Build emotional connection	52%	50%	47%	65%	47%
Instill trust in brand	43%	41%	37%	54%	41%
Provide online service/delivery at doorstep	40%	37%	37%	50%	38%

Table: JP/Eisya Elok Sari • Source: Mobile Marketing Association (MMA) and SurveySensum • Created with [Datawrapper](#)

(Source: Elok Sari, 2020)

Julita & Arianty (2019), Application of technology is one of the tools that can form digital marketing, where Digital marketing strategy by using social media is very important because it can provide entrepreneurship independence to SME actors about how or steps in expanding the consumer network through the use of social media in Market the products to increase the competitive advantage for SMEs themselves. Looking at these opportunities, BIZGO Digital offers digital marketing services which target the business owners and MSMEs to establish their online presence. The service is dedicated more into website and landing page development, but not limited to social media management, logo design, SEO writing, digital advertising, as well as app development. BIZGO's initial strategy focuses on the low-cost market with easily replicable website development. After the launch, BIZGO is able to generate clients and revenues, even with a lean management. The firm is recruiting project freelancers to lower the cost and focus on small management investment, as working can be done through online communication channels nowadays.

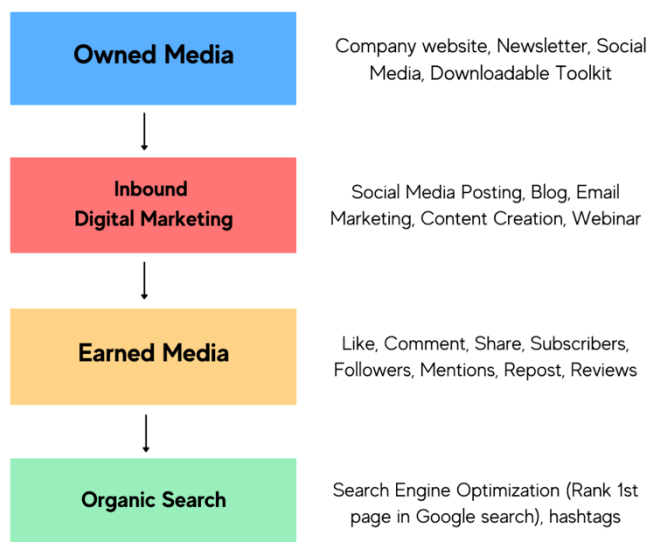
## LITERATURE REVIEW

The literature review is one of the methods in obtaining qualitative data. By its terms, the literature review is a method to collect data from both non-electronic sources, and electronics such as books, journals, and the Internet that support research. The literature review is used to find a theory that will be implemented into the basic theory in conducting this research. The theory used in this study are based on the needs of researchers to assist researchers in processing and analyzing data.

Customer Journey is a journey map that shows the customer experience towards the product or service which the company provides. With the customer journey, the customer

experience can be developed and improved, so it can provide the desired journey for the customer (Cisco, n.d).

**Figure 2.12.** O-I-E-O Model



Source: Vieira et al. (2019)

According to Vieira & Arunachalam (2019), The emergence of a digital echo verse system; we term this **O-I-E-O model** of digital echo verse in B2B context, i.e., “Owned-Inbound Earned-Organic search,” in that order of magnitude, have cyclical and reciprocal effects on new B2B sales and B2B customer acquisition. At least two new B2B sales average elasticities found in our research (for owned media and inbound marketing) are higher and different from the average current-period advertising elasticity. As noted earlier, *owned and inbound are the two-firm initiated digital mediums that have the strongest effects on both business outcomes*. Interactive and innovative content posted on owned media, mostly websites, can show how valuable a company can be, and what products and services the firm has to offer. As a result, content published on owned media can arouse the interest of potential customers and initiate new sales.

## RESEARCH METHOD

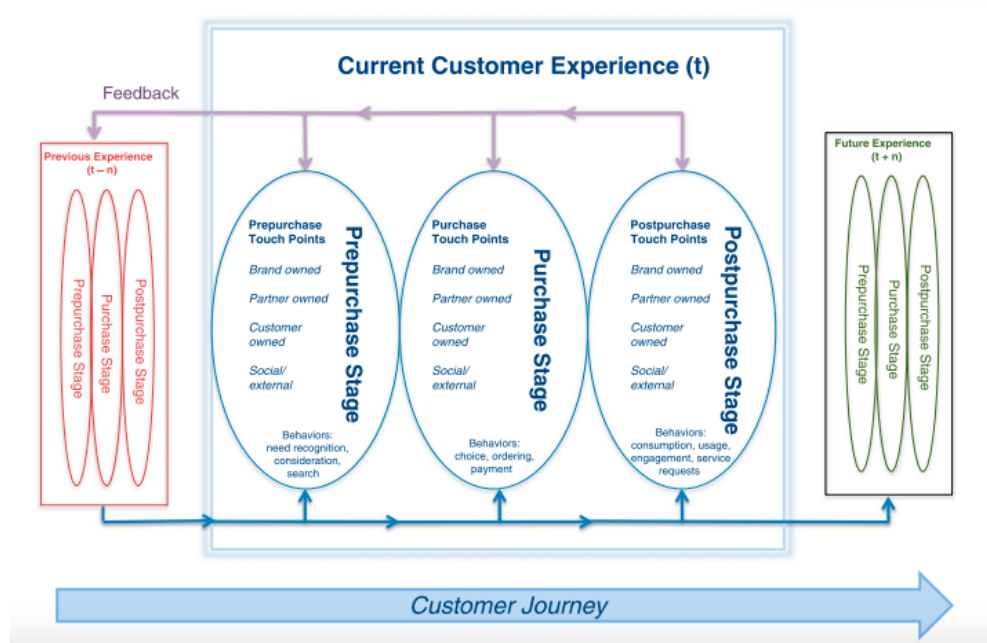
This article uses a qualitative research method. For the data collection in this final project, primary data and secondary data using qualitative methods comes from observation in the existing clients of BIZGO Digital as well as interviews with respondents. The qualitative method is used to determine the SWOT Analysis of BIZGO Digital. Meanwhile, the secondary data is collected through browsing activity. Afterwards, the writer deducts conclusions based on the gap analysis between current as well as ideal condition of BIZGO Digital.

## RESULTS

The writer proposes the strategic plan to be designed based on the customer’s references. Based on the interview that was conducted with clients as well as potential clients. Customers followed the Owned-Inbound structure to do a deep analysis about the Founder and Company Branding before making a decision to purchase the service. Customers usually visit *websites* as well as *Instagram* profiles as the main touch points

in the early contact stage of BIZGO Digital. *WhatsApp* is used as a favorite touchpoint in the bond stage. Existing clients usually visit the website as well as Instagram profile to see how BIZGO grows from the last update. In order for BIZGO to be able to increase customer retention rate, there needs to be a strategy to optimize these touch points.

**Figure 2.13.** Customer Journey



(Source: Lemon & Verhoef, 2019)

The customer journey consists of 3 stages, which are:

- **Prepurchase Stage**

This stage includes the time period leading up to a customer purchasing a company's goods or services. This stage is all about enticing new clients to make a purchase. It's marked by activities like need recognition, consideration, and search.)

- **Purchase Stage**

During the transaction, this stage of the purchase covers all customer encounters with the brand and its environment. Choice, ordering, and paying are some of the activities that define it.

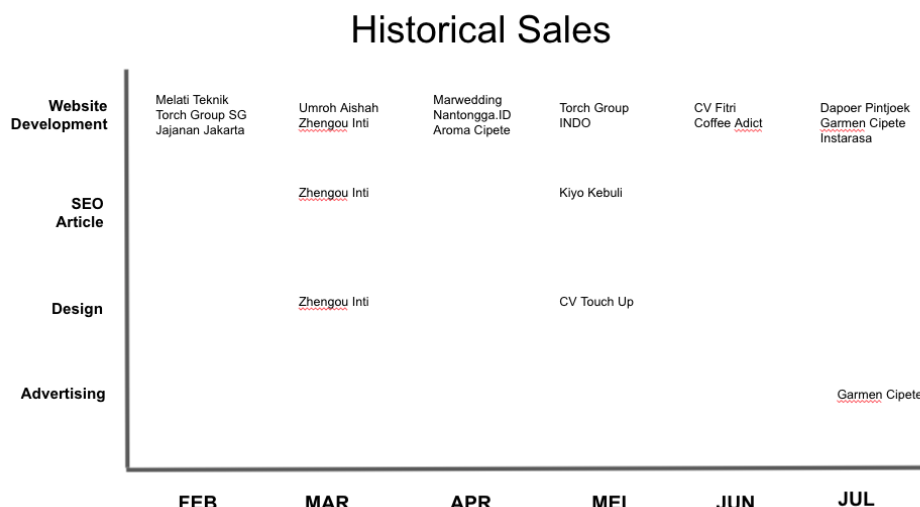
- **Post Purchase Stage.**

Following the purchase, customers' interactions with the brand and its environment are referred to as post-buy. Usage and consumption, post-purchase involvement, and service requests are all part of this stage.

First, firms should seek to understand both the firm and customer perspectives of the purchase journey, identifying key aspects in each stage. Second, firms should begin to identify the specific elements or touch points that occur throughout the journey. Third, firms should attempt to identify specific trigger points that lead customers to continue or discontinue in their purchase journey (Lemon & Verhoef, 2019).



**Figure 2.14.** BIZGO's Historical Sales



(Source: BIZGO Digital)

Based on the purchase data and interview of BIZGO Digital's previous clients, the customers of BIZGO tend to acknowledge the company through Co Founders' network and through series of QnA with the Founder about what the company is and what it can do to help. Afterwards they will browse BIZGO Digital through online platforms, such as Search Engine and social media. After grasping what the company services are, they would go back and forth asking the Founder about services they preferred. Here, the Founder is responsible for giving a fast response to potential customers.

After the customers are satisfied with the research they have found and the Founders' answers, they would begin to proceed to the next stage where Free consultation is held for Founders and customers are getting to know about each other's Key metrics and decision-making process as well as how to successfully launch the projects. Expectations and KPIs are made at this point to know whether the project is a successful rate.

There might not only be one session of this Free Consultation, but BIZGO can give as many sessions as the clients requested if they have not yet convinced themselves. After agreeing upon the services, another meeting is set up to present tactical strategies on how BIZGO would successfully implement the projects. Clients might revise some points to modify the projects.

When everything had been done, moving forward to the 30% Down Payment settlement before starting the project. During the project, clients will be reported twice a week and meetings are held to give clients explanations on what BIZGO is doing and how long the project will last, etc. After the project completion, there will be a presentation meeting where BIZGO will present what they did with the project and how it successfully accomplished the clients KPI.

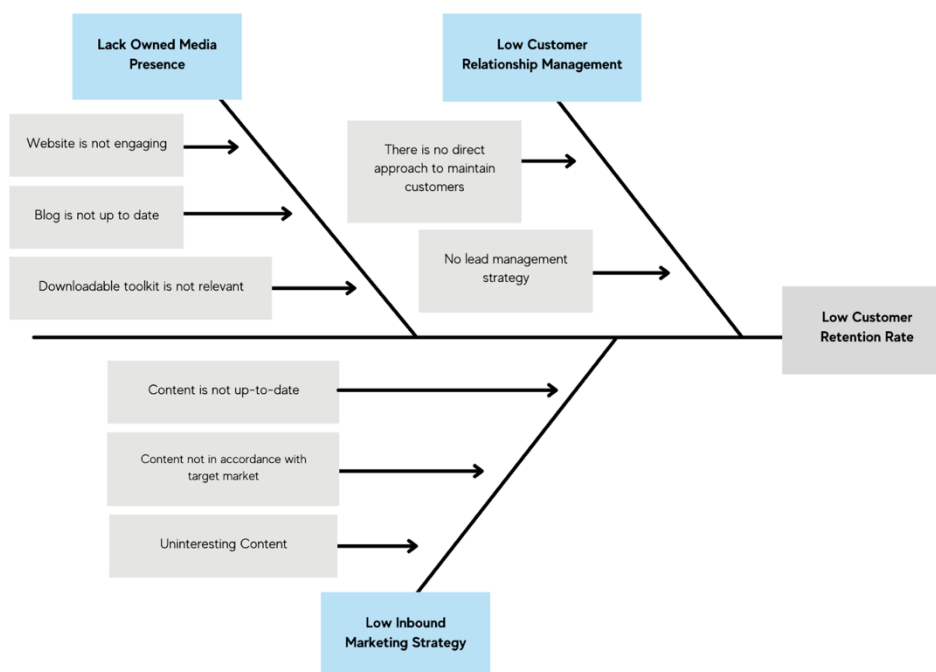
Should the clients ask for revision, there would be a maximum number of 2 revisions in total. So, the clients should list all of the changes before giving notice to BIZGO. If there would be no more revisions. The project will be handed over to clients. Clients then will be asked for surveys of the service feedback.

Looking at the seven months from its initial setup, BIZGO already gained some monthly clients, especially in the website development services. One client, the PT Zhengou Inti Indonesia, even ordered in bulk at one given month. Unfortunately, as acquiring new customers is as important as retaining customers for the agency, the retention rate of BIZGO Digital is low. There would be an 18% retention rate from BIZGO's clients.

The retention came from Torch Group SG who was extremely happy with the services, which Torch Group decided to purchase three more website services, which were Torch Group Indonesia, Umroh Aishah, as well as Dapoer Pintjoeck. Unfortunately, that did not happen with other clients as even though the Founder maintains good relationships with each client, they only look at BIZGO as a one-time service only.

The main issue of BIZGO Digital is the agency is still low on Owned Media Presence and Inbound Marketing Strategy, while relying on the clients' personal connection with the Founder only. The clients are mostly Founders' friends, co-workers, as well as family, whom the founder is deeply in touch with. The problem with this type of client is that they are limited. As BIZGO Digital grows, the company also shares concerns about having professional clients to be on board. Currently, BIZGO is struggling to enhance the company branding in the owned media as well as the Inbound Marketing strategy to attract new potential clients.

**Figure 2.15.** Root Cause Analysis of BIZGO



(Source: BIZGO Digital)

For BIZGO Digital clients, Owned Media, Inbound Marketing Strategy as well as Personal Branding are the most important touch points which influence the customer journey when considering purchase and/or retention phase. Due to the focus of BIZGO Digital is in the small business owner segments, in the next chapter we are going to discuss about the tactical strategy to improve BIZGO Digital's owned and inbound marketing strategy to increase new & repeat customers.



**Table 2.9.** BIZGO Digital's Root Issue & Touch Points

Root Issue	Touch Point Name
Lack Owned Media Presence	Improve Website
Low Inbound Marketing Strategy	Improve Digital Strategy
Low Customer Relationship Management	Increase Direct Communication via WA

(Source: BIZGO Digital)

Based on the Root Issue analysis, we can see that BIZGO Digital still needs some improvements, especially in the three major touchpoints that have the biggest impact on customer retention rate, which are Website, Instagram, as well as WhatsApp. In the next chapter, the writer is going to breakdown tactical strategy to improve these touch points.

## DISCUSSION

The writer proposes the strategic plan to be designed based on the customer's references. Based on the interview that was conducted with clients as well as potential clients. Customers followed the Owned-Inbound structure to do a deep analysis about the Founder and Company Branding before making a decision to purchase the service.

BIZGO is only relying heavily on clients' trust towards the firm as they had already established a great relationship. Unfortunately, that will not keep clients for long. Therefore, the writer proposes the strategic plan to be designed based on the customer's references. Based on the interview that was conducted with clients as well as potential clients. Customers followed the Owned-Inbound structure to do a deep analysis about the Founder and Company Branding before making a decision to purchase the service. Customers usually visit *website* as well as *Instagram* profile as the main touch points in the early contact stage of BIZGO Digital. *WhatsApp* is used as a favorite touchpoint in the bond stage. Existing clients usually visit the website as well as Instagram profile to see how BIZGO grows from the last update. In order for BIZGO to be able to increase customer retention rate, there need to be strategy to optimize in these touch points.

**Table 3.1.** BIZGO Digital's Touch Points

Touch Point Name	Pros	Cons
Website	Fully Owned and controlled by the management	<ul style="list-style-type: none"> <li>High Bounce Rate of visitors</li> <li>Still not managed well</li> </ul>
Instagram	<ul style="list-style-type: none"> <li>Instagram is familiar platform for customers to use</li> <li>Relatively easy to showcase since the app is picture-based</li> </ul>	<ul style="list-style-type: none"> <li>Lack of information</li> <li>Low Awareness of BIZGO Digital</li> </ul>
Whatsapp	Fully Owned and controlled by the management	<ul style="list-style-type: none"> <li>Still not managed well</li> </ul>

		<ul style="list-style-type: none"> <li>Personal approach to clients</li> </ul>
--	--	--

(Source: BIZGO Digital)

### 1.Improve Owned Media Presence

In the literature, owned media is referred to as website visits that represent a customer activity metric (Srinivasan et al, 2010). Websites are primarily owned and managed by the firm and provide a platform for customers to initiate contact with a local firm. In our study, we present owned media as the sum of weekly contacts initiated potential clients via the firm's website. Owned media could influence new sales and sales repetition as different and updated content can positively influence buyer's intention (Stephen & Galak, 2012)

In this research, writer focus on the Single Owned Media Presence, which is the website of BIZGO Digital. Website plays an important role for attracting potential clients to proceed using the firm's services due to its nature of showcasing company profile as well as products and services.

#### Post Purchase Stage Touch Points

In the post purchase stage, the main thing is about maintaining relationships with past clients and how to keep clients engaged with the website's content. Although most clients prefer to contact WhatsApp from direct message/WA Blast, the website should also post content dedicated for clients to repurchase the same/different services.

**Table 3.2.** BIZGO Digital's Owned Media Touch Points

Touch Point Name	Key Activities
Website	<ul style="list-style-type: none"> <li>Showcase project feedback</li> <li>Renew web portfolio of clients</li> <li>Monitor project easily in the website through CRM</li> <li>Collaborate &amp; give feedback in the website CRM</li> <li>Share clients' testimony</li> <li>Encourage clients to fill in data form in the footer area</li> <li>List out client's email and contact</li> <li>Provide evaluation feedback in the website</li> </ul>
Instagram	<ul style="list-style-type: none"> <li>Showcase project feedback</li> <li>Renew portfolio feeds of clients</li> <li>Upload client's journey (from the 1st meeting until purchase)</li> <li>BIZGO Digital's previous client's review</li> <li>Upload promotion program for returning clients and linked it to website</li> </ul>
WhatsApp	<ul style="list-style-type: none"> <li>Send BIZGO's portfolio through WhatsApp</li> <li>Encourage to check the website &amp; Instagram channel</li> <li>Maintain clients' relation through website</li> <li>Share promotions content</li> <li>Blast</li> </ul>

(Source: BIZGO Digital)

In the website touch points, the loading time for the website to be fully accessed by the visitors are crucial. Usually, visitors are willing to wait until 3-5 seconds before they decide to close the website while thinking that the website is below adequate. In order to prevent that, BIZGO must minimize the content size under 150Kb for each image, minimal the use of animation in the website.

Instagram can encourage existing clients to visit the website by providing clients journey as well as educational content about digital marketing. This will increase clients' trust when deciding whether to purchase or not from BIZGO. Step by step in how clients can order BIZGO's services will also be reliable for clients to understand. The most important thing, Instagram should post story and feeds which link to the website so that existing clients can directly re-visit BIZGO Digital's website which covers promotion program for returning clients.

Meanwhile, since maintaining relationships with existing clients will influence them in order to retain the services, it will be important for BIZGO to send updated portfolio or project-updates to engage with clients. Once in a while, it is important to broadcast messages which leads to website clicks for existing clients to check what's new in the website.

## 2.Improve Inbound Marketing Strategy

Digital inbound marketing reflects marketing strategies where potential customers are voluntarily attracted to a company's website (Halligan and Shah, 2009). Digital inbound marketing is used to find potential leads and maintain relationships with existing leads to increase the number of sales in the long run. By adopting this strategy, firms are more in tune with what the customers are thinking and saying, therefore aligns well with customers' needs.

**Table 3.3.** BIZGO Digital's Inbound Marketing Touch Points

Touch Point Name	Key Activities
Website	<ul style="list-style-type: none"><li>• Provide content related to customer retention strategy, for example 'How to maintain website performance' or 'How to maintain social media engagements'</li><li>• Ask for feedback/testimony to be published as a website content</li><li>• Create discussion forum/User Generated Content which generate high comments in the website</li></ul>
Instagram	<ul style="list-style-type: none"><li>• Publish internal discussion/activities in the Instagram</li><li>• Engage in Instagram Live in Meet &amp; Greet with clients / discussion event</li><li>• Updated trending news</li><li>• Post Founder &amp; management team</li></ul>
WA Blast	<ul style="list-style-type: none"><li>• BIZGO's impact for clients by numbers</li><li>• Referral program for past clients</li><li>• WA Link to Instagram</li></ul>

(Source: BIZGO Digital)

For the inbound marketing strategy, writers suggest BIZGO to provide content related to customer retention strategy, for example to publish website articles about maintaining

the services or create promotional programs for the returning clients in the website. The firm should also upload clients' testimonials as a content in the website. The website can also be used as a discussion forum related to digital marketing. In that sense, clients can write their own User Generated content in the website.

Instagram can also be optimized to create an internal/external discussion with the management team or even digital marketing practitioners via Instagram Live which will generate many visitors. The Instagram can also be used to post Founder and management team which increase brand trust upon existing customers.

For the WA Blast, BIZGO should focus on informing how the agency delivers best results by numbers towards existing clients. This can be done through giving updated portfolio throughout WhatsApp blast. Apart from that, the best existing clients are the ones who turned into advocates, so it will always be best for BIZGO to keep their Referral Program for existing clients which can be shared periodically throughout the month. When the management also blast information related to the company, there should be a link provided to encourage customers to open the website or Instagram.

## 2. Focus more in the Customer Relationship Management

Parvatiyar and Sheth (2001) defined CRM as a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value. In the post purchase stage, BIZGO should be aggressive in maintaining relationships with clients, understanding their needs, while trying to accommodate it in the BIZGO Digital's website.

**Table 3.4.** BIZGO Digital's CRM Touch Points

Touch Point Name	Key Activities
Website	<ul style="list-style-type: none"><li>• Chat button directly to WhatsApp</li><li>• Contact form</li><li>• Establish relevant keyword for Google search</li><li>• Highlight benefit of repurchasing from BIZGO</li></ul>
Instagram	<ul style="list-style-type: none"><li>• Promotions &amp; discounts</li><li>• Encourage clients to comment &amp; like social media posting</li><li>• Testimonials</li><li>• Promotional content</li><li>• Discount vouchers</li></ul>
WA Blast	<ul style="list-style-type: none"><li>• WhatsApp blast related to promotional/discount vouchers</li><li>• Direct call with clients</li><li>• BIZGO's success stories</li><li>• Promotions &amp; discounts</li><li>• Founder success story</li><li>• Video benefit</li></ul>

(Source: BIZGO Digital)

To increase Customer Relationship Management, BIZGO Digital's WhatsApp button should be planted in the website, so that clients can re-chat the WhatsApp when they are browsing the website content. Highlight the benefit of repurchasing BIZGO Digital's services in the website article. BIZGO Digital should also focus on how to make existing clients who already follow BIZGO's Instagram be exposed by the promotions and discounts that persuade them to repurchase the services.

The use of CRM should also be optimized to blast the agencies and Founder's success stories. BIZGO should also hire customer service professionals to directly call the customers to maintain relationships with clients. Contents such as information about the company, educational insights related to digital marketing should be blast to keep the clients aware of BIZGO Digital.

## **CONCLUSION**

1. It cannot be denied that it will need a sustainable effort for digital marketing agencies to gain and most importantly maintain trust from existing customers, in order to increase the retention rate of the services ordered. Since B2B agencies rely heavily on the information shared in the owned website, therefore there is a need to increase existing clients' engagement in the website. It will be beneficial for BIZGO to extend the customer journey of clients, by not only optimizing the website as company branding but also transforming the website as the collaboration platform where clients can directly view the project update, comment, as well as call the PIV in the website application.
2. BIZGO have not yet maximized their customer journey with inbound marketing strategy to increase customers' retention rate. Therefore, 360 degrees marketing needs to be applied by appearing in every channel that clients have. BIZGO should not only focus on Instagram content, but also other social media as well as other gathering/lead generation activities. Overall, BIZGO should maximize the use of offline and online marketing activities.
3. The future retention strategy for BIZGO Digital to increase retention rate is by developing a dedicated retention program for existing clients. Since B2B agencies rely heavily on trust, the firm had to invest heavily in the Customer Relationship Management (CRM) app. By using CRM, the agency could distribute information, promotional programs, and testimonials easily through WhatsApp/Email Blast.

There are some recommendations for BIZGO to implement this which are:

- Install Website Collaboration Feature to BIZGO Digital's website;
- Install CRM app in the website, so clients do not use the website as branding only but also to monitor and collaborate with inside the platform;
- Implement online and offline inbound marketing strategy to engage with as well as maintain relationship with existing clients;
- Invest in content evaluation app to learn more about customer engagement and how to improve it;
- Increase feedback rate by encourage existing clients to fill in the feedback form;
- Invest in WhatsApp Blast to inform discount code & promotions for existing clients

For B2B Digital Marketing agency, owned media as well as the inbound marketing is the most important aspect which provide evidence of a digital echo verse in emerging markets; owned-inbound-earned-organic search (O-I-E-O), in that order of magnitude had cyclical and reciprocal effects on new B2B sales and customer acquisition.

## LIMITATION

The scope of this research is limited to:

1. The object of this study is BIZGO Digital as a Digital Marketing agency
2. The object of this study is BIZGO Digital's last 7 months customers (Feb-Jul 2021)
3. This study is done in the Q4 2021 where Work from Home (WFH) is a trend

## ACKNOWLEDGMENT

I would like to thank Mrs. Nila Windasari. S.A., M.B.APh.D as my lecturer for supervising this final project thesis for Postgraduate study of SBM Institut Teknologi Bandung (ITB) Class of Entrepreneurship Batch19.

## DECLARATION OF CONFLICTING INTERESTS

I, hereby declare that all of the information stated in the abstract is true and there is no conflict of interest related to this article with WIMAYA International Conference of Economics and Business as well as with the Staff of AIBPM

## REFERENCES

- Akbar. (2019) *Proposed Digital Marketing Strategy for Muslim Women's Fashion Brand (Arra Style)*. JICP.
- Atmaja. (2019). *Role Analysis of The Power of Reference Groups on the Online Repurchase Intention*. JICP.
- Cisco. (n.d.) Webex Experience Management. [https://www.webex.com/content/dam/wbx/us/documents/pdf/Webex\\_Experience\\_Management\\_Brochure.pdf](https://www.webex.com/content/dam/wbx/us/documents/pdf/Webex_Experience_Management_Brochure.pdf)
- Eloksari, E. A (2020, May 18). Companies turn to digital marketing to weather pandemic. Jakarta Post. <https://www.thejakartapost.com/news/2020/05/18/companies-turn-to-digital-marketing-to-weather-pandemic.html>
- Halligan, B. and Shah, D., 2010. *Inbound Marketing*. Hoboken, NJ: Wiley
- Julita & Arianty (2019). *Independensi Entrepreneur With Digital marketing*, JICP.
- Kemp, Simon. Digital 2021: Global Overview Report. Hootsuite. <https://wearesocial.com/uk/blog/2021/01/digital-2021-the-latest-insights-into-the-state-of-digital/>
- Lemon, K. N., & Verhoef, P. C. (2016). *Understanding customer experience throughout the customer journey*. Journal of marketing
- Nguyen, Chandler (2019, May 31). Indonesia advertising landscape: key facts and trends. Chandler Nguyen. <https://www.chandlernguyen.com/blog/2019/05/31/Indonesia-advertising-landscape-key-facts-and-trends>.
- Parvatiyar, Atul & Jagdish N. Sheth (2001). *Customer Relationship Management: Emerging Practice, Process, and Discipline*. Journal of Economic and Social Research
- Putro, W. (2018, April 4). *Five Sectors Backbone for Fourth Industrial Revolution*, Jokowi Says. The JakartaPost. <https://www.thejakartapost.com/news/2018/04/04/five-sectors-backbone-for-fourth-industrial-revolution-jokowi-says.html>
- Sakudo, Momo. (2021, February 9). The New Normal: Digitalization of MSMEs in Indonesia. Asia Pacific. <https://www.asiapacific.ca/publication/new-normal-digitalization-msmes-indonesia>
- Srinivasan, S., Vanhuele, M., & Pauwels, K. (2010). *Mind-set metrics in market response models: an integrative approach*. Journal of Marketing Research
- Stephen A, Galak J. (2012). The effects of traditional and social earned media on sales: A study of a microlending marketplace. J. Marketing Res.

Vieira, V. A., de Almeida, M. I. S., Agnihotri, R., & Arunachalam, S. (2019). *In pursuit of an effective B2B digital marketing strategy in an emerging market*. Journal of the Academy of Marketing Science,