

IMPLEMENTATION OF DIGITAL-BASED MARKETING IN CREATING SUSTAINABLE BUSINESS THROUGH SOSTAC ANALYSIS (TOURISM SUPPORTING INDUSTRY SECTOR)



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ABSTRACT

This study aims to investigate innovations in digital-based marketing strategies in small and medium businesses. This study uses a qualitative research design. The object of this study is YAD Blangkon, which has implemented technology in its business marketing activities. Moreover, the study highlights the added value of successful business management and a 25% increase in sales value over the previous year. Various concepts can aid in the development of the managed business. One of the references and methods available is SOSTAC analysis. We chose this framework due to its conceptual nature, which enables the development of a more comprehensive digital-based business management strategy. Through a combination of interview activities and the application of the SOSTAC-RACE planning concept, this study produced findings on the application of digital-based business management strategies. This study shows the need for business actors to take various steps, including analyzing the business environment, conducting SMART analyses correctly, developing business strategies, and refining them through the application of tactics in the field..

Keywords: Tourism; Business; Sustainability, SOSTAC-RACE Planning

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INTRODUCTION

The micro, small, and medium enterprise (MSME) sector is able to contribute to strengthening the community's economy (Abbasian et al., 2024; Armas-Arias et al., 2022; Sulistyio, 2021). The large number of people who choose the MSME sector to meet their needs supports this situation. Based on data released by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, the number of business actors reached 8.71 million (Santika, 2023). The large number of MSME actors triggers the emergence of tight competition. Business actors need to think smart and innovatively in presenting sustainable businesses (Amoah et al., 2021; Pohludka & Štverková, 2019). One approach is to incorporate digital technology into business activities (Anuvareepong, 2017). Several research results confirm that the use of digital technology can increase the level of business management. The benefits of using technology for business include: wider marketing reach (Almeida-Santana et al., 2018), cost efficiency (Aleshnikova et al., 2021), and increased sales through promotional activities (Adi & Heripracoyo, 2018).

The Organisation for Economic Co-operation and Development (OECD) noted the importance of technology adoption in its 2020 study results (OECD, 2020). This information confirms that business management will optimize the role of technology as a strategic tool. Business actors can undoubtedly leverage this condition as an opportunity to enhance their business operations. The turning point for the widespread use of technology as a strategy was some time ago, during the pandemic. Business actors were required to abandon old methods and start adopting the use of digital technology (Amoah et al., 2021; Pohludka & Štverková, 2019). Market expansion, information dissemination, and cost effectiveness are the benefits of using technology.

Yogyakarta, home to numerous tourist attractions and creative businesses (Sulistyio, 2021), is a hub for the use of technology by MSMEs. Many creative business actors are able to seize opportunities and create sustainable businesses. One MSME that is able to adopt technology in its business activities is YAD Blangkon (Salindri et al., 2022). Through the use of technology, this business was able to increase sales value by 30% by the end of 2023 compared to the previous year. Other MSMEs have not fully implemented the importance of using technology in their business activities. Limited knowledge, less competent human resources, and financial capabilities are some of the obstacles. Conversely, business actors who have embraced technology also encounter a range of challenges. Other problems that arise include the effectiveness of digital-based marketing, the creation of publication content, and the lack of ability to evaluate the strategies used (Adi & Heripracoyo, 2018).

Good marketing activities support a sustainable business (Athwal et al., 2019; Borden et al., 2017). As a result of these developments, many businesses are able to produce high-quality products, but often struggle with marketing them. The focus of this study is to analyze the digital marketing strategy used by the YAD Blangkon business. This study aims to assist business actors in the compilation of guidelines, as well as in the analysis and implementation of digital marketing strategies. Furthermore, the analysis and implementation of the right strategy will have a significant impact on business development. Among the references and methods available is the SOSTAC analysis. We chose this framework due to its conceptual nature and its ability to compile a comprehensive digital-based marketing strategy (Aman et al., 2021; Muhammad et al., 2019; Paredes-Atencio et al., 2022; Tardan et al., 2017). Businesses, especially digital-based ones, can implement SOSTAC analysis as a marketing strategy planning concept. Several instruments, such as situation analysis, objectives, strategy, tactic, action, and

control, comprise this analysis. We can carry out adjustments to the analysis stages provided they meet logical elements and remain consistent with their original form.

To determine the business's position, the situation analysis stage can employ SWOT analysis, demand analysis, and competitor analysis. At the objective stage, this study uses SMART objectives so that marketing goals and targets are more measurable and effective in the long term (Aman et al., 2021; Muhammad et al., 2019; Paredes-Atencio et al., 2022; Tardan et al., 2017). The strategy formation stage will utilize the SOSTAC Analysis rules, adjusting them to determine the prepared goals and targets. The tactics stage will utilize the RACE Planning framework to bolster the developed strategies (Muhammad et al., 2019). This study aims to investigate digital-based marketing strategy innovations in YAD Blangkon small and medium enterprises (SMEs). This study will produce findings on the implementation of digital-based marketing strategy innovations in creating sustainable businesses. Other SMEs can adopt and apply this research to compile a digital-based marketing management guide. This study's contribution will bridge the gaps in previous research. This study will focus entirely on the use of digital technology based on SOSTAC analysis and RACE planning in small and medium businesses. Based on the analysis results, this study will support marketing activities that align with business needs. Thus, business actors can adopt and use new literacy and digital-based marketing strategies from this study to create sustainable businesses.

LITERATURE REVIEW

SOSTAC and RACE Planning Framework

Good activities and strategy determination are essential for presenting a sustainable business (Amoah et al., 2021; Salvador et al., 2023). However, the facts on the ground confirm that many businesses are able to produce quality products but fail in managing their businesses (Chabowski et al., 2023; Shultz, 2022). This study focuses on YAD Blangkon's digital-based business management strategy. This study will contribute to business actors through a guide to analysis and implementation of successful digital-based marketing management strategies. Furthermore, the right business analysis and strategy will have a significant impact on business development in the future (Aboulamer, 2018; Laužikas & Miliūtė, 2020).



Source: Freepik.com, 2020

Figure 1
SOSTAC Framework

Business actors can employ the concepts and methods of SOSTAC analysis. Business actors can use this conceptual framework to develop a comprehensive digital-based business management strategy (Aman et al., 2021; Muhammad et al., 2019; Paredes-Atencio et al., 2022; Tardan et al., 2017). Businesses that adopt digital technology can implement SOSTAC analysis, a strategic planning concept. Divide this analysis into several instruments, including situation analysis, objectives, strategy, tactic, action, and control (Muhammad et al., 2019; Tardan et al., 2017). Based from the instument, we can make adjustments to the analysis stages if they align with logical elements (Aman et al., 2021; Muhammad et al., 2019; Paredes-Atencio et al., 2022; Tardan et al., 2017). The situation analysis stage can be carried out using SWOT analysis, which involves analyzing various instruments to determine the business position. At the objective stage, this study uses SMART objectives so that marketing goals and targets are more measurable and effective (Paredes-Atencio et al., 2022). The strategy formation stage will utilize the adjusted SOSTAC analysis rules to determine the prepared goals and objectives. The tactical stage will utilize the RACE Planning framework to bolster the developed strategies (Muhammad et al., 2019; Tardan et al., 2017).



Source: Freepik.com, 2020

Figure 2
RACE Planning Framework

This research will yield a comprehensive concept and guide for determining digital-based business management strategies. Through SOSTAC and RACE Planning analysis, business actors who have not yet developed will have an overview of the implementation of business strategies from SME actors who have developed. These findings can offer guidelines for establishing sustainable businesses.

Sustainability Strategy

The theme of sustainability has become an intriguing issue in recent times. To respond to business changes, organizations must create strategic plans that are able to meet market needs (Adel et al., 2021) and care about the organization's environment (Kotler & Armstrong, 2018; Kotler & Keller, 2016). The organization's focus is not only pursuing profit but also considering the economic and social environment (Agafonova et al., 2021). Understanding how to create sustainable management will make the organization competitive (Ahmed et al., 2020), increase its value (Khwunnak & Chailom, 2021), and strengthen the brand in the minds of consumers (Wibowo &

Setyawan, 2024). Organizations are obligated to re-evaluate their strategies, particularly business marketing activities, due to the various changes that occur.

Digital-based business management steps are an effort to provide attractive and competitive offers to consumers. Digital-based management aims to communicate products to customers so that the interaction process can run smoothly (Alamäki & Korpela, 2021). Subsequent developments require business managers to determine effective steps through several stages, such as: 1) product type classification; 2) competitor classification; 3) customer classification; 4) business identification; 5) progress identification; and 6) identification of appropriate digital strategies (Aboulamer, 2018). Research confirms the feasibility of designing a digital-based business management strategy to establish a new mobile commerce-based business currently in development. Research by (Safanta et al., 2019) has led to subsequent developments in the preparation of technology-based business management strategies. The relevant theory approach is adopted to form a theoretical framework for the balance of product sales value. (Muhammad et al., 2019; Tardan et al., 2017) conducted another study that affirms the necessity of developing a digital-based management strategy for sustainable management.

METHOD

This study uses the interpretive paradigm to explain and explore digital-based marketing activities. This paradigm emphasizes the importance of researchers possessing a deep understanding of data to interpret emerging research phenomena (Creswell & Creswell, 2018; Creswell & Hirose, 2019). This study employs a qualitative design and a case study approach to investigate and explain the generated findings. We chose the case study approach to the management of small and medium enterprises because this study uses a single sample (Yin, 2003). We chose this research design because it aligns with the intended research object. The purpose of this study is to investigate the implementation of digital-based business management strategies in small and medium businesses, using SOSTAC and RACE planning analysis.

The object of this research is the YAD Blangkon business, which has implemented technology in its business marketing activities. Moreover, the company's success in business management and 25% increase in sales value over the previous year represent added values. Additionally, the traffic generated by digital-based business activities is capable of drawing consumers to their social media pages. This study will yield insights into the application of digital-based business management strategies in fostering sustainability.

Table 1
Research Informant

No	Nama	Unsur	Length of Service (years)
1	Mr. S	Owner of YAD Blangkon	9
2	Mrs. A	Operational Staff of YAD Blangkon	7
3	Mrs. Y	IT STAF of YAD Blangkon	4
4	Mrs. R	Marketing Staff of YAD Blangkon	3
5	Mrs. R	Marketing Staff of YAD Blangkom	2
6	Mr: K, F, T	Consumer of YAD Blangkon	2x purchases

Source: Primary Data , 2024

This study used semi-structured interview activities for data collection. The design of the questions asked refers to the provisions of the SOSTAC Analysis framework and RACE Planning (situation analysis, objective, strategy, tactics, action, and control). Parties with experience and information relevant to the research theme make up the selected informants. We select informants based on the requirements established in this study. Some of the requirements include having worked for at least two years and being involved in the use of technology. Other informants are consumers who purchase SME products. Further details about the research informants are provided in the following table: Researchers must carry out the stages of data analysis and validation to verify the collected data. This study uses the Miles Huberman and triangulation techniques as data validation (Miles & Huberman, 1994a, 1994b). The following table presents a summary of these stages:

Table 2
Data Analysis and Validation

Data Analysis	Validation
Miles Huberman: 1. Transcription 2. Reduction 3. Category 4. Conclusion	Triangulation: Perform a cross-check on the collected data sources (information, documentation, and observations).

Source: Processed Instrument, 2024

RESULTS AND DISCUSSION

Situation Analysis Result

The results of the field condition analysis provide an overview of the actual business conditions (Safanta et al., 2019; Tardan et al., 2017). At this stage, we are implementing the results of interviews conducted on research objects. The informants in this study were business owners and staff who were involved in marketing and operational activities. We conducted interviews at the business premises and recorded them using a recording device. Respondents were permitted to record interview activities to facilitate data analysis. The duration of the interview ranged from 60 to 90 minutes for each respondent.

Table 3
Results of Situation Analysis

Indicator	Description	
SWOT Analysis	Strengths	Creative business that produces innovative, quality products and is done independently by skilled human resources. This business is also able to build a wide network in product marketing
	Weaknesses	Wide open business opportunities are not balanced by the number of human resources owned. The lack of interest of the younger generation in craft products is one of the reasons that arise.
	Opportunities	This product has a market segment group that likes craft products. In addition to being used alone, this product can also be used as a souvenir for colleagues. In addition to having offline sales, this business is also strengthened by online sales. In addition, these business partners are spread across several points as an effort to implement a distribution strategy.
	Threats	Changes in consumer interest and behavior cannot be predicted accurately. The emergence of competition for similar products is a serious business threat.
	Demand Analysis	Business is able to meet more than 70% of market demand.
Competition Analysis	Analysis Able to map 5 competitors with similar products	

Source: Primary data processed, 2024

Objective

We conduct observation and interview activities to understand the execution of digital marketing activities. Businesses can implement digital-based marketing strategically (Safanta et al., 2019; Tardan et al., 2017). This stage is an effort to compile targets and strategies based on the SMART instrument (Alhaimer, 2023; Muhammad et al., 2019; Paredes-Atencio et al., 2022). Further presented in the following table:

Table 4
Result of SMART Objective Analysis

No	Objective Description	S	M	A	R	T
1	By the end of 2024, the MSME social media portal should receive 7000 visits, or 500 visits per month.	√	-	√	√	-
2	In 2024, we anticipate an average monthly increase in visits to the MSME social media portal of 10%.	-	-	√	√	-
3	By the end of 2024, we aim to increase our social media following by 250 followers.	√	-	√	√	-
4	By the end of 2024, MSME Social Media should be able to reach the overall target of 15% active users.	√	-	√	√	-
5	In 2024, it will achieve a net sales income of IDR 120 million for business.	√	-	√	-	√
6	In 2024, the average net income per month is IDR 10 million for business.	√	√	√	√	√

Source: Primary data processed, 2024

Strategy Used

This is the most crucial phase in the research process. The formulation of the strategy is based on the stages of situation analysis and objectivity carried out previously. The research must identify the appropriate strategic choices that align with the current business conditions (Rahman et al., 2017). The resulting strategy looks at the suitability of the problems combined based on the SOSTAC analysis concept (Safanta et al., 2019;

Tardan et al., 2017). Considerations include market segments, target markets, positioning or unique selling products, strategy correlations, and relevant communication strategies.

Table 5
Results of Business Strategy Preparation

Strategy	Description
STR-01	Businesses need to maintain the quality of the products they produce and support them with good consumer education regarding them.
STR-02	The business must continuously maintain and develop its ability to gather networks or partners.
STR-03	Businesses must sustain their human resources in various ways. Businesses can improve the quality and loyalty of employees with rewards and punishments. In order to fulfill their human resource needs, businesses can collaborate with various parties such as institutions, education, or other relevant entities related to their business activities.
STR-04	We aim to broaden our market reach by establishing new partnerships with business partners, whether it's for raw material fulfillment or distribution channels.
STR-05	We are strengthening digital-based marketing through interesting social media publication content, tailored to the target market.

Source: Primary data processed, 2024

Implementation of Tactics Used

Implementing a good business strategy is crucial to realizing the formulated strategy. The final stage requires the implementation of the mapped strategy to assess its success (Rahman et al., 2017). The tactics used must meet the RACE Planning instrument, including Reach, Act, Convert, and Engage. Business actors (SMEs), particularly the related divisions, must implement this standard. Businesses also use this instrument as a reference to produce Key Performance Indicators (KPIs) (Muhammad et al., 2019).

Table 6
Results of Business Tactics Implementation Preparation

Strategy	Description
STR-01	<ol style="list-style-type: none"> 1. Businesses produce their products using well-maintained, high-quality raw materials. Product consumption in marketing management confirms that consumers are willing to pay more for the quality products offered. 2. The consumer's lack of familiarity with the offered products necessitates additional education. At this stage, promotional activities such as advertising, personal selling, events, and public relations can play a vital role.
STR-02	<ol style="list-style-type: none"> 1. Business can establish cooperation in the provision of raw materials with other industry partners. 2. Through product promotion cooperation, businesses can enter certain sectors, such as providing souvenirs for an event or collaborating on a product package offer.
STR-03	<ol style="list-style-type: none"> 1. Businesses can collaborate with multiple parties to fulfill their HR needs. Business can establish profitable cooperation with agencies, offices, private companies, and other parties. We implement this in an effort to ensure the sustainability of HR needs.
STR-04	<ol style="list-style-type: none"> 1. Business needs to increase and expand market reach through social media activities. 2. The business needs to find new partners who are relevant, profitable, and able to support business activities through this cooperation
STR-05	<ol style="list-style-type: none"> 1. Businesses need to come up with innovative ideas for fostering communication through the published content they produce. The main attraction tool is the product.

2. Recognize the targeted market segment, adjust the target to the digital tools used, and produce content for publications.
 3. Businesses are able to produce the right customer relationship management (CRM) strategy for improving customer database relationships.
 4. Offline methods can be used: through events held or the role of sales personnel (personal selling). Gifts, e-books, webinars, and reposting consumer posts about business products are examples of online methods.
-

Source: Primary data processed, 2024

Discussion

The study aims to analyze business instruments and perspectives through the implementation of marketing strategies. The mapping process serves as a guide for business actors to foster sustainability. One possible approach is to implement the SOSTAC and RACE planning concepts. However, this study does not discuss the action and control stages of the SOSTAC analysis. These stages are outside the focus of the research because they require a long time to implement. Furthermore, the time required to conduct the research is a limitation that could potentially become the focus of future research.

The overall situation analysis utilizes the stages of the SWOT concept analysis (Alhaimer, 2023; Muhammad et al., 2019; Paredes-Atencio et al., 2022). We conducted the interview process with selected informants in this situation. The informants raised several crucial issues for analysis, such as market demand, production productivity, and market competition. Searching for information and comparative data on social media further strengthened this step. Various information is obtained as a basis for additional analysis, such as publication content, number of followers, and analysis (insight) related to the success of publication content. The next step involves preparing the SMART objectives for analysis. A SMART-based assessment process analyses six components of the objectives to achieve (Safanta et al., 2019; Tardan et al., 2017). The SOSTAC analysis results showcase eight strategies that businesses can employ.

This study also presents a comprehensive implementation of the strategy. The RACE planning stages describe the resulting strategy (Muhammad et al., 2019). Business actors have the ability to implement a total of eleven different business tactics. Generally, business actors can summarise the implementation of these tactics into several themes: 1) uniqueness of business products; 2) consumer education; 3) business partners; 4) strengthening human resources; 5) expanding cooperation; 6) increasing promotional activities; and 7) strengthening digital-based marketing activities. Digital-based businesses, in particular, can continuously conduct SOSTAC and RACE planning analysis over a specific period of time. The ability of a business to conduct proper analysis facilitates decision-making and subsequent strategic policies. Further research can reinforce the more comprehensive studies already conducted. Selecting research objects that have implemented sustainability and beneficial technology adoption can be the theme of subsequent research.

CONCLUSION AND SUGGESTION

This study confirms that the implementation of SOSTAC and RACE planning analysis is an important effort for businesses. This concept enables the production of strategies and tactics. The study's results confirm that businesses must undergo several stages, including situation analysis, SMART analysis, strategy formulation, and the refinement of tactics. The analysis results can assist business actors in formulating policies and

fostering business sustainability. Other businesses can adopt this concept and use it as a role model to foster sustainability.

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