

DIGITAL MARKETING STRATEGIES TO ENHANCE CORPORATE COMPETITIVENESS IN THE ENVIRONMENTAL CONSULTING SERVICES INDUSTRY



Fikhar Athaurrahman Zada Sani¹

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

b100220611@student.ums.ac.id

Kussudyarsana^{2*}

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

kus165@ums.ac.id*

Abstract

This study examines digital marketing strategies employed by PT Seema Electra Sejahtera to enhance corporate competitiveness in the environmental consulting services industry. A qualitative approach with an intrinsic case study design was adopted to obtain an in-depth understanding of the company's digital marketing practices within its organizational context. Data were collected through semi-structured interviews with the President Director, Marketing Manager, and marketing staff, supported by non-participant observation, documentary analysis, and tertiary sources. Data credibility was ensured through source and methodological triangulation, member checking, and an audit trail, while analysis followed the interactive model of Miles and Huberman, including data reduction, data display, and conclusion drawing. The findings reveal that the company utilizes its corporate website, social media platforms, and search engine optimization (SEO) to improve visibility, disseminate service information, and strengthen its professional image. However, digital marketing has not yet become the company's primary marketing strategy because project acquisition remains largely dependent on LPSE, e-procurement systems, professional networks, corporate reputation, service quality, and repeat clients. Although supported by competent human resources and adequate technological infrastructure, the effectiveness of digital marketing is constrained by limited dedicated personnel, inconsistent digital marketing management, and the absence of systematic performance evaluation. The study recommends strengthening digital marketing integration to improve organizational competitiveness.

Keywords: Competitiveness; Digital Marketing; Environmental Consulting Services; Intrinsic Case Study; Qualitative Research.

INTRODUCTION

The rapid advancement of information and communication technologies has transformed the way organizations create value, communicate with stakeholders, and compete in increasingly digital business environments. Digital marketing has become an essential strategic capability that enables organizations to improve market visibility, strengthen customer engagement, and support data-driven decision-making processes (Rahman et al., 2025). While digital marketing has been widely adopted across various industries, its implementation and strategic value differ according to organizational characteristics, market structures, and customer acquisition processes. These differences are particularly evident in service industries, where the intangible nature of services requires organizations to establish trust, credibility, and professional reputation before customers make purchasing decisions.

Environmental consulting services represent a distinctive segment within the professional service industry. Unlike consumer-oriented businesses that rely heavily on direct online transactions, environmental consulting firms primarily operate in business-to-business (B2B) and government procurement markets. Clients commonly select environmental consultants based on regulatory expertise, professional qualifications, previous project experience, organizational reputation, and compliance with tender requirements rather than immediate promotional activities. Consequently, digital marketing in this industry functions less as a direct sales mechanism and more as a strategic communication tool for demonstrating organizational competence, strengthening corporate credibility, increasing professional visibility, and expanding opportunities to participate in government and private-sector projects (Dempere et al., 2024).

The increasing demand for environmental consulting services, driven by stricter environmental regulations, growing public awareness of sustainability, and expanding industrial development, has intensified competition among consulting firms. Organizations are therefore required not only to maintain technical excellence but also to communicate their expertise effectively through digital platforms. Corporate websites, social media, and other online communication channels enable consulting firms to present project portfolios, professional certifications, technical capabilities, and organizational achievements that strengthen client confidence and corporate reputation (Mustofa et al., 2024). In this context, organizational competitiveness extends beyond operational performance and is reflected in increased corporate visibility, stronger professional reputation, broader market reach, greater client trust, higher participation in procurement opportunities, and the acquisition of repeat projects.

These challenges are also experienced by PT Seema Electra Sejahtera, an environmental consulting company operating in Indonesia. Although the company has adopted several digital marketing platforms, their utilization has not yet been fully optimized to support corporate competitiveness. Preliminary observations indicate that the company's website and social media platforms are updated inconsistently, digital communication activities remain largely informational rather than strategically managed, and no systematic mechanism exists for evaluating the effectiveness of digital channels in generating client enquiries or identifying the primary sources of new business opportunities. Moreover, most client acquisition continues to depend on existing professional networks, tender participation, and business referrals, while the contribution of digital marketing to organizational competitiveness has not been formally evaluated. These conditions raise important questions regarding how digital marketing should be strategically implemented within an environmental consulting company operating in a procurement-oriented business environment.

Although numerous studies have demonstrated the positive relationship between digital marketing and organizational performance, existing literature remains concentrated on retail businesses, e-commerce, tourism, hospitality, and small and medium-sized enterprises where

customer transactions occur directly through digital platforms (Sharabati et al., 2024; Yulianti et al., 2025). Comparatively little attention has been devoted to environmental consulting firms that operate in highly specialized business-to-business markets characterized by professional service delivery, long-term client relationships, and procurement-based project acquisition. Furthermore, previous research has predominantly employed quantitative approaches to examine the influence of digital marketing on organizational outcomes, while relatively limited studies have conducted in-depth qualitative investigations into how digital marketing strategies are implemented, managed, and integrated within professional consulting organizations. These contextual and methodological gaps indicate the need for further research that explores digital marketing implementation from the perspective of organizational practice rather than solely measuring its statistical relationships with business performance.

Based on these considerations, this study investigates the implementation of digital marketing strategies at PT Seema Electra Sejahtera and examines how these strategies contribute to strengthening the company's competitiveness within the environmental consulting industry. In this study, competitiveness refers to the organization's ability to enhance corporate visibility, strengthen professional reputation, expand market reach, increase client trust, improve opportunities to participate in procurement processes, and secure sustainable business relationships. Specifically, this study addresses the following research questions: (1) How does PT Seema Electra Sejahtera implement digital marketing strategies within its business operations? (2) How does digital marketing contribute to enhancing the company's competitiveness in the environmental consulting industry? and (3) What organizational and contextual factors facilitate or constrain the effective implementation of digital marketing? By addressing these questions, this study seeks to provide practical insights for environmental consulting firms while contributing to the limited body of literature concerning digital marketing implementation in business-to-business professional service organizations.

REVIEW OF LITERATURE

Business-to-Business Professional Service Marketing

Marketing in professional service organizations differs substantially from marketing in consumer-oriented industries because the value offered to clients is primarily based on expertise, knowledge, and professional competence rather than tangible products. In business-to-business (B2B) markets, purchasing decisions are generally more complex, involving multiple decision makers, formal evaluation procedures, long-term contractual relationships, and higher perceived risks. Consequently, organizations must communicate not only the benefits of their services but also their technical capability, organizational credibility, regulatory competence, and previous project experience to reduce client uncertainty and establish trust before business relationships are formed.

Professional service marketing therefore emphasizes relationship development rather than transactional selling. Long-term client relationships, organizational reputation, professional certifications, and successful project portfolios become important marketing assets because prospective clients often evaluate service providers based on their demonstrated competence and credibility. Effective communication of these intangible resources enables organizations to strengthen client confidence, improve organizational legitimacy, and enhance opportunities for future business collaboration (Ariasih et al., 2023; Dewianawati et al., 2023). In industries such as environmental consulting, marketing activities are intended not only to promote organizational existence but also to communicate technical expertise, regulatory knowledge, and successful project implementation that differentiate one consulting firm from its competitors.

Digital Marketing in Professional Service Firms

Digital marketing refers to the strategic utilization of internet-based technologies and digital communication platforms to create, communicate, and deliver value to customers while supporting organizational objectives. Unlike conventional promotional approaches that rely primarily on one-way communication, digital marketing enables organizations to establish continuous interactions with prospective clients through websites, search engines, social media, email communication, and digital content. These platforms allow organizations to reach wider audiences, strengthen corporate visibility, and communicate organizational capabilities more efficiently than many traditional promotional methods (Putri & Munawaroh, 2025).

Within professional service firms, the role of digital marketing extends beyond generating immediate sales transactions. Since clients cannot directly evaluate the quality of consulting services before engagement, digital marketing functions primarily as a mechanism for reducing information asymmetry and strengthening organizational credibility. Corporate websites, for example, serve as official sources of information regarding company profiles, technical expertise, completed projects, professional certifications, and service portfolios. Likewise, social media platforms provide opportunities to disseminate educational content, showcase organizational achievements, communicate environmental initiatives, and strengthen stakeholder engagement. These digital assets collectively contribute to the development of professional reputation and organizational trust, which are critical determinants of client decision-making in business-to-business consulting services (Harinie et al., 2024).

Content quality represents another essential component of digital marketing in professional services. Informative articles, project documentation, technical insights, environmental case studies, and regulatory updates demonstrate organizational competence while positioning the company as a reliable source of professional knowledge. In addition, search engine optimization (SEO) improves the discoverability of organizational websites, increasing the likelihood that prospective clients can identify relevant consulting services during online information searches. Email communication further supports relationship marketing by maintaining continuous interactions with existing clients, prospective customers, and strategic partners through personalized and professional communication.

Another important aspect of digital marketing is digital lead generation, which refers to organizational efforts to attract prospective clients through digital channels and convert initial interest into business opportunities. Although lead generation in professional consulting differs from retail-oriented online purchasing, digital communication nevertheless supports client acquisition by increasing organizational visibility, strengthening credibility, and encouraging prospective clients to initiate professional consultations or participate in future procurement opportunities. Consequently, effective digital marketing in professional service organizations depends not only on technological infrastructure but also on the organization's ability to produce high-quality content, maintain active communication, manage digital reputation, and continuously evaluate the effectiveness of digital channels.

Digital Marketing and Digital Procurement

Although both rely on digital technologies, digital marketing and digital procurement represent fundamentally different organizational functions. Digital marketing focuses on communicating organizational value, increasing market visibility, strengthening corporate reputation, building stakeholder relationships, and attracting prospective clients through various digital communication channels. Its primary objective is to create awareness, generate interest, establish credibility, and support long-term customer acquisition.

In contrast, digital procurement refers to the electronic management of purchasing activities and procurement processes through specialized digital platforms. Within the environmental consulting industry, procurement systems such as the Electronic Procurement Service (LPSE) and organizational e-procurement platforms facilitate tender announcements,

bid submissions, vendor evaluation, contract administration, and project selection. These systems constitute formal purchasing mechanisms governed by procurement regulations rather than marketing communication channels.

Despite these conceptual differences, digital marketing and digital procurement complement one another within business-to-business consulting organizations. Digital marketing contributes to organizational visibility and professional reputation before procurement opportunities arise, whereas digital procurement provides the formal mechanism through which qualified organizations compete for projects. A strong digital presence may therefore increase organizational recognition and credibility among prospective clients, while successful participation in procurement systems ultimately depends on technical qualifications, regulatory compliance, organizational experience, and competitive proposals. Distinguishing these two concepts provides a clearer basis for interpreting how digital communication contributes to competitiveness without equating procurement platforms with marketing activities.

Environmental Consulting Industry

Environmental consulting firms provide specialized professional services that assist government agencies, private organizations, and other stakeholders in complying with environmental regulations while supporting sustainable development initiatives. Their responsibilities include environmental assessments, environmental impact analyses, preparation of Environmental Impact Assessment (AMDAL) documents, Environmental Management Efforts (UKL), Environmental Monitoring Efforts (UPL), environmental permitting, technical studies, environmental monitoring, and professional advisory services related to environmental protection (Prianto et al., 2024; Abdullah L. O. et al., 2024).

Unlike many service industries that rely on direct consumer transactions, environmental consulting primarily operates within business-to-business and government procurement markets. Clients commonly evaluate consulting firms according to professional qualifications, technical expertise, previous project experience, regulatory competence, organizational credibility, and the capability to deliver services in accordance with legal requirements. Consequently, organizational reputation constitutes one of the most valuable strategic resources within this industry.

Digital communication therefore becomes increasingly important because it enables consulting firms to demonstrate their professional capabilities before direct interaction with prospective clients occurs. Corporate websites may present organizational history, professional certifications, environmental expertise, completed projects, and client testimonials that strengthen credibility. Likewise, social media platforms can communicate environmental education, project achievements, sustainability initiatives, and corporate activities that reinforce professional reputation. Rather than functioning solely as promotional media, these digital platforms become strategic instruments for communicating expertise and reducing client uncertainty regarding the quality of professional services offered by environmental consulting firms.

Company Competitiveness in Professional Services

Competitiveness refers to an organization's ability to achieve and sustain superior performance relative to competing organizations by effectively utilizing its strategic resources and capabilities. Within professional service industries, competitiveness cannot be evaluated solely through conventional indicators such as market share, production efficiency, or price competition because consulting services rely primarily on knowledge, expertise, and professional relationships. Instead, competitiveness is reflected in the organization's ability to establish trust, maintain professional credibility, secure project opportunities, and develop sustainable client relationships (Armadani & Ali, 2025).

Several dimensions characterize competitiveness within environmental consulting firms. First, technical competence demonstrates the organization's capability to provide accurate, reliable, and regulation-compliant consulting services. Second, professional reputation reflects stakeholder perceptions regarding organizational credibility, integrity, and service quality. Third, client trust represents confidence that consulting services will satisfy professional expectations and regulatory requirements. Fourth, successful participation in procurement and tender processes indicates the organization's competitiveness within formal project acquisition systems. Fifth, relationship continuity is reflected through repeat projects, long-term client partnerships, and positive organizational referrals. Finally, digital visibility increasingly contributes to competitiveness because organizations with stronger online presence are more easily identified by prospective clients, strategic partners, and procurement stakeholders.

Accordingly, digital marketing may contribute to organizational competitiveness by strengthening online visibility, communicating professional expertise, reinforcing corporate reputation, facilitating stakeholder engagement, and supporting client acquisition processes. However, these outcomes depend upon the organization's ability to maintain consistent digital communication, produce credible professional content, allocate appropriate human resources, and continuously evaluate digital marketing performance.

RESEARCH METHOD

This study adopted a qualitative approach employing an intrinsic case study design to develop an in-depth understanding of digital marketing strategies implemented by PT Seema Electra Sejahtera within its natural organizational context, consistent with the perspective that qualitative research seeks to explore and interpret participants' experiences and meanings (Alaslan et al., 2023). The intrinsic case study was selected because the research emphasized understanding the uniqueness of a specific case rather than generating broader generalizations (Fiantika et al., 2022). The investigation was conducted at PT Seema Electra Sejahtera, located on Jl. Candi Mutiara Raya, Kalipancur, Ngaliyan District, Semarang City, Central Java, involving the President Director, Marketing Manager, and marketing staff as key informants directly responsible for developing and implementing digital marketing strategies. Data were obtained from primary and tertiary sources. Primary data were collected through semi-structured interviews guided by an interview protocol, non-participant observation of the company's website, social media platforms, email campaigns, and other digital communication channels, as well as documentary analysis of organizational records. The collected information focused on digital marketing strategies, platform utilization, implementation challenges, and organizational efforts to strengthen competitiveness within the environmental consulting service industry, while tertiary sources, including encyclopedias, dictionaries, journal indexes, relevant websites, and other academic references, were used to enrich theoretical understanding, clarify concepts, and support the interpretation of empirical evidence.

To enhance research credibility, source triangulation compared information obtained from the President Director, Marketing Manager, and Marketing Staff, whereas methodological triangulation integrated interviews, observations, and documentary evidence to verify the consistency and validity of the findings (Abdussamad, 2021). Data analysis followed the interactive model of Miles and Huberman, consisting of data reduction through coding, categorization, and thematic organization of interview, observation, and documentary data (Syaeful Millah et al., 2023), data display in a systematic narrative form to facilitate pattern identification and interpretation (Putra, 2025), and conclusion drawing through comprehensive synthesis of the findings to address the research objectives (Nurrisa et al., 2025). Research rigor was further strengthened through member checking, in which participants verified interview results and interpretations to ensure factual accuracy (Rahayu & Rindrayani, 2025), and an

audit trail documenting every stage of the research process to ensure transparency, traceability, and methodological dependability (Afandi et al., 2025). Throughout the study, ethical principles were maintained by obtaining informed consent, protecting participant confidentiality, respecting participants' rights, reporting findings objectively, and presenting empirical evidence without manipulation, thereby preserving the integrity, credibility, and scientific accountability of the research process (Yumesri et al., 2024).

RESULTS AND DISCUSSION

Company History

PT Seema Electra Sejahtera is a national private environmental and engineering consulting firm headquartered in Semarang, Central Java, Indonesia. Officially established on 16 February 2017 as the successor to CV Tunas Gemilang, which had operated since 2004, the company was founded to strengthen its professionalism, service capacity, and competitiveness within the consulting industry. Its core business focuses on providing engineering and environmental consultancy services that support sustainable development through the integration of economic growth, environmental protection, and public safety. The company emphasizes systematic and regulatory-compliant environmental planning and management to address the increasing environmental impacts associated with infrastructure and industrial development. Legally incorporated under Notarial Deed No. AHU-0007495.AH.01.01 of 2017, PT Seema Electra Sejahtera operates as a privately held company with an unlimited operating period and is registered at Jl. Lempongsari Timur V No. 7-B, Gajah Mungkur District, Semarang City, Central Java, Postal Code 50231.

Company profile

PT Seema Electra Sejahtera is an Indonesian environmental and engineering consulting company headquartered in Semarang, Central Java. Established on February 16, 2017, the company evolved from CV Tunas Gemilang, which had operated since 2004, with its transformation into a limited liability company intended to strengthen organizational professionalism, service capacity, and competitiveness in the environmental consulting industry. The company provides engineering and environmental consultancy services that support sustainable development while emphasizing environmental protection, occupational safety, and regulatory compliance, serving both government and private sector clients in environmental planning, management, and supervision. PT Seema Electra Sejahtera is legally registered as a limited liability company under Decree No. AHU-0007495.AH.01.01 of 2017, providing a solid legal foundation for delivering professional and reliable consulting services.

Company Vision and Mission

PT Seema Electra Sejahtera aspires to become a professional, trustworthy, and integrity-driven engineering and environmental consulting company that supports environmentally sustainable development in Indonesia. To achieve this vision, the company is committed to delivering high-quality and timely consulting services, promoting environmentally responsible and sustainable development, strengthening the competence and innovation of its human resources, fostering collaborative partnerships with government, businesses, and communities, and ensuring client satisfaction through effective, efficient, and accountable service delivery.

Corporate Services

PT Seema Electra Sejahtera provides environmental consulting services, including the preparation of Environmental Impact Assessment (AMDAL) documents, Environmental Management and Monitoring Efforts (UKL-UPL), and other environmental and engineering consultancy services. The company also assists clients in fulfilling environmental regulatory

and administrative requirements to support business operations aligned with sustainable development principles.

Company Organizational Structure The organizational structure of PT Seema Electra Sejahtera is led by the President Director, Minoto, supported by the Director, Djoko Pramono, with three managerial divisions consisting of the Operational Manager (Subhan Syarif), Marketing Manager (Moch Yusuf), and Finance Manager (Maria Destianti). The operational units comprise the Occupational Health, Safety, and Environment (K3L) Division headed by Achmad Khafid, the Environmental Division led by Arifin, the Civil and Architecture Division supervised by Zhulian Alfandi A., and the Marketing Unit supported by Henny Ekawati and Tri Budi Santoso, illustrating a functional organizational structure that facilitates coordination and the implementation of the company's business activities.

Research Results

Digital Marketing Strategies Implemented at PT Seema Electra Sejahtera

Based on interview and observational findings, the company utilizes multiple digital platforms, including its website, Instagram, and Facebook, to strengthen marketing performance. The corporate website functions as the primary channel for presenting company profiles, service portfolios, project experience, and organizational competencies, while Search Engine Optimization (SEO) is implemented to improve search engine visibility and increase accessibility for potential clients. Social media platforms are employed to disseminate company information, promote organizational activities, and showcase completed projects. As stated by the informant, *“Penyusunan strategi digital marketing di Perusahaan kami itu jadi meningkatkan SEO jadi web nya itu bisa berjalan dengan baik, mudah diaplikasikan ketika orang browsing jadi bisa tahu kemudian juga dari sosmed yang kita punya.”*

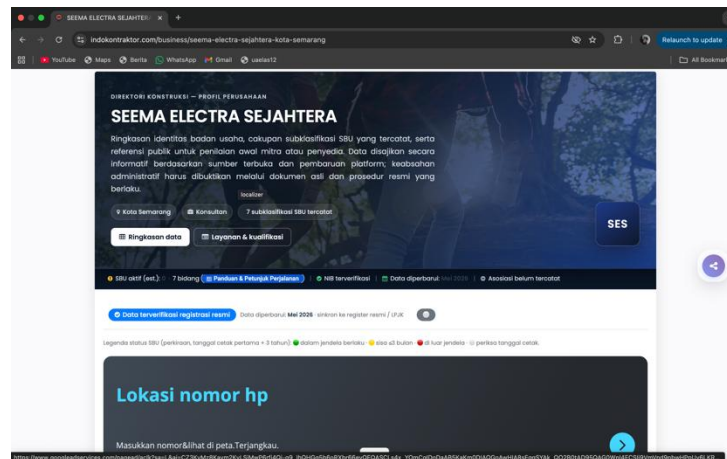


Figure 1.
Company Website

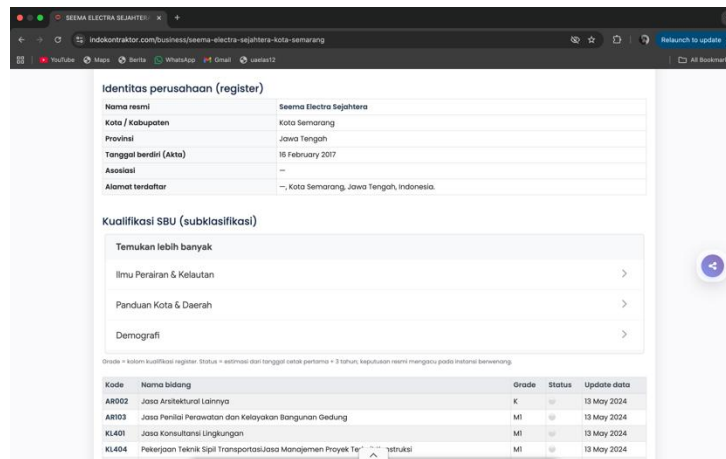


Figure 2.
Company Website



Figure 3.
Company Instagram

Although PT Seema Electra Sejahtera has established digital marketing channels, these activities have not become the primary focus of its marketing strategy. As explained by the informant, *“Kita menyiapkan digital marketing tersebut akan tetapi di dalam pelaksanaannya itu lebih banyak market digital yang kita lakukan jadi ada semacam LPSE dari pemerintah eproc di PLN.”* The company relies predominantly on digital marketplaces, particularly the government LPSE system and PLN e-procurement platform, because most projects are secured through formal procurement and tender processes. Consequently, the corporate website and social media platforms function mainly as channels for disseminating company information rather than as instruments for continuous promotional activities.

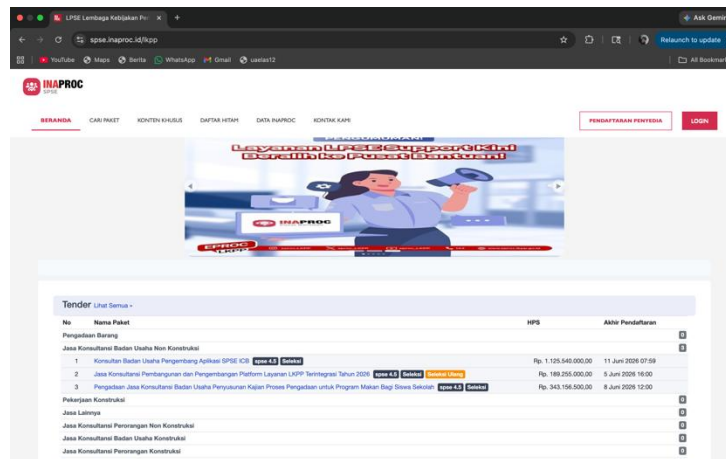


Figure 4.
LPSE Website

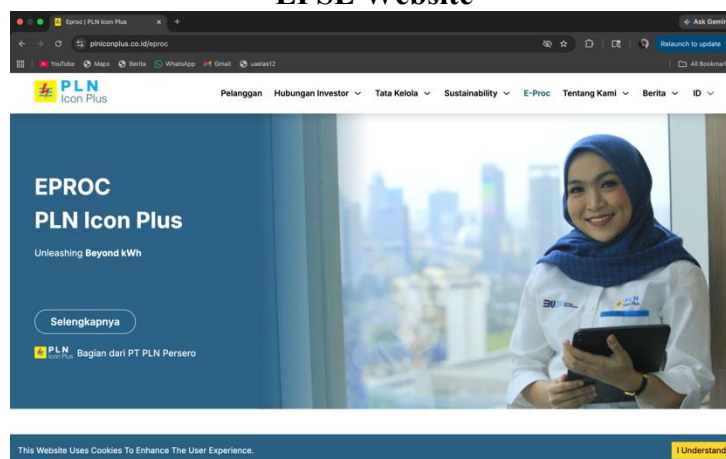


Figure 5.

PLN e-procurement website

In addition to adopting digital marketing initiatives, the company strengthened its human resources by recruiting information technology specialists to improve website performance and digital service quality. These efforts were expected to increase project opportunities, attract more business, and reinforce the company's competitive position within the increasingly competitive environmental consulting industry.

Digital Marketing Strategy to Increase the Competitiveness of PT Seema Electra Sejahtera

Digital marketing framework implemented by PT Seema Electra Sejahtera to strengthen its competitive position through the strategic utilization of digital media. The company employs its website, Instagram, and Facebook to promote environmental consulting services by presenting corporate profiles, service portfolios, project experience, and organizational competencies to a broader audience. Website visibility is further enhanced through Search Engine Optimization (SEO), increasing the likelihood of reaching prospective clients via search engines. As emphasized by one participant, *"Ya kalau mau meningkatkan digital marketingnya itu pasti SEO, apa namanya web nya itu harus bagus saya kira gitu, mungkin kalau lebih hebat lagi punya perangkat hardware itu jadi punya sendiri."* The integration of these digital platforms expands market reach beyond geographical limitations, improves public access to company information, and enables potential clients to identify the company's capabilities more efficiently, thereby reinforcing its competitive advantage within the environmental consulting service industry.



Figure 6.

Implementation of Digital Marketing

The findings indicate that digital marketing has not yet made a substantial contribution to strengthening the company's competitive advantage, as most clients and projects continue to originate from long-established business networks and repeat orders rather than digital channels. As one informant explained, *“Customer kami itu dari market manual dan repeat order jadi berulang ulang order itu akan datang ketika kita melayani customer dengan baik, network juga. Melayani customer dengan baik akhirnya mereka puas dan ketika membuka pabrik satu lagi akan mengundang kita lagi, kawannya butuh jasa layanan juga akan mengundang kita.”* This finding suggests that service quality, customer satisfaction, professional reputation, and business relationships remain the primary drivers of business continuity, while digital marketing mainly functions as a supporting tool for corporate promotion. Furthermore, the company has not systematically evaluated customer acquisition sources, making it impossible to determine whether new clients originate from the corporate website, social media, business networks, or other channels. Nevertheless, the company recognizes that an optimized website, effective Search Engine Optimization (SEO), and adequate digital infrastructure are essential for improving organizational visibility, facilitating communication with prospective clients, strengthening professional image, and creating greater business opportunities. Accordingly, more strategic and measurable digital marketing initiatives are considered necessary to maximize their contribution to the company's future competitiveness.

Supporting and Inhibiting Factors in the Implementation of Digital Marketing Strategies at PT Seema Electra Sejahtera

The successful implementation of digital marketing at PT Seema Electra Sejahtera is primarily supported by competent human resources and adequate technological infrastructure. The company continuously strengthens employee capabilities through professional training and certifications relevant to environmental consulting services, including AMDAL, Water Pollution Control (PPA), Occupational Health and Safety (K3), hazardous waste (B3), and emission management, as reflected in the following statement: *“Kita meningkatkan karyawan atau potensi karyawan karena kita layanannya di jasa lingkungan udah kita ikutkan sertifikasi AMDAL. Pak Subhan, Bu Henny, Mas Yulian kompetensi PPA, pengendali pencemaran air. Terus Mas Khafid ahli K3 rencananya nanti akan kita sertifikatkan untuk ahli limbah B3 maupun emisi serta peningkatan kapasitas untuk karyawannya.”* These professional qualifications not only improve service quality but also serve as strategic digital marketing assets, as the company plans to showcase employee certifications and expertise on its official website to strengthen organizational credibility and increase prospective clients' confidence in its environmental consulting services.



Figure 7.
AMDAL Certificate



Figure 8.
Water Pollution Control Certificate (PPA)



Figure 9.
Occupational Safety and Health (K3) Certificate



Figure 10.

Certificate of Hazardous Waste and Emission Management

Beyond employee competence, PT Seema Electra Sejahtera emphasized the necessity of assigning dedicated personnel to manage its website and social media, as specialized responsibility enables more focused, consistent, and sustainable digital marketing implementation. As stated by one informant, *“Ya, kalau SDM itu memang harus ada penempatan khusus orang yang menangani mengoprasionalkan web dan sosmed itu, itu harus ada.”* Dedicated staff are better positioned to develop content, update company information, and maintain communication with online audiences, making digital marketing activities more effective than assigning these responsibilities to employees with multiple primary duties. Nevertheless, competent human resources alone are insufficient without adequate technological support, including reliable computers, internet connectivity, and other digital infrastructure that facilitate efficient content creation, data management, and information updates. Therefore, the integration of qualified personnel with appropriate technological resources constitutes a fundamental prerequisite for the successful implementation of the company's digital marketing strategy.



Figure 11.

Implementation of Digital Market

Conversely, the study identified several constraints that limited the effectiveness of the company's digital marketing implementation. Limited human resources resulted in greater organizational emphasis on managing digital procurement platforms, such as LPSE and e-procurement, rather than expanding broader digital marketing initiatives, as reflected in the statement, *"Kendalanya juga SDM. Jadi ketika SDM-nya banyak mengerjakan ke market digitalnya otomatis itu jadi lebih utama daripada digital marketingnya."* Furthermore, the absence of customer source evaluations or surveys prevented objective assessment of digital marketing performance, thereby restricting its contribution to improving organizational visibility and customer acquisition.



Figure 12.

Evaluation Activities

CONCLUSION

The study concludes that PT Seema Electra Sejahtera has utilized its website, social media platforms, and search engine optimization (SEO) to support digital marketing by improving corporate visibility and strengthening its professional image. Nevertheless, digital

marketing has not become the company's primary marketing strategy, as project acquisition remains largely dependent on LPSE, e-procurement, professional networks, corporate reputation, service quality, and repeat clients. While competent human resources and adequate technological facilities support implementation, limited dedicated personnel, inconsistent digital marketing management, and the absence of systematic performance evaluation reduce its overall effectiveness. Therefore, the company should optimize its digital marketing activities through more consistent management, dedicated personnel, and regular performance evaluation, while future studies are encouraged to examine broader contexts using quantitative or mixed-method approaches.

REFERENCES

- Abdullah L. O., Kadir A., & Wulandari F. R. (2024). Pengawasan Kepatuhan Izin Pelaku Usaha Oleh Dinas Lingkungan Hidup Kabupaten Buton Tengah. *Indonesian Journal of Multidisciplinary Scientific Studies (IJOMSS)*, 2. <https://ojs.staira.ac.id/index.php/IJOMSS/index>
- Abdussamad Z. (2021). *Buku-Metode-Penelitian-Kualitatif* (Rapanna P., Ed.; 1st ed., Vol. 1). Syakir Media Press.
- Afandi M. T., Ayu I., Munir A. M., & Wati A. K. (2025). Integrasi Audit Trail dan Pengendalian Internal Terhadap Loyalitas Anggota Koperasi. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 3(4), 67–75. <https://doi.org/10.61722/jiem.v3i4.4382>
- Alaslan A., Amane A.P.O., Suharti B., Laxmi, Rustandi N., Sutrisno E., Rustandi, Rahmi S., Darmadi, & Richway. (2023). *Metode Penelitian Kualitatif* (Hidir A., Ed.; 1st ed.). Perkumpulan Rumah Cemerlang Indonesia. https://www.researchgate.net/publication/377113255_Metode_Penelitian_Kualitatif
- Anggraeni A., Sunarti, & Mawardi M. K. (2017). Analisis Swot Pada Umkm Keripik Tempe Amel Malang Dalam Rangka Meningkatkan Daya Saing Perusahaan. *Jurnal Administrasi Bisnis (JAB)|Vol*, 43(1).
- Ariasih M. P., Nurchayati, Zahara A. E., Mulyanti D. R., Dagutani D., Adirinekso G. P., Goetha S., & Watu E. G. C. (2023). *PEMASARAN JASA : Teori dan Penerapannya* (Efitra, Ed.; Pertama). PT. Sonpedia Publishing Indonesia. https://books.google.co.id/books?hl=id&lr=&id=IXDaEAAQBAJ&oi=fnd&pg=PA21&dq=teori+pemasaran+jasa&ots=0j_gboxDvB&sig=nCazVBhPTyBkuVINNILhvH8Csg0&redir_esc=y#v=onepage&q=teori%20pemasaran%20jasa&f=false
- Armadani L. D., & Ali H. (2025). *Pengaruh Kualitas Produk, Sumber Daya Manusia dan Budaya Kerja terhadap Strategi Meningkatkan Daya Saing Perusahaan*. 2. <https://doi.org/10.38035/dar.v2i3>
- Chakti A. G. (2019). The Book Of Digital Marketing: Buku Pemasaran Digital. In Sobirin (Ed.), *Celebes Media Perkasa* (1st Ed.). Celebes Media Perkasa. https://books.google.co.id/books?hl=id&lr=&id=OQzBDwAAQBAJ&oi=fnd&pg=PP1&dq=pemasaran+digital&ots=we6cKd-Yjo&sig=Fb5XCrgRErYzvF5Vixk8TaFBTxxg&redir_esc=y#v=onepage&q=pemasaran%20digital&f=false

-
- Dempere J., Udjo E., & Mattos P. (2024). The Entrepreneurial Impact of the European Directive on Corporate Sustainability Due Diligence. *Administrative Sciences*, 14(10). <https://doi.org/10.3390/admsci14100266>
- Dewianawati D., Nurhayati N., Raza M., Wijaya N. P. N. P., Suaryasa I G. N., Sakti D. P. B., Darsana I M., Hanafiah H., Mustafa F., Puspitasari M., Puspasari D., & Suastina A. W. O. (2023). *Manajemen Pemasaran Jasa: XII* (S. T. , M. Si. Dr. Miko Andi Wardana, Ed.). CV. Intelektual Manifes Media. https://books.google.co.id/books?hl=id&lr=&id=jbO1EAAQBAJ&oi=fnd&pg=PA1&dq=ilmu+manajemen+jasa&ots=oDgTPxpMWy&sig=r6BFdtYz0jZeN161gI0yI3kLD_A&redir_esc=y#v=onepage&q&f=false
- Fiantika F. R., Wasil M., Jumiyati S., Honesti L., Wahyuni S., Mouw E., Jonata, Mashudi I., Hasanah N., Maharani A., Ambarwati K., Noflidaputri R., Nuryami, & Waris L. (2022). *Metodologi Penelitian Kualitatif* (Novita Y., Ed.). Pt. Global Eksekutif Teknologi. www.globaleksekutifteknologi.co.id
- Harinie L. T., Santoso F. I., Dumgair P.P, Octaviani R. D., Bestari D. K. P., Wijaya N. P. N. P, Bahri K. N., Chalil R. D., Firdaus, Sari J. D. P., Yuswono I., Novianto U., Widiarti D., & Istiqomah Y. (2024). PEMASARAN DIGITAL. In Wardani M. A. (Ed.), *CV. Intelektual Manifes Media*. CV. Intelektual Manifes Media. https://books.google.co.id/books?hl=id&lr=&id=7wkGEQAAQBAJ&oi=fnd&pg=PR3&dq=pemasaran+digital&ots=pTu6kIkxfp&sig=auaNLXWQGywf2XeNkaO_jqJP9Vw&redir_esc=y#v=onepage&q=pemasaran%20digital&f=false
- Hatma R., Gempita, & Hardiyono. (2025). *Bedah Buku Pengantar Ilmu Manajemen pada Mahasiswa*. 3(1).
- Indriani M. N., Widnyana I N. S., & Laintarawan I P. (2019). *ANALISIS PERAN KONSULTAN PERENCANA DAN KONSULTAN PENGAWAS TERHADAP KEBERHASILAN PROYEK*. [file:///Users/fikharathaurrahmanzadasani/Downloads/509-Article%20Text-826-1-10-20191119%20\(1\).pdf](file:///Users/fikharathaurrahmanzadasani/Downloads/509-Article%20Text-826-1-10-20191119%20(1).pdf)
- Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Khairunnisa, C. M. (2022). *Pemasaran Digital sebagai Strategi Pemasaran: Conceptual Paper*. 5. <http://jurnal.stiekma.ac.id/index.php/JAMIN>
- Maddeppungeng A., Abdullah R., & Persada T. P. (2015). *IMPLEMENTASI TEKNOLOGI INFORMASI TERHADAP KINERJA BIAYA PERUSAHAAN INDUSTRI KONSTRUKSI (STUDI KASUS PERUSAHAAN KONSULTAN, KONTRAKTOR DAN SUPPLIER DI PROVINSI BANTEN)*. 7. <https://doi.org/https://doi.org/10.24853/jk.7.1.%25p>
- Mokobombang, W., & Natsir, N. (2024). Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kinerja Organisasi: Tinjauan Pada Industri Jasa. *Jurnal Minfo Polgan*, 13(1), 606–618. <https://doi.org/10.33395/jmp.v13i1.13756>
- Mustofa A., Wartiningsih E., & Sinaga M. O. (2024). The Influence of Digital Marketing Strategies on Consumer Engagement and Brand Loyalty: A Study on Indonesian E-commerce Platforms. *Journal of Business Administration and Entrepreneurship*
-

-
- Innovation*, 1(01), 18–25. <https://doi.org/10.32722/baei.v1i01.7324>
- Nurrisa F, Hermina D, & Norlaila. (2025). *Pendekatan Kualitatif dalam Penelitian: Strategi, Tahapan, dan Analisis Data*. 02, 793–800.
- Octavian H. S., Riwoe F. L. R., & Che-Ni H. (2025). Development of Digital-Based Service Marketing Management: A Conceptual Framework. *Jurnal Ilmiah Manajemen Kesatuan*, 13(1), 645–662. <https://doi.org/10.37641/jimkes.v13i1.3013>
- Prianto, K., Antariksa, Wisnumurti, & Sarwono. (2024). Performance Model of Planning Consulting Companies in Green Building and Sustainable Design Planning Achievements. *Jurnal Pembangunan Dan Alam Lestari*, 15(1), 37–45. <https://doi.org/10.21776/ub.jp.al.2024.015.01.06>
- PT. SEEMA ELECTRA SEJAHTERA. (n.d.). Retrieved www.seemaelectrasejahtera.com
- Putra E. M. (2025). KONSEP UMUM PENELITIAN KUALITATIF PADA RANAH PENDIDIKAN. *Dahzain Nur*, 15(1), 10–17. <https://doi.org/10.69834/dn.v15i1.282>
- Putri F. A., & Munawaroh. (2025). Analisis Strategi Digital Marketing dalam Meningkatkan Daya Saing Terhadap UMKM di Era Globalisasi. *Jurnal Manajemen Riset Inovasi*, 3(1), 148–158. <https://doi.org/10.55606/mri.v3i1.3452>
- Rahayu R, & Rindrayani S. R. (2025). *MENGUJI KEABSAHAN DATA PENELITIAN KUALITATIF*.
- Rahman, A., Kusumadewi, R. A., & Nurzaman, F. (2025). Strategi Pemasaran Digital dalam Meningkatkan Daya Saing Perusahaan di Era Transformasi Teknologi. *Jurnal Manajemen Pemasaran*, 2(1), 8–20.
- Sharabati, A. A. A., Ali, A. A. A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The Impact of Digital Marketing on the Performance of SMEs: An Analytical Study in Light of Modern Digital Transformations. *Sustainability (Switzerland)*, 16(19). <https://doi.org/10.3390/su16198667>
- Susilawati O. (2018). *Pengertian dan Contoh Industri Jasa*. 2–7. https://id.scribd.com/document/371507117/Industri-Jasa?doc_id=371507117&order=689667681
- Syaeful Millah, A., Arobiah, D., Selvia Febriani, E., & Ramdhani, E. (2023). Analisis Data dalam Penelitian Tindakan Kelas. *Jurnal Kreativitas Mahasiswa*, 1(2), 2023.
- Utama A. N. B., Marzuki, Awaludin D. T., Juniarsa N., & Melianto D. (2024). *PENGANTAR ILMU MANAJEMEN* (Umi Safangati Hidayatun, Ed.; 1st ed.). Yayasan Putra Adi Dharma. <https://journal.yayasanpad.org/index.php/ypadbook/article/view/241/166>
- Wirabuana R. F., & PrasetyaB. P. (2024). *Strategi Jitu PT. Unilever Indonesia Mengoptimalkan Operasional Di Tengah Dinamika Global*.
- Yulianti, G., Pramono, S., & Santoso, S. (2025). Inovasi Strategi Pemasaran Berbasis Digital untuk Meningkatkan Daya Saing Perusahaan. In *JURNAL EKONOMIKA45* (Vol. 12, Number 2).
- Yumesri, Risnita, Sudur, & Asrulla. (2024). *ETIKA DALAM PENELITIAN ILMIAH*. 15(2)