
THE ROLE OF AGENPOS B2B MARKETING STRATEGY IN ENHANCING THE COMPETITIVE ADVANTAGE OF PT POS INDONESIA BOYOLALI BRANCH



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Abstract

This study aims to implement the Agenpos B2B marketing strategy implemented by PT Pos Indonesia Boyolali to develop and enhance the company's competitiveness amidst increasingly fierce competition in the logistics industry. The method used was a descriptive qualitative approach through direct observation and interviews with marketing division employees. The results indicate that the implemented marketing strategy still faces various challenges, particularly the difficulty of finding new Agenpos B2B customers and increasing consumer expectations. PT Pos Indonesia Boyolali Branch has implemented an integrated marketing approach through market segmentation and targeting, but still needs optimization, particularly in terms of promotion and customer service. This evaluation recommends improving digital capabilities, utilizing information technology, and strengthening partnerships to retain customers and expand market share. With the right strategy, Agenpos B2B has great potential to become a competitive and superior distribution channel in the digital era.

Keywords: Marketing Strategy, Agenpos B2B, PT Pos Indonesia, Competitiveness

INTRODUCTION

In facing global challenges and the digital era, various logistics companies are required to adapt to survive amid increasingly fierce competition. PT Pos Indonesia (Persero), as one of the oldest state-owned enterprises (BUMN) in Indonesia engaged in postal services, has undergone a major transformation. The company has shifted from conventional mail services to providing technology-based logistics and financial services. This transformation has been realized through subsidiaries such as Pos Logistik Indonesia and Pos Finansial Indonesia, which offer a variety of modern services, ranging from e-commerce fulfillment, express delivery services, app-based courier services, to remittance and digital payment services. In addition to its role as a commercial service provider, PT Pos Indonesia also performs strategic functions in supporting various government programs. This role is realized through social assistance distribution, election logistics distribution, and becoming a payment partner for state institutions. With a network of more than 4,000 post offices and 40,000 service points throughout Indonesia, including remote areas, PT Pos Indonesia plays an important role in strengthening national connectivity while supporting equitable development.

This transformation is a response to increasing competition in the logistics industry, particularly with the emergence of national and international private companies such as JNE, J&T, SiCepat, as well as digital platforms like Gojek and GrabExpress. Changing customer expectations regarding speed, convenience, and transparency of services have driven PT Pos Indonesia to formulate more adaptive and market-oriented strategies. With a vision to become an integrated and trusted logistics company, the company continues to innovate to maintain its competitiveness in both the domestic and global markets. One of the strategies adopted is to strengthen marketing through various forms of sales promotions such as discounts, raffles, partnerships with third parties, and consistent branding. The company also actively participates in various public events and awards to build a modern and trusted image.

These efforts are supported by the establishment of clear market targets and improvements in service quality to maintain customer loyalty. In this context, the internship experience at PT Pos Indonesia Branch Boyolali provides a real-world glimpse into the implementation of marketing strategies, particularly in the B2B Agenpos service, which includes direct marketing, corporate service offerings, and invoice reconciliation. In addition to traditional marketing strategies, strengthening digital aspects is also a key focus through the development of the PosAja! application, which facilitates real-time shipping and tracking of goods. Collaboration with e-commerce platforms such as Tokopedia and Shopee enables PT Pos Indonesia to reach a wider digital consumer base. The shift from traditional services to technology-based logistics and financial services demonstrates the company's efforts to adapt to changing consumer behavior while strengthening its position in the digital ecosystem.

However, challenges remain, particularly at the branch level. PT Pos Indonesia Branch Boyolali, for example, faces intense competition from competitors, limited market segmentation, and the need to retain corporate customers. Agenpos B2B is one of the solutions offered to address these challenges by forming partnerships with partner companies such as Bank BRI, RS Indriati, PT Pegadaian, Adira, and PT Asuransi Jasa Boyolali. The implementation of adaptive and evaluative marketing strategies is expected to enhance the branch's competitiveness and business sustainability. Therefore, research on the

implementation of B2B Agenpos marketing strategies at PT Pos Indonesia Branch Boyolali is important to measure the effectiveness of the approaches applied, identify obstacles, and formulate future development strategies.

REVIEW OF LITERATURE

Marketing Strategy

A marketing strategy is a comprehensive approach designed to achieve specific and sustainable marketing objectives in the long term (Felik, 2024). This strategy includes in-depth market analysis to understand consumer needs and desires, and market segmentation to determine the right target audience. Marketing strategies include effective market segmentation, targeting, and positioning (STP) to attract potential customers. In the context of developing and improving the competitiveness of B2B Agenpos at the Boyolali Post Office, the proper implementation of STP is very important. Market segmentation helps identify different groups of business customers based on their needs and characteristics. After that, companies can target the most potential segments and design a positioning strategy to create differentiated and superior value compared to competitors.

In addition to STP, companies need to remain flexible and responsive to market changes. A dynamic market requires adaptive strategies, and companies must be prepared to adjust their strategies based on customer feedback and changes in the business environment. PT Pos Indonesia Boyolali Branch must continue to monitor trends in the delivery service industry and consumer behavior to ensure their marketing strategies remain relevant and effective. With a proactive and innovative approach, the company can maintain its competitive advantage and sustainably achieve its marketing goals. In the case of the Boyolali Post Office, the implementation of an integrated marketing strategy can help develop and improve the competitiveness of PT. Pos Boyolali Branch.

B2B Strategy for Agenpos Development

B2B marketing refers to marketing where the main audience is businesses or organizations, whether profit-oriented or not. Maintaining customer loyalty is very important in B2B marketing because it allows companies to build long-term relationships and ultimately have access to more business opportunities with their clients (Teruna *et al.*, 2022). The development strategy for Agenpos is a systematic approach to expanding and optimizing the Agenpos network to enhance operational efficiency and company revenue. According to Healy (2014), Agenpos development should include a comprehensive market analysis to identify growth opportunities and customer needs. This involves mapping strategic locations for opening new Agenpos, as well as developing products and services that are relevant to local market needs. This approach will help create added value for customers and increase the company's competitiveness.

Furthermore, the implementation of the Agenpos development strategy requires adequate infrastructure and technology support. According to Patton (2012), the use of information and communication technology (ICT) can improve the performance of Agenpos by providing an integrated system for operational management, shipment tracking, and customer service. In addition, training and human resource development are also important elements in this strategy. Agenpos must be equipped with the knowledge and skills necessary to provide high-quality services and respond to customer needs.

Competitive Advantage

Porter (2008:292) defines competitive advantage as "the ability or superiority used to compete in a particular market. This competitive advantage is created through continuous development in all lines of the organization, especially in the production sector. An organization that engages in continuous development will be able to improve its performance. According to Kotler and Keller (2007:412), efforts to achieve competitive advantage involve building customer relationships based on: customer value and customer satisfaction. Competition among companies is a race to gain market position and market influence. To have core competencies, a company must have three criteria: (a) Customer perceived value, which is the skill that enables a company to deliver a fundamental benefit to customers. (b) Competitive differentiation, which is a unique competitive advantage. Thus, there is a difference between necessary competencies and differentiating competencies. It is not appropriate to consider a competency as core if it is ubiquitous or, in other words, easily imitated by competitors. (c) Extendability, because core competencies are gateways to future markets, they must meet the criteria of customer benefit and competitive uniqueness. Additionally, core competencies must be able to be extended in line with the future needs of consumers.

RESEARCH METHOD

This study uses a descriptive qualitative approach to gain an in-depth understanding of the implementation of Agenpos B2B marketing strategies in improving the competitiveness of PT Pos Indonesia's Boyolali branch. A qualitative approach was chosen because it allows researchers to explore the meaning, interpretation, and complexity of marketing phenomena occurring in the field. The type of data used is primary data, which was obtained directly through the author's internship experience at PT Pos Indonesia Boyolali Branch. Primary data was collected through direct observation of the marketing division's activities and in-depth interviews with employees involved in marketing operations. Observations were conducted during the internship period to understand operational dynamics, coordination between departments, and the implementation of marketing strategies in reaching and retaining customers. Interviews were conducted with corporate sales supervisors and account managers as key informants who were directly involved in the implementation of marketing strategies.

In addition, this study also utilized internal documentation obtained during the internship, such as partner transaction data and marketing activity reports. This supports the validity of the information obtained through observation and interviews. To ensure data validity, this study uses the triangulation technique, which compares data obtained from various sources and methods so that the results are more credible and reliable. The unit of analysis in this study is the B2B marketing activities carried out by the marketing division of PT Pos Indonesia Boyolali Branch, specifically related to market segmentation, promotion, and relationship maintenance strategies with corporate partners. Informants were selected purposively because they had experience and direct involvement in B2B marketing strategies, enabling them to provide relevant perspectives. The collected data were analyzed using thematic analysis. The analysis process was carried out through the stages of coding, grouping categories, and identifying the main themes that emerged from the interviews and observations.

This approach enables the researcher to identify patterns and meanings related to the effectiveness of Agenpos B2B's marketing strategies, the challenges faced, and opportunities for improvement. The analysis results are then used to provide strategic recommendations that can support the enhancement of PT Pos Indonesia Branch Boyolali's competitiveness.

RESULTS AND DISCUSSION

Research Informants

This study involved two key informants from PT Pos Indonesia Boyolali Branch who were directly involved in the marketing strategy of Agenpos B2B. The informants were selected purposively because of their involvement and responsibility in marketing operations. The informants interviewed were:

1. Dyan Normalita Sari, Account Manager KC Boyolali, Responsible for sales plan planning, customer acquisition and maintenance, sales target setting, and strategic communication with corporate customers.
2. Asih Yanto, Corporate Business Sales Supervisor, KC Boyolali Plays an important role in achieving revenue targets for courier, logistics, wholesale, and financial services products in the corporate segment. His main duties include controlling sales activities, managing the logistics market, and maintaining communication with business partners.

Interview Questions

To explore in depth the implementation of Agenpos B2B's marketing strategy, the researcher compiled a list of interview questions for the two informants. The questions are presented in the following table:

Table 1. Interview Questions

No	Information
1.	What marketing strategies has PT Pos Indonesia Boyolali Branch implemented in the last year?
2.	What indicators does the company use to measure the success of its marketing strategies? What are the main challenges faced by the Boyolali Branch in improving competitiveness through marketing strategies?
3.	Are there any differences in results before and after implementing certain marketing strategies?
4.	How does PT Pos Indonesia Boyolali Branch position itself in the competitive shipping services market in the region?

5.	What is the most effective marketing strategy for PT Pos Indonesia Boyolali Branch to use?
6.	What recommendations do you have to improve the effectiveness of marketing strategies at PT Pos Indonesia?
7.	How can PT Pos Indonesia Boyolali Branch retain customers to survive and compete with other competitors?
8.	What marketing strategies has PT Pos Indonesia Boyolali Branch implemented in the last year?

Source: Primary Data, 2025.

Research Findings

Based on interviews and observations, several important findings were obtained regarding the implementation of the B2B marketing strategy of Agenpos at PT Pos Indonesia Branch Boyolali. The company has implemented a marketing strategy based on the 7Ps (Product, Price, Promotion, Place, People, Process, Physical Evidence). Implementation is carried out through direct marketing, door-to-door visits to potential companies, and the development of digital applications such as PosAja!. In addition, a differentiation strategy is implemented by highlighting the extensive service network and ability to reach remote areas.

The interviewee emphasized that the biggest challenge is the difficulty in acquiring new customers for B2B Agenpos. This is due to PT Pos Indonesia's image, which is still perceived as traditional and unable to compete with private logistics companies such as JNE, J&T, and SiCepat, which offer technology-based services, competitive prices, and aggressive promotions. Despite the challenges, PT Pos Indonesia Branch Boyolali has strengths such as a wide network, a reputation as a state-owned enterprise, and public trust in the distribution of government programs. Development opportunities can be obtained through service digitalization, collaboration with e-commerce, and strengthening partnerships with existing corporate partners.

Based on the interview results, each interviewee had a different emphasis in viewing the B2B marketing strategy of Agenpos at PT Pos Indonesia Boyolali Branch. Dyan Normalita Sari, as Account Manager, emphasized that marketing success greatly depends on accurately mapping the needs of corporate customers. According to her, companies need to understand the specific needs of their partners in order to provide appropriate solutions. In addition, she believes that maintaining customer loyalty is equally important. This can be achieved through fast, accurate, and consistent service so that customers feel well served and are reluctant to switch to competitors.

Meanwhile, Asih Yanto, Corporate Sales Supervisor, highlights the need to strengthen digital strategies as an important step to face intense competition. He believes that PT Pos Indonesia must be more active in utilizing social media and digital marketing strategies to build a modern company image and increase awareness among potential new customers. According to him, these efforts will help the company change the public's

perception of PT Pos Indonesia from a traditional mail service provider to an adaptive and innovative logistics service provider in the digital era.

Discussion

The research findings indicate that the B2B marketing strategy implemented by PT Pos Indonesia Branch Boyolali is still dominated by traditional approaches such as direct promotions and customer visits. This strategy is effective in retaining existing partners like BRI, RS Indriati, and Pegadaian, but less optimal in attracting new customers. The main challenges lie in the limitations of digital promotion and the company's image, which is still perceived as a traditional postal service provider. This aligns with previous research findings (Kotler & Keller, 2016), emphasizing the importance of digitalization and modernization of services in logistics marketing.

Therefore, to strengthen its competitive advantage, PT Pos Indonesia Branch Boyolali needs to optimize its digital marketing strategy, expand collaborations with e-commerce platforms, and introduce innovative customer loyalty programs. This approach is believed to enhance new customer acquisition while maintaining the sustainability of relationships with existing partners.

CONCLUSION

This study aims to analyze the implementation of the B2B marketing strategy applied by PT Pos Indonesia Boyolali Branch in facing competition in the logistics industry. The results show that the marketing strategy is still dominated by traditional approaches, such as direct promotion through door-to-door visits, which is considered quite effective in maintaining the loyalty of old partners but not yet optimal for reaching new customers. The main challenges faced are the company's image, which is still perceived as a conventional postal service provider, and intense competition with private logistics companies that are more aggressive in digitalization and promotion. Despite this, PT Pos Indonesia Branch Boyolali has strengths such as a wide network, public trust as a state-owned enterprise, and opportunities to strengthen digital strategies and collaborate with business partners.

Theoretically, this study contributes to enriching the literature on B2B marketing strategies in the logistics sector, particularly in state-owned enterprises. The study emphasizes the importance of implementing a service marketing mix (7P) tailored to the digital context and the needs of corporate customers. These findings also reinforce marketing theory emphasizing differentiation and adaptation to changes in the business environment, while offering new insights into how traditional marketing strategies can be combined with digital strategies to achieve sustainable competitiveness.

The practical implications of this study are that PT Pos Indonesia Branch Boyolali needs to strengthen its digital marketing strategies, particularly through social media, the development of customer service-based applications, and innovative loyalty programs. These efforts can transform the company's image from a traditional postal service provider to a modern logistics solutions provider that is responsive to the needs of business partners. In addition, collaboration with e-commerce platforms and a long-term partnership approach will expand the company's market share and increase its competitiveness at the local and national levels.

For further research, a more comprehensive study with a broader scope is needed, both in terms of the number of informants and the variety of PT Pos Indonesia branch locations. Future research could also delve deeper into the effectiveness of digital marketing and technology integration in B2B strategies, such as through the use of big data, customer relationship management (CRM), or digital consumer behavior analysis. As a result, further research will be able to provide richer insights in formulating adaptive and innovative logistics marketing strategies in the era of global competition.

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