

## ANALYSIS OF DIGITAL MARKETING STRATEGY IMPLEMENTATION USING SOSTAC MODEL AT PT. ERHA CLINIC INDONESIA

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### **Abstract**

*This research employs a qualitative, descriptive methodology to delve into PT. Erha Clinic Indonesia's digital marketing strategies. Through interviews, observations, and documentation, the study utilizes the SOSTAC model, analyzing Situation Analysis, Objectives, Strategy, Tactics, Actions, and Control to comprehensively assess the clinic's digital marketing strategy. The research begins by examining the current state of PT. Erha Clinic Indonesia's digital marketing efforts, aligning them with their objectives. The strategic plan outlines how the clinic targets middle to upper-class individuals throughout Indonesia, aiming to become a recognized leader in the beauty and skin health industry. Leveraging the 4Ps model, PT. Erha Clinic Indonesia offers dermatological services and beauty products with standardized pricing. Additionally, the clinic maintains a strong online presence, with multiple strategically located branches and promotional activities. The content creation process and advertising tools are integral to content dissemination. The clinic continuously monitors performance, ensuring alignment with objectives. In the suggestion section, recommendations are offered to enhance the clinic's digital marketing strategy, including responsive website development, localized social media profiles, content marketing, customer engagement, data analytics utilization, personalized services, and strategic online advertising. Recommendations for clinic customers emphasize staying connected through official platforms, sharing feedback, exploring informative content, and benefiting from seasonal offers. Future research suggestions encompass in-depth channel analysis, customer preference evaluation, competitive landscape exploration, offline marketing assessment, and a comprehensive study of digital marketing implications in the healthcare and skincare sector, including regulatory and ethical aspects..*

*Jel Classification:*

*M0; M2; M3*

*Keywords: SOSTAC analysis; Digital marketing; PT. Erha Clinic Indonesia*

### **INTRODUCTION**

A crucial marketing tool to address new developments in the metaverse world is by accurately pinpointing the altered consumer demands within the cosmetic industry in the contactless era (J. Lee & Kwon, 2022). Notably, the internet has experienced substantial growth, enabling people to socialize, acquire knowledge, and engage in business interactions through digital platforms, commonly referred to as online interactions (Ng, 2022). Social media content generation plays a pivotal role in digital marketing strategies (Christian & Kwek, 2022). The surge in online interactions is fueled by the convenience it offers, as individuals perceive digital interactions as a

valuable means of meeting their needs (S. M. Lee & Lee, 2020). Online interactions save time and are accessible at any time and place (Purwanto, 2020). Moreover, there is a notable shift in consumer behavior towards a greater reliance on online shopping (Sulistiyowati & Husda, 2023b). In response to this trend, companies have recognized the paramount importance of digital marketing in introducing their products, services, and corporate information to consumers (Junusi, 2020).

Digital marketing is considered advantageous for companies as it enables them to save marketing resources and operational costs (Makrides et al., 2020). Additionally, digital marketing allows companies to reach a wide customer base through non-stop 24/7 marketing activities (Selamat & Windasari, 2021). Companies employ various digital media platforms such as television, websites, blogs, and social media channels like Instagram, Facebook, Line, and others for their digital marketing strategies (Jupriyatmoko et al., 2023; Keke, 2022; Sulistiyowati & Husda, 2023b, 2023a). Websites have become a widely used digital platform by companies to introduce their products, services, and other company-related information (Bala & Deepak Verma, 2018). Websites are chosen because they provide quick and easy access to information. Small and large companies alike have incorporated websites as one of their digital marketing tools (Giao et al., 2020).

Previous research, exemplified by Safanta et al.'s (2019) study on "Digital Marketing Strategy for Laboratories Marketplace" and VISWASINI et al.'s (2020) research on "Impact of Digital Marketing Strategy for Successful Laboratory and Clinical Practitioners," highlights the efficacy of digital marketing strategies. Safanta et al. (2019) demonstrated the effectiveness of the SOSTAC framework for formulating strategies, while VISWASINI et al. (2020) found a lack of knowledge among participants, including dental students and practitioners. Overall, the studies confirm the effectiveness and efficiency of digital marketing strategies, with the SOSTAC model recognized for its comprehensive analysis by researchers such as Safanta et al. (2019) and its evaluative capability by Pelsmacker et al. (2017).

The significance of digital marketing for companies today stems from the increasing number of individuals engaging in online interactions (Melović et al., 2020). Consequently, many companies have embraced digital media to market their products, including companies in the healthcare and skincare industry (erhaultimate.co.id, 2019). Intense competition within this industry has compelled companies to carefully strategize their product and service marketing efforts (Khairani et al., 2021). Digital marketing has emerged as a preferred approach (Sanny et al., 2020). The competitiveness of digital marketing among companies can be observed through an analysis of online transactions on e-commerce platforms.

According to [www.bigcommerce.com](http://www.bigcommerce.com) & Reed (2023), global retail ecommerce sales are projected to surpass \$5 trillion in 2022, with digital sales expected to account for 22% of global retail sales by 2023. The growth of the health and beauty category is evident as it is projected to reach \$449.6 billion in global ecommerce sales by 2027 (source: ([www.statista.com](http://www.statista.com), 2022)), while the beauty and personal care market in Indonesia is expected to steadily grow between 2023 and 2027, with an estimated total increase of 1,640.3 million U.S. dollars (+20.64 percent), resulting in a market revenue of 9.6 billion U.S. dollars in 2027, driven by the rising demand from Indonesian consumers for both international and local beauty products, creating opportunities for global and local market players in the industry.



**Figure 1. Apotek Erha 21 Ruko Rafflesia**

Source : <https://www.goalkes.com/> (2018)

According to (<https://cdc.uns.ac.id>, 2023), established in 1998, PT. Erha Clinic Indonesia has emerged as the leading dermatology clinic in the country, known for its innovative approach in the industry. Under the guidance of Dr. Ronny P. Handoko, SpKK(K), the clinic is committed to providing advanced skincare and haircare solutions, offering personalized therapy programs conducted by expert dermatologists. To effectively introduce its products and services to customers, PT. Erha Clinic Indonesia employs two marketing strategies. Firstly, it utilizes Above The Line marketing, also known as digital marketing, leveraging media channels like television, radio, and various digital platforms. With the rapid advancements in technology, the clinic has embraced digital marketing, utilizing platforms such as its website, Instagram, Facebook, and email to reach its target audience. Secondly, PT. Erha Clinic Indonesia employs traditional marketing methods, including branch channels, offline events, and print media such as brochures and billboards to promote its services. By combining these strategies, PT. Erha Clinic Indonesia ensures comprehensive marketing coverage and reaches a wide range of potential customers.

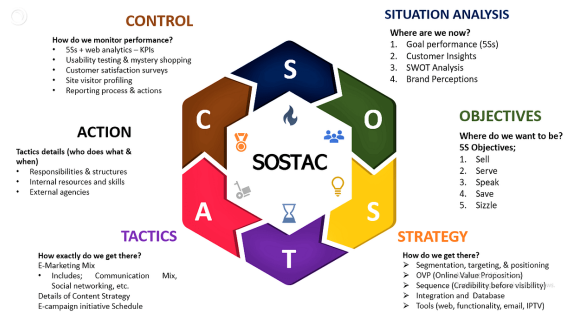
The authors have identified the aim of this research as exploring the digital marketing strategy, examining the strengths and obstacles faced during its implementation, and analyzing the SOSTAC framework of the digital marketing strategy at PT. Erha Clinic Indonesia, based on the provided background information.

## Digital Marketing

Digital media, often referred to as digital marketing, is the application of digital technology to create online channels for reaching the market (websites, email, databases, digital TV, and various other innovative platforms including blogs, feeds, podcasts, and social networks) that contribute to marketing activities (Chaffey & Ellis-Chadwick, 2022). Another perspective states that the use of various social media platforms to promote and find markets through online digital media is also referred to as digital marketing (Bala & Deepak Verma, 2018). Based on the definitions provided by experts above, the authors of this research can conclude that digital marketing encompasses all activities involved in marketing products and services by utilizing digital media to easily reach a wide audience at any time and from anywhere.

## SOSTAC Analysis

The SOSTAC Model is a tool or framework for strategic planning that is easy to follow and capable of identifying key elements that need to be addressed in marketing analysis and business planning to achieve objectives (Chaffey & Smith, 2017).



**Figure 2. SOSTAC Model**

Source: <https://asmatmak.medium.com/> (2021)

In the digital marketing planning process, several key components come into play. It all begins with a thorough Situation Analysis, where the company assesses its current and future conditions using tools like SWOT Analysis (Sulistiyowati & Husda, 2023b). The insights gained from this analysis become the foundation for crafting effective digital marketing strategies. Objectives, typically referred to as the 5S (sell, serve, speak, save, and sizzle), are then set to delineate what the company aims to achieve (Chaffey & Smith, 2017). The Strategy phase is pivotal in shaping the roadmap to success, as a well-constructed strategy significantly eases the path to meeting these objectives. Tactics are the actionable steps derived from the formulated strategies, while Actions involve putting these plans into motion. Finally, in the Control phase, continuous evaluation ensures that the actions align with the objectives, running smoothly to yield optimal results. This structured approach guides the company toward effective digital marketing and goal achievement.

## SWOT Analysis

SWOT Analysis encompasses the application of diverse techniques for monitoring and assessing internal and external facets of business operations, entailing the scrutiny of strengths, weaknesses, opportunities, and threats within business ventures (Asiri et al., 2022; Asrida et al., 2022). This framework is consistent with a theory presented in a journal, which underscores the utility of SWOT Analysis as a strategic tool for companies to identify and evaluate internal and external factors impacting their organization.

## S5 of Digital Marketing

According to (Chaffey & Smith, 2017), digital marketing offers several benefits categorized as sell, speak, serve, save, and sizzle. The sell aspect involves growing sales through online and offline channels, while speak focuses on engaging customers and understanding their needs. Serve adds value through content and offers, save reduces costs by replacing traditional methods, and sizzle extends the brand online and improves the customer experience. Examples of objectives include increasing online sales, website visits, subscribers, and reducing costs related to customer support and acquisition.

## STP Strategies

According to (Kotler et al., 2019), market customization, also known as STP (segmentation, targeting, and positioning), is a fundamental component of marketing strategy. Through segmentation, a company identifies distinct needs and groups within the market. It then selects target segments that it can competitively cater to and positions

its offering to establish a unique and recognizable image. To succeed in today's buyer-centric markets, market offerings must be developed and differentiated from competitors to achieve a sustained competitive advantage (SCA). Building a strong brand reputation, which contributes to long-term SCA, requires actively considering cost leadership, differentiation, and combined cost and brand acceptance strategies.

### **Marketing Mix (4P)**

According to (Armstrong & Kotler, 2015), the marketing mix is a fundamental concept in modern marketing, encompassing the strategic combination of product, price, place, and promotion to achieve desired market responses. It involves designing and managing goods and services (product) to meet customer needs, determining the appropriate pricing strategy (price), ensuring convenient distribution and availability (place), and effectively communicating the value proposition to target customers (promotion). By carefully considering and aligning these four elements, businesses can shape consumer demand and effectively reach their marketing objectives.

### **METHODS**

The research methodology employed in this study is a qualitative, descriptive research design, well-suited for exploring PT. Erha Clinic Indonesia's digital marketing strategies through interviews, observations, and documentation. A central tool in this methodology is the SOSTAC model, encompassing Situation Analysis, Objectives, Strategy, Tactics, Actions, and Control, facilitating a systematic evaluation of the company's digital marketing strategy. The initial phase involves assessing their current digital marketing initiatives, followed by clarifying the goals and outcomes sought. The strategy is formulated to achieve these objectives, with specific tactics and actions outlined for execution, encompassing activities like content posting and customer engagement. The Control phase ensures ongoing strategy monitoring, including the measurement of key performance indicators for data-driven enhancements. Data for this analysis will be sourced from secondary records, documentation, and online platforms to shed light on PT. Erha Clinic Indonesia's digital marketing strategies and their organizational impact.

### **RESULTS AND DISCUSSION**

#### **Situation Analysis**

The situation analysis evaluates the present and future circumstances of PT. Erha Clinic Indonesia, serving as the groundwork for crafting effective marketing strategies. This process entails a thorough examination of the company's existing status and its envisioned future positioning. To garner valuable insights, PT. Erha Clinic Indonesia utilizes a SWOT analysis, which involves a comprehensive assessment of internal strengths and weaknesses, along with external opportunities and threats. The outcomes of this SWOT analysis play a pivotal role in shaping the company's marketing initiatives. The SWOT Analysis is presented in Table 1 for reference.



**Table 1. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Clinic with a Dermatology concept.</li><li>• Quality service to customers.</li><li>• Strategically located clinics throughout Indonesia.</li><li>• Accessible through all marketplaces.</li><li>• Own application as a communication medium between Erha and customers.</li></ul>	<ul style="list-style-type: none"><li>• Erha brand is less known.</li><li>• Customers have difficulty obtaining information about products, treatments, and promotions at each Erha clinic branch.</li><li>• Internet marketing is centralized on the main account (branches do not have their own social media accounts).</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Growing trends in facial and body treatments.</li><li>• Increasing internet users.</li><li>• Active use of social media marketing in the modern era.</li></ul>	<ul style="list-style-type: none"><li>• Competition from existing clinics.</li><li>• Issues regarding harmful substances in beauty products.</li><li>• Massive influx of substitute products from new competitors.</li></ul>

### **Objectives**

In the objective-setting phase, PT. Erha Clinic Indonesia establishes a clear roadmap for its digital marketing strategy by defining objectives rooted in the 5s framework: sell, serve, speak, save, and sizzle. Sell reflects the company's intent to leverage digital marketing for increased sales and a broader customer reach, while serve underscores the importance of exceptional customer service to nurture strong customer relationships. Speak aims to create efficient communication channels between the company and its customers. Save focuses on cost optimization in operational marketing through digital strategies. Lastly, sizzle seeks to elevate brand recognition by consistently delivering compelling digital marketing content across various online platforms. These objectives collectively provide a strategic direction for PT. Erha Clinic Indonesia's digital marketing efforts, guiding its actions and initiatives in a dynamic digital landscape.

### **Strategy**

Strategy refers to the plan or approach used to achieve the objectives. PT. Erha Clinic Indonesia uses segmentation, targeting, and positioning to achieve its goals. The target market for PT. Erha Clinic Indonesia is middle to upper-class individuals throughout Indonesia. The company aims to be recognized as the primary clinic for beauty and skin health, providing solutions for customers' skin issues. PT. Erha Clinic Indonesia communicates its positioning through website and social media content, showcasing its products, doctors, and clinic locations in various cities across Indonesia. This approach helps build trust among existing and potential customers.

### **Tactic**

PT. Erha Clinic Indonesia implements effective e-marketing strategies by utilizing the 4Ps: product, price, place, and promotion. Their dermatological services and beauty products are designed to enhance customers' skin health and appearance, addressing various skin concerns through treatments performed by skilled

professionals. Complementing their services, PT. Erha Clinic Indonesia offers a range of beauty products to support customers' skincare needs. The pricing of their services and products is standardized across all clinics and marketplaces, taking into account customer requirements and competitor prices. The company operates multiple clinic branches strategically located throughout Indonesia, offering convenient offline options for skincare consultations, treatments, and product purchases. Additionally, they maintain a digital presence through their website, as indicated in Figure 3, as well as on various social media platforms such as Instagram, illustrated in Figure 4, and digital marketplaces to enhance digital accessibility. They engage in promotion activities such as periodic discounts and special offers, communicated monthly to attract customers and drive sales.

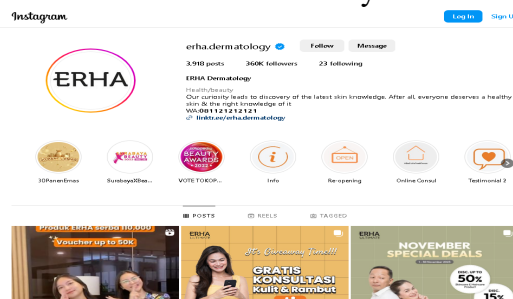


**Figure 3. Website of PT. Erha Clinic Indonesia**

Source : <https://erha.co.id/> (2023)

## Action

Action involves implementing and completing strategies and tactics to summarize the actions taken. PT. Erha Clinic Indonesia follows a process that begins with content planning and a detailed brief. They then discuss with the digital marketing team, make revisions if needed, proceed with visual design, and go through revision stages. Finally, the content is uploaded to Instagram. The content creation aligns with the company's goals and target market, utilizing social media to provide information on customer needs regarding health and skincare products. Advertising tools, including ads, are used to distribute the content effectively.



**Figure 4. Instagram of PT. Erha Clinic Indonesia**

Source : <https://www.instagram.com/erha.dermatology/> (2023)

## Control

Control includes evaluating performance and assessing the results of digital marketing implementation and planning. PT. Erha Clinic Indonesia recognizes the relatively slow growth of their social media presence, but their revenue meets the predetermined targets. Leads serve as success indicators, reflecting audience responses and inquiries about services, products, cost, location, facilities, and more.

## CONCLUSION

In the digital marketing strategy of PT. Erha Clinic Indonesia, a thorough situation analysis forms the foundation for effective marketing initiatives, employing a SWOT analysis to assess strengths such as a unique dermatology concept, quality service, strategic locations, marketplace accessibility, and a proprietary communication app. Weaknesses include limited brand recognition and challenges in disseminating information. The clinic capitalizes on opportunities in facial/body treatments, growing internet users, and social media. Recognizing competition and product concerns, they align objectives with the 5s framework, employing segmentation, targeting, and positioning to reach a middle-to-upper-class audience. Leveraging the 4Ps model, they offer services and products with standardized pricing. Multiple clinic branches, online presence, and promotions contribute to success, while an organized content creation process ensures effective dissemination. Recommendations include a responsive website, localized social media, content marketing, social engagement, influencer collaboration, and data analytics. Customers are advised to stay connected through official channels, participate in discussions, share feedback, explore content, and subscribe for exclusive benefits. Future research suggestions involve a detailed analysis of digital marketing channels, customer preferences, industry trends, and ethical considerations in the healthcare and skincare sector.

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