Redesigning Digital Marketing Strategy for Increasing Sales of Small Business: A Case Study in Pinescarf

Nadhilah Husna[1]*; Hartoyo[2]; Nur Hasanah[3]

[1-3]Master of Management and Business, School of Business, IPB University
Bogor, Indonesia 16680
[1]nadhilahusna@gmail.com, [2]hartoyo@apps.ipb.ac.id,
[3]nur.hasanah@apps.ipb.ac.id

ABSTRACT

The research provided a complete and practical perspective on reviving struggling small businesses by redesigning marketing strategies to boost sales. It aimed to identify the implemented marketing strategy, evaluate the marketing performance, and redesign the marketing strategy. An exploratory mixed-method approach was used, comprising three stages. First, qualitative descriptive analysis identified the existing marketing strategy through in-depth interviews and direct observation, analyzed using Segmentation, Targeting, and Positioning (STP) and the Co-creation, Currency, Communal Activation, and Conversation (4C) marketing mix. Second, ongoing marketing performance was evaluated based on the perceptions of 267 Instagram and Shopee followers of Pinescarf, using convenience sampling and the Aware, Appeal, Ask, Act, and Advocate (5A) customer path concept. Third, strategy formulation utilized the Analytical Hierarchy Process (AHP), integrating qualitative and quantitative approaches based on insights from management, consumers, and industry experts. The identification process shows that Pinescarf needs to improve its implementation of the 4C marketing mix. A bottleneck at the Act and Advocate stages prevents purchases, resulting in a funnel-shaped customer path. Strategy formulation using AHP prioritizes increasing sales as main marketing objective of Pinescarf. Maximizing advertising performance in the conversation mix is the first priority, followed by regular discounts in the currency mix to address the Act stage bottleneck. These findings can help Pinescarf to save time and costs by focusing on effective marketing efforts. Additionally, the research has connected marketing theory with real-world practice, enabling businesspeople to make informed decisions based on solid analysis alongside their existing intuition.

Keywords: digital marketing strategy, sales, small business, customer path, consumer purchasing decision

INTRODUCTION

Digital technology has become an inseparable part of business activities in this era. Various tasks can be done more effectively through technology, including marketing. Digital marketing includes all marketing activities that use electronic devices and the Internet (Desai, 2019). These activities use digital channels, such as social media, search engines, websites, and emails, to build connections with consumers and potential consumers (Masrianto et al., 2021). Digital marketing is proven to increase the effectiveness and optimization of marketing efforts (Alamsyah et al., 2021). It becomes possible with the Internet, which can be accessed without regional restrictions and the

availability of marketing features that can be utilized at low prices (Yoon, 2024; Sarker & Pahari, 2021). Digital marketing is a solution for Micro, Small, and Medium Enterprises (MSMEs) with limited marketing funds (Kano et al., 2022).

One of the industries that many Indonesian MSMEs are involved in is Muslim fashion (Komite Nasional Ekonomi dan Keuangan Syariah, 2021). The Muslim fashion industry has tremendous potential in Indonesia. Indonesia has the third-best Muslim fashion business ecosystem globally assessed with the Global Islamic Economy Indicator (DinarStandard, 2023). The domestic market for halal products, including Muslim fashion, is still wide open, with the large Muslim population reaching 87.2% of Indonesia's

total population (Kementerian Perindustrian Republik Indonesia, 2021). Thus, it is unsurprising that the fashion industry is a creative economy sub-sector with the second most significant contribution to the National Gross Domestic Product (GDP) in 2020 (Kementerian Pariwisata dan Ekonomi Kreatif Republik Indonesia, 2022). One of the Muslim fashion products that experience increasing demand is the hijab. Currently, the hijab is accepted by the broader community because it has become more fashionable and varied (Karakavak & Ozboluk, 2023). The hijab has developed not only as a religious identity but also as part of the culture and lifestyle of Muslim women in Indonesia (Aini & Andjarwati, 2020).

The massive potential in the Muslim fashion industry and the promising development of digital marketing encouraged Pinescarf to enter the market in 2018. This online-based Muslim fashion MSMEs offers premium-quality hijabs. Pinescarf choose an online base to reach its target market, which is millennials and Gen Z in the middle to upper economic class. This market segment is very close to technology and likes the ease of purchasing (Ramirez-Herrero et al., 2024; Mukherjee, 2023).

However, Pinescarf journey has not fared as well as its industry peers. This condition shows that Pinescarf has missed an ample opportunity. In the midst of the advancement of digital marketing and the vast domestic market for hijab, Pinescarf is actually under threat due to declining sales, which coincides with increasing costs. Pinescarf sales quantity growth is still too slow and fluctuating. Sales data in Figure 1 show a decrease in 2022, mainly from April to December. This decline even made the sales quantity lower compared to the previous year. At the same time, there was an increase in production costs (materials and labor) of 5% per year, e-commerce service costs which have reached 10.5%, and an increase in the minimum daily advertising rates on Shopee (Rp7,000

per catalog) and Instagram (Rp31,345 per content). If this situation continues, it is feared that Pinescarf will not be able to survive in the industry. As mentioned by Costa et al. (2023) and Thathsarani et al. (2023), MSMEs like Pinescarf usually have minimal financial resources. Therefore, efforts are needed to increase Pinescarf's sales to keep up with rising costs.

Increased sales are directly related to consumer purchasing decisions, which are the result of the customer journey (Zimmermann et al., 2022; Towers & Towers, 2022). Based on information from management and data obtained from the Shopee Seller Center in the pre-interview, Pinescarf is still unable to provide a smooth customer path for consumers. Out of 3,426 accounts that visit Shopee Pinescarf in a month, only 1.7% have decided to purchase. This low number indicates a problem in the purchasing decision process that prevents potential consumers from purchasing. The consumer purchasing experience is proven to have a direct impact on purchasing decisions (Sanaji et al., 2022; Hartono et al., 2021; Rediyono, 2023). Hence, developing a new marketing strategy to provide a better shopping experience while increasing sales is necessary.

According to Olson et al. (2021), marketing strategy is a plan for determining what market a company should serve and how to compete in that market. Thus, marketing strategy guides a business regarding market segmentation, target market, position in the market, and marketing mix elements. Digital marketing has become more critical in this era because consumers can easily obtain information about the various product options on the market (Martini et al., 2022). The Marketing 4.0 concept focuses on fulfilling consumers' needs and desires through overall value creation and conveying it to consumers through digital technology-based interactions (Da Silva, 2021; Dash et al., 2021; Li et al., 2021). Businesses must establish their brand in the minds of consumers
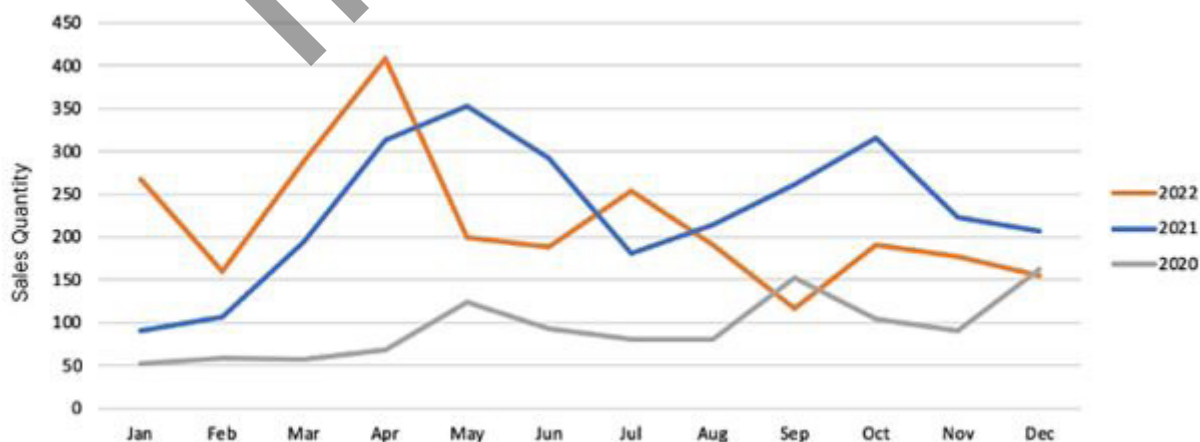

Figure 1 Pinescarf Sales Quantity 2020–2022
Source: Internal Data of Pinescarf

to gain a competitive edge. With the help of digital technology, brands can create a closer connection with their customers, facilitate information exchange, and provoke purchase intention. Therefore, paying attention to consumer experiences and perceptions in this era is essential (Zeng et al., 2023; Crespo et al., 2023).

One of the marketing strategy approaches that is commonly used is the marketing mix. The marketing mix is created as a tool for realizing and identifying plans in a marketing strategy by mapping marketing tasks into several more straightforward elements (Prymon, 2022). Its simplicity makes this framework easy for small businesses to use. According to Kotler et al. (2017), the marketing mix that is relevant to digital marketing is the 4C marketing mix. It consists of Co-creation by involving consumers in the product development process, Currency by setting a dynamic price for each consumer's profile to optimize business profitability, Communal Activation by utilizing goods and services owned by external parties to shorten supply chains and simplify business activities, and Conversation by creating two-way communication between businesses and consumers and between consumers.

The ultimate goal of a marketing strategy is, of course, to get consumers to make purchases. Consumer purchasing decisions are determined by their behavior and experiences (Xu et al., 2024; Leonov et al., 2023; Isamudin & Islam, 2023). Both can be evaluated using the 5A customer path introduced by Kotler et al. (2017). This concept covers five stages. First, the Aware stage is where consumers notice the presence of a brand. Second, the Appeal stage is when consumers decide whether or not they are interested in a brand. Third, the Ask stage is where consumers are actively looking for more information about the brand. Fourth, the Act stage is where consumers decide whether to make a purchase or not. Fifth, the Advocate stage when consumers show their loyalty, which is divided into three levels: retention, repurchase, and advocacy.

Preparing a marketing strategy is a complex decision-making process because it involves several goals and criteria. Therefore, a decision-making tool is needed to simplify this process. According to Saaty and Vargas (2012), the Analytical Hierarchy Process (AHP) is a decision-making tool that combines rationality and intuition to select predetermined alternatives. The AHP process is performed by evaluating the importance of factors relative to other factors to make optimal decisions based on the guidelines of decision-makers and experts (Dhurkari, 2023).

Even though much research has been conducted on digital marketing, it is still rare to discuss the direct impact of marketing on increasing sales. In fact, the effectiveness of marketing efforts is crucial for the performance of cost-sensitive SMEs (Ali Abbasi et al., 2022; Mufidah & Eliyana, 2021; Klein et al., 2020). The research presents a practical and complete perspective by carrying out the entire strategy development process, from evaluation to generating new marketing strategies. Therefore, there are three objectives to be achieved in the research: identifying the existing marketing strategy of Pinescarf, evaluating the marketing performance of Pinescarf according to consumers and potential consumers, and formulating the development of a marketing strategy for Pinescarf.

METHODS

The research is conducted using an exploratory mix method to assess and formulate the development of marketing strategies for Pinescarf. There are three stages of research, as shown in Figure 2. The first stage aims to identify and understand the existing marketing strategy with a qualitative descriptive approach. The existing marketing strategy is identified through in-depth interviews with Pinescarf management and direct observation. The information obtained includes a general overview of the business, marketing efforts that have been carried out, and sales data. Then, the existing marketing strategy is mapped

Figure 2 The Conceptual Research Framework

into the Segmenting, Targeting, and Positioning (STP) framework and the 4C marketing mix.

The second stage aims to evaluate and explore the ongoing marketing performance with a qualitative descriptive approach. It is evaluated based on consumer and potential consumer perceptions obtained using an online questionnaire. Questions in the questionnaire are developed based on the stages in customer path 5A. The respondents' applied criteria are women who wear the hijab and other fashion products, have made purchases within the last six months, and are followers of Pinescarf. The number of consumer and potential consumer samples needed in the research is determined using a return rate of 5%. Therefore, the minimum sample size required is 265 people from a population size (Instagram and Shopee Pinescarf followers) of 5,310 accounts. The amount of data that has been collected is 267 respondents consisting of 134 consumers and 133 potential consumers. The data are then processed using the 5A customer path concept to determine performance and measure the effectiveness of the marketing strategy implemented.

The third stage aims to formulate marketing strategy development using the AHP. This method is a heuristic method that combines qualitative and quantitative approaches. The AHP process begins by developing a structure based on the results of in-depth interviews with management, direct observation, and perceptions of consumers and potential consumers. Then, six experts are asked to assess the weight of each structural element. The experts involved consist of two Pinescarf management, two owners of similar businesses, and two observers of the Muslim fashion industry. The weighting results are then processed with a series of calculations to obtain alternative marketing strategy priority.

RESULTS AND DISCUSSIONS

The research results are divided into three parts, which are analyzed sequentially. The three parts are a condition of Pinescarf marketing strategy, 5A customer path analysis, and marketing strategy development. Pinescarf existing marketing strategy can be mapped using the STP framework and the 4C marketing mix. The STP framework consists of segmenting, targeting, and positioning. The market segment of Pinescarf is Gen Z and millennial Muslim women from the middle to upper economic class who wear casual clothing. The targeting strategy implemented by Pinescarf is undifferentiated targeting. This type of strategy views a market as a large group with similar needs. Therefore, only one marketing mix is created to serve all target markets. Meanwhile, the positioning strategy used by Pinescarf is product differentiation. The characters highlighted are premium quality products at competitive prices.

The 4C marketing mix contains Co-creation, Currency, Communal Activation, and Conversation (Kotler, 2005). For the Co-creation, Pinescarf has involved its consumers in product development by following up on consumers' feedback. Some of the feedback received includes adding color variations, improving the quality of edge sewing finishing, using metal labels for premium products, and adding new products tailored to consumer trends and tastes. However, the delivery of input is only initiated by consumers. Pinescarf has not actively sought information about its consumers' desires and needs. Therefore, the amount of input received is still tiny and may not represent the wishes of the entire target consumer.

On the Currency concept, Pinescarf application is only limited to applying wholesale prices. Various pricing methods can still be explored, such as bundling programs, add-on deals, freebies, and flash sales. Attractive pricing methods can lure fashion consumers into making impulse purchases (Feng et al., 2023; Dang et al., 2024). Next, Pinescarf has applied Communal Activation in the marketing, sales, and distribution processes. However, the Communal Activation carried out by Pinescarf in the marketing aspect is still not profitable compared to other aspects. Three out of five influencers who have worked with Pinescarf cannot generate enough sales to cover the costs incurred. Therefore, Pinescarf needs to try more effective Communal Activation alternatives to support marketing.

For the Conversation, communication between Pinescarf and its consumers is carried out via Instagram, Shopee, and WhatsApp. Most interactions between Pinescarf and consumers only occur through chat, ratings, and reviews on Shopee. Hence, the creation of interaction between Pinescarf and its consumers has not been maximized. Several features on Shopee, Instagram, and WhatsApp can be used for free to create interaction with consumers. For example, there are voting and question-and-answer features on Instagram stories, broadcast messages on Shopee and WhatsApp, affiliations on Shopee, and collaborations on Instagram. Establishing intense interaction with consumers can increase consumer trust in making purchases (Hidayat & Idrus, 2023).

The evaluation of marketing performance begins with understanding consumer perceptions of the Pinescarf brand. Consumers and potential consumers used in this stage are dominated by Muslim women aged 19–28 who are Gen Z and live in JABODETABEK. Most respondents are undergraduate graduates working as private employees with an income of Rp5,000,000–Rp10,000,000 per month and expenses of Rp3,000,000–Rp5,000,000 per month. The data show that Pinescarf consumers are of productive age, actively work, and belong to the middle economic class. The data have been in accordance with the target market that has been aimed at so far.

Consumer purchasing behavior and experiences are analyzed using the 5A customer path framework. Consumer awareness and knowledge are evaluated by asking whether they have heard, seen, or read about Pinescarf. The research results show that 98% of respondents are aware of the Pinescarf. The awareness

percentage is not 100%, indicating that if someone follows a brand's account, it does not mean that they definitely have an awareness of the brand and the products it offers. This can happen if someone follows a brand account impulsively without really knowing what the brand has to offer. Respondents who are not aware of the Pinescarf brand admit that they often follow a brand's account when they see an attractive advertisement on an Instagram story and intend to find out more in their spare time. However, they usually forget to find out more about the brand.

That situation is made worse by Pinescarf low engagement rate. Based on calculations by Modash, the Pinescarf Instagram account only has an engagement rate of 0.33%. The rate is far below the average, namely 1.47%. In this way, a potential consumer who is previously interested and decided to follow Pinescarf may forget about it over time because content from Pinescarf no longer appears on his/her timeline. This is caused by the Instagram algorithm, which sorts content according to interest and closeness of interaction between accounts.

Apart from that, most respondents who are not aware state that they are busy working, so they cannot spend much time on Instagram and Shopee. They also state that they almost never see Pinescarf content on the timeline, even though they already follow the account. The factors that make consumers remember Pinescarf are premium quality products (48%), competitive prices (27%), unique packaging (2%), attractive content (21%), and easy-to-remember brand names (2%). The data prove that the factors that stick most in consumers' minds are high product quality and competitive prices. They show that the marketing message "best quality with the best price" has been well received by consumers. Thus, Pinescarf needs to maintain consumer trust by providing a quality guarantee for every product that reaches consumers. Apart from that, competitive prices are also an equally important factor. Pinescraf needs to continue to monitor the prices of similar products on the market to remain competitive.

At the Appeal stage, consumers show their interest. Around 91% of respondents state that they are interested in Pinescarf. Several aspects that make respondents interested are good product quality (28%), reviews from fellow consumers (22%), interesting content and catalogs (20%), competitive prices (16%), and good service (14 %). The data show that product quality is the central aspect that determines consumers' interests in Pinescarf. Therefore, product quality must continue to be an aspect that pays attention to.

If consumers receive convincing information at the Ask stage, their interest can be converted into a purchase. There are 85% of respondents who state that they have sought more information about the Pinescarf. Some of the efforts made by consumers to look for further information are by looking at the Shopee catalog (29%), paying attention to consumers' ratings and reviews on Shopee (27%), looking at content on Instagram (27%), asking directly via the chat feature on Instagram, Shopee, or WhatsApp (12%), and visiting offline stores (6%). The data show that most consumers prefer to search for information independently, without requiring direct interaction with sellers. Therefore, Pinescarf must ensure that all the necessary information is available and can be easily accessed by consumers.

At the Act stage, consumers take action by purchasing. Around 49% of respondents say that they have purchased products from Pinescarf. The results are followed by 48% who are very likely to buy and 3% who are unlikely to buy. The low frequency of consumer purchases exacerbates the low percentage of acts on Pinescarf (30% of respondents have purchased Pinescarf products once, 27% have purchased them two times, 23% have purchased them three to four times, and only 20% have purchased Pinescarf products more than five times). The sales channel most chosen by consumers is Shopee (57%). It is followed by WhatsApp (21%), offline store (13%), and Instagram (9%). Purchasing online via Shopee is still the most popular choice for consumers. During the purchasing process, 4% of consumers state that they have experienced issues. Some of the issues encountered are the unavailable ordered product, slow admin's response, a lack of delivery options, and wrong sent product.

The Advocate stage is unique because consumers may not buy at the Act stage but instead in this stage. Consumers usually carry out advocacy when they feel satisfied with the experience of getting to know or purchase a product. Advocacy provided by consumers can be in the form of repurchase and recommendation. The research shows that 93% of respondents say that they will repurchase. The high percentage of repurchases shows that most consumers have a good experience after purchasing Pinescarf products. From the advocacy side, 72% of respondents who have purchased products from Pinescarf state that they have recommended the products to people around them. Then, 25% of respondents who purchase products from Pinescarf state they will most likely recommend it. Meanwhile, 13% of respondents are likely to purchase products from Pinescarf, stating they have recommended the products to people around them. On the other hand, 81% of respondents who are likely to buy products from Pinescarf said they are very likely to recommend it. Several motives encourage consumers to give recommendations to people around them: wanting other people to get the product and the satisfaction they have felt (54%), believing that other people will like Pinescarf products even though they have never bought them (33%), and using to share product shopping experience (13%).

Purchase Action Ratio (PAR) and Brand Advocacy Ratio (BAR) calculations are carried out to measure Pinescarf marketing performance. The PAR value describes the effectiveness of the marketing strategy implemented in converting awareness into action. Meanwhile, the BAR value describes the effectiveness of the marketing strategy implemented in

converting awareness into advocacy. The PAR value is obtained by dividing the Act value by the Aware value. Thus, the PAR value obtained for Pinescarf is 0.51. Meanwhile, the BAR value is obtained by dividing the Advocate value by the Aware value so that the BAR value for Pinescarf is 0.39. The calculation results prove that Pinescarf has PAR and BAR values far from the maximum value, which is 1. Thus, efforts are needed to increase Pinescarf PAR and BAR values. Efforts can be made to develop marketing strategies that are more effective in terms of sales and consumer loyalty. However, strategy development requires a deeper understanding of the bottlenecks that hinder the consumer purchasing decision process from the aware to advocate stage. Six levels are tested in the marketing productivity matrix: popularity, attraction, curiosity, commitment, affinity, and attachment.

According to the digital marketing productivity matrix in Table 1, Pinescarf has a good popularity value of 98%, indicated by the blue shade. This value explains that Pinescarf is well known to its followers. The attraction value is slightly lowered (marked by a pink shade) to 93%. A slight decrease between levels is still reasonable, so with the attraction value remaining high. It can be concluded that Pinescarf is considered appealing by its followers. This value stays at the curiosity level (93%) (indicated by the pink shade). Therefore, it can be said that most Pinescraf followers are interested in finding out more.

Then, there is a considerable decrease (highlighted by the red tone) in the value of the commitment level to 59%. A significant decrease indicates that there are obstacles that make potential consumers decide not to make a purchase or have not made one. Furthermore, there is another significant decrease (marked by the red tone) in the affinity level

to 39%. The low-affinity value indicates that Pinescarf has not yet gained the trust of potential consumers who have not yet purchased. Therefore, they have not recommended Pinescarf to people around them. After that, there is a slight increase (indicated by the pink shade) in the value at the attachment level to 64%. This value proves that most consumers who have purchased have had a satisfactory shopping experience. The value in this productivity matrix shows that the bottleneck in Pinescarf marketing is at the red area in Table 1, which is the commitment and affinity levels. These two levels reflect low brand performance at the Act and Advocate stages, especially advocacy from potential consumers who have not yet made a purchase.

The increase and decrease in value occurring at the Aware, Appeal, Act, Ask, and Advocate stages on Pinescarf form a funnel pattern (see Figure 3). The funnel indicates that most consumer purchases have been carefully planned and considered. This is evidenced by the high value at the Ask stage and a significant decrease at the Act stage. Then, the value of Advocate, which is lower than Act, shows that most of the advocacy is only carried out by consumers who have already purchased.

The low value of the Act and Advocate stages in the funnel pattern can be overcome by increasing sales and improving post-sales service. Besides increasing the Act value, increasing sales in this pattern will also impact increasing the Advocate value. Based on data collected from respondents, several reasons why consumers have not made a purchase are because they are waiting for a discount program (54%), product variants do not match their needs and desires (25%), they do not feel they need a new hijab (10%), and they choose other brands that are considered better by people around them (10%). Data show that most

Table 1 Digital Marketing Productivity Matrix of Pinescarf

	Total Respondents	Aware	Appeal	Ask	Act	Total Advocate	Buyer's Advocate
Amount	267	262	243	227	134	102	86
Popularity (aware/total respondents)	98%						
Attraction (appeal/aware)		93%					
Curiosity (ask/appeal)			93%				
Commitment (action/ask)				59%			
Affinity (total advocate/aware)					39%		
Attachment (buyer advocate/act)							64%

potential consumers have not purchased because they are constrained by price, even though they are already interested in the products offered by Pinescarf.
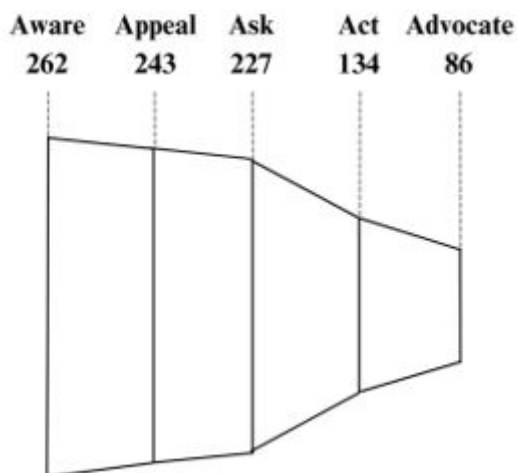

Figure 3 Funnel Pattern on Customer Path of Pinescarf

Price constraints experienced by consumers of Pinescarf can be explained by the theory of planned behavior by Ajzen (1991) that consumer buying interest is influenced by perceived behavior control. It is a feeling about how easy or difficult it is to realize a behavior. Someone will form strong intentions if they have the ability, knowledge, and resources. In this case, the capabilities and resources needed are money to shop for Pinescarf products. Therefore, Pinescarf can increase the intensity of the discount program to attract the interest of potential consumers who have reached the Ask stage but have not yet decided to purchase at the Act stage. The existence of a discount program makes potential consumers at least try and feel the quality of Pinescarf products. This experience can increase trust and attract consumers to be interested in making repeat purchases even at regular prices.

Next, marketing strategy development using the AHP method begins with preparing a hierarchical structure consisting of focus levels, objectives, criteria, and alternatives (see Figure 4). At the first level, this analysis results in a focus, namely the priority of developing Pinescarf marketing strategy. The second level contains the objectives of Pinescarf marketing activities. Based on interviews with internal parties, the goals to be achieved are increasing sales, expanding market share, and increasing consumer loyalty.

In the third level, there are criteria in the form of 4C marketing. Using the marketing mix as a criterion aims to produce a systematic marketing strategy. The marketing mix also helps classify alternatives in the fourth level. The alternatives are obtained by processing the opinions of internal parties and consumers as well as potential consumers collected through questionnaires. The Co-creation mix includes product quality, innovation, variety, and packaging. Furthermore, the Currency mix includes wholesale prices, regular discounts, and loyalty and referral points. Then, the Communal Activation mix consists of delivery options, sales channels, resellers, and affiliation programs. Finally, the Conversation mix includes advertising, interactive content, and celebrity endorsements.

Figure 4 Analytical Hierarchy Process (AHP) Structure
and Weight of Marketing Strategy Development for Pinescarf

The AHP calculation results in Table 2 show that the marketing objectives that need to be targeted by Pinescarf sequentially are increasing sales, expanding market share, and increasing consumer loyalty. The emergence of increasing sales as the first priority is in line with the results of the 5A customer path analysis. It shows that the bottleneck in the consumer purchasing process is at the Act stage. In fact, there are many potential Pinescarf consumers who know, are interested, and are looking for more information. However, they still have not made a purchase. Thus, Pinescarf main task currently is to convert potential consumers who have already gone through the process of purchasing to turn their interest into action.

Table 2 Weight and Priority
of Pinescarf Marketing Objectives

Objective	Weight	Priority
Increase Sales	0.499	1
Expand Market Share	0.323	2
Increase Consumer Loyalty	0.177	3

Those three goals can also be achieved by implementing strategic marketing efforts, which are interrelated at every level. At the criteria level, the priorities are Conversation, Currency, Co-creation, and Communal Activation (see Table 3). The significant weight in the Conversation mix encourages Pinescarf to focus on creating and managing interactions with consumers. Currency mix is the second priority, with a weight of 0.264. Thus, price-related initiatives will influence the success of the main focus. There are still many price-setting features on Shopee that Pinescarf has not utilized optimally, such as bundling, add-on deals, and flash sales.

Table 3 Weight and Priority
of Pinescarf Marketing Criteria

Criteria	Weight	Priority
Conversation	0.376	1
Currency	0.264	2
Co-creation	0.255	3
Communal activation	0.134	4

Priority calculations for alternative levels are shown in Table 4. In the Conversation mix, advertising is a marketing effort that must be prioritized. Pinescarf needs to increase the frequency and effectiveness of its advertising. This effort is an essential step in creating consumer awareness, which will then lead them to the following stages of the customer path. Pinescarf can try consumer-generated content as advertising material. According to Madhani and Rajyaguru (2020), this type of content attracts more attention, and the message is more trusted by consumers. Then, Pinescarf can also advertise on platforms other than Shopee and Instagram, such as TikTok and Facebook, to reach a broader market.

Table 4 Weight and Priority
of Pinescarf Marketing Alternatives

Alternative	Weight	Priority
Conversation		
Advertisement	0.439	1
Interactive Content	0.318	2
Celebrity Endorsement	0.243	3
Currency		
Regular Discount	0.471	1
Wholesale Price	0.278	2
Loyalty & Referral Points	0.251	3
Co-creation		
Product Quality	0.341	1
Product Variety	0.340	2
Product Innovation	0.250	3
Packaging	0.069	4
Communal activation		
Affiliation Program	0.367	1
Sales Channels	0.285	2
Reseller	0.225	3
Shipping Options	0.122	4

Apart from that, Pinescarf needs to create and maintain interaction with consumers. This interaction can occur massively or personally. Mass interactions can be created through interactive features on Instagram stories, such as voting and questions and answers. Meanwhile, personal interactions can occur through broadcast messages on Shopee and WhatsApp, replies to Shopee rating and review pages, and actively asking questions about consumers' shopping experiences via the chat feature. These interactions will create a feeling of closeness between consumers and Pinescarf and ultimately convince them to purchase. According to Andreani et al. (2019), social bonds between brands and customers have positive and significant impacts on customer commitment and loyalty.

Regular discounts are a top priority in the Currency mix. Several types of discounts can be implemented by Pinescarf, such as twin-date discounts, payday sales, and flash sales. These efforts are a solution to overcome the bottleneck at the Act stage by creating a more enjoyable consumers' shopping experience and encouraging them to purchase. According to Nishimura (2023), discounts influence consumers' online purchasing decisions. Apart from discounts in the form of price cuts, Pinescarf can also implement promotions in the form of bundling and add-on deals to obtain increased sales through up-

selling and cross-selling. It is proven that discounts are effective in stimulating consumers to make additional purchases (Kim & Tanford, 2023).

In the Co-creation mix, product quality is considered a priority. Quality has been part of Pinescarf identity since the beginning. Apart from that, quality has also proven to be a factor that makes consumers interested in Pinescarf products. Therefore, it is necessary to guarantee product quality by providing free returns if consumers receive products in imperfect condition. Then, product variety is the second priority. Based on the survey, consumers and potential consumers aspire to choose products with a cheaper price segment and a variety of Sharia-sized products. This desire needs to be accommodated by Pinescarf, especially to reach a broader market.

Affiliation programs are a marketing effort that needs to be a top priority in the Communal Activation mix. This marketing effort is something new for Pinescarf and worth trying. Pinescarf can use Shopee and TikTok to carry out this program. Based on Arifianto and Veritia (2022), brand affiliation with consumers on social media is more likely to attract other consumers to interact with content about the brand. Then, adding sales channels becomes the second priority. The sales channels most requested by consumers are Tokopedia and TikTok Shop. Adding these two sales channels will make it easier for consumers to access products from Pinescarf and streamline the consumer purchasing decision process.

CONCLUSIONS

Pinescarf's existing marketing strategy is mapped using a marketing mix of STP and 4C. The market segment of Pinescarf is Gen Z and millennial Muslim women from the middle to upper economic class who wear casual clothing. The undifferentiated targeting strategy is applied to all target markets. Positioning is done through a product differentiation strategy by offering premium quality products at competitive prices. The Co-creation mix has been implemented by listening to consumers' suggestions regarding product development. In the Currency mix, Pinescarf has implemented wholesale prices. The Communal Activation mix involves external parties to support marketing, sales, and distribution functions. Then, in the Conversation mix, Pinescarf has interacted with consumers via Instagram, Shopee, and WhatsApp, although this has not been done optimally.

The results of the marketing performance evaluation show that overall, consumers have had a satisfying shopping experience. The consumer journey from the Aware, Appeal, and Ask stages has run smoothly with a reasonable percentage decrease at each stage. However, a bottleneck is found at the Act stage because many consumers still decide not to purchase. Even so, there is a significant increase in the Advocate stage. Thus, the consumer path in Pinescarf forms a funnel pattern.

Based on the marketing strategy development process, the marketing objectives that Pinescarf needs to target sequentially are increasing sales, expanding market share, and increasing consumer loyalty. The Conversation mix occupies the priority, with advertising alternatives being the main alternative to create awareness. Currency mix is the second priority, with regular discounts as the main alternative to overcome the bottleneck at the Act stage. The Co-creation mix is the third priority, with product quality as the main alternative. Lastly, Communal Activation is the fourth priority, with affiliation programs as the main alternative. With this strategy, Pinescarf can save time and marketing costs by focusing on profitable marketing efforts. For the body of knowledge and similar businesses, the research has bridged marketing theory with actual market practice so that businesspeople can run their businesses on the basis of reliable analysis in addition to the intuition they already have.

There are two suggestions for Pinescarf to implement the research results. First, there is a need for specific short and long-term targets and regular evaluation. This target is needed to ensure that Pinescarf has been run according to the objectives. Second, Pinescarf must learn more about effective advertising materials and settings to produce the best performance. The research results show that advertising is vital in the purchasing decision process.

The research has several limitations in the data collection process that need to be considered. First, sampling cannot be done randomly because the subjects of the research are consumers and potential consumers of Pinescarf. Second, the 5A customer path questionnaire is filled out independently by respondents, which allows for misperceptions experienced by respondents in understanding and responding to questions on the questionnaire. Although there are limitations in the research, they do not reduce the essence of the resulting strategy. Further research to prove whether or not there are differences in customer path patterns between brands and products in several research objects is an exciting topic. Apart from that, research on marketing strategies on socio-commerce platforms, such as TikTok, is a valuable topic for today's businesses.

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