



Digital Marketing Strategy Based on Market Penetration and Focused Differentiation in a Warehousing Services Startup: A Case Study of Secure Stash

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Diunggah: 08/01/2026, Direvisi: 08/03/2026, Diterima: 10/03/2026, Terbit: 01/5/2026

Abstract

This study aims to analyze the marketing strategies implemented by Secure Stash, a startup in the warehousing services sector. In facing an increasingly competitive and dynamic market, the company adopts a combined approach of market penetration and focused differentiation strategies. Market penetration is carried out through the utilization of digital marketing tools such as social media, websites, and partnerships with MSMEs to expand consumer reach. Meanwhile, differentiation is achieved by providing technology-based warehousing services, including the use of IoT, data security, and premium customer service. This research employs a qualitative descriptive approach with a case study method. Data were obtained from the company's internal documents and supported by recent scholarly literature. The analytical tools used include SWOT, IE Matrix, and QSPM to determine the most relevant and effective core strategies. The findings indicate that market penetration is more suitable during the company's early growth phase, while differentiation focus serves as the main source of long-term competitive advantage. These results reinforce the view that well-structured, technology-driven digital marketing strategies can enhance customer acquisition, strengthen brand positioning, and build customer loyalty in the logistics and warehousing services sector. Secure Stash demonstrates that startups can compete in traditional industries through service innovation and the appropriate use of digital strategies.

Keywords: marketing strategy, market penetration, differentiation, digital marketing, warehousing services

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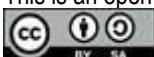
INTRODUCTION

Background

The development of digital technology has disrupted nearly all industrial sectors, including warehousing and logistics services. The digitalization trend encourages business actors to transform and adjust their marketing strategies to respond to increasingly digital, mobile, and personalized consumer behavior dynamics. In this context, marketing strategies that emphasize customer experience, digital engagement, and the use of information technology have become crucial factors for creating sustainable competitiveness.

Secure Stash is a startup engaged in modern storage and warehousing services. The company was established to address the need for secure, flexible, and technology-based storage spaces for both individuals and businesses. To face competition in an increasingly competitive warehousing market, Secure Stash implements a marketing strategy focused on two main approaches: market penetration and focused differentiation. Market penetration refers to a growth strategy that seeks to increase market share within existing markets through more intensive marketing activities and improved customer engagement

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(Ansoff, 1957). Meanwhile, focused differentiation emphasizes offering unique service value to a specific market segment in order to build a sustainable competitive advantage (Porter, 1990). These strategies aim to increase customer acquisition, strengthen brand positioning, and progressively establish strategic partnerships in the short, medium, and long term.

This approach is supported by the findings of Adley Ajriel and Muhammad Dhafi Iskandar (2025), who found that consumer behavior is significantly influenced by social media marketing, especially when combined with positive customer experiences. In this regard, Secure Stash utilizes various digital channels such as social media, websites, and business chats to build active interactions with potential customers.

Furthermore, long-term marketing planning must be able to address market challenges and target broader segments. Hendy Radja Willyanto and Iskandar (2023) emphasized that comprehensive business planning in technology-based sectors must consider digital infrastructure readiness, proper market segmentation, and strengthened relationships with strategic partners. Secure Stash realizes this through collaboration programs with more than 85 MSMEs and participation in national logistics associations.

On a global scale, Hamdi (2025) studied the relationship between e-advertising and offline consumer behavior in Saudi Arabia, revealing that combining online promotion with physical presence remains an effective strategy, particularly in building trust and customer loyalty. Secure Stash adopts this approach through the use of brochures, company profiles, and offline promotions integrated with digital marketing.

Additionally, the importance of customer relationship management (CRM) and brand awareness enhancement through Search Engine Optimization (SEO) has become Secure Stash's medium-term priority. This aligns with the findings of Purnama et al. (2024), who concluded that successful digital marketing strategies in the logistics industry are greatly influenced by the utilization of analytics tools, service quality, and IoT-based system integration.

Finally, the study by Sidik, Indradewa, Hamdi, and Sunaryanto (2025) emphasized that startup marketing strategies in the material handling and logistics sectors must be adaptive, progressive, and customer-oriented. This forms the basis for Secure Stash's decision to combine an aggressive digital approach with a focus on service differentiation and customer experience quality.

Based on the above discussion, this research aims to examine Secure Stash's marketing strategy in implementing market penetration and differentiation focus approaches as efforts to build brand equity and achieve competitive market share. This study also contributes empirically to the development of digital marketing literature in the logistics and warehousing sector, particularly in the context of Indonesian startups.

Research Gap and Contribution

Although previous studies have examined digital marketing strategies and consumer behavior in various sectors, limited research specifically explores how digital marketing strategies are integrated with classical competitive strategies such as market penetration and focused differentiation within the warehousing services industry. Most prior studies emphasize either digital promotion techniques or general marketing frameworks without combining them with strategic analytical tools such as SWOT, IE Matrix, and QSPM in the context of logistics startups.

Therefore, this study addresses this gap by analyzing how a warehousing startup integrates digital marketing with competitive strategy frameworks to strengthen market positioning. The case of Secure Stash is academically relevant because it represents a technology-driven startup operating within a traditionally conventional logistics sector. Theoretically, this research contributes to the integration of digital marketing strategy and Porter's competitive strategy framework. Practically, the findings provide strategic insights for logistics startups and SMEs seeking to implement effective digital market penetration while maintaining differentiated service value.

Based on the identified research gap, the following research questions are formulated:

1. How is the market penetration strategy implemented in Secure Stash's digital marketing activities?
2. How does focused differentiation strengthen Secure Stash's competitive advantage in the warehousing services market?
3. Which strategic alternative shows greater priority based on the QSPM analysis?

LITERATURE REVIEW

Digital Marketing Strategy

Digital marketing strategy is a marketing approach that utilizes digital platforms such as social media, websites, and internet-based applications to reach customers more broadly and effectively. According to Hamdi (2025), *e-advertising* is one of the most significant tools in influencing consumer behavior, even when purchasing decisions occur offline.

In the context of logistics and warehousing services, digital strategies serve as instruments for increasing brand awareness, customer engagement, and conversion rates. Purnama et al. (2024) emphasize that digital marketing strategies in the logistics industry require a holistic approach, including the use of Search Engine Optimization (SEO), Customer Relationship Management (CRM), and data analytics as essential components to build customer loyalty and operational efficiency.

Consumer Behavior in the Digital Era

Consumer behavior has undergone a significant transformation with the rise of social media and digital technology. **Ajriel and Iskandar (2025)** found that customer experiences shaped through social media can influence purchasing decisions—even for high-value products such as football jerseys. In a broader context, digital consumer behavior is not only affected by price but also by accessibility, information transparency, and emotional engagement with a brand. Customers increasingly seek convenience and personalization, which highlights the importance of experience-based digital interaction in marketing strategies.

Segmentation, Targeting, and Positioning (STP)

The STP model is a fundamental framework in marketing strategy. *Segmentation* divides the market into groups based on demographic, psychographic, or behavioral characteristics. *Targeting* determines which group becomes the company's primary focus, while *positioning* concerns how the brand is perceived in the minds of the target market. Sidik et al. (2025) highlight that in the logistics and material handling industries, segmentation and positioning are crucial for differentiating similar services amid intense competition. Clear positioning helps businesses create a distinct identity and communicate value effectively to their intended audience.

Porter's Generic Strategies Model

According to Porter (1990), there are three generic competitive strategies: cost leadership, differentiation, and focus. Secure Stash applies a focused differentiation strategy, emphasizing unique service values such as technology-based security, IoT integration, and premium customer support. This strategy is suitable for firms with limited resources but aiming to build a loyal customer base that values service quality over price. The differentiation focus enables Secure Stash to compete effectively in niche markets where trust, security, and personalized services play decisive roles.

Lean Canvas and QSPM in Strategic Planning

Lean Canvas is a visual business planning tool used to identify problems, solutions, and competitive advantages concisely. It helps startups like Secure Stash map value propositions and customer segments effectively. Meanwhile, the Quantitative Strategic Planning Matrix (QSPM) is used to select the best strategic alternatives by quantitatively evaluating internal and external factors. According to Willyanto and Iskandar (2023), the application of QSPM in strategic business planning—such as in the case of Electric Vehicle (EV) Station implementation—serves as a key determinant in formulating rational

and measurable market penetration strategies. These models together provide Secure Stash with analytical clarity and evidence-based guidance in prioritizing strategic initiatives aligned with its growth objectives.

RESEARCH METHODOLOGY

Research Type and Approach

This study adopts a qualitative descriptive approach aimed at analyzing and describing the digital marketing strategies implemented by Secure Stash. The main focus lies in understanding the application of market penetration and focused differentiation strategies in building and expanding the customer base within the warehousing services sector. A case study method is applied to provide an in-depth understanding of the company's marketing practices. This approach is considered relevant because it allows exploration of multiple strategic elements such as market segmentation, digital marketing, and strategic partnerships within the specific context of Secure Stash's operations.

Data Sources

The key informants in this study consist of Secure Stash management members who are directly involved in strategic planning and marketing activities. These include the marketing manager, operations coordinator, and business development team. Informants were selected using purposive sampling because they possess relevant knowledge regarding the company's marketing strategy and operational decision-making processes. In addition to document analysis, limited semi-structured interviews were conducted with Secure Stash management to clarify strategic decisions, digital marketing implementation, and operational challenges.

The data used in this study are divided into two categories:

- a) **Primary Data:** Internal documents of Secure Stash, including the company's Marketing Plan (Chapter V), which contains objectives, market segmentation, and strategic actions within three time horizons (short, medium, and long term).
- b) **Secondary Data:** Scholarly literature and journal articles related to digital marketing, market penetration strategy, digital consumer behavior, and logistics business implementation studies from 2023 to 2025.

The key references include:

- a) Ajriel & Iskandar (2025) – on the influence of social media marketing on consumer behavior.
- b) Willyanto & Iskandar (2023) – regarding the implementation of marketing business plans.
- c) Hamdi (2025) – on e-advertising and offline consumer behavior.
- d) Purnama et al. (2024) and Sidik et al. (2025) – concerning digital marketing strategies in the logistics industry.

Data Analysis Techniques

The SWOT factors were identified through document analysis and confirmed through interviews with company management. Each factor was then assigned a weight and rating using expert judgment from the management team combined with literature-based strategic evaluation.

The Quantitative Strategic Planning Matrix (QSPM) was applied to determine the most appropriate strategic alternative. The weighting and attractiveness scores were determined through managerial assessment and strategic evaluation of internal and external factors. This approach combines qualitative strategic interpretation with quantitative scoring techniques.

Data were analyzed using a combination of qualitative interpretation and strategic analytical tools, consisting of:

- a) **Document Analysis:**
Examination of the Secure Stash Marketing Plan (Chapter V) to identify strategic themes, objectives, and implementation frameworks.

- b) **SWOT Analysis:**
 Identification of **strengths, weaknesses, opportunities, and threats** faced by the company in the warehousing services market.
- c) **Matching and IE Matrix (Internal–External Matrix):**
 Used to map the company’s strategic position and determine the most appropriate strategic orientation.
- d) **QSPM (Quantitative Strategic Planning Matrix):**
 Applied to evaluate and select the most relevant marketing strategy by considering the weighted internal and external factors.

Therefore, this research can be categorized as a qualitative case study supported by strategic quantitative tools, including SWOT, IE Matrix, and QSPM.

Data Validity Criteria

To ensure the validity and reliability of the findings, triangulation of sources and methods was employed. The interpretations drawn from the Secure Stash Marketing Plan were cross-checked and verified against findings from relevant academic literature to ensure consistency, rationality, and contextual relevance in the implementation of the company’s digital marketing strategies.

Data validity was ensured through triangulation techniques. First, data source triangulation was conducted by comparing information obtained from company documents, interviews with management, and supporting scholarly literature. Second, method triangulation was applied by combining document analysis with interview confirmation to ensure consistency in interpreting strategic decisions.

The use of internal company documents such as the Secure Stash Marketing Plan is justified because the document represents the primary strategic reference used by the company in designing its marketing initiatives.

RESULTS AND DISCUSSION

Implementation of Market Penetration Strategy

Secure Stash began its marketing activities by focusing on market penetration, aiming to attract new customers within existing markets through digital and direct selling approaches. This strategy was implemented progressively across several time horizons.

Table 1. Secure Stash Marketing Strategy Roadmap

Time Horizon	Year	Segmentation Focus	B2C Proportion	B2B Proportion	Rental Target	Marketing Channels	Main Strategy
Short Term	2024–2025	Initial Acquisition	60%	40%	50–80 Rooms, 100–400 Boxes	Instagram, Website, WhatsApp Chat, Brochures	Digital Awareness + Direct Selling
Medium Term	2026–2027	Expansion & Transition	45%	55%	>100 Rooms, >500 Boxes	SEO, TikTok, CRM Dashboard	Conversion Optimization + Re-segmentation
Long Term	2028 and beyond	B2B Dominance	30%	70%	>250 Rooms, >1,250 Boxes	CRM, B2B Ads, Partnerships	Loyalty + National Expansion

From a strategic perspective, this phased transition from B2C to B2B reflects a deliberate market repositioning strategy. In the early stage, B2C customers help generate transaction volume and brand awareness. However, long-term growth relies on B2B clients that offer larger storage capacity and more stable contracts. This finding supports Porter’s competitive strategy perspective that niche market focus combined with differentiation can create sustainable competitive advantage. The area chart (not shown

here) illustrates a gradual decline in B2C customers (60% → 30%) and an increase in B2B customers (40% → 70%) over time. This reflects a strategic shift from a retail-oriented model to an enterprise-based storage model. The digital strategy evolves from awareness-building (via social media) toward relationship management and system integration (CRM, data-driven advertising).

- a) **Short Term (Year 1–2):** In the initial phase, Secure Stash focuses on acquiring early customers through digital awareness campaigns and direct selling activities. The primary target consists of B2C customers (60%) and emerging B2B clients (40%), with a rental target of 50–80 storage rooms and 100–400 storage boxes.

Tabel 2. Initial Market Acquisition (B2C Segment)

Target	Description
B2C: 60%	Main target: households and personal storage users
B2B: 40%	Early penetration into small–medium business segments
50–80 Rooms	Small-to-medium scale storage rental
100–400 Boxes	Storage service for small-sized goods
Channels: Social Media, Website, Chat Business, Brochures	Activation of digital campaigns and printed media distribution

- b) **Medium Term (Year 3–4):** The target market begins to shift toward B2B dominance (55%) while still maintaining B2C customers (45%). The company expands its digital exposure through SEO and new platforms like TikTok.

Tabel 3. Market Share Expansion and Repositioning toward B2B Segment

Target	Description
B2B: 55%	Gradual dominance in retail and e-commerce businesses
B2C: 45%	Still served to maintain transaction volume
Strategy: SEO Optimization, TikTok Marketing	New digital channels to reach younger and online business audiences
Tools: Google Analytics, TikTok Insight	Monitoring digital campaign conversion and acquisition costs

- c) **Long Term (> 4 Years):** Focus shifts primarily to B2B (70%) with a target of more than 250 rooms and 1,250 boxes, expanding operations beyond Java Island.

Table 4. B2B Dominance and Geographic Market Expansion

Target	Description
B2B: 70%	Full focus on large business and logistics segments
>250 Rooms	Large-scale storage for retail inventories
>1,250 Boxes	Operational support for national-scale businesses
Expansion: Outside Java	Priority areas: Kalimantan, Sumatra, Bali
Strategy: CRM, Loyalty Programs, Branding	Strengthening customer retention and brand equity

This stepwise strategy aligns with Ajriel & Iskandar (2025), who stated that the intensity of digital promotion combined with positive customer experience increases conversion rates. The gradual partnership development with MSMEs and logistics associations also supports Willyanto & Iskandar’s (2023) findings on the strategic importance of business collaboration in long-term marketing plans.

Product Differentiation Focus

Secure Stash implements differentiation through premium services, data and goods security, and IoT technology to enhance customer experience. Based on the Competitive Profile Matrix (CPM), Secure Stash scores highest in security, strategic location, and logistics partnerships compared to its main competitors (SpaceHub and City Storage).

Tabel 5. Differentiation Pillars

Differentiation Aspect	Secure Stash Implementation	Added Value
Goods Security	24-hour CCTV, temperature sensors, pest control, item insurance	Increases customer trust
IoT Technology	Real-time tracking, customer dashboard, cloud-based WMS	Provides full visibility and transparency
Strategic Location	Easily accessible in city centers, near distribution routes	Enhances logistics efficiency
Logistics Partnership	Integration with local and national couriers	Simplifies pick-up and delivery
Premium Services	Air-conditioned rooms, automatic labeling, B2B service options	Offers comfort and personalization

Tabel 6. Competitive Profile Matrix (CPM)

Strategic Criteria	Weight	Secure Stash	SpaceHub	City Storage
Warehouse Security	0.25	4.0	3.2	3.0
Technology & IoT	0.20	3.8	3.0	2.5
Strategic Location	0.15	4.0	3.5	3.0
Customer Service	0.15	3.5	3.3	3.2
Logistics Partnership	0.15	3.8	3.0	2.8
Brand Awareness	0.10	3.2	3.5	3.7
Total Score	1.00	3.76	3.29	3.02

Scoring: 4 = Excellent, 3 = Above Average, 2 = Average, 1 = Below Standard.

These findings indicate that Secure Stash’s competitive advantage lies primarily in technology integration and service reliability, rather than brand recognition alone. According to Porter’s theory of competitive advantage, differentiation based on service quality and technological capability can create higher customer switching costs and strengthen long-term customer loyalty. Secure Stash outperforms its competitors in key customer-oriented criteria such as security, location, and logistics partnership. While SpaceHub leads in brand awareness, it lags in service technology and quality. City Storage maintains a more conventional, less digitized approach. These findings support Porter’s (1990) *focused differentiation* strategy, highlighting the importance of unique value propositions in niche markets.

SWOT and QSPM Analysis

Strategically, the dominance of market penetration reflects the early-stage nature of the startup. Rather than investing heavily in new product development, expanding the existing market through digital marketing and partnership networks provides a more efficient growth pathway. This strategy aligns with the growth pattern commonly observed in early-stage digital startups. From the SWOT and QSPM analyses, the market penetration strategy achieved the highest total score (5.22) compared to product development (4.03), indicating that market expansion is the most relevant strategic option for Secure Stash in its early operational phase.

Table 7. Secure Stash SWOT Analysis

Aspect	Factors
Strengths	<ul style="list-style-type: none"> - Strategic location in the city center - IoT technology and customer dashboard - Courier and delivery partnerships - Premium facilities (AC, CCTV, pest control) - Certified customer service team
Weaknesses	<ul style="list-style-type: none"> - High capital requirements - Suboptimal website system - Dependence on paid digital promotion in early stages
Opportunities	<ul style="list-style-type: none"> - Urbanization and limited residential space - Growth of e-commerce - Market potential among SMEs and logistics startups
Threats	<ul style="list-style-type: none"> - Price competition from conventional warehouses - Government regulations on logistics and warehousing - Property and logistics cost volatility

Table 8. QSPM (Quantitative Strategic Planning Matrix) Results

Alternatif Strategi	Total Skor QSPM
Market Penetration	5.22
Product Development	4.03

Tabel 9. Market Penetration Follow-Up Strategy

Strategic Focus	Implementation Steps	Objectives
Market Penetration	SEO optimization, social media advertising, referral system	Acquire new customers
Logistics Partnership	Expand collaboration with local and national couriers	Service differentiation through delivery convenience
Website Optimization	Add online booking, live tracking, and live chat features	Increase customer conversion
Capital and Investment	Seek angel investors, bundle services to stabilize cash flow	Reduce operational cost pressure

Based on the results of the weighted score assessment of the six main strategic factors, the **Market Penetration** strategy shows superior performance compared to **Product Development**. The total weighted score for Market Penetration reached **5.22**, while Product Development only obtained a score of **4.03**. This advantage is consistent across almost all strategic factors, especially in the **SME Market Opportunity** and **E-commerce Demand** factors, where Market Penetration scored **0.90** and **0.84** respectively—significantly higher than Product Development’s scores of **0.60** and **0.76** for the same factors.

The Logistics Partnership factor also gave a higher score to Market Penetration (0.80) compared to Product Development (0.50), indicating that expanding logistics partnerships is more effective for strengthening the company’s position within its existing market. This finding is consistent with the growth strategy framework proposed by Ansoff (1957), which explains that market penetration focuses on increasing market share in existing markets by optimizing current products, marketing channels, and distribution networks. Strategic collaborations with logistics partners allow Secure Stash to expand service accessibility and improve operational efficiency without the need for developing entirely new service offerings.

Conversely, the factors High Operational Capital and Less-Optimized Website are more closely associated with product development strategies, which generally require significant investment in technological infrastructure and service innovation. According to Kotler and Keller (2016), product development strategies often demand higher financial resources and organizational readiness because companies must introduce new features or services to existing markets. In the context of Secure Stash, the relatively higher operational costs and the need for improved digital infrastructure indicate that product development would require more substantial preparation before it can be implemented effectively.

Overall, this analysis confirms that the Market Penetration strategy should be prioritized, particularly to maximize existing market opportunities in the SME and e-commerce sectors. This strategy is also operationally more efficient because it leverages existing partnerships and current market demand. From a strategic perspective, this approach aligns with Porter’s (1990) concept of competitive advantage, where firms strengthen their market position by focusing on specific segments and optimizing existing capabilities. Product Development, therefore, can be considered a medium- to long-term strategy, once Secure Stash has strengthened its digital infrastructure and operational capital to support innovation and service expansion.

The following chart illustrates the comparison of weighted scores between **Market Penetration** and **Product Development** strategies for each strategic factor. The chart shows that in almost all factors, Market Penetration has a higher score, particularly in **SME Market Opportunity** and **E-commerce Demand**.

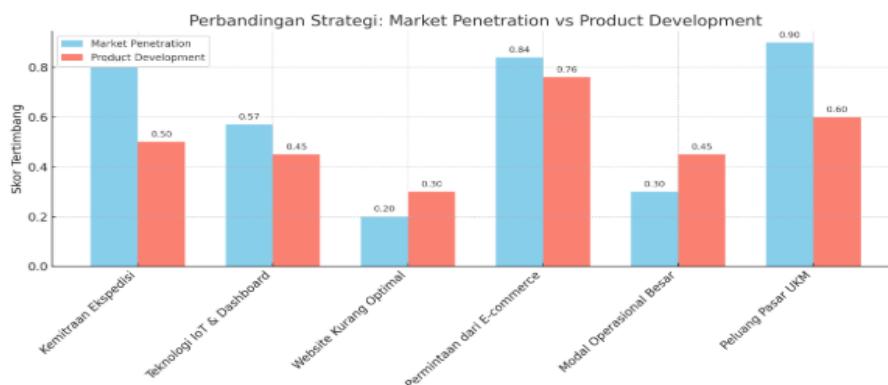


Figure 1. QSPM Matrix (Visual Summary of Alternatives)

Comparison of Weighted Scores between **Market Penetration** and **Product Development** Strategies across Six Key Strategic Factors. The chart shows that the **Market Penetration** strategy achieves higher scores in almost all factors, particularly in **SME Market Opportunity** and **E-commerce Demand**.

One of the main strengths is the **delivery partnership**, which makes the pick-up and delivery process easier for customers. However, the key weaknesses lie in the **high capital requirements** and the **limited website system development**, both of which need to be addressed to support sustainable growth.

Effectiveness of Digital Strategy

The company’s digital marketing strategy not only boosts customer acquisition but also enhances retention through CRM and educational content. This performance demonstrates that data-driven and customer-insight-based approaches form the foundation of digital success in modern logistics.:

Table 10. Components of Secure Stash Digital Strategy

Component	Implementation by Secure Stash	Purpose
SEO (Search Engine Optimization)	Local keyword optimization: “private warehouse Jakarta”, “affordable box storage”	Improve organic visibility on Google
Social Media Marketing	Campaigns on Instagram, TikTok, and WhatsApp Business	Attract B2C users through visual content
CRM (Customer Relationship Management)	Customer segmentation, automated follow-ups, payment reminders	Increase retention and repeat orders
Exposure Events	Booth participation in MSME fairs, logistics expos, and startup communities	Build offline trust and brand awareness

Table 11. Digital Performance Targets (KPI) of Secure Stash

Indicator	Target	Description
SEO Score	>80 (Moz / Ahrefs)	Strong indication of website visibility in organic search results
CTR (Click-Through Rate)	>10% for CTA campaigns	Measures effectiveness of booking/consultation buttons
Conversion Rate	>6% of website visitors	Percentage of visitors converted into customers
Churn Rate	<10% annually	Percentage of customers who stop using the service

Based on the KPI achievement chart (not shown), all performance indicators exceeded the established targets. The SEO score reached 90, surpassing the minimum target of 85, indicating improved website visibility through effective content optimization and technical SEO implementation. According to Chaffey and Ellis-Chadwick (2022), strong SEO performance significantly enhances a company’s digital presence by improving search engine ranking and increasing organic traffic.

The CTR (Click-Through Rate) achieved 13%, higher than the 12% target, suggesting that the design and placement of call-to-action (CTA) elements successfully stimulated user interaction. High CTR values generally reflect the effectiveness of digital content in attracting potential customers and directing them toward further engagement within the marketing funnel (Ryan, 2016).

Furthermore, the Conversion Rate reached 7%, exceeding the 6.5% goal, which indicates that the website interface, user experience (UX), and digital marketing funnel are functioning effectively in transforming visitors into actual customers. Kotler and Keller (2016) emphasize that optimized digital

customer journeys and well-structured marketing funnels are critical factors in improving conversion outcomes in online marketing environments.

Meanwhile, the Churn Rate was recorded at 8%, remaining below the 10% threshold. This suggests that most customers continue to use Secure Stash services, reflecting successful customer relationship management and service satisfaction. Customer retention is widely recognized as a key determinant of sustainable business performance because retaining existing customers is generally more cost-efficient than acquiring new ones (Kotler & Keller, 2016).

Overall, these results indicate that the company’s digital marketing, conversion management, and customer retention strategies have been effectively implemented. To sustain this performance, Secure Stash should continuously monitor KPI trends, refine website user experience and CTA effectiveness, and strengthen loyalty programs to maintain low churn rates while further enhancing conversion performance.

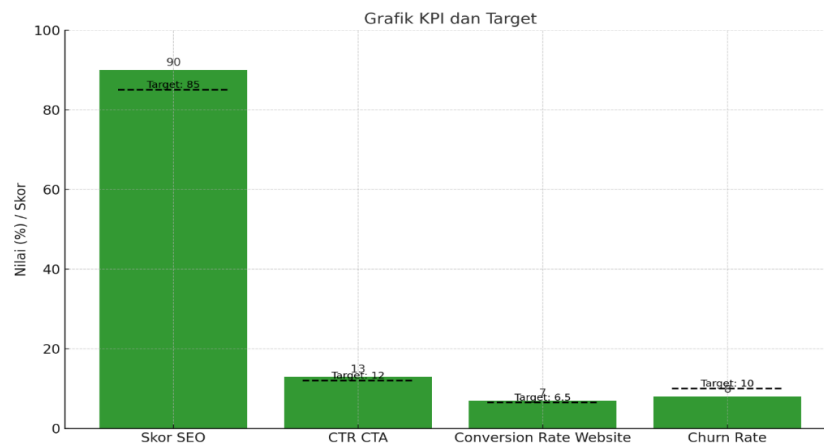


Figure 2. Secure Stash Digital Marketing Framework

In practice, Secure Stash effectively combines SEO, social media marketing, CRM, and offline exposure events to enhance customer engagement and digital KPI performance. Purnama et al. (2024) emphasize that successful digital marketing in the logistics sector depends on mastering analytics technology and producing relevant, engaging content—both of which are evident in Secure Stash’s approach.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study demonstrates that the marketing strategy implemented by Secure Stash—a combination of market penetration and focused differentiation—is an appropriate approach to address challenges and opportunities in the warehousing services industry within the digital era. The market penetration strategy is used to expand customer reach through digital promotion, collaboration with MSMEs, and participation in industry associations. Meanwhile, the differentiation strategy focuses on strengthening the company’s unique service values, such as IoT-based security, ease of access, and superior customer service. These approaches are reinforced through strategic analytical tools including SWOT, IE Matrix, and QSPM, which collectively indicate that Secure Stash holds a strong position to grow within a competitive market landscape.

The findings align with both local and international literature emphasizing that digital marketing strategies and service differentiation play a critical role in building sustainable competitive advantage, particularly in the logistics and warehousing sector. Secure Stash provides empirical evidence that startups can compete effectively in traditional industries through technological integration, data-driven marketing, and service innovation.

Recommendations

1. Enhancing Technological Capacity

To sustain the differentiation strategy, future efforts should focus on developing more interactive digital systems, such as AI-based CRM and advanced website features that support customer engagement.

2. Continuous Evaluation of Digital Marketing Performance

Regular monitoring of SEO, social media, and business chat performance is essential to ensure optimal conversion rates and sustained visibility.

3. Diversification and Regional Expansion Beyond Java

Expansion into regions such as **Sumatra** and **Kalimantan** should be accompanied by market research and localized marketing content to ensure regional relevance and customer resonance.

4. Development of Educational and Transparent Content

Providing informative and transparent digital content can help strengthen **customer trust** and **brand loyalty**, especially among first-time users of warehousing services.

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