Leveraging the Situational Analysis, Objectives, Strategy, Tactics, Action, and Control (SOSTAC) Framework to Craft Compelling Digital Marketing Strategies for Boutique X in Bandung, West Java

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ABSTRACT

The growing interest in online platforms presents a significant opportunity for MSMEs like Boutique X, a clothing store in Bandung, West Java. However, the owners' lack of digital experience limits their ability to effectively manage these platforms. This study aims to enhance consumer purchasing interest using the SOSTAC framework. We conducted an internal analysis of the store's Digital Marketing Capabilities (DMC) and an external analysis using PESTEL and Porter's Five Forces. A questionnaire was developed to evaluate the significance of each DMC factor in influencing consumer purchasing interest, with 103 respondents providing feedback. This input, along with SMART principles (Specific, Measurable, Achievable, Relevant, and Time-bound), helped establish five marketing objectives. To meet these objectives, we developed a digital marketing strategy based on the RACE framework, incorporating content marketing, influencer marketing, video marketing, SEO, cross-platform marketing, User-Generated Content (UGC), and paid advertising. Proposed tactics include collaborating with influencers, diversifying content, promoting the Shopee platform, enhancing SEO, and encouraging UGC. These tactics are organized into actionable plans with daily, weekly, monthly, and quarterly schedules, alongside key performance indicators (KPIs) for monitoring progress. The goal is to improve digital marketing effectiveness and boost consumer purchasing interest at Boutique X.

Keywords: *Digital marketing strategy, MSMEs, purchase interest, SOSTAC framework.*

Introduction

The Indonesian Ministry of Industry stated that the textile, apparel, and footwear industry has experienced positive development due to high domestic and international demand [1]. Thus, the clothing industry makes a significant contribution to the Indonesian economy. One of the businesses involved in the clothing industry is Boutique X, a local clothing store in Indonesia, categorized as a Micro, Small, and Medium Enterprise (MSME). Boutique X has been selling and producing their own clothes since 2016. At the beginning, Boutique X only sold 5 clothing items; now, Boutique X has grown to 25 clothing items and has 4 employees. The age range of consumers targeted by Boutique X ranges from 20 to 60 years. Boutique X does not have a physical store, and sells its clothes through consignment with several companies, namely: Hijab Story, Umama, Memo Hijab, and Kartikasari. In addition to consignment, they also sell online on the online marketplace, namely Shopee. One owner manages production while the other oversees storage.

Since its inception, Boutique X has consistently experienced annual sales growth. The most significant growth occurred in 2018, with sales increasing by 150% compared to the previous year. However, in 2020, sales declined by 48% due to the COVID-19 pandemic. In early 2021, the government implemented Public Activity Restrictions (PPKM), a series of government regulations limiting public activity and mobility to suppress the spread of COVID-19 in Indonesia. At that time, business activities were managed solely by the two owners, which resulted in many tasks not being executed properly. One area that suffered was social media account management; it received considerably less attention than other activities such as production, packaging, shipping, and daily operations. This neglect of Boutique X's online presence is regrettable, especially since the pandemic saw a surge in social media usage and the time people spent on these platforms. By January 2023, there were 212.9 million internet users in Indonesia out of a total population of 276.4 million [2]. The restrictions on physical activities led to a shift in commerce from offline to online, making social media an essential tool for product marketing, comparison, and purchasing decisions [3]. In light of these global changes, micro, small, and medium enterprises (MSMEs) need to embrace digital marketing to adapt effectively [4]. Boutique X must seize this opportunity to promote its products through digital marketing during a time when consumers are increasingly focused on online platforms.

Below is the gross income for Boutique X, which includes both online and offline sales:
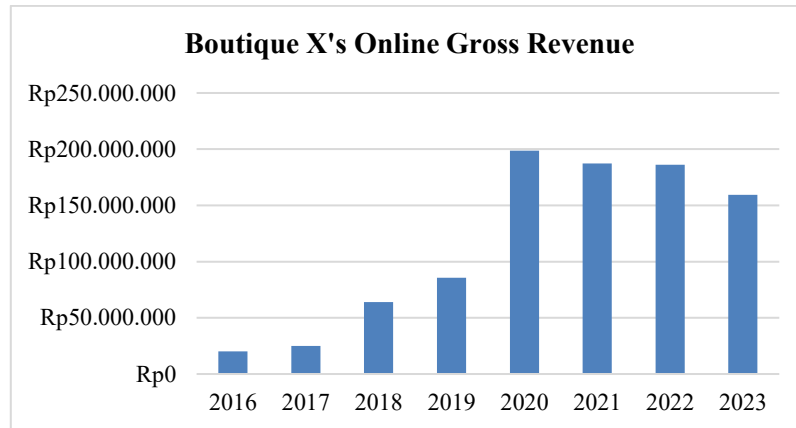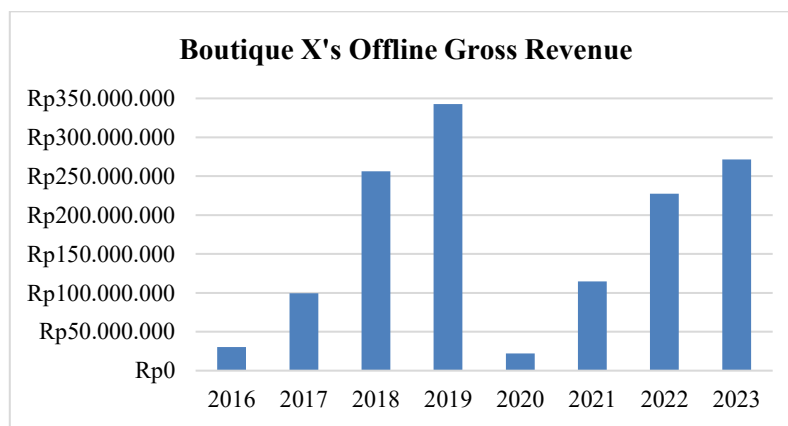
Figure 1. Boutique X's online gross revenue

Figure 2. Boutique X's offline gross revenue

Boutique X's online sales revenue, as illustrated in Figure 1 above, has shown a negative trend since 2021. This decline follows a steady increase from 2016 to 2020, although the growth was slower compared to offline sales (as seen in Figure 2). Early 2021 marked the implementation of Public Activity Restrictions (PPKM). These restrictions encouraged consumers to shop online. As a result, Boutique X experienced an increase in online sales during that year. However, the boutique failed to capitalize on this shift in consumer behavior, as its digital marketing efforts remained underdeveloped. As depicted in Figure 1, online sales have continued to decline over time. By 2025, Boutique X still lacks a robust marketing strategy to foster the growth of its online sales. According to initial interviews with the owner, online marketplaces generate lower sales compared to offline consignment sales. To remain competitive in this industry, Boutique X must strengthen its online product marketing efforts to attract new buyers and ensure business growth.

Research Methods

This study utilizes the SOSTAC framework (Situational Analysis, Objectives, Strategy, Tactics, Action, Control) to develop proposed strategies, tactics, actions, and controls. Figure 3 illustrates the research framework used in this study:
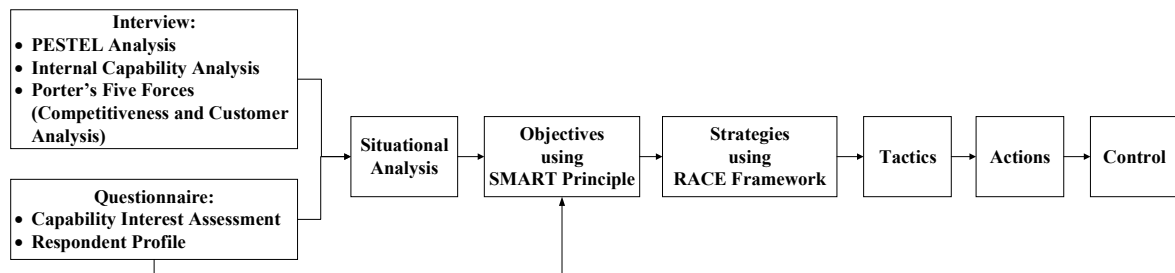

Figure 3. Research framework

The Situation Analysis and Objectives were developed through interviews with the owners and questionnaires filled out by potential consumers. The interview questions for both owners were based on dimensions from PESTEL Analysis, Internal Capability Analysis, and Porter's Five Forces. The questionnaires for potential customers focused on the Digital Marketing Capabilities dimension to identify the factors they prioritize when purchasing clothing products. The goal of the questionnaire was also to define the profiles of potential customers.

The responses from the owners, combined with the questionnaire results from potential consumers, were used to conduct a Situational Analysis. Following this analysis, specific Objectives were set using the SMART principle, based on discussions between the researcher and the two owners. Each Objective is supported by Strategies that determine the appropriate marketing methods needed to achieve those Objectives.

The Tactics involve specific activities required to meet each Objective according to the established marketing strategies. These Tactics are further detailed in Action Plans, which outline essential activities that must be performed daily, monthly, and quarterly to achieve the specified Objectives.

The final stage is Control, where Key Performance Indicators (KPIs) are established to measure the success of strategy implementation in achieving the Objectives. These KPIs must be measurable. By systematically combining qualitative data from interviews with quantitative data from questionnaires, we are able to establish a digital marketing strategy for Boutique X.

Interview Guidelines and Questionnaire Questions

Data collection was conducted through interviews and questionnaires. The interviews targeted informants who have a thorough understanding of marketing activities at Boutique X, specifically the decision-makers involved in the business. The two owners met the criteria, as they play a central role in marketing decision-making and are directly engaged in marketing activities such as managing social media accounts and overseeing various platforms. To explore the internal environment, we used variables from Herhausen et al.'s research [5] specifically focusing on digital marketing capabilities (DMC). This allowed us to assess internal capabilities in digital marketing, including aspects like marketing channels, social media presence, digital relationships, and the use of digital technologies. The primary data collected from the two owners was complemented by information gathered from questionnaires and additional research. For the external environment, we examined factors based on the PESTEL dimensions—political, economic, socio-cultural and demographic, legal, and environmental—as well as Porter's Five Forces, which include considerations related to customers, suppliers, and competitors.

Boutique X, the platforms used to search for fashion content, e-commerce platforms utilized for shopping fashion products, and preferred local influencers) and *measure the importance of* Digital Marketing Capabilities (DMC) *in influencing potential consumer purchasing interest*, including marketing channels (store website, marketing across multiple platforms, store applications, third-party applications/sites, two-way interactive marketplace applications/sites), social media (active use of social media accounts for communication, active promotions, collaboration with influencers, content assessments, photo assessments, and video assessments), digital relationships (store blog, personal experiences related to purchasing activities, responses to negative reviews, positive testimonials, customer communities, collaborations with other stores), and digital technology (responsiveness in addressing consumer inquiries).

The DMC measurement utilized a Likert scale to gauge importance, where 1 represented "very unimportant," 2 was "unimportant," 3 indicated "important," and 4 stood for "very important." Understanding respondents' purchasing interest is a critical aspect of this assessment, as the goal is to enhance consumers' interest in purchasing Boutique X's products. Purchasing interest encompasses consumers' plans to buy products; thus, a high level of purchasing interest is likely to encourage consumers to complete their transactions [6].

Determining Sample Size

Before distributing the questionnaire, it is essential to calculate the sample size for the study. The author utilized Paul Leedy's formula for determining sample size when the population size is unknown [7]. The formula is as follows:

$$n = \left(\frac{Z_\alpha}{e}\right)^2 \times P \times (1 - P) \tag{1}$$

For this calculation, a 95% confidence level was applied, which corresponds to a Z-score of 1.96 and an allowable error of 10%. Since the population proportion (P) in this study was unknown, it was set at the maximum permissible value of 0.5. Based on these parameters, the calculation determined that a minimum of 96 respondents was necessary.

Questionnaire Distribution

The questionnaire was created using Google Forms and distributed through social media platforms such as Instagram and WhatsApp. The author shared a link to the Google Form on her personal social media page and sent direct messages to followers of Boutique X's Instagram page, inviting them to complete the questionnaire. Additionally, the author shared the questionnaire via WhatsApp with customers who had purchased products from Boutique X.

Questionnaire Data Processing

Prior to processing the data, the validity and reliability of the research instrument were assessed using Item-Total Correlation and Cronbach's Alpha. The Item-Total Correlation validity test provided correlation values for each question relative to the total score. Items with correlation scores below the acceptable threshold (denoted as R value) needed revision or removal, as they were deemed invalid. For reliability testing, an alpha (α) value of 0.7 or higher is considered acceptable [8], while an α value of 0.8 or above is regarded as excellent for more critical measurements.

Subsequently, the data collected from the questionnaire was analyzed using descriptive statistics. This method involves collecting, processing, and interpreting numerical data to draw conclusions [9]. Descriptive statistics aids in presenting data concisely through measures of central tendency, such as the mean (to determine the average rating for each item) and the standard deviation (to assess the consistency of respondents' ratings).

Interview Results Analysis and Questionnaire Data Processing

Once all data was collected and processed, the author analyzed the interview results and questionnaire responses to establish the initial stages of the SOSTAC framework: situational analysis and marketing objectives.

- Situational Analysis involved examining the responses from the three interview sections and the profiles of the respondents. The answers related to the PESTEL dimensions were compiled into a PESTEL analysis. Responses pertaining to the Digital Marketing Capabilities (DMC) were analyzed to assess internal marketing capabilities and implementation. Insights about suppliers and competitors, drawn from Porter's Five Forces framework, were incorporated into a competitive analysis. Customer-related information from the Porter's Five Forces section, along with relevant questionnaire results, was organized into an additional section titled Customer Analysis. Alongside the interview responses and respondent profiles, the Situational Analysis was also informed by supporting secondary information.
- Determining Objectives: The results from the DMC capability importance assessment and the Situational Analysis were discussed with both owners in follow-up interviews. Objectives were established following the SMART criteria, ensuring that they are Specific, Measurable, Achievable, Relevant, and Time-bound.

Proposal

According to the SOSTAC framework, after conducting the Situational Analysis and defining the marketing objectives, the next step is to propose a STAC for Boutique X, which stands for Strategy, Tactics, Action, and Control. Strategy involves determining the marketing methods that can be implemented to achieve the objectives. Tactics provide the details of each marketing method. This section is designed to integrate all available information—such as environmental analyses, respondent assessments, and additional interview results—into a concrete plan. Action refers to the stage where strategies and tactics are proposed for implementation. However, this stage remains hypothetical due to research time constraints. An Action Plan organizes the tactics into an activity schedule, which is not overly detailed, allowing internal teams the freedom to carry out the activities. The activities outlined in the tactics section are categorized into daily, weekly, monthly, and quarterly actions. Control is the final stage of SOSTAC, which involves comparing the company's performance after implementing the digital marketing strategy with its performance before the implementation. This Control stage includes a proposed set of Key Performance Indicators (KPIs) to facilitate the evaluation of the strategy's success and establish a minimum performance value after a designated period. However, the Control stage has not been fully implemented due to time constraints.

Results and Discussion

The findings of this study are organized into five stages based on the SOSTAC framework: Situational Analysis, Objectives, Strategy, Tactics, Action, and Control.

Situational Analysis

After conducting the interviews, the transcripts were analyzed to further assess the internal and external factors that could influence the company. The Situational Analysis included four assessments based on three interview sections: PESTEL dimensions, Porter's Five Forces, and DMC, along with a customer analysis.

Customer Analysis

Based on interviews with the two owners, Boutique X's clothing buyers are primarily women aged 20 to 60, including students, working women, and housewives. The store specializes in modest and simple clothing under the Muslim Wear brand, which means that most of its customers are Muslims. These buyers tend to shop more during Ramadan and Eid al-Fitr. However, the owners have noticed a general decline in purchases due to the current national situation. Additionally, they acknowledged that customers often switch to other stores when new style trends emerge or when aggressive promotional tactics are employed by competitors, which Boutique X does not always follow. This suggests that price and trends are significant factors for buyers, even when considering the quality offered by Boutique X.

Most respondents indicated they shop online one to twelve times a month. However, 44% have never purchased from Boutique X, despite following or viewing its social media accounts. Interviews with the owners revealed that people often compare Boutique X's products with those from other stores but end up purchasing elsewhere. Many view Boutique X's higher prices as not justifiable compared to cheaper alternatives. Additionally, Boutique X offers only one size for its products, which may not align with consumer preferences. The internet enables easy product comparisons, leading buyers to spend significant time researching before purchasing [10]. Consequently, many social media users may forget about or lose interest in Boutique X over time.

PESTEL Analysis

The PESTEL analysis is a framework that examines six key factors influencing businesses: political, economic, socio-cultural and demographic, environmental, and legal factors [11]. By analyzing interview responses alongside secondary research, we can identify the threats and opportunities facing Boutique X, as follows:

o Political instability can significantly impact consumer purchasing power and the economy. As the consumer economy declines, individuals become more selective in their purchases, particularly for non-essential items. For example, Muslim clothing from Boutique X may not be a priority for many consumers. Consequently, both political and economic factors present potential threats to Boutique X.

o Several years ago, the Indonesian government banned TikTok shops. Although this regulation is no longer in effect, it highlights the need for Boutique X to stay vigilant regarding regulatory changes, especially those related to marketplace platforms in Indonesia, which are still evolving. Therefore, legal factors also pose a threat to Boutique X.

o Indonesia values modesty, and Boutique X specializes in basic modest clothing for the Muslim market. The owner is careful to create social media content that aligns with Indonesian norms, considering the country's large Muslim population. Thus, the environmental factor presents a significant opportunity for Boutique X.

o As more Indonesians embrace technology and engage with social media, the growing trend of online shopping and attention to viral trends create further opportunities for Boutique X. Currently, the boutique has not fully utilized digital marketing, making socio-cultural and demographic factors even greater growth opportunities.

Table 1. Summary of PESTEL analysis

Threats	Opportunities
Political	Social
Economic	Socio-cultural and
Legal	demographic

Technological factors are excluded from this analysis as the topic of technology use in digital marketing is further examined in the DMC analysis section.

Porter's Five Forces

Porter's Five Forces outlines five key factors to consider when developing a strategy: competitors, new entrants, substitute products, suppliers, and buyers [12]. In the interview, the owner mentioned that Boutique X's marketing was not influenced by suppliers. Both owners identified Maima, Monel, and Nadjani as Boutique X's main competitors. These three stores, along with Boutique X, offer Muslim products in their unique styles and are located in Bandung City. The marketing channels they use are detailed in Table 2.

Table 2. Platform marketing channel

Channels	Stores			
	Boutique X	Monel	Maima	Nadjani
Shopee	☑	☑	☑	☑
Tokopedia	☐	☑	☐	☑
Lazada	☐	☐	☐	☑
TikTok	☐	☑	☑	☑
Instagram	☑	☑	☑	☑
WhatsApp	☑	☑	☑	☑
Facebook	☑	☑	☐	☑
B2C E-Commerce	☐	☐	☐	☑
Own site	☐	☐	☐	☑

Nadjani has the highest number of social media and e-commerce accounts, while Boutique X and Maima have the fewest channels. As a result, Boutique X's reach is smaller compared to competitors who utilize multiple platforms. Most social media users typically have accounts on 6 to 7 platforms simultaneously, including Instagram [13], and they often use more than one e-commerce platform in Indonesia [14]. Consequently, Boutique X is at a disadvantage as it may miss reaching users who are not on Facebook, Instagram, or Shopee.

To further evaluate Boutique X's performance against its competitors, a comparison was made using metrics from the platforms utilized by the four stores. These metrics were obtained through an online tool that calculates various data from public Instagram accounts (which are not set to private). All four stores have public accounts. By entering the Instagram usernames of these stores into the tool, the following metric values were obtained:

Table 3. A comparison of the metrics for the four stores

Platform	Metric	Store			
		Boutique X	Monel	Maima	Nadjani
Instagram	Engagement rate	1,994%	1,088%	0,195%	0,521%
	Followers	8,7k	272,1k	325,8k	446,1k
	Uploads	2,6k	14k	6,7k	6,8k
	Average likes	14,5	229,8	51,7	185,5
	Average comments	0	17	1,2	8,1
Shopee	Product	53	827	932	378
	Followers	170	32,8k	55,1k	55,4k
	Chat performance	50%	73%	88%	96%
	Average rating	4,9	4,9	4,9	4,9

Source: Inflact.com

The engagement rate is calculated by dividing the total number of interactions (likes, comments, and shares) on an account's posts by the total number of followers. As of early 2025, a good engagement rate is considered to be between 1% and 5% [15]. Looking at Table 3, only two stores have engagement rates above 1%: Boutique X and Monel. A higher engagement rate indicates that a store's followers are interested in interacting with its content. However, achieving a good engagement rate tends to be easier for accounts with fewer followers [16].

In terms of Instagram followers, Boutique X has the smallest number compared to its competitors. Despite this, it manages to achieve a good engagement rate by posting content that remains relatively less diverse, while other competitors have already adopted a more varied approach. This presents an opportunity for Boutique X to further enhance its engagement rate by incorporating more engaging content.

Similarly, Boutique X's Shopee account also has the fewest followers. It's important to note that Boutique X's performance on the Shopee chat feature is only 50%, while other stores have surpassed 70%. This suggests that Boutique X would benefit from having a dedicated Shopee manager. Currently, only the two owners oversee the Shopee account, and due to their busy schedules managing other activities for the store, they take a long time to respond to customer messages. This delay is a significant drawback in terms of customer service.

Overall, it would be beneficial for Boutique X's internal team to pay closer attention to shoemaker account metrics and learn how to evaluate them using Shopee's existing features. This awareness could help address issues like poor chat performance.

Digital Marketing Capabilities

Questions regarding Digital Marketing Capabilities (DMC) were posed to assess the owner's ability to engage in marketing in today's landscape, where adaptation to digitalization and technological innovation is essential [5]. These capabilities are categorized into four areas: marketing channels, social media, relationships, and digital technology, as outlined below:

- o **Marketing Channels**

  Currently, Boutique X utilizes four marketing channels: three social media accounts and one marketplace platform. The social media platforms they use are Instagram, Facebook, and WhatsApp. Although they have a TikTok account, it is no longer active. For their marketplace, Boutique X relies solely on Shopee. They previously sold through Tokopedia, but that account is now inactive, and the Tokopedia storefront has been emptied.

  WhatsApp ranks third among the most frequently used social media platforms, with Instagram following closely behind and Facebook in fourth place [17]. This indicates that Boutique X has made a strategic choice in selecting the right social media platforms to market its products. In Indonesia, Instagram users are predominantly aged 18-24 [18] while Facebook users are mainly aged 25-34 [19]. Given that Boutique X aims to reach a broad demographic, the platforms they have chosen are well-suited to fulfill this goal.

  Shopee serves as the marketplace platform for Boutique X. It is the e-commerce platform with the highest number of visitors [20] and boasts the largest Gross Merchandise Value (GMV) [21]. Notably, Shopee is the only platform that is predominantly used by female users [14] making it an excellent choice for Boutique X.

  While Boutique X has selected appropriate social media and e-commerce platforms for their target market, their marketing channels have not been managed optimally. The two owners of Boutique X mentioned that they chose Instagram, WhatsApp, and Facebook due to their familiarity with these platforms, but they have only explored basic features. For instance, they have not fully utilized the professional dashboard on Instagram, which is designed to analyze the performance of social media pages.

- o **Social Media**

  To date, the two owners of Boutique X have not implemented a planned digital marketing strategy. Their content is not diverse; most of it consists of photo or video assets from photoshoots, interspersed with stock photos to enhance their social media pages. The same approach applies to their Stories, which mostly include photoshoot assets or stock images, along with promotions or reposts of customers using their products. Additionally, Boutique X's content has not kept up with social media trends, despite the algorithms used by social media platforms that could amplify their reach. This lack of trend engagement reduces the visibility of Boutique X's social media pages.

  The owners have previously tried paid advertising on social media, which resulted in an increase in followers and sales. However, they admitted in subsequent interviews that they no longer use paid ads due to their limited understanding of how to operate them. When they attempted to run paid ads, they received help from friends, but they still did not grasp the mechanics themselves.

  Boutique X collaborates with influencers who are personal acquaintances of the two owners. These influencers are aged between 40 and 60 and have fewer than 10,000 followers. Micro-influencers, defined as those with 1,000 to 10,000 followers, typically achieve higher engagement rates than those with larger followings [16]. While well-known influencers can reach a wider audience, micro-influencers foster more meaningful interactions, as their followers not only view their posts but also actively engage with them. Additionally, working with micro-influencers is more cost-effective; they typically charge between Rp 100,000 and Rp 500,000 per post, whereas mega influencers (those with over 1,000,000 followers) can charge Rp 10,000,000 or more [22].

  Given the above considerations, micro-influencers are the ideal choice for Boutique X. However, the company must select the right influencers—those whose follower base aligns with the company's target audience. Social media engagement arises from two key factors: identification, where followers feel a sense of representation by the influencer, and community identification, where followers feel connected to a group [16].

  The influencers currently collaborating with Boutique X are aged between 40 and 60 and create content tailored for social media users in the same demographic. However, Boutique X also aims to reach a younger market segment of women aged 20 to 60. The current influencers have not effectively engaged this younger audience, which may result in potential customers being

hesitant to purchase from Boutique X. This reluctance could stem from the influencers' content, which suggests that the clothing is primarily designed for an older demographic.

o **Digital Relationships and Technology**

The owners of Boutique X have not yet made full use of the features available on social media and e-commerce platforms such as Facebook, Instagram, and Shopee to market their products. These platforms offer valuable features that can provide insights into which types of content generate the most engagement, the best times to post, and other useful information. Additionally, conducting regular evaluations can help identify effective marketing strategies.

Moreover, Boutique X has not adopted marketing tools primarily due to the owners' limited understanding of managing marketing technology, including marketing automation tools that can simplify and streamline various marketing tasks and processes. Creating a website could also enhance their marketing efforts.

Objectives

After compiling the Situational Analysis, we established objectives in the early stages of strategy development. To achieve this, we conducted additional interviews with both owners. During these interviews, we presented the Situational Analysis along with the results of the DMC importance assessment from the questionnaire. Based on this information, we engaged in discussions until we reached agreement on digital marketing objectives, ensuring they adhered to the SMART principles. The defined objectives are summarized in the table below:

Table 4. Objective determination

	Objectives	SMART Principles				
		S	M	A	R	T
OBJ-1	Increase the number of Instagram followers to 10,000 within 6 months	☑	☑	☑	☑	☑
OBJ-2	Increase the number of Instagram users visiting Shopee Boutique X	☑	☑	☑	☑	☑
OBJ-3	Enhance customer loyalty through community incentives	☑	☑	☑	☑	☑
OBJ-4	Restart paid ad trials to expand the reach of uploaded content	☑	☑	☑	☑	☑
OBJ-5	Become active on previously unused platforms or those used infrequently	☑	☑	☑	☑	☑

Strategies

The Strategy section of the SOSTAC framework for Boutique X is designed to support the achievement of the previously established objectives. This section outlines marketing methods that can facilitate the attainment of each objective. Below are the proposed strategies for each objective:

Table 5. Strategies for each objective

Objectives	Strategy
OBJ-1	Content Marketing, Influencer Marketing, and Video Marketing
OBJ-2	Paid Ads and Search Engine Optimization
OBJ-3	Content Marketing, User-Generated Content (UGC), and Cross-Platform Marketing
OBJ-4	Paid Ads
OBJ-5	Cross-Platform Marketing

Tactics

Following the digital marketing strategy, this section outlines the implementation of each objective:
Tactic for Objective One (OBJ-1): Increasing the Number of Followers

o Influencer marketing

To boost interest in Boutique X's social media, it's crucial to give potential followers a compelling reason to engage. Currently, Boutique X targets women aged 20 to 60 but has mainly worked with influencers aged 40 to 60 and features primarily the two owners in content.

To attract a younger audience (ages 20 to 40), Boutique X should focus on influencer marketing and content marketing. Collaborating with micro-influencers is recommended as it is more cost-effective and allows for better audience targeting. Although their reach is smaller than mega-influencers, micro-influencers often achieve higher engagement, making their promotional efforts more effective in capturing attention [16].

According to the results of the questionnaire, respondents believe that influencers collaborating with Boutique X play a significant role in increasing their purchasing interest. Specifically, 53% of participants indicated that these influencers are "very important," while 39% deemed them "important." The influencers most frequently mentioned by respondents were Fujianti (9 mentions), Shireen Sungkar (4 mentions), Sarwendah (4 mentions), and Laudya Cynthia Bella (4

mentions). This information can guide the selection of micro-influencers for collaboration with Boutique X, as follows: (1) The audience prefers female influencers, particularly those aged between 20 and 40 years (specifically, 22, 33, 35, and 37 years old) (2) There is a preference for influencers who create lifestyle content based on their daily lives. (3) Two of the four mentioned influencers wear hijabs, suggesting that a substantial portion of the audience prefers Muslim influencers.

To find micro-influencers that meet its criteria, Boutique X can conduct searches on social media platforms. Additionally, Boutique X can explore its own follower lists and tagged photos to identify potential influencers among its followers. It can also look at the accounts of competitors, as three competitors mentioned by the owner have previously collaborated with influencers. By examining competitors' social media pages or their tagged posts, Boutique X can discover several influencers that align with its brand.

Instagram's "For You" feature can also help Boutique X find similar influencers quickly. Furthermore, Boutique X can search for relevant hashtags, such as #HijabFashion or #FashionWanita, as well as terms like "Open Endorsement" that pertain to influencers.

For free influencer searches, Boutique X can also utilize platforms like Google and Sociabuzz. For a more structured approach, Boutique X may consider registering on paid influencer database sites, such as KOL.ID and StarNgage, which require a subscription fee.

o   Content marketing.

According to the questionnaire results, respondents indicated that engaging content is important for increasing their purchasing interest, with 55% rating it as "very important" and 38% as "important." Social media content can be categorized into three types: rational (informational, functional, educational, or current news content), interactional (community-related content, customer relationships, social causes, etc.), and transactional (promotions, discounts, price reductions, etc.) [23]. Combining these three types of content will enhance the engagement of Boutique X's social media page.

For rational content, Boutique X shares product information on its Instagram Grid. Here are some additional types of rational content that Boutique X could consider uploading: (1) Informative content about the clothing manufacturing process. (2) Details about various fabric types. (3) Insights into Boutique X's internal processes, such as photography. (4) The stories behind specific designs, including the details that make them unique. (5) Positive testimonials from loyal customers. The aim of this content is to build trust and foster a closer relationship between the store and its customers. In addition to being educational, this content promotes Boutique X's clothing by highlighting its high quality. To make it even more personal, the content could include the story of the two mothers who founded the shop together and the journey they undertook to establish it.

For transactional content, Boutique X could shares information about promotions and sales through Instagram Stories. Since this type of content aligns with the promotions Boutique X intends to run, it is considered appropriate. In addition to this, here are several types of transactional content that Boutique X can upload: (1) Giveaways or contests where one lucky follower can win by sharing a photo of themselves wearing Boutique X clothing or by inviting a friend and tagging them to follow Boutique X's account. (2) Advance information about promotions and sales sent via WhatsApp. (3) Updates regarding upcoming promotions on Shopee.

Currently, Boutique X has not posted much interactional content, which presents an opportunity to diversify its offerings. The more a social media user engages with an account's posts, the more frequently the account will appear in their feed. Interactional content is essential for fostering such engagement. Here are some types of interactional content that Boutique X can create: (1) "This or That" challenges that users can re-upload and share on their personal social media accounts. (2) Weekly polls on Instagram Stories, such as "Team Floral or Team Polka Dot?" (3) Lookbooks showcasing different outfits from Boutique X suitable for various occasions, like office looks, casual outings, and formal events. (4) Authentic content that displays Boutique X clothing on various body sizes. (5) Humorous content utilizing the latest trends or audio clips.

To enhance appeal, content is presented in various formats, including carousels that feature multiple photos and Reels videos. Research indicates that rational content tends to receive more likes in photo format [23]. This type of content can be organized into infographics or standard photos, but should be complemented by narrative captions for effectiveness. In a recent questionnaire, respondents evaluated the importance of various attributes in photos and videos. The results showed that attractive composition was the most valued quality in photo content, with 48% of participants stating it was "very important" and 46% indicating it was "important".

Interestingly, respondents regarded video content attributes as more crucial than those of photos. This is demonstrated by a higher percentage of respondents who rated video attributes as "very important" or "important" than photos. This trend suggests that individuals may pay more attention to the video content they consume. Consequently, Boutique X needs to integrate video

marketing into their content strategy. Content that evokes emotions—such as the stories of the owners, genuine content, or humor—is particularly well-suited for video formats [23]. Emotionally engaging content tends to receive fewer comments when presented as photos, whereas videos can capture more audience attention through movement and sound. Survey results indicate that audio and lighting are essential elements in video and short-form content, with 54%-55% of respondents deeming them "very important" and 37%-39% considering them "important".

In addition to the three types of content mentioned, Boutique X can also repost content obtained from influencers and user-generated content (UGC) to enhance its social media presence. To help Boutique X owners decide what type of content to post each day, creating a content calendar can be very beneficial. This calendar ensures that similar types of content are not published too close together, which can become monotonous for followers. It also assists social media managers in planning their posts effectively.

Another important factor to consider when uploading content is the timing of the posts. Owners can check the Insights section of Boutique X's Instagram profile to identify the times when their followers are most active.

Tactic for Objective Two (OBJ-2): Increase the number of Instagram users visiting Shopee Boutique X.
Instagram users can be encouraged to visit the Shopee store in several ways:
- o Boutique X should promote its Shopee store on social media using both paid advertisements and owned media. It's essential to include a link to the Shopee store in both Instagram Grid posts and Stories. This allows users interested in purchasing Boutique X's products to easily click the link and be directed to the Shopee store, making the process quicker and more convenient than searching for the store themselves. In addition to organic posts, the Shopee store link can also be shared through paid ads. When setting up these advertisements, Boutique X should carefully select the right conversion location. This way, photos or videos showcasing Boutique X's products will be shown more frequently to social media users, alongside the Shopee store link. By implementing these strategies, Boutique X can effectively increase traffic from Instagram users to its Shopee store.
- o Instagram users can discover Boutique X on the Shopee platform after seeing it on Instagram. However, Boutique X needs to improve its visibility on search engines to make it easier for customers to find its page on Shopee. One challenge is that there are several Shopee stores with names that are similar or identical to Boutique X. Consequently, if a user wants to search for Boutique X after seeing it on social media, they may struggle to locate the correct store. Additionally, the product names on Boutique X's Shopee storefront do not currently include the name "Boutique X." This omission prevents products from appearing in search results when users search for that name. As a result, interested customers may have difficulty making purchases. Furthermore, the name of Boutique X's store on Shopee differs from its name on Instagram. The Instagram store name ends with "gallery," while the Shopee store name ends with "official." This discrepancy can create confusion for users, making it hard for them to find Boutique X's Shopee page unless they are already aware of the difference. To enhance visibility in searches, Boutique X should consider updating its product names to include "Boutique X" and ensure that the store names on both platforms are consistent.

Tactic for Objective Three (OBJ-3): Creating a Community
Based on the questionnaire results, respondents believe that having a customer community within the store is essential for increasing purchase intention, with 44% indicating it is very important and 48% stating it is important. A customer community plays a significant role in enhancing customer loyalty and reinforcing the company's brand. It serves as the engagement stage of the RACE (Reach, Act, Convert, and Engage) framework, which focuses on encouraging consumers to become repeat customers through targeted marketing for community members. As long as users are part of the community, they will have easier access to various marketing information, making the community a cost-effective marketing tool.

Additionally, respondents expressed a desire for user-generated content (UGC) from Boutique X's customers. According to the questionnaire, 55% rated "the store displays positive reviews or testimonials from customers" as "very important" for increasing purchase intention, while 38% considered it "important." Among the digital relationship items on the questionnaire, this aspect received one of the highest average scores. If Boutique X can monitor the amount of UGC uploaded by its customers, this content can be re-shared on Boutique X's social media pages.

To build a customer community for Boutique X, we propose using a WhatsApp channel. WhatsApp communities allow for one-way communication and can accommodate an unlimited number of members. To encourage social media users to join the WhatsApp channel, Boutique X should offer unique incentives that are only available within the community. Some examples of these incentives include: (1) Exclusive discounts

for WhatsApp members. (2) Early access to new clothing items. (3) Advance notifications about sales. (4) Early alerts for limited products or restocks. (5) Giveaways for joining, and (6) Members-only giveaways.

Promotions for the WhatsApp channel can be run similarly to how Shopee promotes its store. This includes sharing links to the WhatsApp channel in social media posts and using paid advertisements. The WhatsApp channel can also be incorporated into content, such as creating a poll to gather feedback on new clothing items that haven't been promoted on Instagram yet. The results of this poll can be shared on Instagram to generate excitement for the upcoming clothing release and to spark interest in both the clothing and the WhatsApp channel.

Once members join the WhatsApp channel, they can be easily reached through broadcasts, which are messages sent directly to all members. These broadcasts can also be used to invite members to showcase Boutique X. After successfully inviting consumers to join the WhatsApp channel and become members, targeting them with broadcasts becomes simpler. Broadcasts can include messages encouraging members to share Boutique X products on their social media. For instance, Boutique X could send a message like: "Hi! We hope you love Boutique X's latest designs! If you have a moment, we'd love for you to show off your new clothes on social media. Please tag Boutique X's Instagram account or use the hashtag #BoutiqueXNewRelease so we can see your fantastic photos!"

To further motivate members, Boutique X could offer prizes for lucky participants. A broadcast could say: "We will select the 3 best photos to repost and reward them with an exclusive voucher!"

Tactic for Objective Four (OBJ-4): Restarting Paid Ads Trials to Increase the Reach of Uploaded Content

In the previous discussion, paid ads were mentioned as a key strategy for expanding the reach of Boutique X's content. The aim is to increase followers, promote the Shopee store, and enhance the WhatsApp channel. However, the owner of Boutique X noted that they haven't used paid ads for a while, as they previously received assistance from friends. To implement this tactic successfully, it is essential for Boutique X to improve its understanding of paid advertising. This can be achieved through self-study, such as researching online or enrolling in social media marketing courses available on platforms like Coursera and Udemy.

Boutique X can run paid ads on three platforms: Instagram, Facebook, and Shopee. To set up paid ads on Instagram and Facebook, the owner needs to access the Meta Ads Manager via a desktop computer. On the "Account Overview" page, they can initiate the ad setup by selecting "Create Campaign." The owner will then need to define the conversion location (the desired action for social media users who see the ad), set a daily budget, establish audience criteria, choose ad placement (selecting the Meta platform where the ad will appear), and input the ad content.

To run paid ads on Shopee, the owner must access the Shopee Seller Center. On the Shopee Ads page, they can begin by selecting "Create New Ad." They will have several options to choose from, including advertising a product, a store, or a live event. The owner will also need to set a budget, specify the product or live event they wish to promote (if applicable), define search keywords, and select the product to be advertised.

Tactic for Objective Five (OBJ-5): Expanding Presence on New or Previously Used Platforms

This strategy falls under cross-platform marketing. While the current platforms are effective for Boutique X, expanding to new platforms can offer significant advantages. By doing so, Boutique X can reach a larger audience, increase customer touchpoints, and reduce its dependence on existing platforms. Additionally, changes in regulations and policies regarding social media or e-commerce platforms pose potential threats that Boutique X needs to anticipate. Therefore, it is advisable for Boutique X to establish a presence across multiple sales platforms.

- o According to the questionnaire results, selling on B2C e-commerce apps or websites is crucial for enhancing purchase intention; 51% of respondents rated it as very important, while 42% considered it important. The largest B2C e-commerce platform specializing in fashion and beauty in Indonesia is Zalora, which attracted 3.4 million visitors per month in 2021 [24]. To join Zalora, the website specifies that stores need to prepare several materials, including a lookbook that showcases Boutique X's products and how to style them, a brand profile, and links to social media accounts. To fulfill this fifth objective, Boutique X simply needs to gather these requirements and upload them on the "Sell with us" page on the Zalora website.

  Furthermore, the files such as lookbooks and brand profiles can be utilized to join other B2C e-commerce platforms like Hijup. Founded in 2011, Hijup is the world's first e-commerce platform dedicated exclusively to Muslim fashion. This platform aligns well with Boutique X's offerings of Muslim wear and modest basics. Similar to Zalora, Boutique X can register on Hijup via the "Join as Tenant" page on their website.

- o In addition to new platforms like Zalora and Hijup, Boutique X can restart its activities on a previously used platform: TikTok. The Boutique X TikTok account has been inactive since 2023. TikTok's algorithm favors accounts that consistently post content. When Boutique X actively

managed its TikTok account, it rarely posted, which may explain why it has attracted fewer followers compared to its Instagram account.

To become active on TikTok again, Boutique X should aim to post content at least once a day [26]. Unlike Instagram, which employs Carousels, Stories, and Reels to enhance content variety, TikTok focuses on short videos. To streamline the marketing process until Boutique X hires dedicated social media staff, the same content can be used on both platforms. Additionally, the owner can film videos during monthly photoshoots to expand the content library. Once Boutique X's TikTok account reaches 1,000 followers, it can start selling products through live shopping. Live shopping connects buyers directly with salespeople, allowing shoppers to ask questions about products. This shortens research time during the purchasing process and encourages impulse buying. Notably, live shopping doesn't have to be conducted by an employee or the owner of Boutique X; it can also feature freelance hosts who can be sourced through platforms like Fastwork and Sribu.

Besides TikTok, Boutique X previously utilized Tokopedia as a platform but has since discontinued its use. Currently, the Boutique X Tokopedia storefront is empty because the account is inactive. To reactivate the Tokopedia platform, the storefront can be designed similarly to the Shopee storefront, using the same product photos, names, and descriptions.

Action

The author has developed an Action Plan outlining the necessary activities to be performed daily, weekly, monthly, and quarterly to achieve specific objectives and facilitate the implementation of digital marketing:

- Daily Activities:
  1. Upload content to Instagram, including one Reel or Post and one Story.
  2. Share an Instagram Story with a link to Boutique X's Shopee store and/or Boutique X's WhatsApp channel.
  3. Post content to TikTok.
- Weekly Activities:
  1. Set up and initiate paid advertisements for Instagram, Facebook, and the Shopee store.
  2. Send broadcasts on the WhatsApp channel two to three times a week.
  3. Once Boutique X begins receiving User-Generated Content (UGC), evaluate the content, contact the creators for permission to re-upload, and save the content for future use.
  4. When Boutique X's TikTok account reaches 1000 followers, conduct live shopping sessions once a week.
  5. Monitor and review the performance of uploaded content to identify which pieces generate the most engagement.
- Monthly Activities:
  1. Evaluate the performance of paid advertisements, considering metrics like ad reach, engagement, and the number of users who follow ad instructions (e.g., accessing the Shopee store link or visiting Boutique X's Instagram page).
  2. Analyze Instagram metrics, including the number of followers, engagement rate, and active times of followers.
  3. Assess Shopee metrics, focusing on the number of visitors.
  4. Compile a content plan to strategize for the upcoming month.
  5. Shoot videos and photographs for future content.
- Quarterly Activities:
  1. Evaluate metrics for platforms other than the primary one, such as Tokopedia.
  2. Assess the performance of the WhatsApp channel.

Control

The Control phase is where Boutique X evaluates its performance before and after implementing the Strategy. To measure the success of this Strategy in achieving its Objectives, Boutique X can utilize Key Performance Indicators (KPIs). The author suggests specific KPIs that can help compare the company's performance. Each Objective has a designated target timeframe for achievement. However, the author recommends performing monthly or quarterly evaluations. This allows the owner of Boutique X to make timely adjustments to the Strategy if it is not showing positive results.

- The Strategy and Tactic for the first Objective are designed to increase Boutique X's Instagram followers. Therefore, to evaluate the success of the Strategy and Tactic, Boutique X will compare the number of followers before and after the Strategy is implemented, as follows:

- o The average weekly follower growth rate for businesses in the retail industry in Q1 2025 was 1.02% [27], and based on this figure, Boutique X's number of followers could increase to 11,121 after implementing the strategy and tactics for 6 months.
  - o The average Follower Conversion Rate (FCR) data released by Flick Social shows the number of new followers an account receives compared to profile visits, or the number of people who visit the account [28]. The latest FCR data, from January 2025, was 13.49%, so it is estimated that 13.49% of users who visit Boutique X's Instagram account will follow the account.

Profile visits will be driven using paid ads. By targeting women aged 21-40 in Indonesia and an advertising budget of IDR 32,000 per day, Meta Ads Manager estimates the ad reach to be 2,200 to 6,300 accounts per day, with an estimated 33 to 94 profile visits. If 33 users visit Boutique X's Instagram page each day, approximately 4-5 users will follow the account, resulting in Boutique X gaining approximately 31 followers per week. Using this calculation, Boutique X could reach 9,465 followers after six months if running paid ads weekly.

Boutique X's target follower count is 10,000, supported by content marketing and influencer marketing in addition to paid ads. However, to determine the minimum total follower count, 9,465 after 6 months or 9,091 after 3 months will be used, based on the minimum estimated profile visits and FCR.

- The Strategy and Tactics developed for the second objective aim to increase the number of visitors to Boutique X's Shopee store. To evaluate the success of these strategies, Boutique X will compare the number of Shopee visitors before and after implementation.

To determine the minimum increase in Shopee visitors resulting from Instagram and Facebook ads, it is essential to estimate the Link Click-Through Rate (LCTR). The LCTR is the ratio of clicks on a paid ad link to the number of impressions, which refers to how many times an ad is viewed by users. Estimating the LCTR for newly launched ads can be challenging—especially when the product or ad format has never been advertised before. This is known as the cold-start problem [29]. Various factors, including ad content, ad format, advertisement placement, timing, and more, influence the LCTR [29].

However, to establish a minimum threshold for evaluating the success of the strategy, we will use the average LCTR as a benchmark. The average LCTR is 1.02%, which means that 1.02% of individuals who view the ad will click on the link [30]. By targeting women aged 21-40 years in Indonesia and setting a minimum daily advertising budget of Rp 32,000, Meta Ads Manager estimates that the ad could reach between 2,700 and 7,800 accounts daily. Based on the average LCTR of 1.02%, we can estimate that approximately 27 people per day will click on the link and visit the Shopee Boutique X store. Additionally, Meta Ads Manager predicts that at least 33 people per day may click on the link.

According to the data provided, the minimum daily Key Performance Indicator (KPI) for Shopee visitors is between 27 and 33 people. To increase the number of Shopee visitors, we can implement various strategies and tactics, including SEO marketing. It's important to note that this estimate does not account for visitors generated through SEO efforts.

After six months of running paid ads once a week, we anticipate that the number of visitors will exceed 1,134. If we evaluate the results after three months, we expect to see an increase of at least 567 visitors to the Shopee store.

- The Strategies and Tactics for the third objective were developed to create a community within Boutique X's WhatsApp channel. To assess the effectiveness of these strategies and tactics, Boutique X will compare the number of members in the WhatsApp channel before and after implementation. The target is to reach 100 members within 12 months, which means we expect approximately 8 to 9 new members to join each month.

The process of joining a WhatsApp channel is referred to as a micro-conversion [31]. In contrast to macro-conversions, which measure the number of visitors to a website or shopping platform that ultimately make a purchase, micro-conversions focus on visitors who take an action that could lead to a purchase—such as signing up for a company newsletter.

Currently, there is no available data on the average conversion rate for WhatsApp channels. Therefore, to establish a minimum Key Performance Indicator (KPI) for the number of members, we will use the conversion rate of newsletter signups. The conversion rate for newsletter signups from total pop-up ads is 4.7%, indicating that 4.7% of individuals who encounter the newsletter promotion choose to join [32]. To promote the WhatsApp channel, one effective method is through paid advertisements. By applying the same strategies used for paid ads for the Shopee store, we estimate that Boutique X's WhatsApp channel could attract approximately 126 members per day. This calculation is based on a 4.7% conversion rate from the total accounts reached each day. However, this figure may be overly ambitious for a business that is just beginning to build a community. A more

attainable target would be around 8 new members per month. Consequently, it is expected that the WhatsApp channel will gain at least 24 members over a three-month period.

Additionally, increasing user-generated content (UGC) is another aspect discussed in our third objective. Ideally, a business Instagram account should post 1-2 UGC posts per week [33]. Given that Boutique X is just starting with UGC, a more realistic goal would be to aim for one UGC post every two weeks. Therefore, the minimum number of UGC posts expected after three months is 6.

- The Strategy and Tactics for the fourth objective aim to increase Boutique X's content reach and help the internal staff manage and run paid advertisements effectively. To achieve this, it is crucial for Boutique X to monitor the number of paid ads it runs. The first three objectives can be supported by these paid ads. Therefore, the minimum number of paid ads Boutique X should run per week is 2, which totals 8 ads per month.

- The Strategy and Tactics for the fifth objective focus on increasing the usage of a platform as a user interface for Boutique X. One platform that is seeing a resurgence is TikTok. In marketing through TikTok, maintaining consistency in content uploads is essential. Thus, Boutique X needs to track the number of content pieces they upload and aim to post at least one piece per day.

To measure the success of their efforts on TikTok, Boutique X can evaluate the increase in followers and the number of views on their uploads. Currently, Boutique X has 41 followers on TikTok. As they become more active on the platform, the minimum number of followers they should maintain is still 41. Since the fifth objective is not supported by paid ads and has not yet involved a specific strategy, any follower gains will be organic. The exact increase in followers has yet to be determined, but it is assured that the number will not decrease from this initial figure.

Conclusion

Boutique X is facing challenges with consumer purchasing interest due to a lack of a digital marketing strategy, prompting the development of a plan using the SOSTAC framework (Situation, Objectives, Strategy, Tactics, Action, Control). The Situational Analysis revealed that Boutique X's primary consumers are Muslim women aged 20 to 60, who are significantly influenced by price and fashion trends. Although many people follow Boutique X on social media, they often do not purchase its products due to the perception that these items are overpriced. Additionally, political instability has resulted in a decline in purchasing power, while Indonesia's poorly established regulations regarding online sales pose a threat to Boutique X's operations. Conversely, Indonesia's large Muslim population and their emphasis on modesty present valuable opportunities for Boutique X. The brand can also take advantage of the current era of digital marketing, leveraging social media to enhance its visibility.

Boutique X has chosen to utilize key social media and e-commerce platforms, such as Instagram, Facebook, WhatsApp, and Shopee, which are well-aligned with the demographics of its primary consumers. However, there is a need for a deeper understanding of the dashboards and features provided by each platform, especially Shopee, to optimize their usage. Mastering these features is essential for Boutique X to identify the types of content that drive the most engagement, determine the best times to post, and gather additional insights. To increase both followers and sales, Boutique X should consider collaborating with micro-influencers who resonate with its target audience.

Each objective is supported by its own strategy, outlining suitable marketing methods. For Objective 1, the strategies include Content Marketing, Influencer Marketing, and Video Marketing. Objective 2 focuses on Paid Ads and Search Engine Optimization. For Objective 3, we will utilize Content Marketing, User-Generated Content (UGC), and Cross-Platform Marketing. Objective 4 will employ Paid Ads, while Objective 5 will concentrate on Cross-Platform Marketing.

The implementation of each strategy is detailed in the Tactics stage, which covers aspects such as collaborating with influencers, diversifying content, promoting on Shopee, enhancing SEO, and encouraging UGC. To facilitate the daily execution of these tactics, we have organized the activities into an Action Plan categorized by frequency: daily activities (e.g., uploading content to Instagram), weekly activities (e.g., setting up and launching paid ads), monthly activities (e.g., evaluating paid ad performance), and quarterly activities (e.g., assessing metrics on platforms other than Tokopedia).

The success of this digital marketing strategy can be evaluated in the control phase using the KPI benchmarks established. For example, after three months, we aim for a minimum total of 9,091 followers, at least 27-33 daily visitors on Shopee, a minimum of 6 UGC posts, and other key performance indicators.

For further research, the results of the KPI evaluation can be analyzed to identify any shortcomings in the proposed digital marketing strategy. Additionally, a tailored approach for each platform is necessary since different platforms feature unique advantages that can benefit Boutique X. Further investigation into the

conversion rate for the WhatsApp channel could also provide insights to better estimate and target the number of community members on WhatsApp.

Acknowledgements

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