

Development of B2B Marketing Strategy and SWOT Analysis in Supporting SDGs

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ABSTRACT

Objective: This study aims to develop an effective business-to-business (B2B) marketing strategy for Sartika Ratu, a company engaged in the Hajj and Umrah equipment industry. In facing the challenges of declining revenue and market share, this study uses a mixed-method approach with a Sequential Exploratory model to gain an in-depth understanding of the internal and external factors that influence the company's marketing strategy. **Method:** Data was collected through semi-structured interviews and observations, then analyzed using SWOT analysis involving IFE and EFE matrices. **Result:** The results show that the company's decline in revenue is related to declining B2B customer loyalty and challenges in attracting new customers. SWOT analysis identifies the company's main strengths in product quality and customization capabilities, while weaknesses are found in ineffective online marketing distribution. Based on these findings, it is recommended that the company develop a product differentiation strategy and improve its digital distribution channels to strengthen its competitive position. **Novelty:** This study also emphasizes the importance of integrating Sustainable Development Goals (SDGs) principles into marketing strategies, especially in supporting SDGs 8, 9, and 17, highlighting a holistic and data-driven approach that enables Sartika Ratu to increase competitiveness and achieve sustainable long-term growth in the Hajj and Umrah equipment industry.

INTRODUCTION

The challenges and developments in marketing in the creative industry in facing the free market and the digital world are vast and complex [1]. One of the business challenges occurs in the large hajj and umrah industry, including businesses related to hajj and umrah services and companies that provide equipment for pilgrims [2]. Indonesia, with its large Muslim population, consistently organizes religious pilgrimages such as Hajj and Umrah every year. Progressively, the number of pilgrims participating in the Hajj continues to increase [3]. Indonesia is among the countries with the largest number of Umrah pilgrims, with 1,368,616 pilgrims from Indonesia traveling to the holy sites in 2023 [4]. According to data from the Ministry of Religious Affairs on Umrah Travel Organizers (PPIU), there are 2,668 travel agencies that have been registered as Umrah and Hajj Plus travel service agencies. Umrah and Hajj pilgrimages not only provide foreign exchange for the country, but also open up job opportunities for many people. Hajj and Umrah not only cover religious aspects, but also involve religious tourism. This activity involves the management of large numbers of pilgrims and requires coordination between various entities such as transnational relations, central and regional governments, airlines, travel agents, as well as companies providing Umrah equipment and the manufacturing industry [2]. The Hajj and Umrah equipment supply

industry has great potential to contribute significantly to the achievement of various global goals in the context of Sustainable Development Goals. First, this industry has the potential to play a role in SDG 8, which focuses on Decent Work and Economic Growth. It is noted that this industry contributes to local GDP and job creation in line with the variety of services and goods provided that are needed during this pilgrimage. Second, the industry is related to SDG 12 Responsible Consumption and Production and SDG 13 Climate Action related to the promotion of responsible tourism and management as well as additional environmental impacts. Third, the Hajj and Umrah pilgrimages can be organized through collaboration between various stakeholders, which can strengthen global partnerships for sustainable development in line with SDG 17 (Partnerships for the Goals). In addition to encouraging more responsible and sustainable business practices, the integration of SDG principles in this industry also contributes to socioeconomic strengthening.

Sartika Ratu operates as a B2B company in the creative industry sector, focusing on developing innovative products specifically designed to meet the needs of Umrah and Hajj pilgrims. Sartika Ratu's priority is to prioritize product excellence and personalized offerings to meet the needs of their target market, namely Umrah and Hajj travel agencies. Sartika Ratu's leadership in this industry is reflected in its ability to provide innovative and high-quality designs, which are essential to meet the diverse needs of their market segments. In addition, Sartika Ratu has a positive impact on the local economy through job creation and contributions to regional economic growth, which are in line with SDG 8 and SDG 9 (Industry, Innovation, and Infrastructure).

Sartika Ratu's revenue and number of consumers experienced substantial growth starting in Q4 2021. The highest point was reached in Q4 2022, when revenue reached IDR 2,217,571,500.00 and the number of consumers reached 115. However, the company's revenue performance remained unstable after this period, even though the number of consumers remained stable or increased. Revenue experienced a significant decline starting in the first quarter of 2023 and reached a low of IDR 1,142,085,500.00 in the second quarter of 2023. This indicates a decline in revenue effectiveness per customer. This situation raises important questions about the business strategies needed to overcome competition and ensure business continuity in the Umrah and Hajj equipment industry. The decline in revenue for company XYZ can be attributed to a reduction in B2B customers who are no longer making repeat purchases, as supported by factual evidence. According to internal data from Sartika Ratu, there has been an increase in the number of Umrah pilgrims, but the company's market share has declined. This indicates difficulties in maintaining customer loyalty and attracting new customers.

B2B companies generally conduct transactions with large sales volumes, product and service customization, and comprehensive decision-making processes. On the other hand, the B2C market has a greater impact on the B2B market because the B2C market is the main consumer of products and services, which in turn affects demand in the B2B market. Although these two markets have the same marketing principles, there are striking differences in several factors such as the type and quantity of customers,

purchase volume, complexity of purchasing decisions, and the dynamics of seller-buyer interactions. Without making significant changes, companies face the potential of losing consumers and falling further behind their competitors [5]. Adaptability is a crucial element in managing rapid changes in the modern corporate landscape. Companies must have the capacity to modify their plans in response to changes in market conditions, regulations, and technology. Increased profitability can be achieved by optimizing operational efficiency, implementing effective marketing strategies, and expanding the range of value-added products [6]. Consumers tend to seek alternatives that offer greater value, whether in terms of price, product quality, or service. Therefore, the use of technology to automate processes, optimize supply chains, and improve production efficiency can effectively save costs and increase profit margins [7].

It is explained that the decline in revenue necessitates a change in business strategy. The main challenge faced by companies in this sector is to win back consumers who have switched to competitors and to open up new market shares. The loss of consumers can be caused by various circumstances, such as dissatisfaction with product or service quality, shifts in consumer preferences, and the emergence of competitors who offer superior value [8]. Strategic management and holistic marketing are commonly used methods to achieve these goals. Competitive advantage can be achieved through the integration of these two closely related concepts. In developing long-term strategies, strategic management requires in-depth analysis of internal and external conditions, as well as comprehensive research to identify, validate, and evaluate various factors [9]. The strategic management planning process aims to take primary responsibility for formulating the vision, mission, principles, strategic objectives, and corporate strategy, and ensuring the strategic implementation of these strategies [10]. The holistic marketing approach encompasses the interrelationship between marketing resources and activities. The idea of holistic marketing is based on the creation, development, and implementation of marketing processes, activities, and programs [11]. B2B companies must formulate flexible strategies that can quickly adapt to market fluctuations in order to maintain and increase market dominance [10].

Strategy is an important factor in the growth of a company. According to Wright, in his research [12], strategy refers to the techniques and resources used to achieve long-term goals and maintain competitiveness. In B2B marketing, strategy formulation is used to develop a comprehensive plan that covers most aspects of the company. This strategy is expected to encourage effective communication and collaboration between lines within a company, while emphasizing consumer needs, product value, and the advantages that the company can offer [13]. Hutt and Speh categorize the strategy hierarchy into three levels: corporate strategy, business level, and functional [13]. The implementation of initiatives that place consumers at the center of attention, as well as product and service adjustments to create unique selling points (USPs), are important elements. The development of consumer-focused marketing strategies is based on the needs of carefully selected consumer segments [14]. Kotler and Armstrong [15] emphasize the importance of consumer-driven marketing strategies and marketing relationships, which prioritize

building long-term relationships with consumers to increase profitability. Research [16] also shows a shift from transactional marketing to relational marketing, which emphasizes the importance of strengthening relationships with consumers. In one-on-one marketing, consumer data is used to establish more personal relationships [17]. Adopting a strategic planning strategy is very important in B2B marketing to maintain competitive advantage. The marketing mix is used to develop company strategies by utilizing the 7Ps (product, people, price, promotion, place, process, and physical evidence) [18].

The process of formulating an effective strategy requires a comprehensive analysis of the company's internal and external environment. Methods such as benchmarking, Porter's analysis, and evaluation of internal and external elements are used [19]. Benchmarking is the process of comparing one company with another to improve decision making [20]. Porter's approach assesses the attractiveness of a sector by considering five competitive forces. Porter's five forces, developed by Michael E. Porter, is a conceptual framework that facilitates understanding of the dynamics of competition in the market. This includes an assessment of various factors such as the potential entry of new competitors, the availability of substitute products, the influence of suppliers, the influence of buyers, and the level of competition among industry players [21]. Evaluation of internal and external factors is commonly referred to as marketing environment analysis. This analysis identifies internal and external aspects in the environment that impact a company's ability to operate optimally [22]. The implementation of marketing environment analysis anticipates future developments that may present risks that must be mitigated or opportunities that must be exploited by the company [23]. Internal factors include controllable elements such as strengths and weaknesses. On the other hand, external factors are beyond the company's control and involve external entities [24]. External analysis aims to identify various factors such as political, economic, social, technical, legal, and environmental factors. These elements collectively contribute to a comprehensive understanding of the impact of the external environment on company operations [25]. The use of SWOT matrices to identify strengths, weaknesses, opportunities, and threats in strategic planning offers a comprehensive evaluation of a company's internal strengths and weaknesses, as well as the external opportunities and threats it faces. This framework helps B2B companies formulate more efficient strategies.

Previous research on marketing strategy has examined various factors that influence sales and competitive advantage. A study titled "Marketing Strategy for Premium and Artisan Snack Food Business during COVID-19 Pandemic" found that sales variations were influenced by product limitations, lack of marketing efforts, and the absence of physical outlets. This paper recommends increasing marketing activities and implementing direct sales strategies [26]. The study "Proposed Marketing Strategy to Increase Sales of Djakarta Transport Jaya" emphasizes the importance of efficient marketing channels and human resource management techniques. This study suggests the use of social media as a means to increase brand awareness [27]. The study "Business Strategy Improvement for PT. XYZ to Achieve Competitive Advantage in Construction

Industry" uses analyses such as Porter's five forces and SWOT to propose differentiation and cost methods to increase productivity [28]. The study "Development of long-term B2B customer relationship- " highlights the need to assess costs and benefits and encourages self-disclosure by salespeople to strengthen B2B partnerships [29].

The purpose of this study is to develop effective B2B marketing strategies to win back lost customers and evaluate Sartika Ratu's marketing strategies using SWOT analysis in line with the Sustainable Development Goals (SDGs). This research focuses on identifying the main causes of customer loss, evaluating the effectiveness of current marketing tactics, and developing new strategies that are in line with the Sustainable Development Goals (SDGs). In addition, this study will evaluate the long-term feasibility and impact of developing this marketing strategy on business sustainability and customer loyalty to ensure that the strategies implemented are in line with global sustainability principles.

A. B2B Marketing Strategy

Marketing is a strategic process that includes the creation, design, communication, and management of strategic transactions for products or services that are beneficial to consumers as a whole [30]. Marketing includes efforts to satisfy consumer desires and needs by influencing them with company offerings through the development, demonstration, and transaction of valuable products [31]. According to the American Marketing Association (AMA), marketing is a role within an organization that involves a series of processes. These activities include developing, communicating, and delivering value to customers [32]. The main objective is to perform strategic management in managing relationships that are beneficial to the company. Strategic management is a combination of artistic and scientific approaches to developing, implementing, and evaluating decisions that encompass various functions to achieve specific goals [33]. These products are used in the production of further products or services which are then sold or delivered to end consumers.

B2B marketing is more complex than B2C marketing because it requires a more detailed decision-making process and a closer relationship between consumers and sellers. B2B marketing strategies involve identifying and understanding the specific needs of business consumers, as well as developing strategies that can meet those needs efficiently and in a timely manner [12]. Wright argues that marketing strategy is an important component in the development and expansion of a company, as it encompasses the various approaches and tools needed to achieve long-term goals and maintain competitive advantage. [19]. The components of a B2B marketing strategy are comprehensive, covering all aspects of the company, including:

1. Consumer-driven marketing strategy

Kotler and Armstrong (2014) state that contemporary companies understand the importance of not generalizing the market, but rather focusing on specific segmentation. This involves understanding the needs of specific customer segments, selecting target markets, and determining the value proposition that differentiates the company from its competitors and the position the company will take in the market for that segment [34].

Marketing strategies are developed through three main approaches, which include segmentation, targeting, and positioning. The market segmentation process is carried out systematically to break down the market into smaller and more uniform groups. Market segmentation in B2B companies is based on demographic, firmographic, psychographic, and behavioral factors [32]. Targeting in marketing requires the process of identifying and assessing specific market segments that the company wants to target [35]. Product positioning is a strategic approach used by managers to shape how a product is viewed by the target market. This may involve making significant changes to the product itself or changing the way it is positioned in the market, based on knowledge of target market demand [35].

2. Relationship Marketing

Relationship marketing, as described by Nick, is an approach to developing long-term customer loyalty [12]. Relationship marketing encompasses three types of strategies: database marketing, which uses customer data to personalize relationships; interactive marketing, which involves tracking interactions for an individualized approach; and network marketing, which relies on personal relationships in distribution [36]. Social penetration is a theoretical framework that explains the process by which interpersonal relationships develop as a result of increased levels of communication, including increased depth and breadth [37]. In marketing, this theory is used to understand how broader and deeper contact with consumers can improve customer relationships and loyalty. There are several stages in social penetration, including: the orientation stage, which is the initial stage of interaction and occurs at the public level. The affective exchange stage, at which point the individual's public sphere expands. The exchange stage, which is characterized by close friendships. The stable exchange stage, which involves relationships with open disclosure of thoughts and behaviors [38]. This strategy is particularly suitable for B2B companies where buyer-seller relationships are key.

3. One-to-one marketing

The one-to-one marketing model, commonly known as Personalized Marketing, is personalized marketing designed to meet the diverse interests and desires of each consumer [39]. This strategy focuses on forming close and personal relationships with each consumer, using the information collected to strengthen relationships and increase sales [40]. Therefore, it is very important for companies to offer customized services to meet these diverse needs efficiently. This strategy requires the development of strong and intimate relationships with each consumer, thereby enabling the sale of larger quantities of goods or services to consumers [41]. Important components for creating a Personalized Marketing strategy involve building connections, prioritizing specific consumer needs, managing consumer interactions during the purchasing process, and assisting consumers in maintaining the company's business operations [42].

4. Marketing mix for developing strategy

It is important to evaluate each element of the marketing mix, which includes: product, price, promotion, place, people, process, and physical evidence to determine which aspects need improvement [43]. This approach is necessary to ensure that all

aspects of the marketing strategy are aligned and effective. A marketing strategy is a company's detailed plan to identify specific target markets and meet customer needs by strategically combining parts of the marketing mix [32]. According to Stanton, a marketing strategy is a comprehensive framework that integrates various activities of planning, pricing, promotion, and distribution of goods or services to meet consumer needs [44]. The main focus in product management lies in developing and monitoring products so that they can meet consumer expectations and preferences. In pricing, the strategies developed include competitiveness and appeal to specific consumer groups. Promotion includes various efforts, such as advertising, sales promotions, and public relations activities, all of which aim to convey the advantages of the product to consumers while increasing sales. Meanwhile, distribution, or "place," refers to the use of various distribution channels to ensure that products are easily accessible to consumers [43].

B. Marketing Development Strategy

Market development aims to increase knowledge that can be effectively utilized in the form of both short-term and long-term strategies. This strategy includes efforts to expand the consumer base by developing or introducing new products [45]. Key aspects of this strategy include innovation and creativity in product descriptions, which are achieved through the use of various methods such as benchmarking, Porter's five forces, and SWOT analysis. Therefore, companies can strive to explore market needs and endeavor to meet consumer needs [46]. Benchmarking is a systematic process of comparing and analyzing business information from other companies to improve decision-making [47]. This method involves analyzing and adopting strategies used by other companies to improve internal company performance. Lankford categorizes benchmarking into four types: strategic, competitive, cooperative, and internal [48]. Strategic benchmarking is used by top management to assess performance. Competitive benchmarking is used to compare performance with competitors, cooperative benchmarking involves the exchange of information between companies, and internal benchmarking is used to analyze internal processes [20]. Benchmarking enables companies to identify areas for improvement and gain a competitive advantage in the industry.

Porter's analysis is based on testing five forces that impact the industry, including the threat of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and the threat of industry competition [49]. This model is used in strategic planning to understand the industry and market, as well as to evaluate its attractiveness and profitability. Two of the five factors relate to the relationship between buyers and suppliers, which aims to reduce the influence of suppliers and buyers by using tactics including diversifying suppliers, providing specialized services, and managing relationships effectively. This strategy enables organizations to achieve a favorable position in the market, mitigate risks, and capitalize on opportunities [50].

SWOT analysis is a strategic planning tool that examines internal and external factors to identify a company's strengths, weaknesses, opportunities, and threats [51].

Strengths refer to factors that give a company a competitive advantage in the market, while weaknesses highlight areas that need improvement. Opportunities include new trends or technologies that can be leveraged. Threats are external challenges that can hinder a company's performance. The assessment of internal factors includes resource analysis and value chain analysis. It is important for B2B companies to have a deep understanding of external factors, including social and cultural characteristics, because the demand for B2B products is greatly influenced by consumer market demand. Therefore, it is very important to conduct a comprehensive PESTEL analysis to identify and address external factors that are constantly changing and affecting the company. [52]. The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are a continuation of internal and external analysis. Each factor is weighted from 4 to 1 based on its level of importance, with the total weight must add up to one. Ratings are given as follows: 4 for major strengths (IFE) and major opportunities (EFE), 3 for minor strengths (IFE) and minor opportunities (EFE), 2 for minor weaknesses (IFE) and minor threats (EFE), and 1 for major weaknesses (IFE) and major threats (EFE) [53]. The Space Matrix is a strategic tool used to determine a company's strategic position based on two main dimensions: internal strengths (IFE) and external strengths (EFE). This matrix is divided into four quadrants: Aggressive, Competitive, Defensive, and Conservative [54].

RESEARCH METHOD

This study uses a qualitative research approach with a descriptive method. This approach aims to provide a detailed explanation of the phenomenon that occurs and the factors that influence the phenomenon using the SWOT analysis technique [55]. Qualitative research integrates inductive methods in data collection and analysis. Qualitative research uses methods that produce descriptive data by directly observing the problems that occur [56]. A qualitative case study approach was chosen for this study, focusing on one case comprehensively and holistically with the main objective of providing an in-depth understanding of the context and complexity of the phenomenon, implementation, and results of the decisions made in the study [57].

This study focuses on the development of B2B marketing strategies based on internal and external factors that influence corporate strategy through SWOT analysis, in the context of supporting the achievement of Sustainable Development Goals (SDGs). The data sources in this study consist of primary and secondary data. Primary data was obtained from information collected directly through observation and interviews [58]. Qualitative data was collected by direct observation and semi-structured interviews with informants at Sartika Ratu, including marketing managers and heads of operational divisions who are experts in their respective fields and are directly involved with the research object. The semi-structured interview method allowed researchers to explore in greater depth predetermined questions based on research needs [59]. Secondary data refers to information collected from existing sources or documentation [58]. Secondary data was used to support the analysis obtained from various sources such as annual reports, quarterly financial reports from 2021 to 2024, company documents, scientific

article publications, and business development news. These sources collectively contribute to a comprehensive understanding of the internal and external factors that influence Sartika Ratu's marketing strategy.

This study grouped informants into two different categories: general informants and key informants. In this context, general informants helped by providing information about the background of the research situation and conditions, namely three sources from the marketing team and two sources from the operational team of the Sartika Ratu company. Key informants are individuals who play an important and strategic role in providing information, giving recommendations about relevant sources of evidence, and building understanding about these sources. The marketing team leader and head of the operations division of Sartika Ratu serve as key informants for this study, providing valuable insights and important and constructive advice to support the research process.

This study used content analysis, focusing on SWOT analysis to develop strategies aligned with the company's needs [61]. Data reduction involved filtering and simplifying information by summarizing, identifying key points, prioritizing important elements, and identifying recurring themes and patterns. Data presentation involves conveying information using narratives, tables, graphs, or charts. Drawing conclusions involves interpreting data and forming conclusions by identifying patterns, themes, and relationships between data categories to draw valid and verifiable conclusions [59]. This process involves collecting data through interviews and questionnaire responses from specified informants, including marketing managers and heads of operational divisions. The data analysis process involves several key steps, beginning with content analysis to analyze and understand the substance of the text or other related qualitative data. SWOT analysis is used to describe and understand strategic factors comprehensively in relation to internal factors (strengths and weaknesses) and external factors (opportunities and threats) [62].

This process involves collecting data through interviews and questionnaire responses from specified informants, including marketing managers and operational division heads. Data analysis consists of several steps, including analysis of internal factors using the Internal Factor Evaluation (IFE) matrix and external factors using the External Factor Evaluation (EFE) matrix [62]. For internal analysis, factors such as resource analysis and value chain analysis are assessed to identify strengths and weaknesses. Each factor is weighted based on its relative importance, and a rating is assigned to indicate its level of significance. Similarly, external analysis considers factors such as benchmarking, PESTEL analysis, and Porter's Five Forces framework to identify opportunities and threats.

The Internal Factor Evaluation (IFE) matrix is used to analyze internal factors, while the External Factor Evaluation (EFE) matrix is used to evaluate external elements. Each factor in both matrices is weighted based on its relative importance and ranked to indicate its level of significance [63]. After both matrices are compiled, the results are entered into a SWOT matrix and illustrate how the company can adjust opportunities and threats (external) with strengths and weaknesses (internal). The SWOT matrix

produces four sets of potential strategies: SO (Strengths-Opportunities), ST (Strengths-Threats), WO (Weaknesses-Opportunities), and WT (Weaknesses-Threats). This table is then used for the development of future company strategies [62].

To ensure data validity, this study used triangulation, member checking, extended observation, negative case analysis, reference materials, and audit trails [64]. Triangulation is used to assess the coherence of results by integrating various data sources and data collection methods. Member checking involves validating initial findings by consulting with participants to ensure the accuracy of data interpretation [65]. Extended observation involves dedicating a sufficient amount of time in the field to gain a comprehensive understanding of the marketing background and dynamics between businesses and consumers. Negative case analysis involves identifying and examining evidence that deviates from or contradicts anticipated patterns to assess the strengths and limitations of the findings. Reference materials are used to collect and store primary data for the purpose of verifying findings at a later date. Audit trails ensure comprehensive documentation of the entire research process, enabling verification by other researchers [66].

RESULTS AND DISCUSSION

This study aims to formulate an effective business-to-business (B2B) marketing strategy, focusing on winning back lost customers and expanding market share in the Hajj and Umrah equipment industry. The proposed B2B marketing strategy approach is expected to positively increase the company's revenue growth and strengthen its competitive position, while also contributing to the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 17 (Partnerships for the Goals).

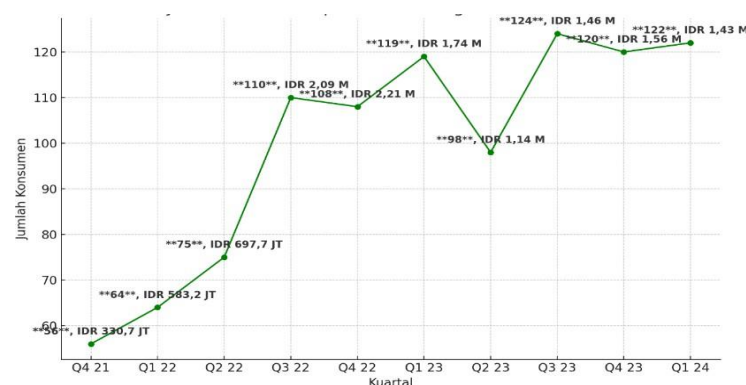


Figure 1. Company Revenue Graph for the Last 10 Quarters.

The data above indicates a decline in company revenue since the first quarter of 2023, with the lowest point recorded at IDR 1,142,085,500.00. This decline was mainly due to a decrease in the frequency of repeat purchases from B2B consumers, even though the number of corporate consumers remained stable and even increased. This situation underscores the importance of in-depth analysis of the factors causing the decline in

customer loyalty. In addition, this condition also emphasizes the urgency of developing strategies that can overcome these challenges by increasing customer retention and repurchase frequency and contributing to innovation and partnerships in line with the global SDG agenda.

A. SWOT Analysis

External Analysis

This study analyzes various external factors that affect Sartika Ratu's competitiveness in the Umrah and Hajj equipment market in Indonesia. Various methods, including benchmarking, PESTEL analysis, and Porter's Five Forces framework, were used to assess the company's external environment. This approach aims to provide an in-depth understanding of market conditions that may affect the company's business strategy. Based on interviews and observations with key informants, Sartika Ratu's marketing team leader formulated a benchmarking process conducted on four main competitors, namely Tazada, Udhilda, King Koper, and Asher Online. It was identified that Sartika Ratu has advantages in terms of product quality and customization capabilities. However, there are challenges that need to be overcome regarding the effectiveness of online promotion strategies, which currently still need improvement. Therefore, strengthening this area will be a priority in Sartika Ratu's efforts to improve its competitive position in an increasingly dynamic market.

PESTEL analysis is influenced by political, economic, social, technological, environmental, and legal factors [67]. Politically, strict regulations from the Indonesian and Saudi Arabian governments, such as Law Number 8 of 2019, govern the implementation of the Hajj and Umrah pilgrimages [68]. Coordinating Minister Airlangga said that the positive business climate in Indonesia in 2024 is the result of the country's political stability, which is further strengthened by collaboration between the government and the National Police in initiatives such as cyber security and food price control [69]. The bilateral commitment with Saudi Arabia during the honorary visit of the Minister of Hajj and Umrah of the Kingdom of Saudi Arabia, Tawfiq bin Fauzan Al-Rabiah, with the Vice President of the Republic of Indonesia, K.H. Ma'ruf Amin, expressed appreciation for the increase in the Hajj quota and the implementation of the fasttrack service, reflecting the commitment of both countries to accelerate the implementation of the 2024 Hajj and Umrah pilgrimages and the commitment of the Saudi Arabian government to provide the best service for Indonesian Umrah and Hajj pilgrims [70]. In the context of SDGs 8 and 17, these findings are relevant to targets 8.3 (Promote development-oriented policies that support productive activities and the creation of decent jobs) and 17.6 (Enhance regional and international cooperation). In addition, economic conditions at both the national and international levels play an important role in determining consumer purchasing power for Hajj and Umrah travel and the allocation of funds for these purposes. In the first quarter of 2024, Indonesia achieved an economic growth rate of 5.11% with inflation controlled at 3.00% [71]. However, challenges remain, such as declining tax revenues and the instability of the

Rupiah exchange rate against the US dollar, which can affect the cost of Umrah travel, most of which is transacted in US dollars.

Indonesia, as the country with the largest Muslim population in the world, is a very potential market for the Umrah and Hajj sectors, both from a social and technological perspective. It is estimated that the number of Umrah pilgrims from Indonesia will continue to increase from 1.5 million in 2023 to 2 million in 2024 [4]. Sartika Ratu can take advantage of this growth by offering products tailored to consumer preferences, while utilizing technology to improve operational efficiency and product innovation. The application of technologies such as automation, customer relationship management (CRM), and digital marketing can not only increase market penetration but also strengthen customer relationships [72]. This technology analysis is in line with SDGs 9.3 (Increasing access for small-scale industries and other enterprises) and 9.4 (improving infrastructure and retrofitting industries to be sustainable). At the same time, growing environmental awareness is encouraging companies to adopt more environmentally friendly business practices, such as using more environmentally friendly materials and implementing better waste management strategies. To comply with regulatory requirements, Sartika Ratu must follow the provisions set out in Law No. 20/2016 and protect its product innovations by registering patents and trademarks.

In Porter's analysis, researchers and key informants identified these threats based on testing five forces that impact the industry, including the threat of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and the threat of industry competition [49]. The threat of new entrants is considered high because the barriers to entry are relatively low. In this industry competition, capital requirements are not too large and online marketing is easy. The existence of modern manufacturing technology also allows new entrants to compete effectively with existing players. This force assesses the level of difficulty for new companies, in this case competitors, when entering the market [73]. The threat of substitute products can be viewed from two perspectives, namely direct substitute products and indirect substitute products [74]. In this case, direct substitute products are classified as moderate, with many alternative products on the market offering similar functions. This threat examines how easy it is for consumers to switch from one product to another that is a substitute [75]. Meanwhile, the bargaining power of suppliers is considered low due to the many alternative suppliers of raw materials available. This power analyzes the strength of suppliers and the extent of their control over the products they supply, in terms of price, quality, and quantity [76]. The threat of customer bargaining power is high because consumers have many product choices and are very sensitive to price. This force focuses on how buyer bargaining power in the market can be influenced by product price and quality [74]. Due to high competitive rivalry in this industry, Sartika Ratu must continue to innovate and improve product and service quality to maintain and develop its market share. Therefore, the company needs to formulate a strategic plan that focuses on innovation, operational efficiency, and a

comprehensive understanding of market dynamics in order to remain competitive in this challenging industrial environment [75].

Internal Analysis

Internal analysis was conducted to identify the strengths and weaknesses of Sartika Ratu. Internal analysis used a resource analysis framework and value chain analysis as a basis for achieving competitive advantage through the company's core capabilities and competencies [77]. In this internal analysis, the researchers collaborated with key informants, namely operational managers, to identify the strengths and weaknesses of Sartika Ratu.

Resource analysis includes an evaluation of tangible and intangible resources [77]. In terms of tangible resources, Sartika Ratu has production facilities equipped with renewable manufacturing technology, which significantly improves the efficiency and quality of their products. However, the company still relies on sales revenue as its main source of funding for its operations, without support from external financial support or investors. In the context of organizational resources, coordination methods that rely on direct and unwritten communication sometimes cause miscommunication. Although the company has implemented modern manufacturing technology, there is a need to continuously update this technology in order to create innovative products and improve the protection of intellectual property rights [31]. Sartika Ratu's intangible resources include good relationships with consumers and suppliers, which provide the company with a competitive advantage. The company's positive reputation with consumers and suppliers has a beneficial impact on the company's overall business operations [33].

Value chain analysis aims to create higher value for customers by optimizing costs [77]. Key activities in the value chain include inbound distribution management, operations, outbound distribution management, marketing and sales, and after-sales support [23]. Building strong partnerships with suppliers ensures consistent availability of raw materials. The use of renewable manufacturing technologies and skilled labor increases productivity and product quality. An efficient distribution network ensures timely delivery of products to consumers on a national scale. Effective customer relationship management and loyalty programs support marketing and sales efforts, thereby helping to maintain a loyal consumer base. In addition, after-sales support can play an important role in strengthening relationships with consumers and increasing customer satisfaction [78].

Strategy development activities in this value chain include corporate infrastructure, procurement processes, human resource management, and technology development [79]. Adequate infrastructure promotes operational efficiency and organizational productivity. Efficient human resource management, including employee recruitment and development processes, is essential for improving performance and job satisfaction. Progressive technological advances improve manufacturing efficiency and product quality. The company's ability to remain competitive in the market is supported by efficient procurement methods and collaboration with high-quality suppliers, which also contribute to smooth operations.

SWOT Table

SWOT analysis is a framework used to assess a company's internal strengths and weaknesses, as well as to evaluate opportunities and threats arising from the company's environment or from external companies [80]. The purpose of SWOT analysis is to improve the organization's knowledge in formulating appropriate strategies in the context of the company's environment [49]. The SWOT analysis can be seen in the following table:

Table 1. Strengths – Weaknesses.

Strengths	Weakness
- Experienced human resources in producing products and maintaining product quality - Offering product customization provides a competitive advantage - High product quality strengthens product reputation - Strong customer relationship management - A diverse range of products to reach various segments - Flexibility in order customization - Nationwide delivery service - Loyalty programs that have been implemented to support consumer purchase frequency - Good office space and productivity - Renewable manufacturing technology that improves optimization and efficiency - Collaboration with quality suppliers to ensure raw material quality	- Online marketing distribution channels on social media are not optimal - Brand reputation still needs to be improved to attract new consumers - Higher prices compared to some competitors are a barrier for price-sensitive consumers - Limited marketing efforts reduce growth in some regions - Dependence on a few loyal and key customers increases revenue risk - The use of digital marketing technology through email campaigns and chat bots is limited - IT systems need to be updated to improve operational efficiency - Lack of employee development programs

Table 2. Opportunities – Threats.

Opportunities	Threats
- The growth in the Muslim population opens up new market opportunities - Demand for of high quality creates opportunities for premium products - Technological - Stability Economic growth	- Exchange rate fluctuations affect production costs and profits - Regulatory changes affect company operations - High inflation impacts consumer purchasing power - Suboptimal supply chain management affects company

supports long-term business plans	productivity
• Increase in the number of Hajj and Umrah pilgrims • Innovation in digital marketing reaches more consumers • Government support in the Hajj and Umrah sector opens up growth opportunities • Increase in Hajj and Umrah quotas	• Political instability affects the business climate • Fierce price competition • Intense competition within the industry • Changing consumer preferences require product adaptation

Space Matrix:

The Space Matrix is a strategic tool used to determine a company's strategic position based on two main dimensions: internal strength (total IFE score) and external strength (total EFE score) [54]. This matrix is divided into four quadrants: Aggressive, Conservative, Defensive, and Competitive [53].

Table 3. Score Table from SWOT Results.

Total IFE Score: 3.35	Total EFE Score: 4.86
Strength: 1.98	Opportunities: 2.65
Weakness: 1.37	Threats: 2.21

$$X = S - W (1.98 - 1.37 = 0.61)$$

$$Y = O - T (2.65 - 2.21 = 0.44)$$

Internal Strength: 0.61 and External Strength 0.44, allowing for mapping in the Space Matrix Based on these two scores, the company is in the "Aggressive" quadrant. Companies that score high in both internal and external strength are generally in a strong position, allowing them to effectively explore opportunities in the market [53]. In this context, several strategies that can be applied include market expansion, diversification, strategic partnerships, and product development [33]. The company is in Quadrant I (Grow and Build), which means it has strong internal strength and high external opportunities. Aggressive policies such as the S-O strategy are recommended because the company is in an advantageous position to grow and develop [81].

Root case study

The root case study involves three main factors consisting of effects, problems, and causes [82]. The root cause analysis framework is used to identify the main causes of primary business problems [77]. The results of the root cause analysis are shown in the following figure.

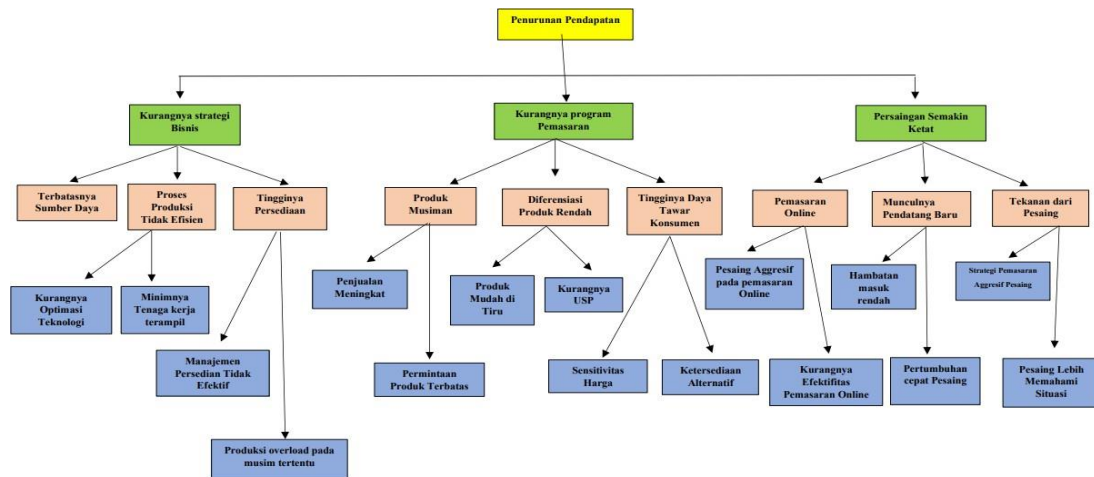


Figure 2. Root Case Study Research.

B. Proposed Business Strategy

The Proposed Business Strategy aims to formulate and implement effective strategic measures so that the Company can gain a competitive advantage [24]. This formulation involves a comprehensive analysis of the company's internal and external conditions using various strategic frameworks, such as Porter's Generic Strategies, the TOWS matrix, Proposed Resource Analysis, and Proposed Value Chain Development [77]. This approach is designed to help companies develop strategies that are not only effective but also in line with changing market dynamics.

Michael Porter's Generic Strategies

Based on the findings of internal factor analysis (resource analysis and value chain analysis) and external factor analysis (PESTEL analysis, Porter's five forces analysis, and benchmarking analysis), Sartika Ratu is expected to implement a differentiation strategy as its main strategy. Porter's differentiation strategy emphasizes the company's ability to effectively meet consumer preferences and set special prices by creating unique value that is appreciated by consumers [83]. This strategy focuses on producing high-quality Umrah and Hajj equipment products with customization capabilities that meet the specific needs of consumers in the Indonesian market, based on competitive advantages identified through benchmarking against major competitors such as Tazada, Udhilda, King Koper, and Asher Online.

A differentiation strategy is adopted in the context of this business strategy development, where consumers have strong preferences for product quality and customization capabilities. This is in line with SDG target 8.2, which emphasizes increasing productivity through diversification and technological improvement. By using this approach, Sartika Ratu can differentiate itself from its competitors through product innovation, service quality, and the application of renewable technology in the production process, which improves efficiency and the quality of the final product in line with target 8.5, which aims to achieve decent work for all. To support this differentiation strategy, Sartika Ratu also needs to adopt a vertical integration strategy as a supporting strategy. The application of a vertical integration approach is intended to strengthen the main strategy, namely the cost leadership strategy, which seeks to control suppliers and

generate more profits by maintaining a competitive advantage in terms of low costs [83]. In this case, the company can carry out forward integration by optimally utilizing internet technology to market its products through e-commerce platforms or other online marketplaces. This step aims to strengthen direct relationships with consumers and reduce distribution costs so that companies can maintain higher profit margins while offering greater added value to consumers.

TOWS Matrix

TOWS analysis identifies strategies that leverage the company's strengths to take advantage of opportunities (SO), overcome weaknesses by taking advantage of opportunities (WO), leverage strengths to reduce the impact of threats (ST), and minimize weaknesses and avoid threats (WT) [84]. This framework is used to formulate business strategies based on existing internal and external factors. The TOWS Matrix is shown in the following figure:

Table 4. TOWS Matrix.

TOWS Matrix		
TOWS Matrix	External Opportunities:	External Threats:
	• The growth in the Muslim population opens up new market opportunities • Product demand High quality creates opportunities for premium products • Technological advances • Economic growth stability supports long-term business plans • Increase in the number of Hajj and Umrah pilgrims Innovation in digital marketing reaches more consumers • Government support in the Hajj and Umrah sector opens up growth opportunities • Increase in Hajj	• Exchange rate fluctuations • Exchange rate fluctuations affect production costs and profits • Regulatory changes affect company operations • The impact of high inflation affects consumer purchasing power • Suboptimal supply chain management affects the company's productivity • Political instability affects the business climate • Fierce price competition • Intense competition

	and Umrah quotas	within the industry
		Changes in consumer preferences require product adaptation
Internal Strengths: - Experienced human resources in manufacturing products and maintaining product quality - Offering product customization provides a competitive advantage - High product quality strengthens product reputation - Strong customer relationship management - A diverse range of products to reach various segments - Flexibility in order customization - Nationwide delivery service. - Loyalty programs that have been implemented in Supporting consumer purchase frequency - Good office space and productivity - Renewable manufacturing technology	S-O Strategy SO1: Innovative Product Development prioritizing consumer preferences. SO2: Market expansion through digital marketing. SO3: Partnerships with Suppliers to Increase Production Scale	S-T Strategy ST1: Product Diversification to Reduce Market Risk. ST2: Strengthening Relationships with Suppliers to Maintain Quality and Efficiency. ST3: Product Innovation to Address Intense Competition.

- improves optimization and efficiency
- Collaboration with quality suppliers to ensure raw material quality Renewable manufacturing technology
- Collaboration with high-quality suppliers

Internal Weakness:

- Online marketing distribution channels on social media are not optimal.
- Brand reputation still needs to be improved to attract new consumers
- Higher prices compared to some competitors are a barrier for price-sensitive consumers
- Limited marketing efforts reduce growth in some regions
- Dependence on a few loyal and key consumers increases revenue risk
- Limited use of digital marketing technology through email campaigns and chat bots
- IT systems need

W-O Strategy

- WO1: Improvement Online Distribution Channels.
- WO2: Modernization of IT Systems and Employee Development.
- WO3: Price Adjustments to Attract New Market Segments

W-T Strategy

- WT1: Operational Efficiency and Cost Reduction.
- WT2: Brand Development and Reducing Dependence on Key Customers.
- WT3: Risk Diversification by Enhancing Marketing Innovation

to be updated to
improve
operational
efficiency

- Lack of employee
development
programs
-

The recommended strategy for Sartika Ratu based on the above matrix is to concentrate on developing innovative products that are in line with consumer preferences, utilizing product quality and adaptability to meet increasing demand, in accordance with the TOWS analysis. In addition, it is recommended to expand the market by utilizing digital marketing and strategic partnerships with suppliers to increase production capacity in line with current economic growth trends. This aligns with SDGs 8 (targets 8.2 and 8.3) and 9 (targets 9.3 and 9.4).

WO, ST, and WT strategies are intended to reduce the impact of external threats and address internal threats [85]. To improve efficiency and competitiveness, it is advisable to expand online distribution channels and modernize IT systems. Product innovation is a priority for maintaining competitiveness in the market, while product diversification and strengthening relationships with suppliers are essential for maintaining quality and efficiency. This strategy also includes operational efficiency and brand development to reduce dependence on major customers, create long-term stability, and mitigate risk through marketing innovation.

C. Proposed Resources Analysis

Sartika Ratu is a company engaged in Umrah and Hajj pilgrim supplies, which has tangible and intangible resources that are important for the company's operations. Although the company is equipped with modern production facilities and the latest manufacturing technology, its dependence on sales revenue as its main source of funding limits the company's flexibility in developing capabilities and competencies in its marketing strategy. This limitation also hinders the company's efforts to achieve sustainable competitive advantage.

Companies can improve their organizational capabilities, particularly in the areas of planning, control, and coordination, by diversifying their funding sources. Ultimately, this will improve the efficiency and effectiveness of activities in the company's value chain. This improvement will also be followed by an emphasis on the efficiency of technological resources that support product innovation and the protection of intellectual property rights, contributing to SDG 9 target 9.4 (improving resource efficiency and technology adoption). In addition, the increase in tangible resources will provide support for the improvement of human resource knowledge and skills through development programs. Thus, the optimization and strengthening of these resources are expected to support the achievement of long-term competitive advantage.

D. Proposed Development of Value Chain Activities

The development of value chain activities helps companies understand which operational activities create value and which do not. Developing Value Chain Activities is done by measuring and evaluating the effectiveness of current main activities and operational support activities in creating value, as well as developing these activities to add higher value. This supports SDG 9 with target 9.1 (Developing quality, reliable, sustainable, and resilient infrastructure).

In key activities covering inbound logistics, operations, outbound logistics, marketing-sales, and after-sales service, development must be carried out by establishing clear Standard Operating Procedures (SOPs) to prevent problems in inventory control. Maintaining good relationships with suppliers will provide long-term benefits in the form of cost savings, reduced delays, and quality issues that can improve production efficiency, supporting target 17.16, which emphasizes multi-stakeholder partnerships for achieving sustainable development goals. Performing regular preventive maintenance on equipment rather than replacing it with new equipment will also reduce costs. Product innovation must be continuously developed by collecting and evaluating new ideas for products and improvements to existing products, so that they can serve customers for a longer period of time by keeping up with the latest trends. Maintaining good communication and relationships with customers must be done to maintain customer loyalty and satisfaction, which will add more value to service activities.

In supporting activities, Sartika Ratu needs to prepare optimal financial reports to evaluate the company's financial position and financial management performance. In addition, the company must implement an efficient procurement schedule, utilize and update new technologies, such as the use of social media and online platforms to gain a competitive advantage in support of target 9.C (Significantly improving access to information and communication technology). Monitoring their performance and implementing a reward system will improve human resource management.

E. Proposed Marketing Strategy

The proposed marketing strategy plan uses segmentation, targeting, and positioning (STP) techniques to identify and classify appropriate target markets. Furthermore, personalized marketing is used to increase consumer interest and engagement. Another aspect of B2B marketing strategy formulation is the relationship marketing approach, which aims to improve long-term relationships with consumers by strategically adjusting marketing mix elements, including product, price, distribution, and promotion. This optimization supports the achievement of business objectives and ensures the sustainability of the company [19].

Consumer-driven marketing strategy

With increasing competition in a competitive market, Sartika Ratu needs to be able to offer higher value to win back consumers from competitors. The company divides the overall market into appropriate segments and sets strategies to benefit from the selected segments, which is part of target 9.3, namely strengthening the relationship between producers and consumers and supporting more inclusive growth. Market segmentation

is based on demographic, firmographic, psychographic, and behavioral factors [12]. Demographically, the main targets are medium to large Umrah and Hajj service agencies in major cities in Indonesia with a high concentration of pilgrims, corporate companies, and educational institutions. Firmographics include Umrah and Hajj travel agencies and private companies. Psychographically, the company considers the values and culture that influence consumer purchasing choices. Meanwhile, the behavioral segment targets consumers with repeat and consistent purchasing patterns and who have specific needs for personalized products.

Targeting in marketing is the process of identifying and assessing specific market segments that a company wants to target [35]. Based on market targeting, a differentiation strategy is applied to target several market segments with the aim of increasing sales and strengthening the company's position in those segments. The main targets are medium to large Umrah and Hajj service agencies that serve large numbers of pilgrims, as well as corporate companies that require large quantities of equipment. The company's positioning focuses on positioning Sartika Ratu as a trusted partner in providing high-quality Umrah and Hajj equipment with innovative designs and customizable services. Sartika Ratu's products are designed to meet the specific preferences of each targeted market segment, with a focus on product innovation, high quality, and competitive prices.

Relationship Marketing

Relationship marketing is an important tactic in B2B marketing that focuses on establishing and maintaining long-term relationships with consumers and strengthening the company's sustainability [29]. This approach emphasizes the importance of consistent and valuable interactions between businesses and consumers in order to increase consumer trust and loyalty.

Sartika Ratu uses manual methods to collect consumer data, which includes details such as company name, contact information, product preferences, and purchase history. This data is then used to individualize communication, with the aim of strengthening personal relationships and increasing consumer trust in the company. The essence of relationship marketing theory includes four core elements: mutuality, long-term orientation, process orientation, and interdependence [86]. These aspects are fundamental to understanding the function of B2B relationships and their impact on the dynamics and outcomes of relationships between companies and consumers.

In practice, face-to-face interactions and participation in industry exhibitions are important components of B2B relationship marketing. However, these methods encounter obstacles in terms of cost and time. Nevertheless, with the growing use of digital marketing, Sartika Ratu can improve this approach by utilizing digital technology, which allows for increased effectiveness and a deeper understanding of customer preferences. By combining traditional and digital methods, such as automation and artificial intelligence (AI), existing connections can be enhanced and new opportunities created to build deeper and broader interactions with consumers [86]. The use of technology to optimize relationship marketing techniques can offer substantial

competitive advantages, particularly in a B2B environment where trust and mutual commitment are crucial for sustained success.

Personalized Marketing

Personalized marketing strategies focus on meeting the unique needs of each consumer through a personalized approach, with the main goal of increasing relevance, sales, and customer loyalty [39]. This strategy involves collecting and analyzing consumer data to offer appropriate and relevant solutions for each B2B consumer, in line with the theory of personalization that emphasizes the importance of product and service customization [40].

The implementation of this approach by Sartika Ratu has shown positive results in improving customer relationships and fostering loyalty. Methods that prioritize personalized engagement and detailed interaction records enable companies to gain a deeper understanding of consumer desires and preferences, thereby providing services that better meet consumer expectations. Maintaining consistency in follow-up is an important element in ensuring customer satisfaction and improving their overall experience [39].

Implementing automation technology to optimize personalized marketing campaigns is a strategic decision with significant potential. This technology facilitates data-driven decision-making, enables more accurate customer categorization, and enhances content and communication customization [87]. By leveraging artificial intelligence (AI), companies can automate various aspects of interaction, including email marketing, chatbots, and recommendation engines. Personalizing the buyer's journey not only increases consumer engagement but also fosters better relationships, leading to long-term business expansion. This strategy promotes personalization as an important instrument for gaining competitive advantage in the B2B market [40].

Marketing Mix

The Marketing Mix is a strategic framework used to study the cause-and-effect relationship between marketing activities and business results, as well as to measure their impact on a company's success [44]. The marketing mix strategy includes seven fundamental components: product, price, place, promotion, people, process, and physical evidence [43]. The products offered consist of a range of high-quality Hajj and Umrah equipment with personalization options to meet B2B consumer preferences. This offering includes suitcases, bags, and other accessories. Product development is carried out continuously to ensure innovation and alignment with the latest market trends.

The pricing structure is determined by a comprehensive evaluation that considers product quality and customization levels. This structure also allows for flexibility in pricing for bulk orders and long-term contract agreements [12]. Furthermore, a dynamic pricing model is used to adapt to variations in raw material costs and market conditions.

Product distribution management is facilitated through direct channels to consumers and online ordering platforms, which are specifically designed to improve accessibility and ensure timely product delivery. The distribution system is supported by strong supply chain management, which involves strong collaboration with the best raw

material suppliers and the use of advanced inventory management technology. Promotional activities include numerous strategies such as digital marketing communications, active participation in industry exhibitions, and direct engagement with consumers through personal visits and special events. These strategies are specifically formulated to not only increase brand recognition, but also to strengthen lasting consumer relationships [44].

The implementation of this marketing mix also relies on the important role played by the company's human resources. Sartika Ratu highlights the importance of recruitment, training, and continuous development to ensure that the marketing and sales teams can provide services that not only meet but also exceed consumer expectations. Marketing and operational activities have strict procedures to ensure efficiency from the ordering phase to product delivery. Quality control measures are carried out at every level to ensure customer satisfaction. Physical evidence, such as product designs created by professional teams and renewable production facilities, helps foster a positive perception and increase consumer trust in the company. This comprehensive approach in the marketing mix strategy affirms the company's commitment to providing the best products and services that not only meet consumer needs but also build trust and sustainable loyalty [43]. By integrating all these elements, Sartika Ratu is able to create superior value and maintain a competitive advantage in the increasingly dynamic Hajj and Umrah equipment market.

CONCLUSION

Fundamental Finding : This study aims to develop an efficient business-to-business (B2B) marketing strategy for Sartika Ratu, a company engaged in providing equipment for Umrah and Hajj pilgrims, with a primary focus on formulating strategies to win back lost customers and expand into new market segments. The results of the study show that the decline in revenue per customer at Sartika Ratu was caused by ineffective pricing strategies and a lack of innovation by the company in increasing the value of its products. Another finding that contributed to this decline was increased competition in the Umrah and Hajj equipment business, with competitors offering more competitive products and prices. SWOT analysis identifies the company's main strengths in superior product quality and strong supplier partnerships, weaknesses in higher prices and dependence on a few key customers, and opportunities through growing consumer awareness and government support. **Implication :** The findings imply that Sartika Ratu must immediately strengthen its innovation capability, adopt competitive pricing, and apply adaptive B2B strategies such as product differentiation, value chain optimization, and personalized marketing to restore competitiveness and sustain long-term growth aligned with Sustainable Development Goals (SDGs). **Limitation :** This study is limited to the scope of one company within the Umrah and Hajj equipment industry, which may not fully represent the dynamics of other industries or broader market environments. **Future Research :** Future research could expand the analysis by comparing B2B marketing strategies across similar industries, measuring the long-term impact of SDG-oriented

marketing on business sustainability, and exploring digital transformation as an enabler of competitive advantage in faith-based service industries.

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