

**ANALYSIS OF APPROPRIATE MARKETING
STRATEGIES FOR PT INVESTA HIPA TEKNOLOGI
(HIPAJAK)**

THESIS



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I hereby declare that this thesis is the result of my own scientific writing and is not a work that has ever been submitted for an academic degree by another party. As for other works or opinions cited, they are written in accordance with the applicable scientific writing rules. In addition, the collection and use of data in this study were known and permitted by the party who was the source of the data.

I make this statement with full responsibility and am willing to accept any consequences in accordance with applicable regulations if, in the future, it is discovered that this statement is not true.

Bandung, 5th of August 2024



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ABSTRACT

HiPajak has five years of experience in the tax industry and has encountered persistent challenges in meeting its sales and revenue objectives. This research seeks to critically assess the effectiveness of the current marketing strategies employed by HiPajak and to propose new strategies that are more closely aligned with the company's evolving needs. Utilizing a qualitative methodology, this study thoroughly analyses HiPajak's financial and marketing records, complemented by in-depth interviews with the company's CEO. The data analysis process is meticulously conducted, encompassing several stages, such as data reduction and triangulation, to ensure the precision and relevance of the insights derived. The findings reveal that although the existing marketing strategies have yielded some success, substantial areas require improvement, particularly in adapting these strategies to dynamic market conditions and customer expectations. Consequently, this study advocates for developing more flexible and targeted marketing strategies better suited to achieving realistic sales and revenue targets. These newly proposed strategies are expected to significantly enhance HiPajak's marketing effectiveness and support the company in realizing its long-term business goals.

Keywords: Marketing Strategy, Effectiveness, Taxation

**ANALISIS STRATEGI PEMASARAN YANG TEPAT UNTUK
PT INVESTA HIPA TEKNOLOGI (HIPAJAK)**

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ABSTRAK

HiPajak merupakan perusahaan yang telah beroperasi selama 5 tahun di bidang perpajakan. Namun hingga saat ini, HiPajak masih mengalami kendala dalam mencapai penjualan dan pendapatan yang diharapkan. Sebagai bagian dari upaya untuk mengatasi permasalahan HiPajak, penelitian ini bertujuan untuk mengevaluasi efektivitas strategi pemasaran yang telah diterapkan oleh HiPajak serta merumuskan strategi baru yang lebih sesuai dengan kebutuhan perusahaan. Penelitian ini menggunakan pendekatan kualitatif dengan menganalisis laporan keuangan dan laporan pemasaran HiPajak serta wawancara dengan direktur utama HiPajak. Analisis data dilakukan dengan melalui beberapa tahapan, termasuk reduksi data dan triangulasi untuk memastikan keakuratan dan relevansi temuan. Hasil penelitian menunjukkan bahwa meskipun strategi pemasaran yang diterapkan telah menunjukkan keberhasilan dalam beberapa aspek, namun masih terdapat kelemahan signifikan yang memerlukan perhatian lebih lanjut, terutama terkait dengan adaptasi strategi terhadap perubahan pasar dan kebutuhan pelanggan. Penelitian ini memberikan rekomendasi untuk pengembangan strategi pemasaran baru yang lebih fleksibel dan terfokus pada pencapaian penjualan dan pendapatan yang lebih realistis. Strategi baru ini diharapkan dapat membantu HiPajak dalam meningkatkan efektivitas pemasarannya serta mencapai tujuan bisnis jangka panjang yang telah ditetapkan.

Kata Kunci: Strategi Pemasaran, Efektivitas, Perpajakan

PREFACE

Praise be to the almighty God, by the blessing and His assistance, the paper entitled **“ANALYSIS OF APPROPRIATE MARKETING STRATEGIES FOR PT INVESTA HIPA TEKNOLOGI (HIPAJAK)”** has been completed. This paper was prepared for the graduation of the 2nd-semester academic program in Business Administration Master Program, Faculty of Social & Politics, Parahyangan Catholic University for the academic year 2023/2024.

During the process of writing this paper, there are still difficulties and obstacles. However, many parties have helped during the writing process. For the presence of all parties, I would like to thank:

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End of words, this study is open to criticism and suggestions. Hopefully, After reading this, the readers are inspired and the paper can be useful for more people.

Bandung, 5th of August 2024

Best Regards,

Callista Grace Hagny

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CHAPTER I

INTRODUCTION

1.1 Research Background

Digital technology is one of the main capital industrial players need to develop their business lines in the industrial revolution 4.0. The presence of Industry 4.0 is proof that industrial development cannot be separated from technological development. The development of the industrial sector, which goes in line with technological developments, can positively impact a country, one of which is a positive impact on improving the country's economy (Suhartadi, 2022). Many companies are implementing digital technology in their companies.

Utilizing technology within a corporate setting offers a range of significant benefits. Among these, it leads to heightened operational efficiency by automating routine tasks, resulting in reduced time requirements for task completion. Furthermore, technology increases employee productivity by enabling them to work more efficiently and generate higher output within shorter time frames (Badan Pusat Statistik, 2018). Data compiled by the Central Statistics Agency indicates that the adoption of technology and the internet within the business sector has reached 69.53%. Technology and the internet are harnessed in various contexts, such as email communication (85.92%), instant messaging services (64.93%), banking

transactions (54.80%), and other operational aspects. In addition to efficiency, technology adoption affects significant cost savings in operational expenses. In the decision-making process, technology provides analytical tools and business intelligence that furnish valuable insights for management. Technology also enhances connectivity, enabling employees to collaborate and communicate effectively, unburdened by their physical locations. These factors can empower companies to gain a competitive edge in an ever-evolving market (Badan Pusat Statistik, 2018).

Startups are businesses that have recently been established and are growing with the help of digitalization. In Indonesia, many young business people are starting new companies with capital for development and creativity (Haryanto, 2021). Startups began to appear in the late 90s to 2000s, but the term Startup is widely associated with everything related to technology, the web, and the internet. Many people are interested in implementing it in their business. According to data from the Ministry of Communication and Information Technology (Kominfo), Indonesia ranks fifth in the world with the highest number of startups, totaling 2,193 (Kominfo, 2020). These startups extensively utilize technology and the internet in their day-to-day business operations. Technology and the internet serve as the primary keys to the sustainability of these startup enterprises. Tokopedia, an e-commerce platform with over a decade of operation, stands out as an exemplar of a startup leveraging technology and the internet. Tokopedia utilizes technology to connect buyers and sellers, creating a seamless online shopping experience.

Another manifestation of technology implementation in Tokopedia includes digital advertising campaigns, SEO optimization, and an affiliate program that aids Tokopedia in boosting sales and strengthening customer relationships (Afiyanti, 2023).

Moreover, aside from facilitating corporate advancement, digital technology has intensified competition. Consumers have become increasingly discerning in product selection due to their enhanced access to information and the proliferation of various platforms for fulfilling their needs (Apriyanti, 2020). To encounter the phenomena, various kinds of best policies should be decided, for example through marketing strategies and other strategies that can be implemented in the company. Entrepreneurs are required to be creative and innovative to win this tight business competition (Apriyanti, 2020).

From the various startups that have emerged, one of the unique and interesting startups is PT Investa Hipa Teknologi (HiPajak). HiPajak is a digital platform established to simplify tax management for individuals and businesses in Indonesia. HiPajak was officially introduced to the public on January 29, 2020, HiPajak focuses on providing effective solutions through digital applications to address various needs related to income tax, primarily targeting non-employee individual taxpayers and Micro, Small, and Medium Enterprises (MSMEs). The inception of HiPajak was driven by the challenges inherent in Indonesia's tax system, which is often complex and confusing for taxpayers. These challenges include the

complexity of the tax system, low tax literacy, limited technology, and low tax compliance rates. Before digital platforms like HiPajak, many tax processes were conducted manually, which was prone to errors and time-consuming. HiPajak leverages technology to automate and simplify the calculation and reporting of taxes, making these processes more efficient and accurate. The platform also aims to enhance tax literacy among the public by providing easily understandable information and education. HiPajak builds a tax management ecosystem based on Artificial and Human Intelligence systems, making tax activities as easy as chatting. The products offered by HiPajak include:

1. **Tax Consultation:** HiPajak provides consultation services with certified tax consultants who offer advice and answers to tax-related questions. This service assists taxpayers in understanding their tax obligations and how to fulfill them effectively.
2. **Tax Calculation:** The platform offers tools to calculate the taxes owed by individuals or businesses. Utilizing advanced technology, HiPajak ensures accurate and swift tax calculations.
3. **Filing and Reviewing Tax Returns (SPT):** HiPajak facilitates the filing of Annual Tax Returns (SPT) and reviews the accuracy of the reported data. This service ensures that tax reports comply with regulations and are error-free.
4. **Tax Payment:** HiPajak provides features for online tax payments, making the payment process easier and more secure. Taxpayers can pay various types of taxes without needing to visit tax offices.

5. e-Billing Creation: The platform simplifies the creation of e-Billing, a prerequisite for tax payments. HiPajak ensures that e-billing is correctly generated in accordance with prevailing regulations.
6. NPWP Registration: HiPajak assists in the registration process for obtaining a Tax Identification Number (NPWP) for both individuals and businesses, thereby facilitating compliance with tax obligations.

Overall, HiPajak is capable of handling various types of taxes, including PPh 21, PPh 23, PPh 25, and PPh 4 paragraph 2, as well as providing services for Tax Planning. Additionally, HiPajak supports the payment of motor vehicle tax, advertisement tax, Pb1, and specific goods and services taxes.

HiPajak's clientele comprises both B2C and B2B segments. In the B2C segment, HiPajak targets freelancers, content creators, and other professions that require ease in managing their taxes. In contrast, the B2B segment includes various companies needing more complex and integrated tax solutions. With its diverse range of products and services, HiPajak strives to meet the needs of all types of taxpayers in Indonesia.

Table 1.1 HiPajak Users

Client/User HiPajak	%
Businessman / Business Owner	10.87%
Officer	45.97%
Non-Employee / Freelancer	10.68%
Not Yet Working	32.47%

Source: Internal Data

Until 2024, HiPajak's largest income source remains its B2B sales (business owner/company) due to the complexity of corporate taxation, which is significantly more intricate and requires customized services tailored to the company's objectives. Consequently, HiPajak offers solutions that meet corporate needs, ensuring they comply with tax regulations efficiently and timely.

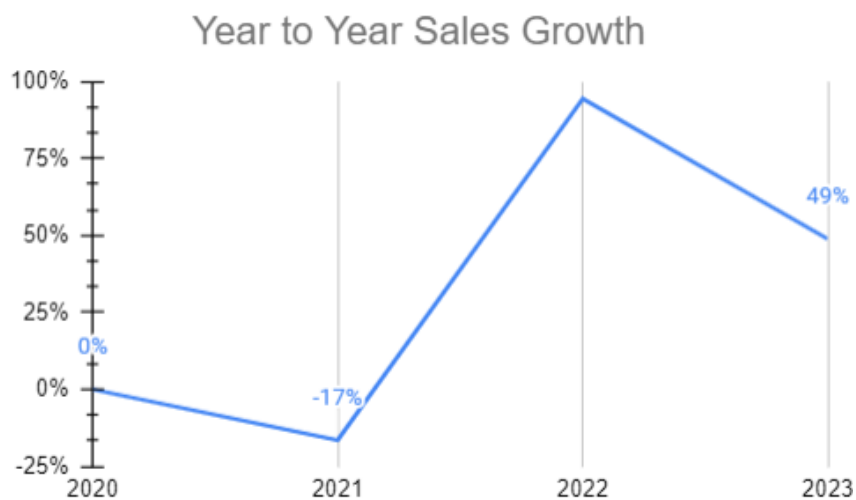


Figure 1.1 Year to Year Sales Growth

HiPajak's sales growth has shown improvement year over year. However, HiPajak has not achieved its sales targets, with annual sales realization currently standing at 14% below expectations. This shortfall is particularly concerning given that HiPajak's primary goal is currently focused on increasing sales. Despite these efforts, the significant gap between actual sales revenue and targeted sales indicates a pressing need to reassess and refine their marketing strategies to align with their sales growth objectives. Throughout its journey as a startup in the tax sector, HiPajak has faced challenges in selecting and implementing optimal marketing strategies within the context of the tax industry. The company has conducted

strategic experiments in offline and online domains to achieve marketing success. Despite significant resource investments in these efforts, HiPajak continues encountering barriers hindering goal attainment. This situation underscores the urgency for HiPajak to address these challenges promptly, especially considering the emergence and presence of competitors such as Klikpajak, Pajak.io, Jurnal by Mekari, and OnlinePajak, all offering diverse digital tax services. HiPajak must navigate these competitive pressures effectively.

Table 1.2 Online Marketing Strategies

Online Marketing Strategies	Cost Effectiveness Analysis	% Achievement	% From Total Income
Push Notification (In-Apps)	4%	3.52%	0.03%
Blast Email	22.55%	20.94%	0.18%
Meta Ads	20%	16.67%	0.83%

Source: Internal Data

Table 1.3 Offline Marketing Strategies

Offline Marketing Strategies	Cost Effectiveness Analysis	% Achievement	% From Total Income
Booth (Event)	15.38%	10%	0.17%
Cold Calling	13.24%	11.92%	0.20%
Warm Calling	32.28%	29.05%	0.48%

Source: Internal Data

Tables 1.1 and 1.2 present three analytical methods: cost-effective analysis, target sales and % from total income analysis. The cost-effective analysis compares the

costs incurred in a strategy with the revenue generated. % Achievement compares the sales achievements obtained with the targets set. On the other hand, % from total income analysis assesses the comparison between the outcomes obtained from a specific strategy and the overall revenue target of HiPajak. From the results of the data above, the offline marketing strategies and online approaches carried out previously still need to be improved to achieve the company's expectations. Therefore, HiPajak still needs help choosing this marketing strategy, which not only threatens the achievement of company goals but also has the potential to have severe implications for the company's overall performance in the tax industry. It is crucial for HiPajak to promptly address these challenges, especially in light of the emergence and presence of competitors such as Klikpajak, Pajak.io, Jurnal by Mekari, and OnlinePajak, all of which offer a variety of digital tax services. HiPajak must effectively navigate these competitive pressures.

Consequently, this study aims to analyze and propose suitable marketing strategies for PT Investa Hipa Teknologi (HiPajak). The research will utilize STPD Analysis (Segmentation, Targeting, Positioning, and Differentiation) and the Marketing Mix Strategy to evaluate and determine the optimal marketing approach for PT Investa Hipa Teknologi.

1.2 Problem Identification

The problems of this study are:

1. **Strategy Identification Challenge:** HiPajak struggles to identify effective marketing strategies to meet its targets. Despite substantial investment, the company has yet to find approaches resonating with its audience and yielding desired results. This indicates a need for in-depth market analysis to inform a tailored marketing approach.
2. **Lack of Core Marketing Strategy:** HiPajak lacks a clear, targeted marketing strategy aligned with its goals. The absence of such a strategy may impede effective communication of its value proposition, differentiation from competitors, and achievement of revenue objectives. A robust marketing strategy encompassing diverse channels and tactics is crucial for sustainable growth and success.

1.3 Problem Formulation

1. What are the evaluation results of implementing previous marketing strategies?
2. What internal factors can influence the implementation of marketing strategies at PT Investa Hipa Teknologi?
3. What is the appropriate marketing strategy for PT Investa Hipa Teknologi to implement?

1.4 Purpose

The purposes of this study are:

1. To find out the evaluation results from the implementation of previous marketing strategies
2. To find out internal factors that can influence the implementation of marketing strategies at PT Investa Hipa Teknologi
3. To find out the appropriate marketing strategy to be implemented by PT Investa Hipa Teknologi

1.5 Benefits of the Research

The benefits of this research are:

1. To know the evaluation results from the implementation of previous marketing strategies
2. To know the internal factors that can influence the implementation of marketing strategies at PT Investa Hipa Teknologi
3. To know the appropriate marketing strategy to be implemented by PT Investa Hipa Teknologi

1.6 Study Limitation

This research will focus on identifying and analyzing the most influential marketing strategies for increasing sales at HiPajak. This focus is chosen because sales growth is HiPajak's primary goal. To achieve this objective, the study will be confined to using STDP Analysis (Segmentation, Targeting, Positioning, and Differentiation) and the Marketing Mix Strategy to evaluate and determine the most effective marketing strategies for PT Investa Hipa Teknologi (HiPajak). Consequently, this

research will not address aspects beyond marketing strategies and sales improvement.