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Proposed Marketing Strategy To Increase Brand Recognition In B2B Business (Case Study At PT Prima Sambara Persada)

Arif Fahlevi[1], Mohammad Toha[2]
School of Business and Management, Institut Teknologi Bandung

*Email: arif_fahlevi@sbm-itb.ac.id

Abstract

The fast growth of the FMCG industry in Indonesia has opened up new markets for B2B raw material suppliers like PT Prima Sambara Persada (PT PSP), a spice supplier in Jakarta. Despite operating well and having important certifications, PT PSP faces problems with being well-known in the B2B food manufacturing industry. This paper suggests a marketing approach to raise the company's brand awareness by studying internal and external conditions. A qualitative research method combines Segmenting, Targeting, and Positioning (STP), the expanded marketing mix (7Ps), and PESTEL analysis. The fuzzy analytical hierarchy process (FAHP) ranks customer demands based on interview information from relevant B2B clients. The purpose of performing a SWOT analysis is to review the strategy to check its alignment with goals. Research shows that PT PSP's main strengths are making custom spice blends, ensuring food is safe and certified as halal, and adapting logistics. The heavy use of direct marketing and word-of-mouth referrals does not allow it to reach new audiences. According to the FAHP analysis, customers pay the most attention to product specifications, certification, and the location of the supplier. From the segmentation findings, the company chose a customer group that values supplier location over cost, which lets them steer clear of price competition. As part of the strategy, we propose reaching more people by entering digital B2B markets, boosting our website, and engaging directly with attendees at trade events. It helps apply integrated marketing approaches in the B2B spice distribution industry.

Keywords: B2B Marketing; Brand Recognition; Fuzzy AHP; Marketing Strategy; STP Analysis

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A. INTRODUCTION

Rapid urbanization, more people, and higher middle-class incomes have led to strong growth in the FMCG sector in Indonesia recently (Susilo et al., 2023; Wahyuningsih et al., 2023). This momentum is especially noticeable in the food and beverage field, encouraging more demand for ready-made products and offering new markets to suppliers such as PT Prima Sambara Persada (PT PSP), a Jakarta-based company selling raw spices to manufacturers, wholesalers, and companies that provide services to the food sector (Lestari et al., 2023). Since consumers now care about health and choose unique items, companies must offer special products and services (Lianto & Harianto, 2024). At the same time, online shopping and technology advancements have brought changes to distribution and communication methods because social media is now highly involved in choice-making for consumers (Kusuma et al., 2023; Mujianto et al., 2022; Yuswadi & Soekarno, 2024). Also, sustainability's rise in the FMCG industry means firms must organize their operations according to ethics and the environment (Leniwati et al., 2024; Lestari et al., 2023).

As conditions change, PT PSP remains strong in its operations, with its main strengths being custom-made spice blends, food safety, and halal practices. Nevertheless, the company continues to face challenges in enhancing brand visibility and expanding its client base due to the absence of an integrated marketing strategy and an overreliance on direct marketing and referrals (Ayunda & Harsoyo, 2024; Fachrurazi et al., 2022). Although halal certification is a crucial differentiator, especially in Muslim-majority markets, consumer assumptions that most food products are inherently halal reduce their perceived value unless actively communicated (Fachrurazi et al., 2022; Djakasaputra et al., 2023). Additionally, digital marketing tools such as social media engagement and electronic word-of-mouth remain underutilized by PT PSP despite their proven efficacy in building trust and boosting brand recognition (Lestari et al., 2023; Muhammad & Yakasai, 2022; Mulyadi et al., 2023). Challenges associated with certification costs and bureaucratic hurdles further limit the company's ability to present certifications as value-adding components (Fauzi et al., 2024; Muhnidin & Pinem, 2024; Oemar et al., 2022).

* Corresponding author

Brand recognition in B2B markets is critical for signaling reliability and quality and fostering long-term partnerships (Kittur & Chatterjee, 2023; Ramos, 2024; Sayal & Banerjee, 2022). Research supports that companies with well-defined brand identities benefit from enhanced performance, stronger client relationships, and greater strategic clarity (Kittur et al., 2022). In particular, the ability to communicate sustainability commitments and customized offerings through digital channels has emerged as a key enabler of brand equity (Garner & Mady, 2023; Hu & Olivieri, 2022; Moi & Cabiddu, 2022). Besides, customer retention in B2B depends on working together and building trust (Sethi et al., 2023; Sudirjo et al., 2024), and successfully communicating about sustainability is now a major factor in how people view a brand (Abratt & Kleyn, 2023). In this situation, PT PSP should start using a holistic approach to branding by focusing on digital efforts, making its brand distinct, nurturing relationships, and promoting sustainability to improve its standing in the market.

The study seeks to create a unique set of marketing strategies for the B2B context, drawing on STP (Segmentation, Targeting, Positioning), the Marketing Mix (7Ps), PESTEL analysis, and the Fuzzy Analytic Hierarchy Process (FAHP). The main goal is to raise PT PSP's brand image and give it a stronger position among the many competitors in Indonesia's FMCG sector.

B. LITERATURE REVIEW

Brand Recognition in B2B Context

Within B2B, a brand is not just about its logo—it captures how others view the company, its services, and its reliability. Whereas B2C brands connect with customers mostly through emotions and broadcast messages, B2B brands focus on creating trust and maintaining helpful relationships (Sayal & Banerjee, 2022). Having strong brand recognition lessens the sensation of risk, aids in choosing a brand, and helps clients stay faithful for a long time (Kittur et al., 2022). Some small and medium businesses, especially in smaller markets such as spice distribution, are restricted in showing their brand to customers because they do not use effective marketing and rely mainly on personal connections (Rudi et al., 2024). When these certifications are integrated into the message about PSP's brand, they help the business stand out from the competition (Fahira & Djamaludin, 2023; Jeromina, 2024).

Also, digital approaches to marketing help businesses gain a larger audience and expand past traditional groups of consumers. Thanks to social media, content marketing, and e-catalogs, SMEs can show what they offer their customers more openly and easily (Kalra et al., 2023; Nguyen, 2025). Certifications are valuable in digital communication since they alert the public about compliance and help build trust by meeting rising expectations for transparency (Faisal et al., 2024; Tran et al., 2022). Besides, forming lasting ties with clients through continuing communication and reliable services improves the company's image, builds trust, and helps the company grow steadily (Ponkavi & Saraswathy, 2024; Sethi et al., 2023). For this reason, branding in B2B moves beyond recognition and becomes an important tool for building engagement, loyalty, and market success.

Strategic Marketing Frameworks: STP and 7Ps

Developing B2B marketing strategies in complex situations largely depends on the STP (Segmentation, Targeting, Positioning) model. Typically, in companies dealing with other companies, segmentation depends on spending, location, regulations, and shipping/logistics (Boiko, 2023; Rudi et al., 2024). PT PSP must rely on these factors to find important clients whose needs fit well with its customized products. Following segmentation, by targeting customers and positioning themselves carefully, companies can ensure they offer value that fulfills what the clients want. Following the extended Marketing Mix (7Ps), the STP strategy can be implemented for B2B marketing. This model's categories include Product, Price, Place, Promotion, People, Process, and Physical Evidence, which are used in industries like spice distribution (Sayal & Banerjee, 2022). The "People" aspect points out that staff knowledge and service help form the way clients think about the company, and the "Process" refers to the importance of clear and timely service delivery (Flores & Díaz, 2023). Tangible proof of quality, such as special certificates and packaging, is called physical evidence and plays a key role in the reliability-conscious world of food manufacturing for businesses.

Even though the 7Ps model helps, many small companies, such as PT PSP, have difficulty using it extensively, especially regarding promotion and physical spaces. Because of limited resources and marketing skills, some businesses find it hard to develop advanced promotional approaches, making them less visible to people apart from their current customer base (Singh et al., 2023). Online platforms such as LinkedIn and marketplaces for particular industries help businesses reach a large group of potential customers at an affordable cost (Hayes & Kelliher, 2024). Moreover, having halal and food safety certificates, PT PSP fails to properly advertise them, reducing their role as factors that make the brand different. Telling a story that includes all these features and supports sustainable and transparent actions can increase how clients view and trust the brand (Abratt & Kleyn, 2023). STP and 7Ps work together to ensure PT PSP has a clear plan for achieving better market standing, loyal clients, and lasting competitiveness.

Market Environment Analysis: PESTEL and SWOT

Knowing about the macro-environment is crucial for making responsive marketing plans, mainly in the spice industry, given that external effects greatly affect operations and what people buy. The PESTEL framework, which includes Political, Economic, Social, Technological, Environmental, and Legal factors, allows you to understand these factors in detail. Under PT PSP, following rules for food safety and certifying products as halal helps the company win consumers' trust and stay honest in the market (Niu, 2024). Inflation and changes in what consumers can afford affect forecasted demand and how businesses decide pricing (Abdeen et al., 2022). With growing public awareness of sustainable practices, businesses feel pressure to ensure they are certified and can trace where their products come from (Hu, 2022). Progress in logistics and automation in the supply chain leads to better efficiency, yet climate change and other environmental matters require companies to look for new ways to obtain their needed resources (Hu & Olivieri, 2022). Following domestic and international regulations is key to keeping a business active in the market and preventing enforcement from authorities (Laitinen et al., 2022). These factors show why it is important for managers to keep track of the market and shape their business actions accordingly.

Together with PESTEL, PT PSP can use a SWOT analysis to consider their internal factors and what is happening outside. The company can benefit from more customers seeking niche goods because of its custom spices, halal certification, and robust B2B networks (Mallouppas et al., 2023). On the other hand, even though SMEs tend to succeed through referrals, their limitations come from not marketing their brand properly and having low visibility compared to other businesses (Bitoun et al., 2022; Jiagui & Lam, 2024). Further opportunities exist to grow the company in sustainable markets and embrace more digital solutions since buyers today are happy to pay more for ethical products (Bhuiyan et al., 2023). On a different note, stiff competition, supply shifts brought by climate change, and increased pressure to comply make it necessary for PT PSP to maintain flexibility and awareness (Silitonga & Rizky, 2022). Thanks to the advice from both PESTEL and SWOT, PT PSP has created strategies that respond and adapt well, supporting its leading role in Indonesia's competitive spice business.

Decision-Making Under Uncertainty: The Role of FAHP

Because various stakeholders in B2B marketing all have different preferences, it can be difficult and uncertain to decide on a strategy. FAHP lets companies deal with imprecise evaluations by expressing them in useful information for taking action. Using this method, businesses can fairly evaluate and sort aspects like price, product strengths, place of operation, and certifications. FAHP helps bring strategic marketing and customer preferences closer together, mainly when trust, customization, and meeting regulations are essential. The cooperative approach is most helpful in B2B situations because it can manage situations where different decision-makers have varying aims (Bas, 2024; Rane & Choudhary, 2023; Wang et al., 2022).

Even though FAHP has found success in engineering and service quality, its adoption in marketing, mainly for businesses in emerging economies, is not common (Aungkulanon et al., 2024). For niche sectors like Indonesia's spice supply industry, there is a good opportunity to use FAHP for data-driven strategy planning based on what customers need. Using FAHP helps businesses figure out how important things like halal certification and food safety are, directly impacting their B2B purchasing decisions (Geng et al., 2025). Being able to include qualitative insights, the methodology is well-suited for SMEs wanting to find new ways to serve their customers more effectively. When FAHP is used, organizations can better define their strategy, make themselves unique in the market, and build more reliable and trustworthy client relationships.

C. METHODS

To explore and suggest strategic marketing plans, this research follows a qualitative-descriptive approach focusing on PT Prima Sambara Persada (PT PSP), a leading B2B spice supply company in Indonesia's fast-changing FMCG market. It relies on using strategic marketing tools and a multi-criteria decision-making method to understand the company's previous market results and create a marketing strategy based on the brand. The framework consists of four parts: STP (Segmentation, Targeting, and Positioning), the extended Marketing Mix (7Ps), PESTEL and SWOT analyses, and the Fuzzy Analytic Hierarchy Process (FAHP). In addition, the STP and 7Ps frameworks cover how PT PSP groups its customers, chooses whom to serve, and presents its offerings based on product, price, place, promotion, people, process, and physical evidence. By carrying out PESTEL and SWOT analyses, businesses look at larger factors that may influence them, such as regulation, updates in technology, and changes in consumer behavior, and check how these fit with the firm's resources and capabilities.

Semi-structured interviews were conducted with eight existing clients of state-run PT PSP and one representative from the company who deals with marketing and operations. The people involved were chosen because of their importance to procurement and ongoing partnership with the company. They concentrated on finding customer opinions regarding the features of products, their cost, where they are sold, and their variety. The gathered data were used to check the effectiveness of the company's current marketing strategy and prepare the data for the FAHP comparison. FAHP is chosen because it can measure opinions and words involved in how customers decide.

Unlike AHP, which does not account for fuzziness in human choices, FAHP uses fuzzy logic to do so better. Interviews provided the information needed to form pairwise comparison matrices for five decision criteria, which later became triangular fuzzy numbers (TFNs). After confirming the information in the matrices, they were processed by the geometric mean method to gain the fuzzy weights. To find clear priority rankings for the customer requirements, the weights were defuzzified and normalized. Using FAHP, the study determines the main decision factors that affect PT PSP's clients, which helps formulate a marketing strategy that is both effective and suited to the client base.

Using FAHP with marketing frameworks is justified because it links strategic understanding to numerical priorities. Although STP, 7Ps, PESTEL, and SWOT give you an overview of the market and the firm's position, they do not quantify what customers want. Because FAHP turns ads and comments into numbers, PT PSP can understand the main issues of its B2B customers and plan its marketing actions accordingly. In the world of B2B business, this method works well since decisions generally involve relationships, involve many steps, and are often guided by specific details like halal certification, adjusting products to customers' wishes, and organizing fast deliveries.

D. RESULTS AND DISCUSSION

Market Segmentation and Value Proposition

Most of PT Prima Sambara Persada's (PT PSP) activity is directed at Indonesian B2B markets and mainly occurs in Greater Jakarta (Jabodetabek). Because so many food processing firms, commercial kitchens, and warehouses are nearby, PT PSP can use shorter routes and complete deliveries more quickly. Using a B2B model, PT PSP focuses on serving seasoning producers, food processors, those in the HORECA sector, and distributors of spices. The segments all have different needs regarding how they operate, get supplies, and what quality they want. About 40% of PT PSP's total customers are seasoning manufacturers, so they are the main and most consistent source of revenue. Usually, this part has to manage large spice loads, follow quality standards closely, and adapt formulas as needed for new product innovations. After fast food, the next largest segment is processed food production, involving close links to industry and a steady supply of ingredients. Although HORECA's businesses are not as large as others, they stress service freedom, fast delivery, and appealing final packaging. Distributors act as intermediaries and focus more on price sensitivity and volume-based transactions. This segmentation is summarized in Table 1.

Table 1. Customer Segment Profile and Key Needs

Segment	Contribution	Key Needs	Characteristics
Seasoning Manufacturers	40%	Custom formulations, certifications	Stable volume, quality-sensitive
Processed Food Producers	~25%	Consistency, industrial-scale supply	Requires traceability and process control
HORECA Operators	~20%	Flexibility, speed, smaller batch sizes	Service-intensive, brand-conscious
Distributors	~15%	Competitive pricing, bulk logistics	Volume-focused, margin-driven

Source: Research data, 2025

From a strategic marketing perspective, this segmentation allows PT PSP to align its value proposition to the differentiated expectations of each segment. The firm's value proposition centers on three primary pillars: 1) product customization, enabling clients to adjust flavor, blend composition, and spice strength according to specific product lines; 2) certification and compliance, including HACCP and halal certification that reassures customers of safety and religious compliance; and 3) service flexibility, such as adjustable minimum order quantities (MOQs), responsive after-sales support, and the ability to accommodate last-minute adjustments. Analytically, these value propositions correspond with the core purchasing criteria for B2B buyers in the spice industry, who often prioritize operational alignment, technical validation (e.g., lab-tested samples), and regulatory assurance. In particular, PT PSP's certification capability is a high-value differentiator in a market where halal compliance is a legal and cultural expectation. The emphasis on customization further increases customer switching costs, promoting long-term business relationships.

However, a critical review of PT PSP's segmentation reveals room for optimization. While the company clearly understands its dominant market in seasoning manufacturing, it appears to lack focused strategies for expanding within the HORECA and processed food sectors—two segments rapidly growing in urban centers and offering opportunities for brand development and service innovation. While distributors give access to markets outside the main one, their focus on pricing could be at odds with PT PSP's focus on adding extra value. PT PSP's present segmentation and value proposition fit perfectly with its buyers' requirements. Carefully defining the segments with information on the frequency of buying, innovation, or environmental preferences would create a more effective way to position the product. This would help with selective marketing communication, improved resource distribution, and stronger ways to prevent customer loss.

Marketing Mix Evaluation

Using the 7Ps framework, PT PSP is seen to engage in a wide range of business-to-business (B2B) marketing activities, with attention given to features and the standard of services provided. All marketing mix elements support value creation differently, according to their maturity level and effect on the market. PT PSP does well in several product-related areas. Clients can order spice formulations for their specific flavor requirements, the granules' size, and the processing used. Such flexible terms make customers more likely to use the product and less willing to switch providers. PT PSP is certified by programs like HACCP and Halal, which help ensure product safety and compliance. Qualifications like these offer quality control and help make a business stand out because following regulations is non-negotiable in this industry.

People usually view PT PSP as having competitive pricing, especially among its main business segments. Although the company does not advertise low-cost policies, its prices are designed to reflect how valuable its services are, mainly because of its flexible personalization and assured quality. Nevertheless, being sensitive to price among certain business groups, such as distributors or HORECA players, might make this model unsustainable without customer advantages. Because the company operates in Jakarta, which serves as a hub for logistics, the place (distribution) strategy has gained many advantages. Being close to suppliers and customers makes it possible to speed up deliveries and lowers the risk of problems during food manufacturing and restaurant provision. Its restricted efforts outside Java might not let the brand grow fast or become well-recognized nationwide.

Promoting its brands is where PT PSP finds it hard to perform well. Using direct selling, getting leads through recommendations from others, and working through past business partnerships has brought new customers, though this limits their reach. Not having digital marketing, being hard to find online, or not focusing on social media greatly reduces PT PSP's ability to reach out to more customers and make its brand known. It is particularly troubling because, more than ever, B2B interactions and how businesses find customers are shifting online. Alternatively, the people factor is a major strength of the business. Many customers feel that PT PSP's workforce is experienced, responsive, and committed to what they do. Improved customer service and interest in client opinions help the firm develop relational capital, which is important in B2B markets, as it favors dependable and trustworthy companies over those with low prices.

The process dimension is linked to how orderly and maintained operations are. PT PSP sets up various procedures that match food safety standards, such as batch tracking, detailed records, and uniform handling. They help companies comply with guidelines and assure clients they will perform and manage risks properly. Making the way these systems work clearer for clients might raise the value they see in them. Lastly, companies still do not make enough use of physical evidence in their catalogs, packaging, and certification papers to help their brands and build trust. For example, while the company holds valid certifications, these are not prominently featured in promotional materials, digital content, or trade show collateral. Enhancing the visibility and storytelling of these tangible assets could strengthen PT PSP's professional image and support premium positioning.

Table 2. Expanded Marketing Mix Evaluation for PT PSP

7Ps Element	Key Practice	Strategic Assessment	Room for Improvement
Product	Custom spice formulations; certified output	Strong differentiation & trust factor	Enhance innovation in product variants
Price	Competitive value-based pricing	Fair value perception in core segments	It may not suit highly price-sensitive clients
Place	Centralized Jakarta-based logistics	Efficient regional delivery	Limited reach beyond Java
Promotion	Direct marketing, referrals	Trusted but narrow scope	Invest in digital marketing & brand content
People	Skilled, responsive personnel	Builds loyalty and customer satisfaction	Document expertise as brand narrative
Process	Food safety-aligned operations	Supports reliability and compliance	Increase the visibility of process rigor
Physical Evidence	Catalogs, certification, packaging	Exists but underleveraged in messaging	Visual and digital reinforcement are needed

Source: Research data, 2025

From a critical standpoint, PT PSP's 7Ps profile reflects a company with strong operational fundamentals but underdeveloped market-facing activities. The company has earned client trust through customization and quality assurance but has not fully capitalized on those assets regarding visibility and expansion. The current mix risks stagnation unless adapted in the era of digital B2B commerce and rising expectations for transparency and brand storytelling. Addressing promotional and physical evidence gaps—primarily through web presence, platform integration, and certification-driven narratives—can create a more substantial alignment between internal strengths and external communication. The 7Ps analysis suggests that PT PSP holds a solid strategic base in its product and process capabilities but must evolve its marketing communications and brand activation strategies to scale effectively. A recalibrated marketing mix, supported by segmentation and FAHP prioritization data, will help the company reinforce its position in established markets while penetrating new, high-potential customer segments.

PESTEL and SWOT Analysis

This study integrates a PESTEL analysis (Political, Economic, Social, Technological, Environmental, and Legal factors) with a complementary SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to understand the broader market forces influencing PT PSP's strategic direction. Applying these techniques lets you carefully compare what the company can do inside to what is happening outside, which is important for aligning strategies ahead of time. Compliance with food safety and halal certificates is required in the PT PSP industry. More rules mean greater costs for companies, but they also show prospective buyers in Indonesia's Muslim-majority market that the firm is reliable. The Halal Product Assurance Law (UU JPH) makes it possible for companies to get government support to expand their exports into halal markets by focusing on building awareness and education about their certifications.

How the economy changes is also very important. The spices industry is affected by unpredictable pricing because the costs of raw materials change with the seasons, fluctuations in currency rates, and issues in managing fuel for transportation. They must respond to changes with agile cost control and flexible pricing strategies. Because competition in pricing continues, PT PSP will rely more on efficient ways of working and sourcing goods from multiple vendors. More attention to social values leads to more health-conscious, ethically sourced, and culturally suitable options. Consumers buying for the B2B segment that caters to food are now looking for halal ingredients that use clean labels and are sustainable. The company's existing certification helps meet these expectations; its communication strategy has not sufficiently mentioned these assets as important brand qualities.

Technological advancements, especially tools for traceability, connecting suppliers in the chain, and speaking to customers, are changing the spice distribution industry. PT PSP has not yet built a digital infrastructure for dealing with customers, as seen by its lack of a website for transactions, CRM system, or participation on business-to-business websites compared to its competitors. Because of this digital gap, the organization cannot adjust its procurement strategy to the modern approach, which is mainly done through the internet. PT PSP has to address these concerns as they influence its long-term sustainability. Because climate keeps shifting, spices from certain locations can be less available and of poorer quality. PT PSP might encounter trouble getting materials or dealing with inconsistent goods if it does not have various sources or adequate risk management. When implemented and discussed, sustainable sourcing can protect companies and give them an edge over competitors. Both BPOM (Indonesia's National Food and Drug Agency) and the Indonesian Ulema Council (MUI) still control whether a product can enter Indonesia's food and pharmaceutical products market. Since exporters often face complex rules, scaling up might be blocked unless PT PSP institutions are ready to fulfill these new obligations. Table 3 summarizes what happened.

Table 3. PESTEL Factors and Strategic Implications for PT PSP

Factor	Description	Strategic Implication
Political	Halal and food safety regulations	Opportunity to differentiate through compliance
Economic	Raw material price volatility	Need for cost control and sourcing agility
Social	Rise in health-conscious and halal preferences	Must emphasize certification and ethical sourcing
Technological	Growth of B2B e-commerce and supply chain digitization	Invest in digital tools and platforms
Environmental	Climate change affecting spice quality and availability	Requires risk diversification and sustainability
Legal	BPOM and halal certification requirements	Maintain and promote regulatory alignment

Source: Research data, 2025

Simultaneously with the external analysis, the SWOT framework investigates PT PSP's strengths and weaknesses, given the market's state. The company can serve clients with quality requirements because PT PSP can supply made-to-order spices certified as halal and safe for food. Operational flexibility and responsiveness help build strong relationships and make clients stay with the company. However, the company faces challenges because of its limited brand presence and low activity on digital platforms. Since PT PSP does not take part in online B2B platforms like many competitors and instead focuses on traditional sales and referrals, it is harder for new clients to find and harder for the business to follow recent changes in gaining customers.

Indotrading and Ralali are platforms that PT PSP can use to reach more customers, and the company should also clearly communicate its compliance and customization strengths. The growing demand for traceable, certified, and ethically sourced products aligns well with the company's core offerings—but must be activated through more straightforward and assertive marketing. Threats come from multiple fronts: increased competition from national and regional spice suppliers, tightening regulatory demands, and unpredictable agricultural conditions. These factors, if unaddressed, may erode margins, reduce supply reliability, and make compliance increasingly costly. The complete SWOT analysis is summarized in Table 4. SWOT Matrix of PT PSP.

Table 6. SWOT Matrix of PT PSP

Internal Factors	External Opportunities	External Threats
Strengths	- Leverage certifications in storytelling	- Rising competition in spice distribution
	- Enter digital B2B platforms	- Increasing regulatory complexity
	- Expand sustainable sourcing appeal	- Climate-driven supply risks
Weaknesses	- Improve brand visibility via digital marketing	- Risk of losing digitally-savvy B2B clients
	- Upgrade physical evidence in sales assets	- Vulnerability to price wars without differentiation

Source: Research data, 2025

Integrating PESTEL and SWOT frameworks provides PT PSP with a dual-lens diagnostic: the former situates the company in its broader market context, while the latter critically examines internal alignment. The findings highlight that while PT PSP possesses strong operational and compliance foundations, its limited digital presence and promotional clarity constrain its competitive potential. Strategic advancement will require proactive adaptation—particularly in technology adoption, sustainability integration, and branding—if the company is to move from being a capable supplier to a market-leading B2B brand.

Customer Requirement Prioritization using FAHP

Understanding and quantifying customer preferences is essential in formulating a customer-centric marketing strategy, especially in B2B contexts where purchasing decisions are often multifaceted, negotiated, and involve technical and relational considerations. To accommodate the inherent vagueness and subjectivity in customer judgments, this study applies the Fuzzy Analytic Hierarchy Process (FAHP), a decision-support tool that integrates fuzzy logic into the classical AHP framework. FAHP is particularly suited for environments where linguistic variables—such as "slightly more important" or "much less relevant"—must be transformed into consistent, quantifiable metrics.

Based on prior qualitative findings and expert interviews, five key evaluation criteria were identified for customers of PT PSP: certification, product specification, supplier location, price, and product variety. These criteria reflect functional requirements (price and delivery) and symbolic value (certification and customization). Data were collected through structured pairwise comparisons involving five representative customers from PT PSP's existing B2B segments. The resulting matrices were converted into Triangular Fuzzy Numbers (TFNs) and subjected to consistency ratio (CR) analysis, with all matrices falling below the critical threshold (CR < 0.1), thus confirming internal validity.

The fuzzy weights generated through geometric mean aggregation were then defuzzified and normalized to compare customer priorities. The results indicate that product specification and certification consistently emerged as the most critical purchasing factors across both customer clusters, suggesting that PT PSP's core competencies—customization and compliance—are well-aligned with market expectations. However, variation in the ranking of secondary priorities, particularly between location and price, led to two distinct customer clusters.

Table 7. Normalized Weights of Customer Requirements (Cluster 1 vs. Cluster 2)

Criteria	Cluster 1 Weight	Cluster 2 Weight
Product Specification	0.32	0.30
Certification	0.28	0.29
Location	0.21	0.14
Price	0.12	0.20
Product Variety	0.07	0.07

Source: Research data, 2025

Cluster 1, comprising customers prioritizing supplier proximity, aligns with those who value fast delivery, flexible logistics, and operational convenience. The group consists of businesses such as HORECA and small-scale food makers who must order quickly and keep a minimal stock. It is more reliable and responsive because PT PSP is located in Jakarta and has a low minimum order requirement. Conversely, Cluster 2 mainly looks at prices, not location, and often deals with companies like bulk distributors and big manufacturers who prioritize efficiency over time. Using STP, customer clustering helps businesses find a better strategy. Because Cluster 1 includes customers whose needs reflect its current business model, PT PSP can differentiate itself through speed, flexibility, and personalized care instead of competing on prices.

On the other hand, Cluster 2 companies might need to look at new pricing methods or discover ways to reduce expenses to stay ahead of rivals with less customization. They may also affect where to invest in future infrastructure and branding. Strengthening the supply chain, ensuring fast and reliable service, and highlighting the company's commitment to certifications and quality will make the brand more valuable for Cluster 1. PT PSP ought to check scalable packaging strategies and invest in process automation for Cluster 2 to maintain its margins while meeting standards. The chart in Figure 3 illustrates how each cluster's most important issues are connected with PT PSP's main strengths and weaknesses.

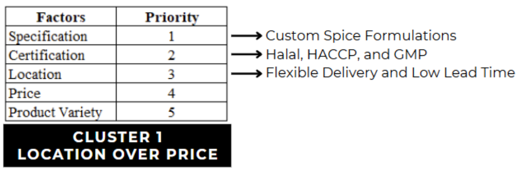

Figure 3. Cluster 1 Strategic Fit with PT PSP Strengths

Source: Research data, 2025

In essence, FAHP confirms the current strengths of PT PSP and offers wise guidance for separate and effective engagement down the road. It points out that businesses should stop using broad messages and consider what matters most to each customer group. Because of this, using data to guide strategy is key in B2B marketing, and both alignments of functions and perception need to be present to stay ahead of competitors. FAHP gives PT PSP the tools to improve its market division and adapt its marketing approach to what is most important to customers. So, by clearly separating customer groups, the firm can aim its marketing at various places and balance offering them value with managing its operations.

Strategic Implications

Combining STP and FAHP insights prepares PT Prima Sambara Persada (PT PSP) with a clear strategy for managing its marketing campaigns; instead of focusing only on how costs are managed and the price, the company finds that other qualities such as unique product features, halal certification and ease of logistics are what matters most to its top segments. Thanks to this insight, marketers aim to differentiate themselves through value rather than just transactions, which will benefit their business in the long term. Taking a strategy focused on quality, trusted certifications, and excellent delivery makes it easy for PT PSP to emphasize to Cluster 1 customers—who focus less on cost—that the company prioritizes connection and regular business. This part comprises businesses where producers and HORECA operators operate under time and supply limits, so dependable quality and steadiness are essential. Choosing not to stress price as the main advantage helps PT PSP avoid commoditization, a major risk in the non-differentiated spice market.

This means the organization should shift its operations and improve how it reaches out to others. While PT PSP offers certified and responsive operations, its reputation and recognition could be expanded with a better brand narrative. The FAHP analysis points out that customers often form their values based on how they perceive, discover, and check the services' reliability. So, marketing teams need to move past just getting referrals and selling face-to-face and start using digital strategies that scale better. The company needs to implement various marketing actions so its products become more visible, the brand distinction is clear, and the organization gains people’s confidence online and offline. Examples of suggested steps are:

Table 8. Strategic Marketing Recommendations Based on FAHP-STP Insights

Strategic Dimension	Recommended Initiative	Purpose
Digital Presence	Develop a professional website with a product catalog and certification showcase.	Increase discoverability and build credibility.
Platform Integration	Register on B2B marketplaces (e.g., Indotrading, Ralali)	Access digital procurement channels
Certification Storytelling	Highlight HACCP and Halal certifications in marketing content	Differentiate on compliance and quality trust
Trade Events & Community	Participate in industry expos and B2B seminars	Strengthen relational capital and brand recall
Cluster-Based Messaging	Create targeted messaging for each segment (Cluster 1 vs. 2)	Improve relevance and engagement
After-Sales Feedback Loop	Formalize customer feedback system post-delivery	Strengthen relationships and continuous improvement

Source: Research data, 2025

In particular, Cluster 1 was chosen because it meets the company’s operational needs and guards against changes in the market. In this cluster, people care about the fields where the company is not greatly influenced by price pressure, such as easy delivery, consistent products, and the assurance that they are halal. Their desire to be served well and receive good responses from suppliers encourages such companies to join long-term deals and agreements, which help keep clients and raise their lifetime value. On the other hand, the insights into Cluster 2 (price-sensitive buyers) suggest that PT PSP should monitor their customer interactions carefully. Aggressive pricing may not work well unless the business has scale or uses automation. If the firm selects this market, it should use bulk processing, reduce the number of SKUs, or connect with various logistics firms to achieve its objectives. Looking at it broadly, FAHP-STP integration allows PT PSP to shift from simply reacting to a brand that makes strategic decisions in B2B activities. Rather than looking for broad market trends, the company can target strategic growth by using segmentation knowledge, matching abilities, and new ideas in marketing. Because of these strategies, the company has become more competitive and able to withstand B2B buyers' rising expectations for online interaction, valid credentials, and real company stories.

Based on this study, the recommended approach for PT PSP is 1) Highlight trust as a key value, using digital channels and certification for brand recognition; 2) Concentrate efforts on Cluster 1 buyers whose interests match the firm's strengths; and 3) Increase reach and engagement with customers through digital and organized client relationships. As a result of these well-structured strategies, PT PSP might be able to stand out in the Indonesian B2B spice industry with its focus on trust, accuracy, and responsiveness to customers.

Discussion

The analysis demonstrates a mismatch between what PT PSP excels in internally and its marketing methods—you could point to communication and expanding the market as examples of this. Though the company produces individualized and approved spice mixes, using word-of-mouth strategies slows its growth in other markets. It makes a major difference, given today's competition in B2B spices because customers look for top quality, clear online info, a solid online presence, and easy compliance verification. Applying the fuzzy analytical hierarchy process (FAHP) offered a more precise understanding of customer expectations, revealing that product specification and certification are the dominant decision criteria for PT PSP's clients. The emergence of two customer clusters—one that prioritizes supplier location (Cluster 1) and another that focuses on price (Cluster 2)—underscores the need for differentiated targeting strategies. By prioritizing Cluster 1, PT PSP can align its operational strengths (Jakarta-based logistics, low MOQ, compliance systems) with a segment that values responsiveness, trust, and quality. This alignment supports a long-term, relationship-based strategy that reduces vulnerability to price competition and promotes brand loyalty.

Furthermore, the STP analysis confirms that the company's current segmentation can be sharpened. Existing broad categorizations (e.g., "distributors," "HORECA," "seasoning manufacturers") are insufficiently granular. Integrating behavioral and psychographic dimensions—such as the urgency of delivery, level of product customization, and certification requirements—could enhance the relevance of marketing efforts. Emphasizing reliability, compliance, and proximity would appeal to high-potential customers in the city looking for fast supply and more details about their food sources. The marketing mix (7Ps) review is useful for learning about necessary improvements. The company manages products and processes well but struggles with promotion and physical evidence. Such problems make it difficult for the company to be noticed and keep its products different from competitors. The best approach to fixing these areas is to use digital-first strategies, including certifications, what customers say, and stories told with visuals. Improving these factors will help PT PSP seem more valuable to modern B2B clients.

This study in the Indonesian context finds that using personal networks and trade relationships alone cannot fully uphold a competitive edge for businesses. Many buyers now ask for more transparent transactions, ongoing updates, and reliable brand identity. PT PSP's main challenge is making its internal skills match what its customers and others think. Using FAHP, STP, and 7Ps clarifies that PT PSP has valuable strategic assets that need to be leveraged more. By using segmented marketing with great understanding, digital tools for communication, targeted branding, and top service quality, the company can turn these assets into strengths over its rivals. With this new focus, PT PSP can develop into a much trusted and favored partner in Indonesia's B2B spice market.

E. CONCLUSIONS

The study developed a marketing plan to strengthen PT Prima Sambara Persada's (PT PSP) reputation and status in the B2B spice industry in Indonesia. PSP's research shows which major abilities it has within and outside the business affect its competitiveness using STP, 7Ps, PESTEL, SWOT, and FAHP. The results reflect that PT PSP has good talent in formulating products, keeping them halal and safe, and managing their logistics, but their marketing communication strategy needs more work. The FAHP analysis showed that customers care most about product specifications and certificates, confirming how vital PT PSP's core products are. In addition, it became clear that two main groups of buyers exist: one group that mainly looks at distance and consistent delivery, and another complains about cost. Gaining these insights allows PT PSP to focus on important segments that fit its strengths and prevents the company from depending on price, threatening its long-term uniqueness. The study decided that PT PSP should gradually move away from focusing on products and become a brand-centered partner that pays attention to customer needs. To achieve this, the company must realign its promotional strategies, enhance its digital presence, and invest in clear, targeted messaging emphasizing quality, certification credibility, and supply reliability. This transformation is essential for sustaining competitiveness in a dynamic B2B market and unlocking the company's untapped growth potential.

Managerial Recommendations

Based on the findings, several actionable recommendations are proposed to strengthen PT PSP's strategic marketing position:

Area	Recommendation	Expected Outcome
Market Segmentation	Focus on Cluster 1: customers who value proximity, speed, and certification.	Better alignment of strengths with target customer needs.
Brand Positioning	Emphasize halal certification, product customization, and reliable delivery.	Stronger brand identity and differentiation.
Digital Marketing	Develop a professional website and maintain active profiles on B2B marketplaces.	Increased visibility and credibility in the digital space.
Content Strategy	Use certification storytelling, client testimonials, and service case studies.	Enhanced trust and engagement with prospective clients.
Sales & CRM Processes	Formalize client feedback loops and post-sale relationship management.	Improved retention and client satisfaction.
Product Line Strategy	For price-sensitive clusters, consider offering standardized, lower-cost SKUs.	Maintain competitiveness without diluting premium positioning.
Market Expansion	Explore new geographies within Java using regional distribution partners.	Scalable growth without compromising delivery capability.

By adopting these strategic actions, PT PSP can become more visible, credible, and competitive in the B2B spice market. The emphasis should be on leveraging its operational strengths through strategic communication and market-focused innovation. Long-term success will depend on maintaining quality, proactively shaping perceptions, and building trust in an increasingly digital and quality-conscious B2B ecosystem.

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