

## **Tokopedia Kalbe Animal Health Digital Marketing Strategy to Increase Product Sales**

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### **ABSTRACT**

The global Covid-19 pandemic has significantly impacted various sectors of life. In the economic sector, many companies have faced declines in sales, losses, and even bankruptcy. For instance, PT Agroveta Husada Dharma, a company focused on animal health, has experienced a decrease in sales for livestock due to selling prices for live chickens and cows being consistently below the cost of production. The restrictions on community activities during the pandemic have compelled companies to leverage digital technology for marketing efforts, enabling them to continue operations. This research is a qualitative descriptive study utilizing a case study method with the aim of determining the digital marketing strategies employed by Tokopedia Kalbe Animal Health to boost sales during the Covid-19 pandemic. Data collection involved in-depth interviews, participant observation, and documentation. The study's findings revealed that PT Agroveta Husada Dharma's sales increased as a result of implementing an adaptive digital marketing strategy on Tokopedia, specifically using the SOSTAC framework.

*Keywords* - Covid-19, digital marketing, Kalbe Animal Health, SOSTAC

### **INTRODUCTION**

The health industry has experienced substantial growth during the Covid-19 pandemic, particularly in the realm of human pharmaceuticals. According to data from the Central Statistics Agency (BPS), the sectors encompassing chemicals, pharmaceuticals, and traditional medicine saw a notable sales increase of 5.69 percent during the third quarter of 2020, compared to the second quarter. This upward trend is expected to continue, with projections estimating that sales will reach around \$973 million by the year 2022 (Dewi & Kencana, 2022). Health Minister Budi Gunadi reported that the demand for human medications surged impressively, increasing by a staggering 12 times since June 1, 2021. This heightened demand has driven pharmacies and drugstores to become essential and highly sought-after locations for consumers during the pandemic, reflecting the urgent need for healthcare products and services (Natalia, 2021). In contrast to this booming sector, the veterinary drug market has encountered significant challenges, experiencing pronounced instability throughout the same period. This stark difference in market performance highlights the distinct impact of the pandemic on various segments of the health industry, as illustrated in Figure 1.1. While human pharmaceuticals have thrived due to heightened public health concerns, the veterinary sector has struggled to maintain stability amidst changing consumer behaviors and market demands.

During the year 2021, one company that faced considerable fluctuations in its sales figures was PT Agroveta Husada Dharma, which specializes in the production and distribution of veterinary pharmaceuticals. This company particularly focuses on livestock medications for poultry, ruminants, and swine. The Covid-19 pandemic significantly impacted their operations, notably

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due to a government regulation that restricted wedding gatherings to only 30% of a venue's capacity, paired with stringent health protocols aimed at curbing the virus's spread (BBC News Indonesia, 2020).

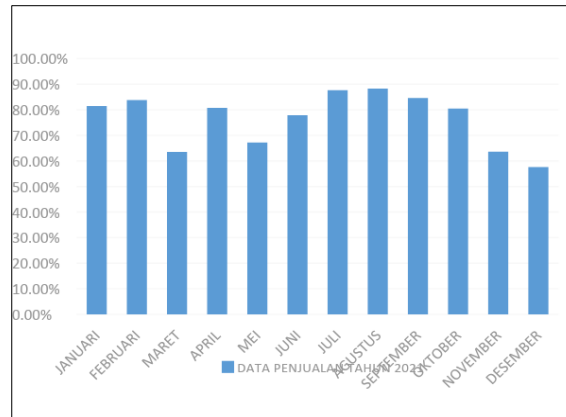


Figure 1.1: Veterinary Drug Sales Graph, January – December 2021

Source: Kalbe Animal Health (2021)

These limitations not only affected social gatherings but also had a cascading effect on meat orders. With fewer guests able to attend weddings, there was a noticeable decline in demand for poultry and other types of meat, ultimately resulting in a rapid downturn in PT Agroveta Husada Dharma's sales turnover. This downturn posed a serious challenge for the company, leading to a critical need for strategic adaptation. In response to the economic challenges brought on by the pandemic, PT Agroveta Husada Dharma adopted a proactive approach, emphasizing resilience and innovation. The management recognized that in order to navigate the shifting landscape and maintain competitive advantage, they needed to reevaluate their marketing strategies. They turned to integrated marketing techniques, leveraging new media to reach their customers more effectively. With consumer behavior evolving, particularly regarding online interactions and purchasing habits, the company aimed to enhance its engagement through digital platforms. This shift not only addressed the immediate challenges but also set the stage for long-term growth. The situation underscored the necessity for PT Agroveta Husada Dharma to develop new marketing methods and tactics, allowing them to adapt to consumer demands and the ever-changing market conditions.

During the Covid-19 pandemic, many companies faced significant challenges that threatened their survival. In this context, PT Agroveta Husada Dharma made a strategic decision to adapt and continue its presence in the poultry industry. Understanding the need for change, the company recognized that conventional marketing methods were no longer effective in the rapidly evolving landscape. To navigate these unprecedented times, PT Agroveta Husada Dharma pivoted towards online marketing, exploring the vast potential of digital platforms for product promotion and customer engagement. This shift allowed them to reach a broader audience while maintaining communication with existing customers. By embracing digital marketing strategies, they not only aimed to sustain their operations but also to innovate and thrive in an increasingly digital world. Their proactive approach underscores the importance of adaptability in the face of adversity (Kusuma & Sugandi, 2019).

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PT Agroveta Husada Dharma began actively utilizing digital marketing through the Tokopedia marketplace, operating under the name Kalbe Animal Health, in April 2022. This decision to use Tokopedia for their digital marketing efforts is not surprising, as it was the most visited digital marketing platform in 2021 (Sasmita et al., 2021). According to Sasmita et al. (2021, pp. 3397-3398), Tokopedia's marketing strategy focuses on expanding its market share by engaging on social media platforms like Instagram, hosting live IG TV sessions, and uploading stories. Additionally, Tokopedia actively uses Twitter, where their admin, known as "Minto," shares humorous tweets. The platform also provides various consumer benefits, including cashback offers and giveaways.

## LITERATURE REVIEW

### **A. Digital Marketing Strategy**

Based on the reviewed literature, digital marketing strategy has become essential for businesses in adapting to technological shifts and dynamic consumer behavior. A popular approach is the five-stage maturity model, which includes the stages of initiation, expansion, formalization, integration, and maturity to assess the development of a digital marketing strategy (Boufim & Barka, 2021). Initially, many businesses apply simple, isolated digital strategies, but over time, these evolve into more integrated approaches focused on customer experience.

Studies indicate that digital marketing strategies are effective in crisis situations, such as the COVID-19 pandemic, as they allow businesses, especially MSMEs, to stay connected with consumers online, enhance brand awareness, and broaden their marketing reach through social media platforms and e-commerce (Effendy et al., 2021). Additionally, implementing the SOSTAC model in digital marketing planning offers a systematic framework to evaluate marketing performance, particularly by focusing on competitive advantage to drive sales growth (Suharyati et al., 2023).

Digital marketing also enables companies to adopt strategies aligned with their business goals, such as prospector or low-cost defender strategies, guiding the use of specific tactics based on market position and target audience (Olson et al., 2021). Digital platforms, including SEO, social media, and email marketing, have proven effective in building closer interactions with consumers and monitoring responses in real time, enabling companies to quickly and efficiently adjust their approaches.

Overall, the transformation from traditional to digital marketing relies not only on technology but also on a deep understanding of consumer behavior, relevant content, and effective performance measurement strategies. A comprehensive digital marketing strategy enhances customer experience, strengthens loyalty, and expands a business's market share in the digital era (Christina et al., 2019; Bilovodska & Shebeda, 2021; Mandal & Joshi, 2015).

### **B. Implementation of SOSTAC Method**

The SOSTAC model, developed by PR Smith, is a comprehensive framework used to devise effective digital marketing strategies through six sequential stages: Situation, Objectives, Strategy, Tactics, Actions, and Control. This model starts with analyzing the current business environment (Situation), setting clear goals (Objectives), developing a broad plan to achieve these goals (Strategy), detailing specific actions needed to execute the strategy (Tactics), implementing these

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actions (Actions), and finally, evaluating the strategy's effectiveness through ongoing monitoring (Control)(Irwanto et al., 2021; Suharyati et al., 2023).

Studies utilizing the SOSTAC model emphasize its structured approach in creating targeted digital marketing strategies. For example, the model has been effectively applied in designing digital marketing strategies for MSMEs during the COVID-19 pandemic, helping businesses pivot to online platforms to reach consumers. In these applications, the Situation Analysis phase typically involves examining the digital presence and market competition, while Objectives are set around improving online visibility and customer engagement. The Strategy and Tactics stages often focus on leveraging social media platforms, SEO, and targeted advertisements to maximize reach. Actions involve creating consistent, quality content and engaging directly with audiences. Finally, the Control phase employs analytics tools to monitor performance metrics, enabling adjustments that enhance overall marketing effectiveness (Ardeana et al., 2022; Rath & Agasti, 2019).

Implementing the SOSTAC model helps businesses build competitive advantages by aligning digital efforts with business goals, streamlining processes, and enhancing customer interactions. By following this systematic model, companies can adapt to the digital landscape, improving their brand presence and achieving more robust marketing outcomes in an increasingly online marketplace (Bilovodska & Shebeda, 2021; Pradina, 2019; Jupriyatmoko et al., 2023). This analysis underscores that applying the SOSTAC methodology can assist pesantren cooperatives and similar business entities in navigating digital challenges, enhancing brand visibility, and ensuring business sustainability amidst dynamic market conditions.

## METHODOLOGY

The stages of qualitative descriptive research on the topic of "Tokopedia Kalbe Animal Health Digital Marketing Strategy to Increase Product Sales" begin with the problem formulation phase. This phase aims to identify and understand the specific challenges faced by Tokopedia Kalbe Animal Health in their digital marketing efforts to boost product sales. Here, the researcher selects a relevant topic and formulates research questions that will allow for an in-depth exploration of digital marketing strategies within this context. A literature review is conducted next, which helps to establish a theoretical foundation and understanding of prior studies related to digital marketing strategies, online sales, and customer engagement on e-commerce platforms like Tokopedia.

The next phase is data collection, which in qualitative descriptive research includes in-depth interviews, participant observations, and document analysis. Interviews conducted with key stakeholders such as marketing managers at Kalbe Animal Health, Tokopedia platform managers, and potentially even customers to gain insights into their perspectives on marketing effectiveness. Observations involve analyzing how the Tokopedia platform is utilized to display and promote Kalbe Animal Health products, as well as examining user interactions on the platform. Document analysis involves reviewing digital marketing campaign materials, customer feedback, and sales data to assess campaign impact. The data collected is typically non-numeric, offering deep insights into the effectiveness of the current digital marketing strategy and areas for improvement.

The data analysis phase follows, where the data is organized, categorized, and analyzed to uncover patterns or themes related to the effectiveness of digital marketing strategies for boosting sales on Tokopedia. This analysis is iterative, involving continuous cycles of data collection and analysis to refine understanding. A thematic analysis approach is applied to identify key themes

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such as customer preferences, engagement patterns, and successful promotional tactics. During this phase, the researcher interprets the findings in a detailed manner to understand the impact and effectiveness of Tokopedia Kalbe Animal Health's digital marketing strategies.

The final phase is the preparation of the research report, which presents the analysis results in a structured and detailed manner. The report includes a comprehensive description of the findings, supported by direct quotes from participants and data examples. This report also discusses how the findings relate to existing theories and literature on digital marketing, with specific attention to practical insights for Tokopedia and Kalbe Animal Health. Finally, the researcher provides conclusions and recommendations based on the study's findings, outlining potential improvements for Tokopedia Kalbe Animal Health's digital marketing strategy to drive product sales. This phase highlights the practical implications of the research, offering guidance for future strategy refinement or further research in the digital marketing domain.

## RESULTS

Based on the research findings, the SOSTAC (Situation, Objectives, Strategy, Tactics, Action, Control) framework is a suitable model to analyze PT Agroveta Husada Dharma's digital marketing strategy for its animal health products on Tokopedia. Each stage of SOSTAC—situation analysis, setting objectives, developing strategy, implementing tactics, taking action, and controlling outcomes—plays a crucial role in their comprehensive marketing approach, allowing them to adapt to the demands of digital commerce effectively.

### 1. Situation Analysis

In the situation analysis phase, PT Agroveta Husada Dharma assessed the current market conditions, especially during the COVID-19 pandemic, which forced many consumers to rely more on online shopping. The Product Executive of PT Agroveta Husada Dharma highlighted the importance of understanding this shift: “We noticed that during the pandemic, consumer behavior changed significantly. Many turned to online platforms like Tokopedia for convenience, and we had to quickly adapt to this trend to stay competitive.” This shift in consumer behavior created a pressing need for PT Agroveta Husada Dharma to establish a robust online presence. By analyzing consumer needs, competitor strategies, and trends in digital marketing, they identified Tokopedia as an essential platform to meet these demands and engage a broader audience.

The company also analyzed its internal resources and capabilities, ensuring it had the necessary infrastructure and team expertise to manage a digital marketing strategy effectively. According to the Strategic Account Executive, “We evaluated our team's digital marketing skills and focused on building strong capabilities to manage campaigns on platforms like Tokopedia, Instagram, and TikTok.” This stage allowed PT Agroveta Husada Dharma to align its resources and capabilities with the market's online demands, laying a strong foundation for the next steps.

### 2. Objectives

In setting objectives, PT Agroveta Husada Dharma aimed to increase brand visibility, expand market reach, and boost product sales through Tokopedia and other digital platforms. These objectives were set using the SMART criteria—specific, measurable, achievable, relevant, and time-bound—enabling the company to track and evaluate their performance. The Product Executive explained, “Our goal was not just to increase sales but to also establish a strong brand presence online. We set specific targets, such as achieving a 25% increase in sales over six months

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and gaining a certain level of visibility in Tokopedia's search results for animal health products." By setting these concrete objectives, the company could focus its resources on clear outcomes and measure its success at each stage of the campaign.

The objective-setting process also included a focus on building long-term relationships with customers by enhancing their engagement on social media. "We wanted our consumers to see us as more than just a brand; we wanted to create a connection with them," stated the Strategic Account Executive. This emphasis on brand loyalty and engagement guided the company's choice of platforms and content types, helping them achieve greater consumer loyalty and repeat purchases.

### **3. Strategy**

The strategy phase involved developing a high-level plan to achieve these objectives. PT Agroveta Husada Dharma adopted a digital-first strategy, focusing on Tokopedia as its primary sales platform and leveraging social media to drive traffic to its product listings. This approach allowed the company to streamline its digital marketing efforts while maintaining a consistent brand message across platforms. The Product Executive noted, "We decided to make Tokopedia our main platform because of its vast reach and user base. Our strategy was to use social media like Instagram and TikTok to draw attention to our products and drive traffic to our Tokopedia listings."

This strategy also involved a customer-centric approach, focusing on understanding consumer needs and preferences in the digital space. PT Agroveta Husada Dharma emphasized the importance of educating consumers on animal health through engaging content, which in turn increased product interest and loyalty. As the Strategic Account Executive stated, "Our strategy included educating our audience about animal health through engaging posts and videos. This allowed us to create value for our consumers, making them more likely to purchase our products."

### **4. Tactics**

The tactics phase involved implementing specific tools and techniques to execute the strategy. PT Agroveta Husada Dharma employed various tactics on Tokopedia, such as running flash sales, offering discounts, and utilizing Tokopedia's promotional features like cashback and exclusive discounts. "We used Tokopedia's flash sale and cashback features to make our products more attractive to consumers," explained the Product Executive. "These features allowed us to stand out among competitors and increase our sales."

On social media, the company created a series of campaigns with educational content, promotional offers, and engaging visuals to capture the audience's attention. Instagram and TikTok posts included quick tips on animal health and product benefits, aimed at building consumer interest and directing them to Tokopedia. The Strategic Account Executive shared, "Our tactic on social media was to create valuable and informative content that would attract our target market. We wanted them to see the value in our products, not just as a transaction but as a long-term investment in their animals' health."

### **5. Actions**

The action phase involved implementing the tactics and ensuring that each component was executed effectively. The team at PT Agroveta Husada Dharma worked closely to manage and coordinate tasks across different platforms. "Every team member had specific responsibilities, from content creation on social media to managing the Tokopedia platform. We made sure that

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everyone was aligned with our campaign goals,” stated the Product Executive. This stage was critical in ensuring that all parts of the digital marketing strategy were aligned and that every team member contributed to achieving the overall objectives.

Additionally, the company used a structured content calendar to ensure consistent posting and engagement. This calendar helped the team maintain an active presence on social media, keeping the brand visible to consumers. As the Strategic Account Executive noted, “We developed a weekly content calendar for social media posts, which allowed us to engage with our audience regularly and drive consistent traffic to Tokopedia.”

### **6. Control**

The final stage, control, involved monitoring and evaluating the effectiveness of the marketing strategy. PT Agroveta Husada Dharma utilized Tokopedia’s analytics tools to track key performance metrics such as sales volume, engagement rates, and customer feedback. “We monitored our Tokopedia analytics closely, looking at metrics like page views, conversion rates, and customer reviews. This data helped us understand what was working and where we needed to adjust,” explained the Product Executive. By tracking these metrics, PT Agroveta Husada Dharma could make data-driven adjustments to its strategy, ensuring continuous improvement.

The company also conducted regular reviews of its social media performance, using insights from Instagram and TikTok analytics to understand audience engagement and content effectiveness. “We regularly analyzed our social media engagement to see what types of content resonated most with our audience,” added the Strategic Account Executive. These insights allowed PT Agroveta Husada Dharma to refine its approach, creating more targeted content that effectively drove traffic to Tokopedia and enhanced brand loyalty. PT Agroveta Husada Dharma’s application of the SOSTAC framework enabled them to create a well-structured and effective digital marketing strategy. By following each stage of the SOSTAC model, the company successfully navigated the challenges of the pandemic and adapted to a rapidly changing market, achieving measurable results and setting a strong foundation for future digital marketing efforts.

## **DISCUSSION**

The research findings highlight how PT Agroveta Husada Dharma, through its animal health division, effectively utilized digital marketing strategies to boost the sales of animal health products on the Tokopedia platform, especially during the COVID-19 pandemic. Based on in-depth interviews conducted with key informants, such as the Product Executive and Strategic Account Executive of the company, it was revealed that the transition from offline to digital marketing began in June 2022. This marked a significant step in PT Agroveta Husada Dharma’s business development, as they expanded beyond Tokopedia and leveraged other social media platforms such as Instagram, TikTok, and Facebook to increase market reach and customer engagement.

The Product Executive at PT Agroveta Husada Dharma explained that the shift towards digital marketing aimed to reach a broader consumer base and adapt to a market increasingly reliant on online shopping. “We observed that during the pandemic, consumers became more accustomed to online shopping. Therefore, we had to adapt quickly to avoid being left behind by competitors,” he stated. Tokopedia was chosen as a primary platform due to its large user base in Indonesia, allowing PT Agroveta Husada Dharma to reach a more specific target market, particularly consumers in need of animal health products across various regions.

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Further, the Strategic Account Executive mentioned that the digital marketing strategy not only boosted sales but also offered flexibility in promotional adjustments according to market trends. “We can quickly respond to market needs by adjusting promotional strategies on Tokopedia, whether through discounts or cashback programs. This has helped enhance the appeal of our products to consumers,” he explained. According to him, Tokopedia’s promotional features, such as flash sales and exclusive discounts, are effective tools for increasing product purchases, especially in the animal health category. These promotions not only drive sales but also help the company build customer loyalty, which is expected to have long-term impacts on their product sales growth.

The study also identified that the collaboration between digital platforms like Tokopedia and social media significantly impacts product visibility. The Product Executive added that through social media campaigns on Instagram and TikTok, they could drive traffic to Tokopedia, so consumers initially exposed to content on social media were encouraged to make purchases on the e-commerce platform. “We often create educational and promotional content on Instagram and TikTok to attract users’ attention. Engaging content is directly linked to Tokopedia, allowing consumers to make purchases instantly,” he explained. Through this strategy, PT Agroveta Husada Dharma successfully increased customer interaction and engagement, ultimately leading to higher product sales.

Additionally, document analysis on sales data demonstrated a significant increase in sales volume following the implementation of this digital marketing strategy. The sales data showed that in the first six months after launching digital marketing on Tokopedia, there was a 25% increase in sales compared to the previous period. This indicates that an integrated digital strategy through Tokopedia, supported by social media, can enhance marketing effectiveness and result in tangible sales growth.

On the operational side, the use of digital marketing strategies also provided advantages in terms of cost efficiency. The Strategic Account Executive revealed that by using Tokopedia and social media as primary marketing channels, the company could reduce the expenses typically allocated for offline promotions, such as brochures, banners, or trade shows. “Digital marketing is much more cost-effective than conventional marketing, and we can see the results directly from increased sales on Tokopedia,” he said. Besides cost reduction, digital marketing enables the company to evaluate the effectiveness of ongoing campaigns in real-time. Through Tokopedia’s analytics features, the company can monitor sales performance at any time, allowing them to make adjustments if expected outcomes are not yet achieved.

On the other hand, there are some challenges in implementing this digital strategy. One such challenge is the need to continuously update content to stay relevant with evolving trends. The Product Executive mentioned, “In digital marketing, we must always innovate with engaging and informative content, especially as consumers today get bored quickly and always look for something new.” He also added that the marketing team at PT Agroveta Husada Dharma must quickly adapt to algorithm changes on platforms like Instagram and Tokopedia, which can affect their product visibility.

Overall, these findings indicate that PT Agroveta Husada Dharma’s digital marketing strategy through Tokopedia, supported by social media, has produced positive results in increasing the sales of their animal health products. Although there are some challenges, such as the need for constant content updates and adaptation to algorithm changes, the company has managed to overcome these obstacles with a flexible and responsive approach. This study underscores the importance of



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technological adaptation and digital marketing in addressing changing consumer preferences and market challenges, especially during crises like the pandemic. Further data analysis, utilizing the Miles and Huberman model, revealed that consistent digital marketing efforts and strategic use of Tokopedia have led to increased customer interaction and product visibility. This approach not only allowed PT Agroveta Husada Dharma to maintain stable sales during the pandemic but also set a foundation for ongoing digital expansion in its marketing strategies. The findings underscore the importance of a well-coordinated digital marketing strategy in navigating market disruptions and maximizing product reach.

### CONCLUSION

Based on the research findings and analysis, it can be concluded that Kalbe Animal Health successfully implemented a digital marketing strategy on Tokopedia with a focused and adaptive approach, particularly in response to changing consumer behavior during the COVID-19 pandemic. By leveraging Tokopedia's special features—such as targeted ads, live shopping events, and social media integrations with platforms like Instagram and Facebook—the company enhanced its product visibility, improved the shopping experience for consumers, and drove potential customers to its online store. This multi-channel approach effectively contributed to increased sales and revenue, demonstrating the benefits of digital marketing in expanding product reach and consumer interest.

Despite the positive outcomes, there are potential risks associated with relying heavily on platforms like Tokopedia and Shopee. Such reliance may increase vulnerability to platform changes or market shifts. Therefore, it is recommended that Kalbe Animal Health explore additional platforms to mitigate dependency and adapt continuously to the evolving digital business landscape. Additionally, while the company has succeeded in promoting its animal health products on Tokopedia through features such as landing page promotions, banner ads, and competitive pricing strategies, there is room for improvement. For instance, Kalbe Animal Health's decision not to utilize Tokopedia's video feature could be seen as a missed opportunity. Instead, the company has focused on optimizing marketing through TikTok and Instagram, which may limit its reach among older consumers or those active on other platforms, like Facebook.

Future research could investigate the effectiveness of Tokopedia as an e-commerce platform for Kalbe Animal Health's digital marketing communications, specifically examining the platform's impact during the COVID-19 pandemic. Further studies could also focus on customer experience and engagement with Kalbe Animal Health's digital strategies, assessing factors such as satisfaction, ease of use, and decision-making influences when interacting on digital platforms. This research would provide valuable insights into consumer behavior, helping to refine digital marketing practices.

This study reveals that relying on platforms like Tokopedia and Shopee could create a long-term dependency risk, potentially making the business vulnerable to changes in platform policies or market dynamics. To counter this, Kalbe Animal Health should consider diversifying its platform presence to reduce dependency and enhance its digital resilience. Expanding to other e-commerce and social media platforms would allow Kalbe Animal Health to reach a broader audience, adapt to different user demographics, and sustain its digital marketing strategy more effectively. Additionally, investing in multi-platform content creation, such as short videos and

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engaging posts, could further enhance brand recognition and drive consumer engagement across a range of digital channels.

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