

Leveraging Full-Service Digital Capabilities for Marketing Communication and Brand Awareness: A Case Study of PT. Adeptive

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ABSTRACT

The increasing competition in the digital services industry has made integrated service capabilities an important potential source of competitive differentiation. However, the strategic value of these capabilities depends partly on how effectively they are communicated to target audiences. This study examines how PT. Adeptive leverages its full-service digital capabilities as a unique selling proposition (USP) in its marketing communication and explores their role in brand differentiation and brand awareness. Using a qualitative descriptive approach with a single-case study design, the research draws on in-depth interviews with company representatives and an analysis of the company's digital marketing content and corporate documentation. The findings indicate that the integration of web development, search engine optimization, search engine marketing, social media marketing, and consultation and training enables PT. Adeptive to communicate a solution-oriented value proposition. This approach emphasizes efficiency, service consistency, and coordination through a single strategic partner. The findings also suggest that solution-based brand communication helps position the company as a strategic business partner rather than merely a technical service provider. The study concludes that integrated digital capabilities can serve as a basis for brand differentiation when translated into clear and relevant marketing messages. However, the extent to which this strategy increases brand awareness requires further investigation using direct audience-based measures. This study contributes to understanding how organizational capabilities can be translated into marketing communication strategies in the business-to-business digital services sector.

Keywords: Full-Service Digital Capabilities, Marketing Communication, Brand Awareness, Brand Differentiation, Business-To-Business Marketing.

I. Introduction

Digital transformation has reshaped how companies develop capabilities, engage customers, and communicate value in increasingly competitive markets. In business-to-business (B2B) environments, digital technologies have expanded the role of marketing beyond promotional activities to include relationship development, customer engagement, and the integration of digital touchpoints throughout the customer journey. Herhausen et al. (2020) demonstrate that digital marketing capabilities constitute an important research area in B2B firms, encompassing digital channels, social media, digital relationships, and marketing technologies. These developments suggest that competitive advantage depends not only on possessing digital resources but also on how organizations coordinate and deploy those resources to deliver relevant

value to their target markets. Digital marketing capabilities have consequently become an important organizational concern. Homburg and Wielgos (2022) explain that digital transformation requires marketing organizations to develop capabilities that support competitiveness and firm performance. In service industries, this challenge is particularly relevant because clients evaluate not only the technical quality of individual services but also their relevance to business objectives. An agency may offer website development, search engine optimization (SEO), search engine marketing (SEM), and social media marketing, yet the availability of these services does not automatically communicate a distinctive value proposition. Their strategic value also depends on how the services are integrated and presented to prospective clients.

This issue is particularly important in B2B marketing, where organizational buyers assess suppliers in relation to their business requirements, perceived reliability, and ability to provide coordinated solutions. Ancillai et al. (2021) identify social media as a strategic resource in B2B marketing, including its role in relationship building, content communication, and sales facilitation. Similarly, research by Hien and Nhu (2022) examines the relationship between digital marketing transformation and purchase intention in B2B businesses, highlighting the relevance of brand awareness in this context. These studies indicate that digital communication and brand-related perceptions deserve attention alongside the technical capabilities that organizations offer. Within this context, full-service digital agencies have an opportunity to differentiate themselves by integrating technical development and marketing services into a coherent value proposition. However, service integration alone does not guarantee effective brand differentiation. The benefits of an integrated offering must be translated into clear messages that explain how the combination of services addresses clients' business problems. Research on integrated marketing communication also emphasizes the importance of coordinated communication in developing brand-oriented strategies and supporting organizational outcomes (From outreach to outcome, 2024). Therefore, understanding how an agency communicates its integrated capabilities is important for explaining how operational resources become meaningful elements of brand positioning.

Recent studies on B2B branding further reinforce the relevance of this issue. Olivieri and Hu (2024) investigate brand building among B2B high-technology startups in an omni-digital environment, emphasizing the role of digital touchpoints in interactions with stakeholders. Research on digitalized B2B customer journeys also identifies the need for specific capabilities to manage interactions across digital touchpoints (Managing digitalized touchpoints in B2B customer journeys, 2024). These perspectives suggest that brand communication should be understood not simply as the promotion of individual services but as the communication of a consistent value proposition across the company's digital presence. The importance of digital channels in brand development is also evident in research on small businesses. Fluhrer and Brahm (2025) synthesize research on digital branding and identify brand orientation, brand identity, brand marketing, and brand performance as interconnected elements of the branding process. Nevertheless, the relationship between organizational capabilities and brand outcomes remains a broad field requiring further contextual investigation. Kowalkowski et al. (2026), in their systematic review of B2B branding research, identify continuing challenges in theoretical development and research methods. Their findings support the need for studies that explain branding processes within specific organizational and market contexts rather than relying exclusively on general descriptions of branding activities.

Against this background, PT. Adeptive provides a relevant case for examining how an integrated digital service offering is communicated in a B2B market. The company combines web and software development with digital marketing services, including SEO, SEM, social media marketing, consultation, and training. This combination creates an opportunity to communicate a comprehensive solution rather than a collection of separate technical services. However, the presence of multiple service categories raises an important communication question: how does the company articulate the value of integration in ways that distinguish its brand from agencies offering comparable services? The issue is not merely whether PT. Adeptive possesses diverse technical capabilities, but how those capabilities are translated into a coherent and meaningful brand narrative. Although previous research has examined digital marketing capabilities, B2B social media strategies, digital touchpoints, and brand building, further contextual analysis is needed to

understand how a digital agency positions integrated service capabilities as a unique selling proposition (USP). In particular, the relationship between full-service capabilities, solution-oriented marketing communication, and brand differentiation warrants closer examination at the organizational level. This study addresses that gap through a qualitative case study of PT. Adeptive, focusing on how the company communicates its integrated digital services and positions itself as a strategic partner for business clients. The study aims to analyze the role of full-service digital capabilities in the company's marketing communication, examine the solution-oriented narratives used to communicate its value proposition, and explore how these narratives support brand differentiation and the positioning of PT. Adeptive in the B2B market. By connecting organizational capabilities with marketing communication practices, this research contributes contextual insights into the development of brand differentiation in the digital services industry.

II. Literature Review and Hypothesis Development

2.1. Digital Marketing Capabilities and Full-Service Integration

Digital transformation has changed how organizations develop marketing strategies, interact with customers, and create value. Digital marketing is no longer limited to the use of online promotional channels. It encompasses the integration of digital technologies, customer information, communication processes, and organizational capabilities throughout the marketing process (Kannan & Li, 2017). This perspective is particularly relevant to service firms because their competitive position depends not only on the services they offer but also on their ability to coordinate expertise and deliver coherent solutions. Digital marketing capabilities refer to an organization's ability to deploy digital resources and competencies to support marketing activities and business objectives. Herhausen et al. (2020) identify digital channels, social media, digital relationships, and digital technologies as important themes in the development of B2B digital marketing capabilities. Their analysis suggests that digital marketing should be understood as a set of interconnected organizational capabilities rather than a collection of isolated promotional techniques. Homburg and Wielgos (2022) further demonstrate the strategic relevance of digital marketing capabilities to firm performance, emphasizing the importance of developing capabilities that respond to the demands of a digital business environment.

Within this context, a full-service digital agency can be understood as a service provider that combines multiple areas of digital expertise within a coordinated offering. These areas may include website and software development, search engine optimization (SEO), search engine marketing (SEM), social media marketing, and strategic consultation. The potential advantage of this model lies in the coordination of technical development and marketing activities. Rather than managing each function independently, clients may work with a single provider that connects technical implementation with broader marketing objectives. However, the availability of multiple services should not automatically be interpreted as a distinctive organizational capability. An extensive service portfolio becomes strategically meaningful when the organization can integrate its expertise, coordinate activities, and communicate the resulting value to clients. Research on digital marketing highlights the increasing complexity of interactions across technologies and customer touchpoints, reinforcing the need for firms to coordinate digital activities rather than manage them as disconnected initiatives (Kannan & Li, 2017; Herhausen et al., 2020).

From a resource-based perspective, organizational resources become strategically valuable when they support value creation and differentiation. In the context of a digital agency, the combination of technical development and marketing expertise may provide a basis for differentiation, but its actual significance depends on how effectively these capabilities address client needs and how difficult the resulting value proposition is for competitors to replicate. Homburg and Wielgos (2022) provide a relevant foundation for examining the strategic value of digital marketing capabilities, while the B2B branding review by Kowalkowski et al. (2026) highlights the importance of connecting organizational capabilities with clearer theoretical explanations of brand development and competitive positioning

2.2. Integrated Marketing Communication and Digital Touchpoints

Integrated marketing communication (IMC) concerns the coordination of communication activities to develop a consistent and meaningful brand message across channels. Batra and Keller (2016) emphasize the importance of integrating communication approaches to influence consumers across different stages of their decision-making journeys. This perspective is relevant to digital agencies because their brand messages may appear across websites, search results, social media platforms, service proposals, consultations, and direct interactions with prospective clients. The growing complexity of customer journeys makes consistency across touchpoints an important strategic concern. Lemon and Verhoef (2016) explain that customer experience develops through multiple interactions across channels and over time. These interactions may involve several organizational functions and external partners, making coordination central to the delivery of a coherent customer experience. Kannan and Li (2017) similarly position digital touchpoints as important elements of marketing strategy, demonstrating that digital technologies influence how organizations communicate, reach audiences, and manage relationships.

Social media has also become an important component of integrated digital communication. Voorveld et al. (2018) show that engagement with social media and social media advertising differs according to platform type, indicating that communication outcomes depend partly on the characteristics of the channels being used. Appel et al. (2020) discuss the changing role of social media in marketing and highlight the need to understand the evolving relationships between digital platforms, brands, and audiences. In B2B contexts, social media can serve purposes beyond immediate promotion, including relationship development, sales support, and the communication of organizational expertise. Ancillai et al. (2021), through a systematic literature review, identify social media as a strategic resource for B2B marketing, including its role in relationship building and integrated communication. Their findings support the view that digital communication should be evaluated in relation to broader organizational and relational objectives rather than solely through individual platform metrics. Dwivedi et al. (2021) likewise outline the expanding research agenda for digital and social media marketing, reflecting the need to examine the strategic implications of digital communication in changing business environments.

For a full-service digital agency, IMC provides a useful lens for examining how different service capabilities are translated into a unified brand narrative. Website development may demonstrate technical expertise, SEO may communicate the ability to improve search visibility, and social media marketing may illustrate the agency's understanding of audience engagement. These services can reinforce one another when the communication presents them as parts of a coherent solution. If the messages are disconnected, however, audiences may perceive the agency as a collection of service providers rather than as an integrated strategic partner. Consequently, the analytical focus should not be limited to identifying the channels used by an agency. It should also examine the consistency of the messages, the relationships among service claims, and the way these communications connect technical expertise with client business objectives. This approach provides a theoretical basis for analyzing PT. Adeptive's communication materials and the extent to which they present its services as an integrated offering.

2.3. Unique Selling Proposition and B2B Brand Differentiation

Brand differentiation refers to the development and communication of characteristics that distinguish an organization from relevant competitors. A unique selling proposition (USP) represents a central claim about the distinctive value offered to a target audience. For a service provider, this claim should be meaningful to potential clients, supported by organizational capabilities, and communicated in a way that makes the value proposition understandable. In B2B markets, branding operates within buying situations that may involve multiple decision-makers, technical evaluations, and assessments of supplier credibility. Seyedghorban et al. (2016) review the development of B2B branding research and call attention to the need for stronger theoretical foundations in the field. More recent research continues to examine how B2B

organizations establish recognizable identities and communicate value in increasingly digital business environments. Olivieri and Hu (2025), for example, investigate how B2B high-tech startups build brands through digital touchpoints, illustrating the importance of examining brand-building practices in their organizational context.

Digital communication can support differentiation by making organizational expertise visible and connecting service features with client needs. Nevertheless, differentiation should not be inferred merely from the number of services offered. A claim of integrated service delivery becomes a credible USP when it explains how integration addresses a relevant problem, such as fragmented project coordination, inconsistent communication, or a disconnect between technical implementation and marketing objectives. The claim should also be supported by evidence that is available to prospective clients, such as clearly presented service processes, relevant project documentation, or credible demonstrations of expertise. Research on B2B social media indicates that communication can support relationship development and the presentation of organizational value (Ancillai et al., 2021). The broader literature on digital marketing capabilities also suggests that organizations must connect digital activities with strategic objectives rather than treating technology adoption as an end in itself (Herhausen et al., 2020; Homburg & Wielgos, 2022). Together, these perspectives suggest that an agency's USP should be analyzed as both an organizational proposition and a communication outcome: the organization needs relevant capabilities, and it needs to articulate the value of those capabilities to its intended audience. For PT. Adeptive, the integration of development and digital marketing may provide a basis for differentiation. However, the analytical question is not simply whether the company offers both technical and marketing services. It is whether its communication explains the value of combining them, makes the value proposition distinguishable from competing offers, and supports the positioning of the company as a strategic partner. This distinction is essential when interpreting claims about full-service integration as a source of competitive advantage.

2.4. Brand Awareness in B2B Markets and Conceptual Synthesis

Brand awareness concerns the extent to which a target audience can recognize or recall a brand. It is an important component of brand knowledge, but it should not be treated as equivalent to brand image, trust, reputation, or purchase intention. These concepts may be related, yet they represent different dimensions of a brand's position in the minds of its audiences. Research on digital brand equity indicates that the development of brand value must be considered in light of changing communication technologies and online interactions. Dropulić et al. (2022) review brand equity in the digital age and identify opportunities for further research as brands increasingly operate in online environments. In small and medium-sized enterprises, digital channels may contribute to brand development by supporting brand orientation, identity, marketing, and performance, although the outcomes depend on the firm's practices and context (Fluhrer & Brahm, 2026).

In B2B markets, brand development also needs to be understood in relation to organizational relationships and the communication of expertise. Olivieri and Hu (2025) show the relevance of digital touchpoints to brand-building processes among B2B high-tech startups. Ancillai et al. (2021) similarly emphasize the strategic role of social media in B2B marketing. These studies support an approach that considers brand awareness as part of a wider process through which organizations become visible, communicate their capabilities, and establish recognizable associations with their offerings. Nevertheless, the presence of digital content does not, by itself, demonstrate that brand awareness has increased. Website content, social media posts, and service descriptions can show how an organization attempts to communicate its identity and capabilities. Direct evidence of awareness would require information from the target audience, such as recognition or recall measures, or other appropriate audience-level evidence. Similarly, website visits, impressions, clicks, and engagement metrics may indicate exposure or interaction, but they should not automatically be interpreted as evidence that audiences recognize or remember the brand.

Recent reviews of B2B branding reinforce the need for conceptual clarity and stronger links between theory, research design, and empirical evidence. Kowalkowski et al. (2026) identify limitations in the cumulative development of B2B branding research, including the use of descriptive case studies that do not always advance theoretical understanding. Fluhrer and Brahm (2026) also highlight the need to understand how digital technologies and channels contribute to the branding processes of small businesses. These perspectives support a case-based examination of how a particular organization communicates its capabilities, provided that the scope of the claims remains consistent with the evidence collected. Based on this literature, the present study conceptualizes full-service digital capability as an organizational resource that may provide the foundation for differentiation. Integrated marketing communication represents the process through which this resource is translated into coherent messages across digital touchpoints. The USP represents the distinctive value claim communicated to the target audience, while brand awareness is the intended branding outcome associated with the visibility and recognizability of the company.

This conceptual relationship guides the analysis of PT. Adeptive. The study examines how the company presents its integrated digital services, how its communication connects technical and marketing expertise with client needs, and how its messages position the company as a potential strategic partner for B2B clients. Because the empirical evidence centers on management interviews and company communication materials, the study primarily evaluates the communication and positioning of brand awareness rather than directly measuring changes in audience recognition or recall. The contribution of this approach lies in connecting organizational capability with the communication of brand value in the specific context of a full-service digital agency. It offers a framework for understanding how service integration may be articulated as a differentiating proposition, while maintaining a clear distinction between the existence of a capability, the communication of its value, and the actual awareness of the brand among its target audience.

III. Research Method

3.1. Research Design and Case Selection

This study employed a descriptive qualitative approach using a single-case study design to examine how PT. Adeptive communicates its full-service digital capabilities as a basis for brand differentiation. A qualitative case study was appropriate because the research focused on understanding the company's marketing communication practices, brand narratives, and positioning within its organizational context. Rather than testing causal relationships statistically, the study sought to interpret how the integration of development and digital marketing services was presented as a distinctive value proposition for business-to-business (B2B) clients. PT. Adeptive was selected as the case because its service offering combines technical development and digital marketing capabilities. The analysis focused on the company's marketing communication strategy, particularly how integrated services were represented in its brand messages and how these messages positioned the company as a potential strategic partner. The primary unit of analysis was the company's communication of its full-service digital capabilities, while interviews and company communication materials served as sources of empirical evidence.

3.2. Data Sources and Collection

The study drew on primary data from in-depth interviews and secondary data from company documentation and digital communication materials. Informants were selected purposively based on their organizational roles and their knowledge of PT. Adeptive's operations, integrated service delivery, and marketing communication practices. The research document identifies management personnel, including the Chief Operating Officer and Project Manager, as informants. Their accounts provided perspectives on how the company understood client needs, coordinated its services, and communicated the value of an integrated digital solution. The interviews explored the company's full-service service model, the relationship between

technical development and marketing objectives, the perceived value of integrated services for B2B clients, and the company's approach to communicating its distinctive capabilities. Interview statements were treated as accounts of organizational practices and managerial perspectives rather than as independent evidence of audience-level brand awareness.

Documentary analysis was used to examine how the company presented its services and brand positioning through available communication materials. Relevant materials included the company's website, social media content, project portfolios, published case studies, and other company documents available to the researcher. The analysis focused on messages describing integrated services, claims concerning client value, and the ways in which technical expertise was connected with business and marketing objectives. Non-participant observation of the company's digital communication platforms complemented the interviews and documentary analysis. This observation focused on identifying recurring messages, the presentation of service capabilities, and the consistency of the company's full-service narrative across its digital presence. The three sources of evidence were considered together to develop a contextual understanding of PT. Adeptive's communication practices.

3.3. Data Analysis

The data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2014), which involves data condensation, data display, and conclusion drawing and verification. These activities were treated as interconnected rather than strictly sequential stages. First, interview accounts and documentary materials were reviewed to identify information relevant to the research questions. Relevant statements and content were assigned initial codes reflecting the meaning of the evidence. Examples of analytical categories included integrated digital capabilities, solution-oriented communication, client efficiency, brand differentiation, and brand awareness positioning. Second, the initial codes were grouped into broader categories and organized into a thematic display. Interview accounts were compared with the company's digital communication materials to examine whether the stated value of integrated services was reflected in the messages presented to external audiences. This comparison helped distinguish the company's internal understanding of its capabilities from the way those capabilities were communicated through its public-facing materials. Third, conclusions were developed by interpreting patterns across the data sources and checking whether the emerging explanations were supported by the available evidence. Contradictory or incomplete evidence was considered when interpreting the findings. The analysis therefore focused on explaining how PT. Adeptive communicated its integrated service offering and positioned it as a differentiating proposition, rather than assuming that the presence of such messages necessarily produced increased brand awareness.

3.4. Trustworthiness

The study addressed qualitative research trustworthiness through credibility, transferability, dependability, and confirmability. Credibility was supported by comparing interview accounts with available company documents and digital communication materials. This triangulation enabled the analysis to examine the relationship between management's explanations and the company's external communication. Where evidence differed or was insufficient, conclusions were interpreted cautiously. Transferability was addressed through contextual descriptions of PT. Adeptive, its integrated service offering, and the marketing communication practices examined. Such descriptions allow readers to assess whether the findings may be relevant to other digital agencies operating in comparable B2B contexts, without implying that the findings are statistically generalizable. Dependability required a transparent account of the research process, including the selection of informants, collection of data, coding procedures, and development of analytical themes. Confirmability was supported by linking interpretations to interview evidence and company communication materials, thereby making the basis for the findings traceable to the data.

3.5. Scope of Interpretation

The study's conclusions were limited to the evidence available from management interviews, company documents, and digital communication materials. These sources were suitable for examining how PT. Adeptive presented its full-service digital capabilities, developed its brand narrative, and communicated a proposed basis for differentiation. However, they did not independently establish whether the company's target audience recognized or recalled its brand more frequently. Accordingly, brand awareness was examined primarily as a strategic objective and intended outcome of the company's marketing communication. Claims about actual increases in audience awareness would require additional evidence, such as audience interviews, brand recognition or recall measures, or other appropriate audience-level data. This distinction ensured that the conclusions remained proportionate to the qualitative case study design and the evidence examined.

IV. Result and Discussion

4.1. Full-Service Digital Capabilities as a Basis for Marketing Communication Differentiation

The findings indicate that PT Adeptive positions its full-service digital capabilities as a central element of its marketing communication. The company's service portfolio combines Search Engine Optimization (SEO), Search Engine Marketing (SEM), Website and Software Development, Social Media Marketing, and Consultation and Training. Rather than presenting these services as unrelated offerings, the company communicates them as components of a broader digital solution. This positioning is intended to address clients' needs for coordination, consistency, and alignment between technical development and marketing objectives.

The service portfolio is illustrated in Figure 1, which is retained from the original manuscript.

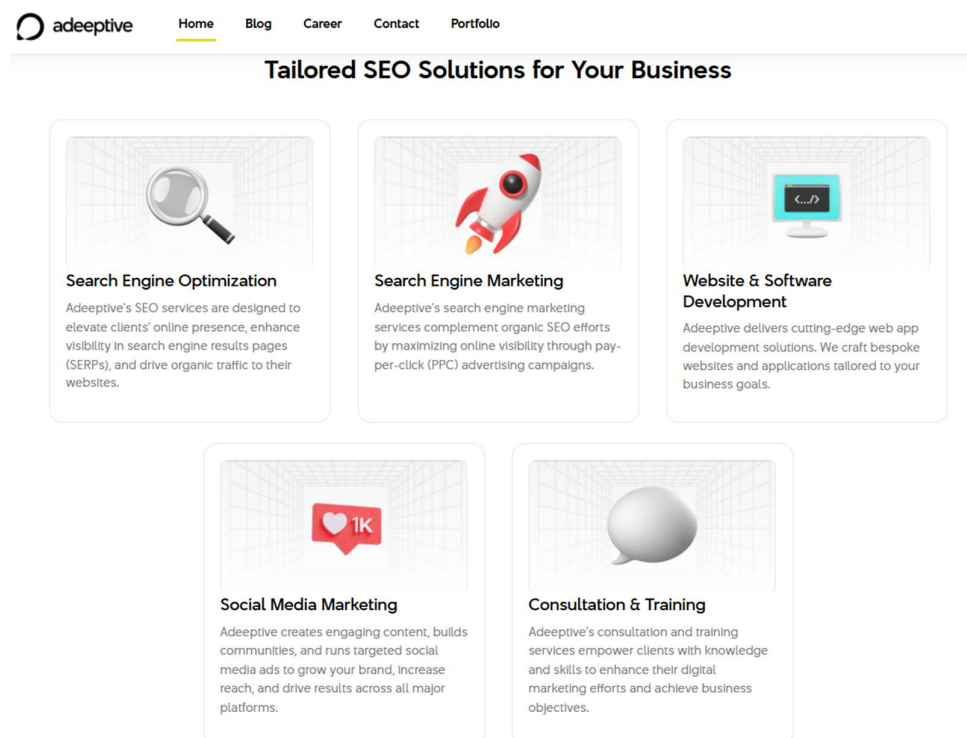


Figure 1. Features offered by PT Adeptive to its clients.

The figure demonstrates the breadth of services presented by the company. Website and Software Development represent the technical dimension of its offering, while SEO, SEM, and Social Media Marketing represent its digital visibility and promotional activities. Consultation and Training add a knowledge-sharing component to the portfolio. Taken together, these categories provide a basis for communicating the company's intention to support clients across several interconnected digital activities. This finding is consistent with the view that digital marketing should be understood as a set of interconnected activities and customer touchpoints rather than as a collection of isolated channels (Kannan & Li, 2017). Similarly, research on digital marketing capabilities emphasizes the importance of aligning digital resources with organizational and customer needs (Herhausen et al., 2020; Homburg & Wielgos, 2022). In the case of PT Adeptive, the integration of development and marketing services provides a potential basis for communicating a coherent value proposition. However, the breadth of a service portfolio should not automatically be interpreted as evidence of effective integration. Offering several services is different from coordinating them through shared objectives, processes, and accountability. The available company documentation supports the interpretation that PT Adeptive presents its services as an integrated offering. Further operational evidence, such as shared project workflows, cross-functional coordination procedures, or client assessments, would be needed to establish how consistently that integration is experienced in practice.

The interview with the company's Chief Operating Officer provides additional evidence of the intended value proposition. The informant explained:

"Adeptive expects feedback from clients in the form of a fully integrated service. Clients should not see our services as separate offerings. From the beginning, we communicate that digital solutions should be integrated, from system development to marketing strategy. A full-service approach helps clients save time because they do not need to work with multiple vendors. This is also one of Adeptive's USPs from the clients' perspective."

This statement indicates that management understands integration in terms of both service delivery and client convenience. The emphasis on reducing the need to coordinate several vendors suggests that the company's value proposition is not limited to technical expertise. It also includes the perceived organizational benefit of having one provider coordinate related digital activities. The finding can be interpreted through the literature on B2B branding, which emphasizes that brands in business markets can communicate value beyond the technical attributes of a product or service. In industrial markets, branding may help buyers distinguish providers and evaluate the broader value associated with a business relationship (Mudambi, 2002; Webster & Keller, 2004). Leek and Christodoulides (2011) similarly show that B2B branding requires attention to the specific characteristics of business relationships rather than simply transferring consumer-branding assumptions into an industrial context.

From this perspective, PT Adeptive's full-service proposition may function as a basis for differentiation when it communicates a relevant benefit that target clients can understand. Efficiency, coordination, and consistency are potentially meaningful benefits because they connect the company's internal capabilities with the practical concerns of business customers. Nevertheless, the evidence supports the interpretation that integration is the company's intended positioning, rather than establishing that this proposition is unique across the competitive market. A claim of a distinctive unique selling proposition would be stronger if supported by a systematic comparison with competing agencies and by feedback from existing or prospective clients. This distinction is important because brand differentiation depends not only on what an organization offers but also on whether target audiences recognize and value the difference. Keller's (1993) customer-based brand equity framework explains that brand knowledge involves both brand awareness and brand image. A company may communicate a particular benefit, but that communication does not by itself establish that audiences remember the brand or associate it with the intended benefit. Accordingly, PT Adeptive's integrated service portfolio should be understood as a potential foundation for brand differentiation whose effectiveness requires further audience-level assessment.

4.2. Solution-Based Narratives in B2B Brand Communication

A second finding concerns the company's emphasis on solution-based communication. The interview data indicate that PT Adeptive seeks to frame client problems in business terms rather than presenting technical services as ends in themselves. The company's Project Manager explained that client concerns frequently relate to business challenges rather than technical matters alone. In response, PT Adeptive presents an end-to-end digital offering intended to connect technical implementation with clients' business objectives. This approach suggests that the company's communication begins with the problem to be addressed and then explains how different digital capabilities can contribute to a solution. In this narrative, website development, software development, search visibility, and digital promotion are presented as complementary activities. The intended message is that the company can help clients coordinate digital implementation with broader business goals.

The finding is relevant to research on integrated marketing communication, which emphasizes the importance of coordinating marketing messages across channels and organizational activities. Batra and Keller (2016) argue that marketing communication effectiveness requires an understanding of how different communication activities interact in shaping brand knowledge and response. Lemon and Verhoef (2016) also highlight the importance of understanding customer experience across multiple touchpoints. Although their work focuses on customer experience more broadly, these perspectives help explain why a coherent message across digital services may be valuable: clients encounter the company through different channels and service interactions, and inconsistent messages may make its value proposition more difficult to understand. In PT Adeptive's case, the solution-based narrative provides a way to connect technical capabilities with a business-oriented promise. This interpretation also aligns with research on digital marketing in B2B markets. Ancillai et al. (2021) identify social media as a strategic component of B2B marketing rather than merely a channel for distributing promotional content. Swani et al. (2017) further demonstrate that the nature of social media messages differs between business and consumer markets, indicating the importance of adapting communication to the audience and context.

The broader digital communication literature likewise suggests that channels should not be treated as interchangeable. Voorveld et al. (2018) show that consumer engagement with social media advertising varies according to platform type. Appel et al. (2020) discuss the evolving role of social media in marketing, including the need for organizations to reconsider how digital environments shape communication and relationships. These studies support the general importance of coherent and context-sensitive digital communication, although they do not directly establish the effectiveness of PT Adeptive's particular narrative. The company's solution-oriented positioning may also help communicate a relational role. Instead of being presented solely as a supplier that completes a technical task, PT Adeptive seeks to be understood as a partner that considers clients' broader business requirements. This interpretation is compatible with B2B branding research, which recognizes that brand meaning can be connected to the expected quality of the relationship, the provider's reliability, and the value associated with collaboration (Leek & Christodoulides, 2011; Webster & Keller, 2004).

Nevertheless, the current findings primarily represent management's account of its communication strategy. They do not establish whether clients consistently interpret the message as intended or whether the solution-based narrative increases trust, preference, or purchase intention. Such outcomes require evidence from clients or prospective buyers. The findings should therefore be interpreted as evidence of the company's intended communication approach and its potential relevance to B2B positioning, rather than conclusive proof of its effects on the audience. The distinction between intended message and audience response is particularly important when discussing brand awareness. Brand awareness refers to the extent to which audiences can recognize or recall a brand under relevant conditions. It is not equivalent to positive brand perception, trust, or purchase intention, although these constructs may be related. Keller (1993) provides a useful basis for distinguishing awareness from the broader associations that form brand image. Hien and Nhu (2022), in their study of digital marketing transformation in B2B businesses, also examine brand awareness in

relation to purchase intention, illustrating the relevance of considering awareness as a specific construct rather than using it as a general label for all favorable brand outcomes. Accordingly, PT Adeptive's solution-based narrative can be interpreted as a communication mechanism that may help audiences associate the company with integrated digital problem-solving. Whether these associations are actually established in the target market remains an empirical question.

4.3. Digital Performance Evidence from the Katalokal.id Case

The manuscript also presents Katalokal.id as a client example to illustrate the potential contribution of PT Adeptive's digital services. The accompanying performance data indicate that total clicks increased from 1.83 thousand to 26.9 thousand after six months of adjustments. The reported average search position changed from 10.7 to 11.9.

Portfolios

Katalokal.id

Project Duration: 2023 - Present



Figure 2. PT Adeptive's client.



Figure 3. Digital performance growth of Katalokal.id.

The increase in reported clicks suggests that Katalokal.id experienced substantial growth in this particular digital performance indicator during the period described. This example is relevant to PT Adeptive's value proposition because it illustrates the type of client outcome that may be associated with digital marketing and search optimization activities. It also provides a practical context for discussing the connection between technical implementation and digital visibility. Research on digital marketing recognizes the importance of digital performance data in evaluating online marketing activities. Kannan and Li (2017) discuss how digital touchpoints generate information that firms can use to evaluate marketing actions and customer interactions. Dwivedi et al. (2021) similarly identify the expanding role of digital and social media marketing while emphasizing the need for further research on how these activities influence organizational and customer outcomes.

However, the Katalokal.id example requires a cautious interpretation. The reported increase in clicks does not, by itself, establish that PT Adeptive's services caused the entire change. To support a causal interpretation, the analysis would need to clarify the measurement periods, the nature and timing of the adjustments, the source of the click data, and whether other changes occurred during the same period. Without this information, the figures should be presented as an observed change reported in the case documentation rather than as definitive proof of the effect of a particular service. The change in average search position also complicates the interpretation. The reported value moved from 10.7 to 11.9, which is a numerically higher position value. Under the conventional interpretation of search-result ranking, a higher numerical value generally indicates a lower ranking position. Therefore, the click increase should not be presented as evidence that every search-performance indicator improved. Differences in query mix, impressions, search demand, or measurement periods may affect the relationship between clicks and average position, and the available information is insufficient to determine which factors explain the reported pattern.

More importantly, the Katalokal.id data concern the digital performance of a client, not awareness of PT Adeptive as a brand. The client's increase in clicks may illustrate the type of service outcome that PT Adeptive can present in its portfolio, but it does not demonstrate that prospective clients recognize or recall PT Adeptive. The distinction is consistent with the customer-based brand equity perspective, which separates brand awareness from other marketing outcomes and brand associations (Keller, 1993). The case is therefore most appropriately interpreted as supporting the relevance of digital performance documentation within the company's marketing communication. Client case studies may help communicate service competence when their metrics, time frames, and methods are transparent. Nevertheless, the evidentiary value of such examples depends on whether the documented results can be verified and whether the relationship between the services provided and the reported outcomes is clearly explained.

4.4. Integrated Interpretation: From Internal Capabilities to Brand Positioning

Taken together, the findings suggest three connected elements in PT Adeptive's marketing communication. First, the company presents a portfolio of technical and marketing services as an integrated offering. Second, it communicates the offering through a solution-based narrative that emphasizes business problems, client convenience, and coordination. Third, it uses client-related digital performance information as a practical illustration of the outcomes that its services may support. These elements can be interpreted as a potential pathway from organizational capabilities to brand positioning. Internal capabilities provide the basis for the service proposition; marketing communication translates that proposition into a message; and documented client examples may make the message more concrete. This interpretation is consistent with research that treats digital marketing capabilities as strategically relevant resources rather than simply as a collection of online tools (Herhausen et al., 2020; Homburg & Wielgos, 2022).

The findings also highlight the importance of consistency across communication touchpoints. A full-service proposition is more likely to be understandable when the company's service descriptions, project examples, and client-facing messages communicate a related value proposition. This interpretation is consistent with the broader literature on integrated marketing communication and customer experience

(Batra & Keller, 2016; Lemon & Verhoef, 2016). It also reflects the growing importance of digital channels in B2B marketing and brand development (Ancillai et al., 2021; Appel et al., 2020). However, the evidence supports only part of this proposed pathway. The interviews and company materials provide insight into how PT Adeptive describes its capabilities and intends to position its services. The Katalokal.id example provides a reported client-performance illustration. The available data do not directly measure whether target audiences have become more familiar with PT Adeptive, whether they can recall the brand, or whether they associate it with integrated digital services.

This limitation is important because brand awareness and brand image are related but distinct dimensions of brand knowledge (Keller, 1993). A communication strategy may be designed to create a particular brand association, but its actual effectiveness depends on whether the audience receives, processes, and remembers the message. Research on digital marketing capabilities and brand communication supports the strategic relevance of these activities, but it does not justify assuming that the intended outcome has already occurred in this specific case (Dwivedi et al., 2021; Homburg & Wielgos, 2022). For practical purposes, PT Adeptive could strengthen the evaluation of its brand communication by measuring both communication outputs and audience outcomes. Communication outputs may include the consistency of service descriptions across the website and social media, the visibility of integrated-service messages, and the availability of documented client cases. Audience outcomes could be assessed through brand-recognition and brand-recall questions, client interviews, or surveys of prospective B2B customers. Such measures would help distinguish the visibility of the company's communication from actual awareness of the brand. The findings therefore suggest that full-service digital capabilities offer PT Adeptive a plausible basis for differentiation, especially when they are communicated through a coherent, business-oriented narrative. The case contributes a contextual illustration of how an agency can translate its range of services into a proposed brand position. Its contribution should not, however, be interpreted as proof that the strategy has already produced a measurable increase in brand awareness.

4.5. Summary of the Thematic Findings

Table 1 summarizes the relationship between the interview evidence, the initial codes, and the resulting themes. The table preserves the thematic structure used in the analysis while clarifying the interpretation of each theme.

Table 1. Summary of Interview Coding and Thematic Findings

Illustrative statement	Initial code	Category	Theme	Interpretation
"Digital solutions should be integrated comprehensively."	Service integration	Internal capabilities	Full-service digital	Management frames the company's offering as a coordinated set of digital services.
"The client's problem is not only technical but also business-related."	Business orientation	Solution approach	Solution-based narrative	The intended communication begins with business needs rather than technical features alone.
"Clients do not need to work with multiple vendors."	Client efficiency	Differentiation	Brand differentiation	A single-provider arrangement is presented as a potential benefit for clients.
"The approach can increase trust."	Trust-related perception	Brand perception	Intended B2B brand association	The statement reflects an intended or perceived relational benefit; it does not independently demonstrate brand awareness.

The table indicates that the themes are connected but analytically distinct. Full-service digital describes the capabilities being communicated, while the solution-based narrative describes how those capabilities are framed for the audience. Brand differentiation concerns the intended distinction from alternative providers, whereas brand awareness concerns whether audiences recognize or recall the company. Maintaining these distinctions helps ensure that the findings remain aligned with the evidence collected. Overall, the case indicates that PT Adeptive uses the integration of technical and marketing services as the basis for a business-oriented marketing message. Its client-performance example provides contextual support for the relevance of digital services, but direct evidence of changes in PT Adeptive's brand awareness is still needed. The principal contribution of the findings is therefore to explain how full-service capabilities are translated into a proposed B2B brand position, while identifying the audience-level evidence required to evaluate the effectiveness of that positioning.

V. Conclusion

This study finds that PT Adeptive positions its full-service digital capabilities as a basis for marketing communication differentiation. By integrating Website and Software Development, SEO, SEM, Social Media Marketing, and Consultation and Training, the company presents its services as a coordinated digital solution rather than a collection of separate technical offerings. The interview findings also show that PT Adeptive emphasizes a solution-based narrative that connects clients' business problems with its technical and marketing capabilities. These findings suggest that service integration and business-oriented communication provide a foundation for positioning the company as a strategic partner for B2B clients.

The findings have practical implications for digital agencies seeking to communicate their value in competitive B2B markets. Agencies need to explain how their capabilities address clients' business needs, improve coordination, and connect technical implementation with marketing objectives. Client project documentation and digital performance indicators may support this communication when their sources and measurement periods are clearly presented. However, the findings establish how PT Adeptive communicates its intended value proposition rather than demonstrating that the strategy has increased brand awareness. The reported performance changes for Katalokal.id concern the client's digital outcomes and should not be interpreted as direct evidence of greater awareness of PT Adeptive.

This study is limited by its single-case design and reliance on management interviews and company documentation, which restrict the extent to which the findings can be generalized to other digital agencies. In addition, the study does not include direct measurements of brand recognition, brand recall, or audience perceptions of PT Adeptive. Future research should compare multiple digital agencies, incorporate interviews with existing and prospective clients, and use survey-based measures of brand awareness to assess whether integrated digital capabilities and solution-based communication are associated with stronger brand recognition and recall. Longitudinal research could also examine how these relationships develop over time and distinguish communication exposure from actual changes in audience awareness.

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