


Branding Strategy in B2B Business: a Case Study of PT Multibina Teknika Utama

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Article Info	ABSTRACT
<p>Keywords: B2B Branding, Digital Visibility, Corporate Image, E-Katalog, Qualitative Research</p>	<p>This study examines the branding challenges of PT Multibina Teknika Utama, a B2B distributor of laboratory equipment in Indonesia. Although the company has strong technical capability and good after-sales service, its brand visibility is low because it rarely appears in Google search results, is difficult to find on e-Katalog LKPP, and has inconsistent product content and digital presentation. These issues make new buyers unaware of the company unless they receive recommendations. The research aims to (analyze Multibina's current B2B branding strategy and propose solutions to improve its brand awareness and corporate image. A qualitative method was used through semi-structured interviews with internal staff and institutional buyers, supported by digital observations. The data were analyzed using thematic analysis and gap analysis. The findings show five key issues: low discoverability, weak digital content, strong service-based trust, increasing digital expectations from buyers, and limited internal capability for branding. Based on these findings, the study recommends improving digital visibility, standardizing product content, strengthening digital credibility, and developing internal readiness to support branding activities.</p>
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INTRODUCTION

Branding in the B2B sector is shifting rapidly, with buyers now expecting strong and credible brand identities rather than relying solely on technical details or long-term purchasing channels. McKinsey & Company (2023) notes that B2B buyers—especially in Southeast Asia—are increasingly brand-sensitive and prefer suppliers with clear value propositions and consistent, professional branding. PT Multibina Teknika Utama, despite operating for more than a decade in the scientific and laboratory equipment market, faces low brand recognition because buyers tend to recognize the products but not the company itself. Its presence is often limited to tender periods within the LKPP e-Catalogue system, making the company vulnerable to external procurement cycles and limiting long-term institutional engagement.

These challenges underscore the need for a stronger and more continuous branding presence. Academic research reinforces this shift: Cortez and Johnston (2020) argue that B2B marketing requires more than rational, price-based appeals, emphasizing creativity and emotional resonance. Ferguson (2025) shows that novelty, topicality, and clarity in advertising enhance brand perceptions even in institutional markets, while Balaji et al. (2023)

demonstrate that innovative engagement strategies significantly strengthen trust and visibility in B2B relationships.

Given these findings, PT Multibina must adopt a creative and strategically grounded branding approach to increase its visibility, enhance its corporate image, and build stronger recognition outside transactional tender cycles. This study therefore examines how creative branding can address Multibina's business challenges and proposes recommendations suitable for its institutional B2B environment.

PT Multibina Teknika Utama is a privately owned Indonesian company specializing in B2B distribution of laboratory and technical equipment. Over the past two decades, it has built a solid reputation in Indonesia's scientific supply network by consistently providing high-quality, standards-compliant products to national institutions. Operating under the brand Multibina Lab Solution, the company offers integrated services for clients in education, research, healthcare, and industry, covering a wide range of laboratory needs from general equipment to biosafety, testing, and analytical instruments. Its approach is not limited to product reselling; instead, it emphasizes consultative support through product selection, installation, calibration, and regulatory compliance, earning trust from major institutional clients such as universities, government laboratories, and procurement agencies.

Despite its long operational history and strong technical capabilities, PT Multibina Teknika Utama faces several branding challenges. Although established in 1997 and recognized for its experience in geotechnology and scientific equipment distribution, much of its reputation circulates only within existing networks. Interviews with institutional buyers revealed that most clients learned about the company through personal referrals rather than through formal branding channels. This dependence on word-of-mouth significantly limits its ability to reach new buyers beyond its established circles. Compounding this issue, the company rarely participates in laboratory exhibitions, trade expos, or industry events—key offline discovery channels in the B2B sector where buyers evaluate suppliers' professionalism and credibility. Its absence from these events results in weak offline visibility, reinforcing its limited presence across both physical and digital touchpoints.

Although the company is known for reliability and long-term service quality, these strengths have not been effectively translated into a coherent branding strategy. Institutional buyers often perceive PT Multibina Teknika Utama merely as a standard laboratory distributor listed in the e-Catalog procurement system, rather than as a competent and professional partner offering integrated solutions. Marketing activities remain focused on technical and administrative tasks, while strategic communication of brand values—trust, reliability, professionalism, and partnership—has not been optimized. As a result, brand awareness remains low, and the company is frequently overshadowed by more visible competitors.

Digital observations further highlight this branding gap: competitors such as PT CND, Geo Civil Engineering, and Widya Prima Utama consistently appear at the top of search results, while PT Multibina Teknika Utama does not rank within the first page. This mismatch between strong operational performance and weak brand visibility underscores a critical need for a more strategic and consistent branding approach. Strengthening digital presence, enhancing offline visibility, and communicating brand values effectively are essential for

improving credibility, competitiveness, and long-term positioning in the institutional B2B market.



Figure 1. Search results for “laboratory soil testing equipment” on Google
 Source: Researcher's observation results (2025)

The image shows that product keyword search results show that PT Multibina Teknika Utama doesn't appear on the first page, even though the company sells similar products. This indicates low brand discoverability and a suboptimal search visibility strategy. The following is a photo display of the e-Catalog page with a list of products from various vendors, but Multibina appears at the bottom of the page or after a lot of scrolling.

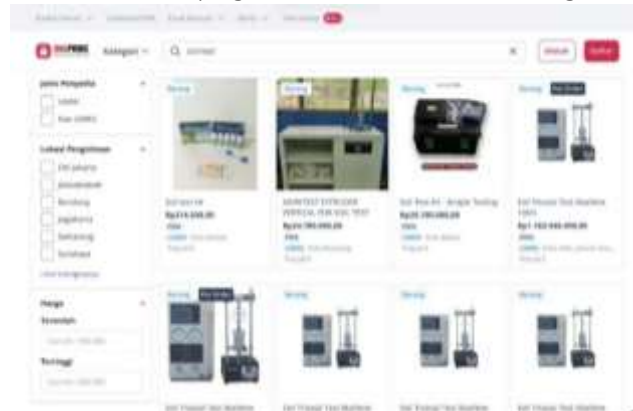


Figure 2. LKPP e-Catalog Display for the “Soil Test Equipment” Product
 Source: Researcher's observation results (2025)

The image shows that in product search results in the LKPP e-Catalog, PT Multibina Teknika Utama does not appear at the top of the provider list. This highlights the challenges facing brand visibility on institutional digital platforms.

Below is a photo display of a competitor's website, highlighting the logo, colors, tagline, and certification; the right side of the Multibina website displays a simple and informative display.



Figure 3. PT Multibina Teknik Utama's Website



Figure 4. Comparison of Competitor Websites with PT Multibina Teknik Utama's Website

Source: Researcher's observation results (2025)

The comparison between PT Multibina Teknik Utama and its competitors shows that competing brands present stronger digital identities through clearer visuals, structured information, and coherent brand narratives, while Multibina's online presence remains functional and does little to communicate brand value. The images reinforce that the company's core problem is not product quality or service capability, but weak brand visibility and low recall among potential buyers—an issue that undermines competitiveness in a market where digital platforms are the first point of evaluation in B2B purchasing.

These observations indicate that Multibina must strengthen its branding efforts beyond maintaining long-term client relationships and focus on improving digital visibility to attract new institutional buyers. Several factors contribute to its declining and inconsistent performance. The company depends heavily on tender-based procurement, which limits differentiation and causes Multibina to be perceived as one of many similar suppliers in the e-Catalogue system. Competitive pressure within the Indonesian laboratory equipment sector

further exacerbates this issue, as the company risks competing primarily on price when its brand identity is not clearly communicated. The gap between practice and theory also becomes evident when compared with global B2B branding research. Studies by Ferguson (2025), Cortez and Johnston (2020), and Balaji et al. (2023) emphasize the importance of creative, emotionally engaging, and strategically crafted branding in shaping positive perceptions and building trust—approaches that Multibina has not yet adopted.

Given these issues, this research aims to diagnose the underlying causes of Multibina's weak brand visibility and limited digital discoverability, examine how creative branding strategies can improve its corporate image among institutional buyers, and connect established B2B branding theories with the practical realities faced by an Indonesian distributor operating within government procurement systems.

Based on background above, this research aims to: (1) Analyze B2B business branding strategy at PT Multibina Teknika Utama. (2) Analyze business solutions to improve branding at PT Multibina Teknika Utama.

METHOD

This study adopted a qualitative exploratory research design to investigate how branding strategies shape institutional buying behavior within the e-Katalog procurement environment, using PT Multibina Teknika Utama as the primary case. A qualitative exploratory approach was selected because the research aims to uncover perceptions, interpretations, and contextual meanings that cannot be captured through quantitative techniques, following the rationale proposed by Creswell and Poth (2018). The overall design is anchored in the theoretical foundations of Keller's Customer-Based Brand Equity model (1993), Aaker's brand identity theory (1997), Ferguson's clarity–relevance model of message effectiveness (2025), Cortez and Johnston's framework on B2B trust formation (2020), and Marvi's industrial branding capability model (2024). These theoretical perspectives guided the construction of the interview protocol, the coding structure, and the interpretation of analytical patterns.

Data were collected using semi-structured interviews with internal stakeholders—such as directors, marketing personnel, and technical staff—and with institutional buyers including procurement officers, laboratory managers, and university representatives. Semi-structured interviewing was chosen because it provides flexibility for probing while maintaining coherence with theoretical constructs, as emphasized by Kallio et al. (2016). Interviews were conducted either face-to-face or through online platforms, recorded with participant permission, and transcribed verbatim. To complement primary data, secondary digital materials were examined, including e-Katalog product displays, Google search visibility, website content, product documentation, and competitor benchmarks. These digital observations provided objective evidence of how PT Multibina appears in search environments and procurement interfaces, enabling triangulation with interview data and strengthening contextual validity.

The data were analyzed using thematic analysis following Braun and Clarke's (2006) six-phase model. The analysis began with familiarization, in which interview transcripts and

digital documents were reviewed repeatedly to identify early impressions concerning discoverability, branding consistency, content quality, trust cues, and internal capability. Initial coding was conducted line by line to identify statements reflecting participants' evaluations and experiences. Codes were linked to theoretical constructs including salience, imagery, performance, judgments, clarity, and capability factors derived from Keller (1993), Aaker (1997), Ferguson (2025), Cortez and Johnston (2020), and Marvi (2024). The coding process produced an extensive set of descriptive labels that were then organized into broader analytical categories and preliminary themes. These developing themes were iteratively reviewed against the data set to ensure coherence, distinctiveness, and theoretical alignment. During this reviewing stage, codes were refined and regrouped to enhance internal consistency, reflecting Lincoln and Guba's (1985) criteria of credibility and dependability. The final stage of the thematic analysis involved defining and naming the themes so that each clearly captured a specific pattern of meaning grounded in both the empirical data and the theoretical frameworks.

Gap analysis was incorporated to compare PT Multibina Teknika Utama's current branding condition with the theoretically expected condition. The current state was derived from interview insights and digital observations, while the expected state was defined using Keller's dimensions of salience, imagery, performance, and judgments; Aaker's principles of identity consistency; Ferguson's criteria for clarity and relevance; Cortez and Johnston's model of B2B trust formation; and Marvi's indicators of branding capability. The contrast between these two conditions allowed the identification of gaps related to discoverability, content quality, digital credibility, service-based trust, and internal readiness.

The final methodological step involved the formulation of strategic recommendations. Strategy development was guided by the theoretical models cited above and was directly derived from the patterns identified through thematic and gap analysis. This ensured that the recommendations were analytically justified, theoretically grounded, and empirically connected to the branding challenges faced by PT Multibina Teknika Utama. Through this design, the methodology maintains transparency, coherence, and rigor, enabling a clear link between empirical findings and the strategic implications discussed in later sections.

RESULTS AND DISCUSSION

Research Overview

This chapter presents and interprets the qualitative findings gathered to understand PT Multibina Teknika Utama's branding challenges in the Indonesian B2B institutional laboratory equipment market. The results come from in-depth interviews with internal staff and institutional buyers from universities, government agencies, private laboratories, and related sectors. The purpose is to analyze how Multibina's current branding practices, digital visibility, and buyer perceptions influence its brand awareness and competitiveness, especially within the e-Katalog LKPP system, Google search visibility, and modern B2B purchasing behavior. The analysis is grounded in theoretical models such as Keller's (1993) Customer-Based Brand Equity framework, Aaker's (1997) Brand Personality dimensions, Digital Branding Visibility

concepts, and B2B Buying Behavior theories including Buying Center roles defined by Webster & Wind (1972) and updated by Marvi (2024).

Data were collected through semi-structured in-depth interviews, allowing informants to share perceptions freely while ensuring alignment with research objectives—an approach suited for examining organizational buying behavior and digital visibility, as recommended by Creswell & Poth (2018). The interview transcripts were coded and analyzed using Braun & Clarke's (2006) thematic analysis, enabling systematic identification of patterns across internal and external perspectives.

The findings in this chapter are structured according to the research framework developed in earlier chapters. Using Keller's (1993) CBBE model, the study evaluates Multibina's brand salience, performance, imagery, judgments, and resonance, revealing how current branding practices support or fail to build brand equity. Aaker's (1997) Brand Personality theory is applied to assess perceptions of traits such as Competence and Sincerity and whether these qualities are consistently communicated through digital channels. Digital visibility is examined across platforms including e-Katalog, Google search, LinkedIn, and other online touchpoints, where Multibina's limited presence becomes evident. The chapter also analyzes how institutional buying processes influence supplier selection by examining information search behavior, technical evaluation, and the influence of multiple decision-making roles within the buying center.

Overall, this chapter serves as the empirical foundation of the thesis by linking real-world interview insights with academic frameworks to explain the root causes of PT Multibina's branding challenges.

Informant Profiles

This section provides a narrative summary of the informant profiles using a purposive sampling approach, which ensures that all participants possess the experience, purchasing authority, or organizational knowledge necessary for addressing the research objectives. As Creswell and Poth (2018) explain, purposive sampling prioritizes information-rich cases, making it suitable for qualitative inquiry. The study involved two main groups of informants: internal stakeholders from PT Multibina Teknika Utama and institutional buyers from universities, government agencies, and private laboratories. The diversity of participants enhances the credibility and validity of the findings through triangulation, in line with Yin's (2014) recommendations for qualitative research.

The internal informants come from various organizational levels and functions, allowing the study to capture a holistic view of the company's branding challenges. The company's founder, M. Isnan Pawennei, offers strategic insight into Multibina's long-term operations and highlights internal limitations related to the employees' reliance on traditional methods and limited digital capabilities. The Marketing Director, Abu Tholib, explains that the company still depends heavily on personal networks and offline interactions within tender ecosystems, which contributes to weak digital visibility on platforms such as Google, e-Katalog, and LinkedIn. A younger marketing specialist, Nadhila, presents a contrasting viewpoint by emphasizing the urgency of digital modernization, SEO, and professionally structured product content—an observation aligned with shifts in institutional purchasing behavior described by

Marvi (2024). Meanwhile, senior technical staff such as Adiansyah and Sofyan describe Multibina's strong performance in installation, after-sales service, and operational reliability, illustrating that the company's brand strength currently lies in customer experience rather than visibility.

The external informants represent actual procurement actors and technical users who engage directly with Multibina in institutional buying processes. Government and university buyers such as Rifqi from Universitas Padjadjaran and Agung from Universitas Sumatera Utara stress that digital visibility is now a core requirement in procurement. They note that Multibina does not appear in e-Katalog search results unless entered manually, lacks a professional website, and is not easily found through general equipment searches. These findings confirm the gap in brand salience and digital discoverability. Buyers from the private sector—including Josephine from Pionirbeton, Deni from Mitra Adi Perkasa, and Ronald from Burangkeng Civil Laboratory—offer consistent feedback: they regard Multibina as reliable, competitively priced, and strong in after-sales service, but they admit they discovered the company only through referrals rather than online platforms. They also find it difficult to validate the company's credibility due to its weak digital presence.

Younger buyers, represented by Josephine (25–30), provide important insight into emerging purchasing behavior. She emphasizes that her generation relies heavily on Google search, LinkedIn, company websites, digital catalogs, and online validation before engaging with suppliers. Her perspective aligns with modern B2B buyer behavior theory (Marvi, 2024) and highlights the risk that Multibina will lose future buyers if it does not strengthen its digital footprint.

Overall, the diversity of internal and external perspectives enhances triangulation, as described by Yin (2014), and enables a deeper understanding of PT Multibina's challenges in brand equity and digital visibility. This richness of viewpoints forms the foundation for the thematic analysis and gap analysis presented later in the chapter, grounding the study's interpretations in real experiences from both sides of the B2B relationship.

Thematic Findings

This section presents the thematic findings generated from the qualitative analysis of interview data collected from institutional buyers and internal stakeholders of PT Multibina Teknika Utama. Using the thematic analysis approach described in Chapter 3, the researcher conducted initial coding, grouped the codes into sub-themes, and synthesized them into four major themes. These themes reflect the most dominant patterns related to branding visibility, buyer behavior, content quality, and organizational readiness.

Thematic analysis followed Braun and Clarke's (2006) six-phase framework, beginning with data familiarization, generating initial codes, identifying patterns, constructing themes, reviewing themes, and producing the final thematic structure.

Summary of Interview Insights

This subsection summarizes the main insights from interviews with internal staff and institutional buyers of PT Multibina Teknika Utama, highlighting recurring patterns related to branding, digital visibility, product information, and after-sales service. Informants consistently noted that the company suffers from low brand visibility, as it is difficult to find

on e-Katalog or Google, requiring buyers to type the full company name, with most discovering the company only through word-of-mouth or past vendor experience. Product listings were often described as incomplete, with limited photos, non-standard naming, and insufficient technical details, while after-sales service was widely praised for responsiveness, technical support, and reliable installation, which drives trust, satisfaction, and repeat purchases despite weak digital presence.

Interviewees also highlighted a generational shift in buyer behavior, with younger buyers relying heavily on online research, including Google, LinkedIn, and company websites, making digital credibility essential. Internally, senior staff members are less digitally oriented, which slows the adoption of digital branding practices, and the company lacks brand identity consistency, with no formal guidelines, inconsistent visuals, unstructured product documentation, and irregular tone of voice. These findings link to established theoretical frameworks, including Keller’s Customer-Based Brand Equity model (1993) for brand salience, performance, and resonance, Brand Identity theory, Digital Branding Visibility theory, and modern B2B buying behavior insights (Marvi, 2024). Together, these insights form the foundation for the thematic analysis of PT Multibina’s branding challenges and opportunities.

Coding Process and Initial Codes

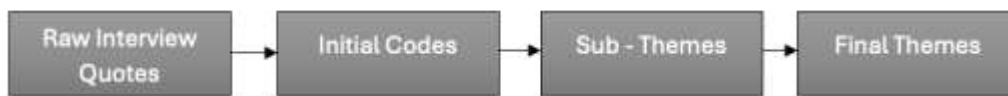


Figure 1. Thematic Analysis Flow

This figure illustrates the step by step process used to derive initial codes, sub-themes, and final themes in this research.

Table 1. Coding Process and Initial Codes

RAW DATA / QUOTE	INITIAL CODE
“Kalau di e-katalog, Multibina itu tidak muncul kalau saya tidak ketik nama lengkapnya.” – Rifqi (UNPAD)	Hard to find on e-Katalog
“Kalau dicari di Google, Multibina kurang muncul di keyword umum.” – Josephine	Lack of Google visibility
“Di Google susah sekali cari vendor, jadi saya harus tanya lagi.” – Agung (USU)	Low digital visibility
“Saya tahu Multibina dari rekomendasi, bukan dari internet.” – Deni (MAP)	Word-of-mouth discovery
“Biasanya saya cari vendor lewat pameran alat lab supaya bisa lihat langsung, tapi Multibina setahu saya jarang ada.” – Ronald	Exhibition as preferred vendor discovery channel
“Saya kenal Multibina dari rekomendasi, bukan dari pencarian online.” – Josephine	Referral-based awareness

RAW DATA / QUOTE	INITIAL CODE
"Foto produknya sedikit sekali, kadang cuma satu." – Josephine	Limited product photos
"Deskripsinya kurang lengkap, jadi saya harus tanya lagi." – Agung (USU)	Incomplete descriptions
"Nama produk di e-katalog kadang beda-beda." – Rifqi (UNPAD)	Naming inconsistency
"After-sales Multibina cepat sekali kalau ada kendala." – Ronald	Fast after-sales response
"Orang Multibina sangat paham barangnya." – Josephine (Pionirbeton)	High technical competence
"Repeat order terus karena puas sama servicenya." – Deni	Relationship based loyalty
"Teknisinya jelas dan bantu jelasin alat dengan baik." – Agung (USU)	Competence based trust
"Saya repeat order karena Multibina selalu bantu kalau ada kendala." – Ronald	Repeat orders due to satisfaction
"Sudah lama pakai Multibina, puas jadi terus repeat." – Pionir Beton	Satisfaction-driven loyalty
"Saya percaya karena pernah pakai sebelumnya, jadi pesan lagi." – MAP	Trust-based repeat purchase
"Website-nya ada tapi kurang lengkap dan kurang profesional." – Josephine	Website lacks completeness
"Kalau vendor tidak ada di Google atau website, saya ragu." – Rifqi	Lack of digital proof
"Di e-katalog tampilannya tidak konsisten." – Marketing Team	Inconsistent e-Katalog presentation
"Orang-orang muda itu pasti cek online dulu sebelum yakin." – Rifqi	Digital-first buyer expectations
"Pembeli muda lihat Google dulu sebelum kontak supplier." – Josephine	Younger buyers research vendors digitally first
"Banyak staf senior yang kurang paham digital." – Director Isnan	Low digital capability
"Tidak ada guideline untuk konten, foto, atau tone of voice." – Abu Tholib	No brand guideline
"Nama produk beda-beda, tampilan tidak standar." – Internal Team	Brand identity inconsistency
"Kita belum punya manual branding yang jelas." – Nadhila	Lack of content standardization

Development of Sub-Themes

Table 2. Development of Sub Themes

Initial Codes	Meaning / Interpretation	Resulting Sub-Theme
Hard to find on e-Katalog	Buyers cannot locate Multibina unless typing full company name	Difficulty finding Multibina online

Initial Codes	Meaning / Interpretation	Resulting Sub-Theme
Lack of Google visibility	Brand does not appear in general keyword searches	Low digital visibility
Low digital visibility	Buyers struggle to find vendor through Google	
Word-of-mouth discovery	Buyers know Multibina through recommendations, not digital search	Offline driven brand awareness
Referral-based awareness	Brand recognition comes from personal networks	
Exhibition as preferred vendor discovery channel	Exhibitions are a common way buyers find vendors, but Multibina loses visibility because it is not present in these events.	Missed exposure channels
Limited product photos	Only 1–2 images per listing insufficient information	Insufficient digital content
Incomplete descriptions	Buyers must ask for clarification due to missing product details	
Fast after-sales response	Quick issue resolution responsive support	Strong service performance
High technical competence	Technicians understand products deeply	Competence-based trust
Relationship-based loyalty	Repeat orders driven by positive past experience	
Competence based trust	Buyers trust Multibina because technicians explain products clearly and understand the equipment well.	Relationship-based loyalty
Repeat orders due to satisfaction	Buyers reorder because of good service	
Satisfaction-driven loyalty	Buyer trust built through after-sales experience	Digital credibility requirement
Trust-based repeat purchase	Repeat purchase occurs because buyer already trusts Multibina	
Website lacks completeness	Website not complete or professional	Digital credibility requirement
Lack of digital proof	Vendor credibility cannot be verified online	
Inconsistent e-Katalog presentation	Product listing inconsistent across platform	Digital-first buyer expectations
Digital-first buyer expectations	Buyers expect fast, clear, professional online information	
Younger buyers research vendors digitally first	Younger buyers rely on Google before contacting vendor	Internal capability gap
Low digital capability	Team lacks digital branding skills	
No brand guideline	No standard for photos, descriptions, tone of voice	Brand identity inconsistency
Brand identity inconsistency	Visuals, naming, and tone are not standardized	

Initial Codes	Meaning / Interpretation	Resulting Sub-Theme
Lack of content standardization	Product information not aligned or structured	Lack of content standardization
Naming inconsistency	Product titles vary across listings	

Final Themes

This section synthesizes the key themes from interviews with internal staff and institutional buyers of PT Multibina Teknika Utama, capturing the main branding challenges and strengths. The first theme identifies the company’s limited visibility across digital and offline discovery channels, with buyers reporting difficulty finding Multibina on e-Katalog and Google, and relying mostly on personal recommendations due to the company’s absence from exhibitions and other exposure platforms. The second theme highlights weak digital content and unstructured product information, including incomplete photos, inconsistent product details, and irregular branding, which reduce perceived professionalism and credibility during B2B evaluation. Despite these issues, the third theme emphasizes strong service performance and trust-based customer loyalty, with buyers praising fast response, technical expertise, and relationship-driven repeat purchases. The fourth theme reflects growing digital credibility requirements and buyer expectations, especially among younger procurement staff who rely on online evidence, professional websites, and digital catalogs before engaging suppliers. Finally, the fifth theme addresses internal capability gaps that hinder consistent branding execution, noting that the senior-dominated team has limited digital skills, contributing to inconsistent product listings, weak brand identity, and slow progress in digital presence. Together, these themes reveal that while Multibina excels in operational reliability, its branding and digital visibility need strategic improvement to meet modern B2B buyer expectations.

Table 3. Final Theme

Sub-Theme	Final Theme
Difficulty finding Multibina online	Theme 1
Low digital visibility	Theme 1
Offline driven brand awareness	Theme 1
Missed exposure channels	Theme 1
Insufficient digital content	Theme 2
Lack of content standardization	Theme 2
Brand identity inconsistency	Theme 2
Strong service performance	Theme 3
Competence-based trust	Theme 3
Relationship-based loyalty	Theme 3
Digital credibility requirement	Theme 4
Digital-first buyer expectations	Theme 4
Internal capability gap	Theme 5

Integrated Interpretation of Findings

The analysis of the five themes reveals that PT Multibina’s main branding challenge lies in the gap between strong operational performance and weak digital presence. The company is difficult to find online through e-Katalog or Google and lacks visibility in offline discovery channels like industry exhibitions, making buyers rely heavily on referrals. Even when found, its digital content is limited, inconsistent, and unstructured, reducing credibility and complicating product evaluation. In contrast, Multibina excels in after-sales service and technical support, which builds trust and drives repeat purchases, but these strengths are not effectively communicated to new buyers. Younger institutional buyers increasingly expect professional, easily searchable digital information, and without it, many potential clients never reach the stage of engagement. The underlying cause is an internal capability gap, as the senior-dominated team lacks digital branding skills, resulting in inconsistent content and weak brand implementation. Overall, Multibina’s branding issue is not product or service quality but insufficient digital presence, content standardization, and internal capacity to execute modern branding strategies, which limits brand visibility, credibility, and new client acquisition.

Table 4. Integrated Interpretation of Findings

Final Theme	Core Issue Identified	Meaning / Interpretation	Connection to Other Themes	Integrated Implication
Theme 1: Limited Visibility Across Digital and Offline Discovery Channels	Buyers struggle to find Multibina through Google or e-Katalog unless typing the full name, and since Multibina is also absent from common offline discovery channels like laboratory exhibitions, buyers do not encounter the brand unless referred by others.	Multibina is absent at early stages of the B2B buying process (search & initial evaluation)	Connects to Theme 4 (digital credibility) and Theme 5 (internal capability gap), which both explain <i>why</i> visibility remains low	Weak visibility blocks entry into the buying process, causing reliance on referrals instead of digital lead generation
Theme 2: Weak Digital Content and Unstructured Product Information	Product photos, descriptions, and naming are incomplete and inconsistent	Digital presentation does not meet buyer expectations for clarity and technical detail, lowering perceived professionalism	Reinforces Theme 1 (low visibility) and Theme 4 (credibility needs), because weak content reduces trust even when buyers do find the brand	Poor content reduces evaluation confidence and creates friction during supplier comparison, weakening competitiveness
Theme 3: Strong Service Performance	After sales service, technical competence, and responsiveness drive loyalty	Multibina performs strongly <i>after</i> engagement,	Contrasts with Theme 1 and Theme 2, showing buyer	Strong service ensures retention but cannot

Final Theme	Core Issue Identified	Meaning / Interpretation	Connection to Other Themes	Integrated Implication
and Trust Based Customer Loyalty		creating trust-based repeat orders despite digital weaknesses	satisfaction emerges after purchase—not during discovery or evaluation	compensate for the lack of new customer acquisition due to poor digital presence
Theme 4: Digital Credibility Requirements and Buyer Expectations	Buyers require strong online proof (website, documentation, Google presence) before contacting vendors	Weak digital credibility signals lower reliability, causing buyers to deprioritize Multibina during vendor comparison	Directly linked to Theme 1 (visibility) and Theme 2 (weak content); also influenced by Theme 5 (capability gap)	Without credible digital signals, Multibina loses trust during initial evaluation despite strong service performance
Theme 5: Internal Capability Gap Affecting Branding Execution	Senior staff lack digital branding skills, leading to inconsistent execution	Branding tasks progress slowly, reducing the company’s ability to adapt to digital-first buyer behavior	Root cause of Theme 1, 2, and 4, because low capability leads to low visibility, weak content, and poor credibility	Capability gaps hinder long-term branding improvements, preventing Multibina from building a modern, competitive digital presence

Gap Analysis

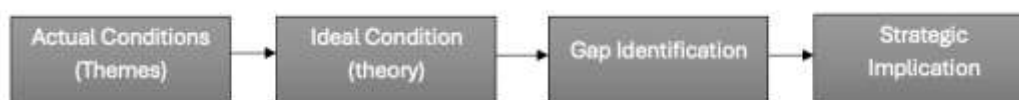


Figure 2. Gap Analysis Structure

This figure explains how the actual conditions, theoretical expectations, and identified gaps were integrated into the final analysis.

Overview of Key Gaps

The thematic analysis identified five key gaps between PT Multibina Teknika Utama’s current branding and institutional buyers’ expectations, highlighting misalignments that limit visibility, credibility, and new client acquisition. First, the vendor discoverability gap shows that buyers struggle to find Multibina on e-Katalog or Google, making new customer acquisition reliant on personal networks rather than digital channels. Second, the digital content and product information gap reflects incomplete listings, limited photos, inconsistent naming, and missing technical details, which hinder buyers’ evaluation and decision-making. Third, the awareness-to-acquisition conversion gap indicates that Multibina’s strong service quality and technical competence remain invisible to new buyers because these strengths are

not communicated digitally. Fourth, the digital credibility and buyer expectation gap demonstrates that younger, digitally oriented procurement officers perceive the company as less trustworthy due to the lack of a professional website, portfolio evidence, and consistent branding. Finally, the internal capability and branding execution gap shows that the company’s team lacks digital branding skills and standardized guidelines, resulting in inconsistent presentation and slow implementation of modern branding practices, preventing Multibina from meeting institutional B2B market standards.

Gap Analysis Table

Table 5. Gap Analysis Table

Actual Condition (Based on Interview Findings)	Customer Expectations / Needs / Wants	Resulting Gap	Implications for Multibina
Buyers struggle to find Multibina because the company does not appear in Google keyword searches, and on e-Katalog it only appears when the full name is typed. The website is incomplete and not convincing. Since Multibina also does not participate in industry exhibitions, most buyers only know the company through recommendations not through independent search.	Buyers expect vendors to be easily discoverable across multiple channels: Google keyword search, e-Katalog listings without requiring exact name input, credible company website, and active presence in relevant industry exhibitions. They expect that when searching for equipment (<i>alat uji tanah</i>), all relevant and reputable vendors should appear in the first page so they can be considered.	Vendor Discoverability Gap	Multibina becomes invisible during the earliest supplier search stage, reducing the chance of being shortlisted. This leads to weak lead generation, missed exposure in exhibitions, and over dependence on referrals for new customers.
Product listings contain limited photos, incomplete descriptions, inconsistent naming, and insufficient technical details	Buyers expect clear, complete, and structured product information including photos, specifications, naming consistency, and technical documentation before reaching out.	Digital Content & Product Information Gap	Buyers face uncertainty when evaluating Multibina online, which slows decision making, increases the need for clarification, and reduces perceived professionalism
Strong after-sales performance but low brand awareness. Buyers trust Multibina only after purchase experience.	Buyers expect vendors to be credible <i>before</i> purchasing, not only after experiencing service.	Service Performance vs Low Awareness Gap	Multibina excels after customers engage but struggles to convince new prospects, limiting growth beyond existing networks.
The website is incomplete, e-Katalog listings are inconsistent, and there is little digital proof of credibility. Younger buyers cannot validate the vendor online.	Buyers expect a professional website, updated portfolio, consistent listings, and accessible digital proof to verify vendor reliability.	Digital Credibility & Buyer Expectation Gap	Digital first buyers hesitate to proceed without online validation, causing Multibina to lose potential clients who

Actual Condition (Based on Interview Findings)	Customer Expectations / Needs / Wants	Resulting Gap	Implications for Multibina
Internal team lacks digital branding capability. No brand guidelines exist, visuals, tone, and documentation are inconsistent across platforms	Buyers expect clear, standardized branding and accurate documentation that reflects professionalism and reliability.	Internal Capability & Branding Execution Gap	rely heavily on digital assessment. Branding efforts cannot be executed consistently, resulting in mixed buyer impressions and limiting long-term digital improvement.

The analysis identifies five key gaps in PT Multibina’s branding. First, the company suffers from limited discoverability: it is rarely found on Google or e-Katalog unless the full name is used, and absence from industry exhibitions reduces offline visibility, reflecting low brand salience (Keller, 1993) and the digital-first behavior of younger buyers (Marvi, 2024; Webster & Wind, 1972). Second, its digital content is inadequate, with incomplete descriptions, few photos, and inconsistent naming, which hampers independent product evaluation and weakens credibility, impacting brand performance and judgments (Keller, 1993). Third, although service performance is strong, this advantage is largely invisible to potential buyers because operational excellence is not documented or publicized online, limiting early recognition of the company’s reliability. Fourth, the digital presence does not meet modern buyers’ expectations for structured websites, consistent product listings, and verifiable evidence, creating a credibility gap that can delay engagement (Marvi, 2024; Keller, 1993). Finally, internal capability limitations, including senior staff with limited digital skills, lack of standardized templates, brand guidelines, and clear content ownership, result in inconsistent branding execution. Addressing these gaps requires enhancing digital and offline visibility, standardizing content, publicly showcasing service strengths, and strengthening internal capabilities to align brand presentation with operational excellence..

Overall Interpretation of the Gaps

Table 6. Overall Interpretation of the Gaps

Gap Category	Core Issue Identified	Underlying Meaning / Interpretation	Connection to Other Gaps	Integrated Implication
Gap 1: Vendor Discoverability Gap	Multibina is difficult to find on Google or e-Katalog, buyers mostly find it through referrals or prior knowledge.	Multibina is absent in the earliest stages of the B2B buying process, reducing organic demand and preventing new buyers from entering the pipeline.	Directly linked to Gap 4 (Digital Credibility) and Gap 2 (Content Quality), which both contribute to poor visibility.	Low discoverability weakens brand salience, shrinks top of funnel leads, and increases dependency on offline networks.
Gap 2: Content Quality & Product Information Gap	Product information is incomplete, inconsistent, and lacks	Buyers cannot independently evaluate products,	Related to Gap 1 (visibility) and Gap 4 (credibility),	Without standardized, complete content,

Gap Category	Core Issue Identified	Underlying Meaning / Interpretation	Connection to Other Gaps	Integrated Implication
	technical detail across platforms.	slowing procurement decisions and harming perceived professionalism.	since poor content limits both discoverability and trust.	Multibina loses competitiveness in vendor comparison and formal procurement.
Gap 3: Service Awareness Imbalance Gap	Strong technical service is not visible digitally, only experienced by existing clients	Service excellence becomes a “hidden strength” that does not contribute to attracting new buyers.	Tied to Gap 1 and Gap 4, because invisible service quality worsens discoverability and credibility gaps.	The company fails to leverage a major competitive advantage, leading to weak early stage buyer perception.
Gap 4: Digital Credibility & Buyer Expectation Gap	Lack of digital proof (website, portfolio, consistency) does not meet modern buyer expectations.	Younger buyers rely on online validation; absence of digital credibility reduces trust before engagement.	Strengthens the effects of Gap 1 (visibility) and Gap 2 (content), and is worsened by Gap 5 (capability).	Without improving digital credibility, Multibina cannot enter the consideration set of digital first procurement officers.
Gap 5: Internal Capability & Branding Execution Gap	Limited digital literacy and absence of structured SOPs hinder consistent branding work.	Branding outputs depend on individual habits, leading to inconsistencies and weak execution.	This gap amplifies all other gaps visibility, content quality, credibility, and service proof.	Without internal capability strengthening, no branding improvement can be sustained or scaled.

Multibina is strong at the end of the buyer journey, but weak at the beginning. Thus, strategic recommendations in Section 6 will focus on strengthening visibility, credibility, standardization, and digital capability.

Discussion

Visibility and Discoverability as the Main Barrier

The interviews reveal a fundamental structural challenge: PT Multibina Teknika Utama is largely undiscoverable across the channels institutional buyers commonly use during supplier search. Buyers consistently reported that Multibina does not appear in Google searches for keywords such as *alat uji tanah* or *CBR test set*, does not surface on e-Katalog unless the full company name is typed, and lacks a credible digital footprint, including a complete website or an active LinkedIn presence. This absence removes the company from the earliest and most critical phases of the B2B procurement journey—need recognition,

supplier search, and initial evaluation—resulting in Multibina being excluded from buyers' early consideration sets.

Across all informants, a repeated pattern emerges: buyers learn about Multibina not through search mechanisms but through offline referrals, existing vendor relationships, or internal colleague recommendations. This indicates that the company's brand salience depends heavily on personal networks rather than market-driven visibility. Because institutional buyers expect credible vendors to appear immediately when searching for laboratory equipment online, Multibina's absence from these search paths prevents the company from entering the evaluation stage unless buyers intentionally look for it by name.

The problem is compounded by the company's lack of presence in laboratory and engineering exhibitions, which many procurement officers rely on to explore suppliers, view equipment demonstrations, and compare alternatives. While competitors gain exposure through these events, Multibina's absence reduces its offline visibility in the same way its digital footprint limits its online visibility.

Taken together, these findings highlight a core structural issue: Multibina's low discoverability prevents it from entering the buyer's decision-making journey at the point where vendors are normally identified. As a result, the company becomes reliant on recommendations and repeat customers, unintentionally restricting new business acquisition and limiting its ability to reach broader institutional markets through organic discoverability.

Weak Digital Content Reduces Buyer Confidence

A second major issue emerging from the interviews is the weakness and inconsistency of PT Multibina's digital product content, which significantly undermines buyer confidence during supplier evaluation. Buyers consistently noted that Multibina's listings contain too few photos, incomplete technical descriptions, and non-standard naming formats, forcing them to contact the company directly before they can proceed with procurement. This indicates that Multibina's digital information fails to meet the baseline expectations of institutional buyers, who rely on clear, complete, and professionally structured documentation to compare vendors and assess product suitability.

In procurement settings, buyers typically evaluate multiple vendors side by side using available digital information. When essential details—such as full technical specifications, component lists, compliance with testing standards, or installation scope—are missing, Multibina appears less professional and less reliable regardless of the actual product quality. Several informants, including Josephine, Rifqi, and Agung, explained that incomplete descriptions force them to repeatedly ask for clarification, creating friction and slowing the evaluation process. This places Multibina at a disadvantage compared with competitors whose listings already provide the clarity buyers require.

The problem is compounded by inconsistent naming conventions across platforms, which make the listings appear unstructured and suggest weak internal documentation practices. For institutional buyers, such inconsistency signals lower credibility and reduces trust in the brand's technical rigor.

These findings reflect broader shifts in modern B2B procurement behavior. Marvi (2024) notes that digital-first buyers expect vendors to provide complete, accessible, and

self-service product information that supports independent evaluation before initiating contact. Multibina's weak digital documentation therefore does more than create cosmetic shortcomings—it directly slows decision-making, reduces perceived professionalism, weakens competitiveness in formal procurement processes, and reinforces the broader visibility and credibility gaps identified across the study.

Behavior Strong Service Performance Creates Loyalty but Not Awareness

The interviews consistently indicate that PT Multibina delivers exceptionally strong service performance, particularly in installation quality, technical assistance, responsiveness, and after-sales support. Buyers from various institutions describe Multibina's technicians as highly knowledgeable, quick to respond, and effective in explaining equipment functions, making technical support a major driver of trust-based loyalty and a key reason clients repeatedly reorder for subsequent projects. Despite this operational strength, the findings reveal a critical disconnect: Multibina's excellent service only benefits buyers who have already entered the system and does not enhance brand awareness among new potential clients. Because the company is difficult to discover in the early procurement stages, its strongest attribute remains a hidden advantage experienced only after purchase decisions are made. As a result, loyalty grows deeper, but market reach does not expand, and new buyers rarely encounter the brand early enough to experience its superior service.

This pattern aligns with Keller's (1993) differentiation between brand performance—value delivered after purchase through product reliability and service quality—and brand imagery—perceptions formed before purchase through visibility, communication, and external signals. Multibina excels in brand performance but lacks the brand imagery needed to attract new institutional buyers. Limited online discoverability and weak digital cues mean that the company's strong service capabilities do not translate into broader reputation building.

Interview data further shows that most clients only become loyal after direct interaction with Multibina's technicians, while prior to that they were largely unaware of the company's existence. This indicates that Multibina's strongest asset—its service excellence—is overshadowed by early-stage branding weaknesses related to visibility, content quality, and credibility. Consequently, the company's operational strengths deepen loyalty among existing clients but fail to expand overall market reach. Without improved digital visibility and stronger pre-purchase credibility signals, Multibina's high service performance cannot effectively contribute to larger brand growth in the institutional B2B market.

Rising Buyer Expectations for Digital Credibility

Interview findings reveal that digital credibility has become increasingly crucial in the evaluation process, especially among younger procurement officers who expect clear and professional online evidence of a vendor's legitimacy before making contact. Buyers such as Rifqi and Josephine emphasized that incomplete websites, inconsistent e-Katalog listings, and missing product documentation immediately reduce their confidence, even if the vendor is known to provide strong service. For these younger digital-first buyers, credibility is formed through online impressions rather than direct interaction, a pattern supported by Marvi

(2024), who notes that modern B2B buyers conduct extensive online research before engaging suppliers.

This dynamic also reinforces Keller's (1993) Brand Imagery concept, where early perceptions are shaped by how a company presents itself visually and digitally. Multibina's weak online footprint—limited website content, absence of project portfolios, and inconsistent product listings—creates weak brand imagery and increases perceived risk during early evaluation. As institutional procurement typically begins with online verification, the absence of strong digital cues deepens the existing visibility problem: even when buyers hear about Multibina through recommendations, the lack of professional digital validation prevents early trust from forming.

Overall, rising expectations for digital credibility highlight a structural branding gap. Institutional buyers now require digital proof before considering a vendor, and Multibina's current online presence does not meet these expectations, limiting its ability to enter early evaluation stages and weakening its competitive positioning.

Internal Capability Gaps Limit Branding Execution

A recurring pattern across interviews especially from internal informants such as Pak Isnan, Abu Tholib, and Nadhila is the clear internal capability gap in executing modern branding and digital communication practices. Many of Multibina's staff are senior and come from technical backgrounds, making them highly knowledgeable about products but less familiar with digital branding, content standardization, and online communication. This gap directly impacts the consistency and professionalism of the company's branding outputs. The findings show that product descriptions, naming formats, and documentation vary significantly depending on who prepares them. Without standardized templates or clear branding guidelines, content is created based on individual habits rather than a unified company standard. This results in inconsistencies across e-Katalog listings, uneven product details, and variations in tone, structure, and visual style, which weaken the company's perceived professionalism.

Furthermore, the lack of internal digital skills makes it challenging for Multibina to maintain a strong online presence. The absence of a complete website, limited digital portfolio, and slow content updates reflect deeper capability issues rather than a lack of intention. Interviews reveal that while staff understand the importance of digital branding, they do not yet have the structured processes, skills, or role assignments to execute it effectively.

This internal gap has a cascading effect on the other thematic findings. Because content cannot be produced consistently, visibility remains low, credibility signals remain weak, and service excellence is not communicated in digital formats. In other words, the capability gap prevents the company from closing the visibility, content, and credibility gaps identified earlier.

This is consistent with organizational readiness concepts in B2B marketing, which emphasize that effective brand communication requires aligned capabilities, cross-functional coordination, and clear standard operating procedures. Without developing these internal foundations, improvements in digital presence or product content cannot be sustained.

Overall, the internal capability gap represents a root cause that amplifies Multibina's branding challenges. Strengthening digital literacy, establishing structured content workflows, and creating dedicated branding responsibilities are essential for ensuring that future branding initiatives can be executed consistently and professionally.

Strategic Recommendations

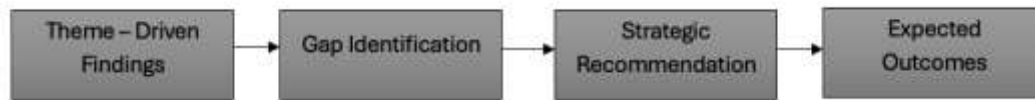


Figure 3. Recommendation Development Framework

This figure shows how final themes and identified gaps were transformed into strategic recommendations.

Strengthen Vendor Discoverability Across Digital & Offline Channels

Many institutional buyers struggle to locate PT Multibina Teknika Utama through both digital and offline channels. The company only appears in e-Katalog or Google searches when the full name is typed, and its absence from technical exhibitions further limits offline visibility. As a result, early-stage awareness depends heavily on referrals rather than discovery through proactive vendor search. This is problematic because supplier identification and initial evaluation occur long before buyers request quotations. As explained by Marvi (2024), B2B buyers shortlist vendors based on visibility and credibility signals across platforms, while Keller (1993) highlights that strong brand salience increases the likelihood of being included in a consideration set.

To close this gap, Multibina must significantly improve discoverability across procurement platforms, Google search, its corporate website, and offline industry networks. Enhancing e-Katalog visibility requires standardizing product names using common buyer search terms, completing technical documentation, and placing items under the correct categories, consistent with LKPP guidelines (2024). Improving SEO performance on Google demands keyword-focused product pages, educational content that builds expertise, and a complete Google Business Profile with updated information and client reviews. These efforts align with Google's Search Essentials and Quality Rater Guidelines, which emphasize relevance, clarity, and E-E-A-T signals.

A professionally structured website is also essential because younger procurement officers evaluate vendor credibility based on digital presentation before initiating any contact. The website must therefore offer a complete product catalog, organized categories, portfolio documentation, installation records, client references, legal qualifications, and brand partnerships, while presenting information in a way that signals expertise and trustworthiness.

Offline visibility must be strengthened through participation in technical exhibitions, particularly events organized by HATTI, which attract universities, geotechnical laboratories, civil engineering firms, and contractors. Such exhibitions provide direct access to decision-makers seeking new vendors and offer an opportunity to showcase instruments, demonstrate technical capabilities, and distribute credible documentation.

Strengthening discoverability across these channels will reduce dependence on referrals, position Multibina earlier in buyers' consideration stages, increase website inquiries and catalog visits, and build sustained brand salience within the civil engineering and laboratory equipment ecosystem.

Standardize and Enhance Product Content Quality Across All Platforms

The main barrier identified is the inconsistency and incompleteness of PT Multibina Teknika Utama's product content across platforms, particularly in e-Katalog and internal documents. Buyers reported limited photos, unclear descriptions, inconsistent naming, and difficulty accessing technical specifications without repeated requests, reducing perceived professionalism and credibility. Strengthening product content is essential for visibility and trust, as Nielsen Norman Group (2020) and Kotler and Keller (2016) highlight that buyers rely on clear, complete, and consistent information to assess supplier competence. Addressing this requires a unified technical and branding guideline across all platforms. Standardized naming, such as "CBR Machine – Analog – ASTM D1883" following LKPP practices, enhances search discoverability, while 3–5 professional, consistently styled photos and uniform technical specification templates—including features, standards, accessories, installation, and warranty information as recommended by ASTM International (2020)—improve clarity and efficiency. Enhancing e-Katalog listings by rewriting descriptions, adding missing specifications, uploading complete photos, aligning keywords, attaching brochures, and ensuring correct categorization meets LKPP standards. Additionally, establishing a professional digital product library on the website with standardized naming, multi-angle images, complete technical tables, downloadable documentation, application references, related products, and quotation options centralizes information, increases buyer confidence, reduces inquiries, and strengthens SEO, aligning with Google Search Essentials and global best practices for structured, credible, and complete content.

Strengthen Brand Credibility Through Consistent Digital Proof & Professional Branding

Interviews reveal that PT Multibina Teknika Utama's strong technical service and reliable after-sales support are undermined by insufficient digital proof, creating a credibility gap that affects early-stage buyer evaluation. Younger procurement officers, as noted by Marvi (2024), expect visible and verifiable digital evidence—professional websites, standardized documentation, portfolio records, and consistent online presence—before initiating contact. This aligns with Keller's (1993) framework, which emphasizes that brand judgments form prior to direct interaction. To address this, Multibina needs a professional, comprehensive website following Nielsen Norman Group and Google guidelines, with clear product categorization, a standardized product library, company background, project portfolio, team profiles, contact information, and a structured download center to build transparency and trust. Buyers also demand visible proof of work—installation photos, training records, calibration reports, operational videos, testimonials, and project highlights—which supports E-A-T principles (McKnight & Chervany, 2002) and signals competence during vendor selection. Interviews further highlight inconsistencies in visual identity, naming, and document formats; implementing formal brand guidelines per Aaker (1996) and Wheeler (2017) ensures uniformity across logos, colors, typography, tone, naming, photography, and

templates, strengthening recognition and reducing buyer confusion. Additionally, enhancing LinkedIn presence is crucial, as buyers increasingly verify suppliers via the platform (LinkedIn, 2023). Active company pages, shared projects, educational posts, and aligned employee profiles build credibility and demonstrate industry engagement. Overall, digital proof and consistent branding are essential for making Multibina’s operational strengths visible and competitive in early procurement stages.

Improve Internal Capability and Organizational Readiness for Branding Execution

The findings indicate that Multibina’s branding issues do not come from poor service quality or weak product competence, but from internal capability limitations that prevent consistent and professional branding execution. Interviews with internal staff revealed low digital skills, limited content-production ability, inconsistent documentation habits, and unclear division of branding responsibilities. According to organizational capability theory, strong branding depends on internal systems, skills, and routines—areas where Multibina currently lacks structure.

First, the company needs a dedicated function responsible for branding and digital content. At present, branding tasks are dispersed among employees with unrelated primary roles, resulting in inconsistent outputs and irregular documentation. Establishing a centralized branding role or small unit would ensure consistent content management, website upkeep, documentation of installations and trainings, and uniform communication across platforms.

Second, Multibina must strengthen digital and content skills across the organization. Many staff members—particularly senior ones—lack the ability to produce standardized product descriptions, take proper product photos, upload structured content, or document technical activities consistently. Targeted training in digital literacy, content writing, photography, SEO, e-Katalog management, and LinkedIn publishing is necessary to support reliable branding execution and reduce dependence on external vendors.

Third, the company requires clear Standard Operating Procedures (SOPs) for all branding-related processes. Variability in product photos, descriptions, quotation formats, and documentation can be eliminated through formalized workflows. SOPs should govern product content creation, upload processes, installation and training documentation, communication formats, and content approval. These standardized procedures will improve consistency, ensure quality control, and build organizational memory.

Overall, strengthening internal structure, enhancing digital capabilities, and implementing standardized processes are essential for developing a more consistent, credible, and sustainable branding system for Multibina.

Prioritization Matrix

Table 7. Prioritization Matrix

Strategic Initiative	Impact	Reason (Impact)	Feasibility	Reason (Feasibility)	Priority Level	Related Gap(s)
Strengthen Vendor Discoverability Across Digital & Offline Channels	Very High	Discoverability directly affects whether buyers can <i>even find</i> Multibina; without	Medium	Requires technical SEO skills, website work, and external platform	Priority 1	Gap 1

Strategic Initiative	Impact	Reason (Impact)	Feasibility	Reason (Feasibility)	Priority Level	Related Gap(s)
		visibility, all other branding efforts fail to generate leads.		optimization (Google, e-Katalog), but still achievable within 3–6 months.		
Standardize & Enhance Product Content Quality Across All Platforms	Very High	Buyers consistently complain about missing specs, inconsistent names, and limited photos; fixing this immediately increases credibility and speeds procurement decisions.	Medium	Requires internal content cleanup and documentation, but can be executed by the team with structured guidelines.	Priority 1	Gap 2
Strengthen Brand Credibility Through Consistent Digital Proof & Professional Branding	High	Strong digital proof (portfolio, website quality, LinkedIn) improves buyer confidence and reduces perceived vendor risk.	Medium	Needs sustained content creation and brand guideline development, achievable but time-intensive.	Priority 2	Gap 3 & 4
Improve Internal Capability & Organizational Readiness for Branding Execution	Medium	Branding failures stem from lack of skills & processes; improving capability enhances long-term execution but does not immediately impact visibility.	Medium	Requires training, new roles, and SOP development, which takes longer and depends on organizational commitment.	Priority 3	Gap 5

Expected Outcomes

The implementation of these strategic recommendations is expected to significantly improve Multibina’s visibility, credibility, and internal readiness. Enhancing discoverability across Google, e-Katalog, and offline technical networks allows the company to appear earlier in the buyer journey, aligning with Keller’s concept of brand salience and reflecting the growing reliance of younger procurement officers on digital search. Better visibility ensures that Multibina is more frequently shortlisted by new institutional buyers and becomes less dependent on referrals.

Improving product content quality across all platforms also strengthens buyer confidence during evaluation. Standardized naming, complete specifications, and consistent visual documentation align with professional usability and B2B information-processing standards, reducing uncertainty and making buyers perceive Multibina as more competent and reliable. When product information is complete and coherent across the website, e-

Katalog, and internal documents, the procurement process becomes smoother and more trustworthy.

Digital credibility further increases as the company begins to publish clear proof of work, such as installation records, training photos, calibration documentation, and testimonials. These materials function as concrete credibility signals that validate Multibina's technical capability, reinforcing the brand performance and brand imagery dimensions described by Keller. A unified brand identity system strengthens this effect by ensuring consistency in design, tone, and communication, making the company appear more professional and stable in the eyes of institutional buyers.

Finally, strengthening internal capabilities ensures that branding improvements can be sustained over time. Establishing clearer roles, building digital and content skills, and introducing structured SOPs allow the organization to produce consistent, professional branding output regardless of who is performing the task. This reflects organizational capability theory, which emphasizes that long-term branding success depends on the internal skills, routines, and processes that support everyday execution.

Overall, these improvements collectively enhance Multibina's visibility, elevate its perceived professionalism, increase buyer trust, and build a stronger organizational foundation for long-term brand growth.

CONCLUSION

This study examines PT Multibina Teknika Utama's branding strategy in the institutional B2B market and provides recommendations to enhance its corporate image, visibility, and competitiveness. Findings show that the company lacks a structured B2B branding strategy, relying mainly on long-term relationships, referrals, and operational reliability. Digital discoverability is low on Google and e-Katalog, product content is weak and inconsistent, and brand identity is not standardized. While buyers perceive Multibina as competent and reliable in after-sales service, these strengths are not effectively communicated online, resulting in low brand salience during early B2B buying stages. To address these issues, the company needs to strengthen digital visibility, standardize product content, enhance brand credibility with professional online presence and portfolio evidence, and improve internal capabilities through training, clearer processes, and dedicated digital roles, aligning its external image with operational excellence and increasing competitiveness.

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