

STRATEGIC FRAMEWORK FOR ENHANCING BRAND AWARENESS OF MSMEs FINANCING: A NEW BUSINESS LINE OF PERDANA GROUP

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ABSTRACT

ZETA is a new business line under PERDANA GROUP that focuses on offering financing solutions for Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. This study examines strategic efforts to increase brand awareness for ZETA. Although ZETA has shown encouraging growth since its inception in 2022, it still makes up a comparatively small portion of PERDANA GROUP's total financing portfolio. Low brand awareness and limited digital engagement are identified in the study as major obstacles, especially for Gen Z entrepreneurs. The research uses a mixed-methods approach, combining quantitative analysis using Structural Equation Modeling (SEM-PLS) with qualitative insights from internal focus group discussions. The results show that brand awareness is greatly influenced by word-of-mouth, brand exposure, and customer engagement. Face-to-face interactions and tangible promotional materials enhance brand exposure and engagement. Online presence is vital for promoting consumer interaction and digital word-of-mouth. The study suggests an updated AIDA (Attention, Interest, Desire, Action) model suited to the preferences of Gen Z MSME owners, including influencer collaborations, gamified digital experiences, short-form video content, and streamlined application procedures via the THETA app. A phased execution plan of three to five years is advised. Overall, this study provides useful information for financial service providers to better meet the needs of MSMEs in Indonesia's digital economy.

Keywords: ZETA, brand awareness, MSME financing, digital marketing, AIDA model, Gen Z entrepreneurs, SEM-PLS, customer engagement, word of mouth, STP strategy, Indonesia, financial inclusion.

ABSTRAK

ZETA merupakan lini bisnis baru di bawah PERDANA GROUP yang berfokus pada penyediaan solusi pembiayaan bagi Usaha Mikro, Kecil, dan Menengah (UMKM) di Indonesia. Penelitian ini mengkaji upaya strategis untuk meningkatkan kesadaran merek (brand awareness) terhadap ZETA. Meskipun ZETA menunjukkan pertumbuhan yang menjanjikan sejak diluncurkan pada tahun 2022, kontribusinya masih relatif kecil terhadap total portofolio pembiayaan PERDANA GROUP. Penelitian ini mengidentifikasi rendahnya kesadaran merek dan keterlibatan digital yang terbatas sebagai hambatan utama, terutama di kalangan pengusaha Gen Z. Penelitian menggunakan pendekatan metode campuran, menggabungkan analisis kuantitatif dengan Structural Equation Modeling (SEM-PLS) dan wawasan kualitatif dari diskusi kelompok terfokus internal. Hasil penelitian menunjukkan bahwa kesadaran merek sangat dipengaruhi oleh komunikasi dari mulut ke mulut (word-of-mouth), eksposur merek, dan keterlibatan pelanggan. Interaksi langsung dan materi promosi fisik meningkatkan eksposur dan keterlibatan tersebut. Kehadiran daring juga penting dalam mendorong interaksi konsumen dan word-of-mouth digital. Penelitian ini mengusulkan model AIDA (Attention, Interest, Desire, Action) yang diperbarui dan disesuaikan dengan preferensi pemilik UMKM Gen Z, mencakup kolaborasi dengan influencer, pengalaman digital yang digamifikasi, konten video berdurasi pendek, serta prosedur aplikasi yang disederhanakan melalui aplikasi THETA. Disarankan adanya rencana implementasi bertahap dalam jangka waktu tiga hingga lima tahun. Secara keseluruhan, penelitian ini memberikan informasi yang bermanfaat bagi penyedia layanan keuangan untuk lebih memahami dan memenuhi kebutuhan UMKM dalam ekonomi digital Indonesia.

Kata Kunci: ZETA, brand awareness, pembiayaan UMKM, pemasaran digital, model AIDA, wirausaha Gen Z, SEM-PLS, keterlibatan pelanggan, word of mouth, strategi STP, Indonesia, inklusi keuangan.

INTRODUCTION

According to the Financial Services Authority (OJK), financial inclusion refers to the availability of access to formal financial products, services, and institutions that are in accordance with the needs and capabilities of the community, and are also affordable, quality, and sustainable. Based on the results of the 2024 National Survey on Financial Literacy and Inclusion (SNLIK), Indonesia's financial literacy index reached 65.43%, which

means that out of every 100 people aged 15–79 years, there are 65 individuals who are classified as having good financial literacy (Well Literate, 2024). Meanwhile, the financial inclusion index stood at 75.02%, indicating that 75 out of 100 individuals in this age group have been included in the financially inclusive category.

This achievement is inseparable from the implementation of comprehensive and integrated

policies as stipulated in the National Strategy for Inclusive Finance (SNKI), which was stipulated through Presidential Regulation Number 114 of 2020. SNKI sets five main pillars as the foundation towards inclusive finance, namely: financial education; community property rights; products, intermediaries, and distribution channels; financial services in the government sector; and consumer protection. To support the implementation of SNKI, the 2021–2024 Inclusive Finance Roadmap has also been prepared, which includes: (1) increasing access to formal financial services; (2) strengthening literacy and consumer protection; (3) expanding the reach of digital financial services; (4) strengthening access to capital and business development support for MSME actors; (5) improvement of digital financial products and services; and (6) integration of inclusive economic and financial activities, especially through digital services (National Strategy for Inclusive Finance – National Council for Inclusive Finance, n.d.).

In the context of MSME financing, the main segment of consumers are micro, small, and medium enterprises that need funds for working capital, business investment, and expansion. The characteristics of MSME actors are very diverse, ranging from informal businesses on a household scale to small businesses that have been incorporated with an extensive distribution network. Their needs are generally fast, flexible, and competitively priced financing. Competition in this sector is also increasingly dynamic, with the presence of various financial service providers, both conventional institutions such as banks and financing companies, as well as financial technology-based service providers (fintech lending).

MSMEs are an important pillar in supporting financial inclusion globally. Based on data from the Central Statistics Agency in 2024, MSMEs in Indonesia are able to absorb 97% of the workforce, contribute 60.3% to the Gross Domestic Product (GDP), and contribute 14.4% to national exports. With such a large role, the need for funding for MSMEs is a crucial factor that plays a role in encouraging the economic growth of this sector. However, MSMEs still face significant challenges, one of which is limited access to financing. Data from the Coordinating Ministry for Economic Affairs shows that the portion of credit for MSMEs is still low, which is only around 18%. This condition reflects the great potential that can be worked on by MSME financing companies, as well as being part of the national mandate as stated in Government Regulation Number 7 of 2021 concerning the Facilitation, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises.

Looking at the landscape of financial institutions in Indonesia that serve the MSME sector,

it can be classified into three main categories: conventional banks, financing companies, and fintech lending. Some of the financing products specifically aimed at the MSME segment include: People's Business Credit (KUR) from Bank BRI, Micro & Small KUR from Bank Mandiri, and KUR BNI from Bank BNI; Micro Business Financing from FIFGROUP, Multi-Benefit Credit from Adira Finance, and Micro WOM from WOM Finance; as well as fintech products such as KoinBisnis from KoinWorks, Micro Business Credit from Amarthia, and Business Capital from Modalku (National Strategy for Inclusive Finance – National Council for Inclusive Finance, n.d.).

Responding to these challenges and opportunities, since 2022, PERDANA GROUP launched a new business line called ZETA which specifically provides productive financing services with the main target of MSME actors. ZETA is here as a form of commitment to supporting the strengthening of the national economy through fast, flexible, and affordable financing solutions. This initiative is in line with PERDANA GROUP's main mission in improving community welfare and economic development. The presence of ZETA is also a strategic step in reaching MSME actors who have had difficulty accessing formal financial services, especially in areas with limited financial infrastructure.

However, as a new entity, ZETA faces a number of strategic challenges, including building brand awareness, simplifying business processes, and increasing customer engagement. In the midst of competition from traditional financial institutions and fintech, ZETA needs to formulate an adaptive strategy based on the specific needs of MSME actors. With a data-driven approach, the use of digital technology, and the development of user-oriented products, ZETA is expected to strengthen its position in the MSME financing market and make a real contribution to financial inclusion in Indonesia.

RESEARCH METHODS

Research Design

This study uses a mixed methods approach that combines qualitative and quantitative methods to provide a comprehensive understanding of the challenges and opportunities in increasing ZETA's brand awareness. The qualitative approach is carried out through in-depth interviews and focus group discussions (FGDs) with internal stakeholders and MSME actors as customers to explore perceptions, experiences, and behaviors that influence brand recognition and engagement. This approach is important to find the underlying issues and formulate an initial hypothesis (Creswell & Plano Clark, 2018).

Meanwhile, a quantitative approach is carried out by distributing structured questionnaires to MSME respondents in a wider scope. The goal is

to validate qualitative findings as well as measure key variables such as brand awareness level, perception of quality, and digital engagement. The combination of these two approaches allows research to capture the depth and breadth of phenomena simultaneously, resulting in sharper and actionable conclusions.

This research is exploratory and descriptive. It is called exploratory because it aims to find the root of the problem of ZETA's low brand awareness and explore its improvement strategies, especially in the context of digital marketing and the involvement of Generation Z. Meanwhile, the descriptive aspect is intended to map the actual condition of brand recognition among MSMEs and describe the characteristics of the target market segment. The research process includes structured stages: problem identification, literature review, data collection, data analysis, and formulation of strategic recommendations.

Data Collection

Primary data collection is focused on MSMEs that are customers of PERDANA GROUP in the JABODETABEK area. Respondents were selected based on their active involvement in micro, small, and medium enterprises, which is relevant to the context of this study.

Data was collected through online questionnaires distributed using various digital platforms. This method was chosen because of its efficiency in reaching respondents who are geographically dispersed, as well as providing ease of data processing. The questionnaire consisted of closed-ended statements on a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), which aimed to measure perceptions of variables such as brand awareness, perceived quality, brand association, and brand loyalty (Hair et al., 2014).

The number of samples was determined by 100 respondents, referring to the principle of the Central Limit Theorem (CLT) to ensure statistical reliability and representation of the MSME population in the region. In addition to the main statements, the questionnaire also includes demographic data such as age, gender, type of business, and affiliation with PERDANA GROUP. This information is critical in understanding the context of respondents and allows for a more segmented analysis of brand perceptions across different groups.

Data Analysis Techniques

Primary Data Analysis

Primary data analysis begins with the process of data cleansing and coding to ensure completeness and consistency of data. Each response is converted to numerical form based on the Likert scale for easy statistical analysis. The

internal validity of each construct is tested using Cronbach's Alpha reliability test with the help of SPSS software. An alpha value above 0.7 is considered adequate as an indicator of internal consistency (Sekaran & Bougie, 2016).

After the reliability test, descriptive statistical analysis was performed to describe the demographic profile of the respondents as well as the distribution of responses to the statements in the questionnaire. Furthermore, correlation analysis was conducted to explore the relationship between variables, such as the influence of brand awareness on brand loyalty or association on perceived quality. The findings from this stage are the basis for formulating a more targeted strategy to strengthen the ZETA brand.

Strategic Interpretation through the AIDA Framework

This study uses the AIDA (Attention, Interest, Desire, Action) model as an interpretive framework in analyzing the effectiveness of ZETA's marketing strategy. This model maps the consumer's journey from the initial stage of seeing a brand to the final stage of taking action, such as using a service or recommending ZETA to others (Kotler & Keller, 2016).

In the Attention and Interest stage, the focus of the analysis is on ZETA's visibility across digital and physical channels, as well as the extent to which brand communication elements are able to arouse curiosity. The Desire stage is analyzed through indicators such as word of mouth strength and emotional attachment. Meanwhile, in the Action stage, the intention and actual behavior of respondents towards the brand were analyzed, such as spontaneous recognition (recall), assisted recognition (recognition), and intention to use services.

Secondary Data Support

In addition to primary data, this study also utilizes secondary data from PERDANA GROUP's annual report, industry publications, government statistics, and academic studies related to financial inclusion, MSME financing, and digital trends in Indonesia. This secondary data serves to validate the results of primary findings and enrich the context of the analysis (Bryman, 2016).

For example, national data on financial literacy and inclusion provides an overview of the macro challenges faced by MSMEs. Industry reports on Generation Z's digital behavior help contextualize the importance of a targeted digital marketing strategy. Thus, the integration of secondary data strengthens the credibility and depth of analysis, as well as being the foundation for formulating strategic recommendations that are relevant to industry dynamics.

RESULTS AND DISCUSSIONS

Result

Outer Model - Cronbach's Alpha Reliability Test

Before moving forward with deeper analysis, it's important to make sure that the questionnaire items used in this study are actually reliable. In this section, we use Cronbach's Alpha to test how consistently each group of questions measures the concept it's supposed to. This helps us identify whether the statements under each

hypothesis are aligned and understood in a similar way by respondents. If the reliability score is below 0.7, it suggests that the questions might not be working well together, and adjustments may be needed. This step is crucial to ensure that the data we analyze later is based on solid, trustworthy measurements. Table 1 shows Overview Reliability and Validity.

Table 1. Overview Reliability and Validity

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
V1 - Offline Presence	0.869	0.939	0.882	0.503
V2 - Online Presence	0.832	0.847	0.876	0.508
V3 - Brand Exposure	0.968	0.974	0.977	0.913
V4 - Customer Engagement	0.965	0.980	0.974	0.904
V5 - Word of Mouth	0.972	0.990	0.980	0.923
V6 - Brand Awareness	0.974	0.977	0.981	0.927

Source : Internal Data Analysis

Cronbach's Alpha is used to test the internal consistency between items in a single survey variable. In this study, the six main variables offline presence, online presence, brand exposure, customer engagement, word of mouth, and brand awareness showed high reliability, with alpha values all above the 0.7 threshold. Customer engagement recorded the highest score (0.974), followed by offline attendance (0.939), brand exposure (0.874), and online presence (0.832), indicating that items in each variable were consistently responded to by participants. However, in the early stages of data cleansing, some items in the variables H2 (Q5–Q8) and H7 (Q25–Q28) showed alpha values below 0.7, indicating a lack of consistency, so they were removed to maintain the reliability of the model.

In addition to Cronbach's Alpha, reliability is also assessed through *composite reliability* (ρ_A and ρ_C) and *Average Variance Extracted* (AVE). *Composite reliability* is considered more accurate in the context of *structural equation modeling*, with most variables in this study having values above 0.8 e.g., online presence ($\rho_C = 0.876$), indicating good consistency between items. Meanwhile, AVE is used to assess the validity of the convergence, with an ideal value above 0.5. Variables such as online presence (AVE = 0.508) and brand exposure (AVE = 0.534) meet these criteria. Overall, these results show that the survey instrument has adequate

validity and reliability, and is feasible for use in further structural model analysis.

Inner Model - Cluster & Corelation Analysis

After ensuring that the collected data is valid and reliable, the next stage is to analyze the relationships between variables using *Structural Equation Modeling* (SEM) based on *Partial Least Squares* (PLS) with *bootstrapping techniques*. This approach aims to explore the strengths and direction of the relationship between key variables such as customer engagement, brand awareness, and word of mouth in more depth.

In addition, *cluster analysis* was conducted to group respondents based on the similarity of answer patterns, in order to identify segments in the MSME community that responded differently to ZETA marketing. Through correlation analysis, the relationship between variables is also analyzed for example, if a high customer engagement rate correlates with an increase in brand awareness, then the relationship will be statistically visible. These findings provide strategic insight into the variables that are closely interrelated, so that companies can focus interventions on aspects that have a mutually reinforcing impact. Table 2 shows P-Value Statistical Result.

Table 2. P-Value Statistic Result

Variable Relationship	P-Value	Statistically Significant? (If P-Value ≤ 0.05 means error only 5%)
V1 \rightarrow V3 (Offline Presence \rightarrow Brand Exposure)	0.032	Yes
V1 \rightarrow V4 (Offline Presence \rightarrow Customer Engagement)	0.019	Yes
V1 \rightarrow V5 (Offline Presence \rightarrow Word of Mouth)	0.054	No
V2 \rightarrow V3 (Online Presence \rightarrow Brand Exposure)	0.089	No
V2 \rightarrow V4 (Online Presence \rightarrow Customer Engagement)	0.008	Yes
V2 \rightarrow V5 (Online Presence \rightarrow Word of Mouth)	0.032	Yes
V3 \rightarrow V6 (Brand Exposure \rightarrow Brand Awareness)	0.008	Yes
V4 \rightarrow V6 (Customer Engagement \rightarrow Brand Awareness)	0.018	Yes
V5 \rightarrow V6 (Word of Mouth \rightarrow Brand Awareness)	0.041	Yes

Source : Internal Data Analysis

The correlation analysis in this study reveals an important relationship between variables. Offline presence (V1) showed a significant positive correlation with brand exposure (V3) and customer engagement (V4), indicating that direct interaction and physical visibility play a major role in building awareness and trust among MSMEs. Meanwhile, online presence (V2) also has a strong relationship with customer engagement and word of mouth (V5), emphasizing the importance of digital channels in driving interaction and experience sharing between customers.

However, not all relationships are statistically significant. The relationship between offline presence and word of mouth (V1 \rightarrow V5), as

well as between online presence and brand exposure (V2 \rightarrow V3), was not significant ($p > 0.05$). This shows that mere existence, both online and offline, does not necessarily increase the exposure or dissemination of information without being supported by other elements such as active engagement or quality content. In contrast, the three main variables of brand exposure (V3), customer engagement (V4), and word of mouth (V5) have a significant influence on brand awareness (V6). This confirms that these three aspects are key determinants in improving the audience's ability to recognize and remember the ZETA brand. Table 3 shows T-Statistic Result.

Table 3 shows T-Statistic Result

Variable Relationship	T-Statistic	Statistically Significant? (If T-Statistic > 1.96)
V1 \rightarrow V3 (Offline Presence \rightarrow Brand Exposure)	2.000	Yes
V1 \rightarrow V4 (Offline Presence \rightarrow Customer Engagement)	1.986	No
V1 \rightarrow V5 (Offline Presence \rightarrow Word of Mouth)	1.209	No
V2 \rightarrow V3 (Online Presence \rightarrow Brand Exposure)	1.139	No
V2 \rightarrow V4 (Online Presence \rightarrow Customer Engagement)	2.374	Yes
V2 \rightarrow V5 (Online Presence \rightarrow Word of Mouth)	2.000	Yes
V3 \rightarrow V6 (Brand Exposure \rightarrow Brand Awareness)	2.000	Yes
V4 \rightarrow V6 (Customer Engagement \rightarrow Brand Awareness)	2.023	Yes
V5 \rightarrow V6 (Word of Mouth \rightarrow Brand Awareness)	2.000	Yes

Source : Internal Data Analysis

T-statistical *analysis* provides a sharper picture of the significance of the relationships between variables in the model. A T-value above 1.96 generally indicates that the relationship is statistically significant and not the result of chance. Based on this threshold, most of the relationships between the variables in this study proved to be significant. For example, offline presence (V1) has a significant effect on brand exposure (V3), while online presence (V2) shows a strong influence on customer engagement (V4) and word of mouth (V5). These findings emphasize that visibility both

physically and digitally has an important role in shaping the interaction of MSME actors with ZETA.

However, some relationships do not meet the threshold of significance. The relationship between offline presence and customer engagement (V1 \rightarrow V4) was slightly below the T-statistical threshold, suggesting that despite the relationship, the strength was not yet enough to be statistically confirmed. A similar thing is also true of the relationship between online presence and brand exposure (V2 \rightarrow V3), which is insignificant, indicating that online presence alone is not enough

to increase brand visibility in the absence of engaging content or a targeted approach.

In contrast, the three key variables brand exposure (V3), customer engagement (V4), and word of mouth (V5) have a significant influence on brand awareness (V6). This reinforces the conclusion that these three factors are the main drivers in increasing the recognition and recall of the ZETA brand in the minds of the audience.

In addition, the relationship between the *T-statistical* value and the *p-value* shows consistency in statistical interpretation. In general, when the T-statistic > 1.96 , the p-value is also < 0.05 , signaling a significant result. Relationship examples such as $V1 \rightarrow V3$ and $V2 \rightarrow V4$ support this pattern. Although there are minor exceptions such as $V1 \rightarrow V4$, where the T-value is only slightly below 1.96 but the p-value remains < 0.05 (0.019), this is still acceptable in the context of data distribution and sample size. In contrast, relationships showing low T-values such as $V1 \rightarrow V5$ and $V2 \rightarrow V3$ were also consistent with high p-values, confirming their insignificance. Overall, the results of the analysis show stable, reliable, and inconsistent data between the two statistical measures.

Business Solution

To increase market penetration and brand awareness, especially among Gen Z-led MSMEs, a strategic business solution was developed based on

research findings. The solution emphasizes the importance of word-of-mouth, digital engagement, and customer experience in shaping brand perception. By modifying AIDA's model to better suit the characteristics and habits of tech-savvy young entrepreneurs, this strategy becomes a promising roadmap to increase customer acquisition, strengthen ZETA's position in the market, and drive sustainable growth in the MSME financing sector. At the attention stage, this strategy combines an offline presence supported by technology such as QR codes and NFC with short video campaigns on various popular digital platforms, to attract the attention of young business actors. Furthermore, at the interest stage, ZETA builds curiosity by highlighting values relevant to Gen Z, such as speed, transparency, and empowerment, through offline workshops and interactive content on social media. The desire stage is strengthened by displaying young user testimonials and user-generated content campaigns that provide social proof and build trust. Finally, in the action stage, the financing application process is made as easy as possible through fast digital onboarding, simple application forms, chatbots, and real-time support via WhatsApp. This strategy is then compared to AIDA's current conditions to ensure its effectiveness and relevance in the face of evolving market challenges. Table 4 shows Summary of AIDA Strategy Comparison Table.

Table 4. Summary of AIDA Strategy Comparison Table

Stage	Current Strategy	Future Strategy (Post-Research)
Attention	Branch network, face-to-face outreach, THETA app presence	TikTok/Instagram campaigns, Gen Z influencers, QR/NFC integration, targeted digital ads
Interest	Sales team education, cluster-based targeting, influencer plans	Interactive content, Gen Z-focused storytelling, quizzes, Instagram polls
Desire	Emphasis on value proposition, testimonials, word-of-mouth	UGC campaigns, success story hub, retargeting ads, emotional branding
Action	Branch applications, THETA app, CTA in ads	3-step digital application, chatbot, WhatsApp support, urgency-based CTAs

Source : Internal Data Analysis

To complete this strategic analysis, three fundamental branding concepts namely STP, the revised AIDA model, and the Brand Awareness Pyramid must be integrated into a cohesive framework, taking into account the changing habits of generation Z MSME entrepreneurs. A multi-layered, gradual approach is needed to improve recognition, memory, and emotional connection non-linearly on the journey.

The STP model became the initial guide to attracting ZETA's attention. By segmenting the market by geography, business type, and digital behavior, ZETA was able to understand the unique characteristics of Gen Z-led MSMEs. Since this audience is not only tech-savvy, but also values speed and authenticity, a more specialized and digital-first approach should replace traditional

methods. Through relevant stories and content driven by fellow entrepreneurs, ZETA's position as a brand that empowers, facilitates and supports entrepreneurial growth will evoke a strong emotional resonance.

The AIDA model that will be implemented in the future is more interactive and emotionally intelligent than the current model. This new approach emphasizes engagement through storytelling, gamification, and community building, replacing the dominance of offline presence and simple digital integration on the old model. For example, ZETA can invite MSMEs to take part in "business personality quiz" or share their entrepreneurial experiences on social media, which not only fosters curiosity and desire, but also builds a sense of community and advocacy.

This strategy focuses on building trust and a seamless digital experience at the Desire and Action stages. ZETA's legitimacy will be strengthened through social proof in the form of user-generated content, success stories, and partnerships with influencers. At the same time, chatbot integration, real-time support via WhatsApp, and simplification of the application process through

the THETA application will remove barriers and encourage quick action. These upgrades are not just a technical function, but are designed to meet the needs of a generation that prioritizes empowerment, speed, and transparency. Figure 1 shows Integrated Strategic Framework Proposal of Brand Pyramid, STP, and AIDA of ZETA.

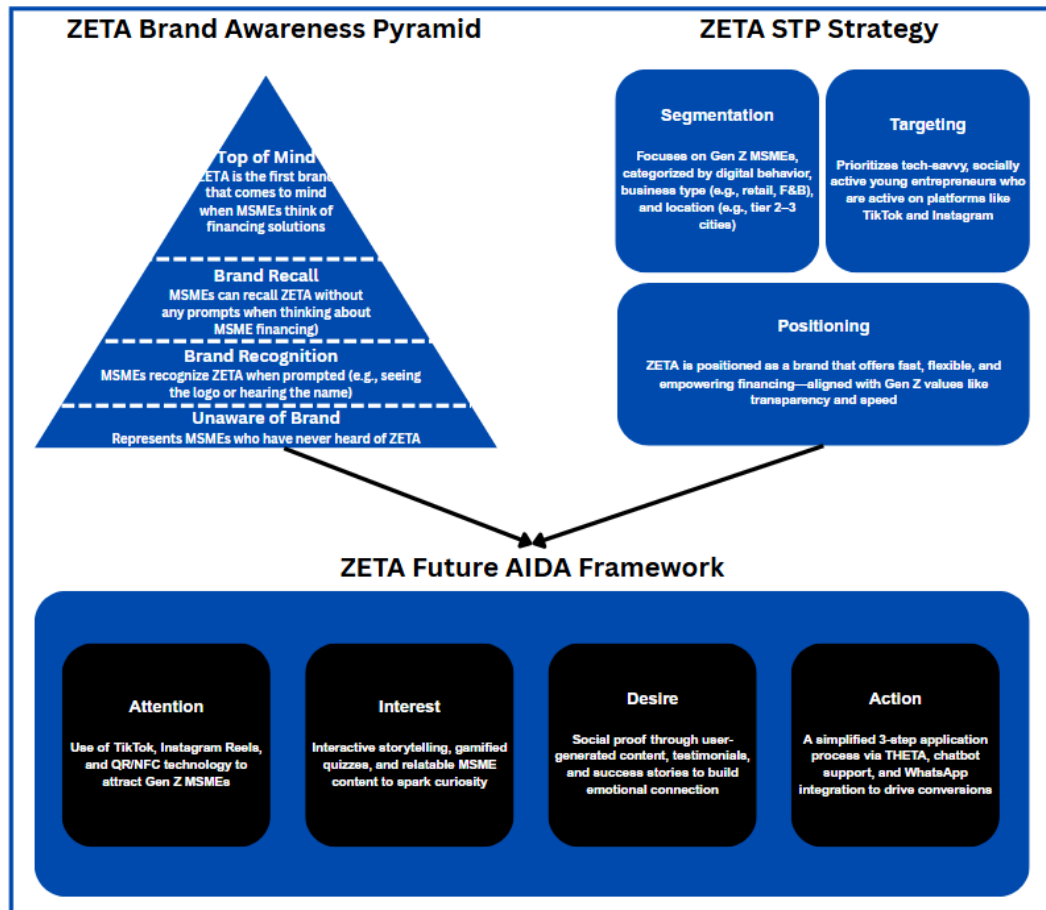


Figure 1. Integrated Strategic Framework Proposal of Brand Pyramid, STP, and AIDA of ZETA
Source: Internal Data Analysis

In summary, the diagram above illustrates this integrated approach and provides ZETA with a roadmap for increasing its market penetration and brand recognition. Through the combination of the accuracy of STP, the dynamism of an AIDA model that is ready for the future, and the depth of the brand awareness pyramid, ZETA is positioned to become a brand that Gen Z MSMEs will think of first. This strategy not only fills existing gaps but also lays the groundwork for long-term growth in an Indonesia that is thriving in the domains of entrepreneurship and technology.

Execution Plan

Given that building brand awareness takes time, especially in highly competitive and trust-sensitive sectors such as MSME financing, this strategic framework should be implemented

gradually over three and a half years. As the Brand Awareness Pyramid shows, continued exposure through multiple channels is critical for ZETA to transform from an unfamiliar brand to the top choice in the minds of Gen Z entrepreneurs.

The STP approach ensures that ZETA initiatives are appropriately focused, not general. With market segmentation targeting digitally active Gen Z MSMEs, this strategy has become more effective and impactful. Promoting ZETA as a fast, transparent, and empowering brand will appeal to this demographic, as long as it's done consistently over a long period of time. This is supported by a timeline that gradually implements engagement activities, message delivery, and trust building.

The future AIDA model introduces interactive and contemporary methods of interacting with customers. In contrast to the traditional AIDA

model which is linear and passive, it emphasizes gamification, emotional storytelling, and two-way interaction. Development, testing, and refinement of those elements takes time. Each stage of Attention, Interest, Desire, and Action must be fully enabled and optimized before proceeding to the next stage, supported by a 3.5-year implementation plan.

This timeframe also allows for data-driven iteration. Initiatives are organized over a semi-annual period so that ZETA can monitor results, get input, and adjust strategies. For example, if the gamification quiz in the second semester of 2026 shows a high level of engagement, the format can be expanded in the next stage. This flexible approach

keeps the strategy relevant and responsive to market dynamics.

Ultimately, the goal of this implementation plan is to build long-term brand equity, not just momentary marketing. A strong brand increases competitive advantage, strengthens customer loyalty, and reduces the cost of new customer acquisition. In addition to providing financing, ZETA positions itself as a trusted partner in the business journey of the next generation of Indonesian MSMEs with planned and phased investments over three and a half years. Table 5 shows Timeline for Execution Plan of Strategic Framework Pyramid of Brand Awareness, STP, and the future AIDA model.

Table 5. Timeline for Execution Plan of Strategic Framework Pyramid of Brand Awareness, STP, and the future AIDA model

Period	Phase	Key Activities	Milestones
H2 2025	Phase 1: Awareness	Launch short-form video campaigns on TikTok, Instagram Reels, and YouTube Shorts. Collaborate with Gen Z micro-influencers. Host pop-up booths at youth-focused business expos.	Increased brand visibility on social media platforms. Initial engagement with Gen Z entrepreneurs.
H1 2026	Phase 2: Engagement	Develop content series highlighting real MSME journeys using ZETA. Use Instagram Stories and polls to engage users. Organize interactive workshops and business clinics.	Higher engagement rates on social media. Increased participation in workshops and clinics.
H2 2026	Phase 2: Engagement	Launch gamified quizzes or business personality tests. Continue interactive workshops and business clinics. Use targeted paid ads with A/B testing.	Successful launch of gamified quizzes. Higher interaction rates on digital platforms.
H1 2027	Phase 3: Desire	Feature testimonials from young MSME owners. Create a dedicated 'Success Stories' section on the THETA app and website. Encourage user-generated content campaigns.	Increased trust and credibility through testimonials. Higher user-generated content participation.
H2 2027	Phase 3: Desire	Use retargeting ads to reinforce messaging. Continue featuring testimonials and success stories. Host community events to showcase success stories.	Higher conversion rates from retargeting ads. Stronger community presence and brand loyalty.
H1 2028	Phase 4: Action	Simplify the application process on THETA with a 3-step form and chatbot assistance. Equip sales agents with tablets for instant digital onboarding.	Streamlined application process. Higher application submission rates.
H2 2028	Phase 4: Action	Use urgency-based CTAs like 'Apply in 3 Minutes' or 'Limited Offer for New MSMEs'. Integrate WhatsApp Business for real-time support and follow-up.	Increased application completion rates. Enhanced customer support and satisfaction.

Discussion

Building brand awareness is a process that takes time and consistency, especially in the MSME financing sector which is highly competitive and highly dependent on consumer trust. ZETA needs to implement a strategy framework in stages over three and a half years in order to transform from a lesser-known brand to a top choice among young entrepreneurs, especially Generation Z. This approach is in line with the concept of the Brand Awareness Pyramid which emphasizes the need for

continuous and multi-channel exposure to optimize the process of recognizing and strengthening brand memory in the minds of consumers. By adopting this medium-term timeline, ZETA has enough time to build a strong brand foundation while adjusting its strategy according to market dynamics.

Furthermore, the use of the Segmentation, Targeting, and Positioning (STP) model ensures that ZETA's marketing strategy is not generic or 'shooting in the dark', but rather is highly focused on the relevant market segment, namely Gen Z-led

MSMEs with active digital habits. Proper segmentation based on geography, business type, and digital behavior allows ZETA to target messages and products more effectively. The brand's position as a fast, transparent, and empowering entity will be able to permeate the values held by this young generation, provided that the consistency of communication and interaction is maintained on an ongoing basis. Thus, STP plays an important role as a foundation that supports the engagement process and builds trust in a sustainable manner.

Significant changes are also seen in the AIDA model applied, where the proposed future version emphasizes interactivity and emotional intelligence more strongly than the traditional AIDA model of linear and passive. Through emotional storytelling, gamification that invites active participation, and digital community building, ZETA can transform the marketing process into a more engaging and memorable experience for Gen Z. This strategy not only arouses curiosity and desire, but also builds a sense of emotional attachment and authentic advocacy from the business actors themselves. This approach requires careful testing and refinement so that full implementation requires a considerable time span, as envisaged in the 3.5-year plan.

Furthermore, the long implementation period of the strategy allows for effective data-driven iteration. By distributing initiatives in a semi-annual period, ZETA can monitor performance in a measurable manner, collect feedback, and make adaptive strategy adjustments. For example, if the gamification element tested in the second half of 2026 shows positive results in terms of engagement, ZETA may expand the use of the method to the next stage. This iterative approach is important to keep the strategy relevant to market trends and changing consumer needs, especially in the highly dynamic segment of Generation Z.

Finally, the main focus of the implementation of this strategy is not solely to market the product in the short term, but to build long-term brand equity. Strong brand equity will enhance ZETA's competitive advantage by strengthening customer loyalty and reducing the cost of acquiring new customers. By investing gradually and planned, ZETA not only provides financing solutions but also confirms its position as a trusted partner that supports the business journey of young entrepreneurs in Indonesia. This strategy is in line with the business vision that is sustainable and able to face future market challenges.

CONCLUSION AND SUGGESTION

ZETA's current marketing strategy has managed to build a strong initial foundation, especially through offline channels such as branch approaches and significant face-to-face interactions in increasing brand exposure and customer

engagement. However, this traditional approach has not been able to produce an optimal impact in terms of market penetration and brand awareness at large, especially among Gen Z who are the main target and known as the digital-savvy generation. On the digital side, while ZETTA's online presence has shown a strong positive influence on customer engagement and word-of-mouth promotion, it has not translated significantly into increased brand exposure. These findings indicate that digital channels are currently effective at building interactions, but need better reach expansion and consistency in order to reach a wider audience. The three main pillars of brand exposure, customer engagement, and word of mouth are proven to significantly contribute to increasing brand awareness. Thus, strengthening these three aspects must be the main focus in ZETA's marketing strategy going forward in order to strengthen the brand's position as the main choice in the MSME financing market.

The hypotheses and questionnaire items that were eliminated during the data cleaning process should be reviewed for future research, particularly Hypothesis 2 (Online Presence → Brand Exposure) and Hypothesis 7 (Offline Presence → Word of Mouth), as well as question Q31 under Hypothesis 8. Low reliability scores (Cronbach's Alpha < 0.7) led to the removal of these components, which might have been caused by ambiguous wording or inconsistent respondent interpretation. Future research, with more time and resources, should retest these questions with a larger or more diverse sample of respondents. The company's request to start implementation in the second half of 2025 also placed time constraints on this study, so actionable insights were given over hypothesis testing. To validate and enhance the strategic framework suggested in this project, future research could build on this foundation by carrying out studies or extending the geographic scope beyond Jabodetabek.

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