

ABSTRAK

Indonesia masih tertinggal dibanding Vietnam dalam menarik investasi asing, sementara tingkat serapan lahan di Klaster 01 Fase 2 KEK Industropolis Batang belum optimal meski kawasan ini menawarkan insentif sewa terpanjang di negeri ini. Kesenjangan tersebut menuntut strategi pemasaran yang lebih adaptif, terutama digitalisasi perjalanan pelanggan *business-to-business* (B2B) yang dapat memperluas jangkauan global, mempercepat konversi tenant, dan memperkuat daya saing kawasan industri. Tanpa kerangka digital yang terintegrasi, peluang peningkatan okupansi dan penciptaan lapangan kerja berisiko terhambat.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan desain studi kasus tunggal. Data primer diperoleh melalui wawancara semi-terstruktur terhadap tujuh informan kunci (manajemen, staf pemasaran-penjualan, dan tenant luar negeri) dan diperkuat dokumentasi digital serta observasi forum bisnis internasional. Analisis dilakukan mengikuti pedoman Miles dan Huberman (reduksi, penyajian, dan verifikasi data) dan validitas dijaga melalui triangulasi sumber serta metode.

Hasil penelitian menunjukkan digitalisasi di Industropolis Batang baru efektif pada fase pra-pembelian melalui *website*, media sosial, dan hotline WhatsApp 24 jam, tetapi masih lemah pada fase pembelian (legalitas manual, CRM parsial) dan pasca-pembelian (adopsi *Tenant Apps* $\pm 30\%$). Peluang terbesar terletak pada eksposur global, konten multimedia, dan rencana dashboard terpadu, sedangkan tantangan utama mencakup keterbatasan SDM, absennya *self-service tools*, serta minimnya konten berbahasa Mandarin. Rekomendasi strategis meliputi aktivasi iklan digital tersegmentasi, integrasi CRM, *e-signature*, *email marketing*, maupun kalkulator ROI.

Kata kunci: Digitalisasi, Perjalanan pelanggan, B2B, Kawasan industri, KEK Industropolis Batang, *Digital marketing*.

ABSTRACT

Indonesia still lags behind Vietnam in attracting foreign direct investment and occupancy in Cluster 0 Phase 2 of the Industropolis Batang Special Economic Zone (SEZ). As one of the national strategic projects, its performance remains sub-optimal despite generous incentives, largely due to the absence of a proactive marketing approach. This study examines the digitalization of the business-to-business (B2B) customer journey to broaden global reach, accelerate tenant acquisition, and create opportunities for site uptake and new job creation.

This study adopts a descriptive qualitative design with a single-case approach. Primary data were collected through semi-structured interviews with seven key informants (management, marketing-sales staff, and an overseas tenant) and complemented by corporate documents as well as direct observation of an international business forum. Data were analysed iteratively using Miles and Huberman's interactive model, data reduction, display, and conclusion drawing while credibility was reinforced through source and method triangulation.

Findings reveal that digitalization at Industropolis Batang is effectively applied only in the pre-purchase phase, utilizing a website, 24-hour WhatsApp hotline, social media exposure, multimedia content, and planned site visits. However, the purchase phase still relies on manual legal processes and siloed CRM, while the post-purchase phase lacks dashboards, automated reporting, and ROI calculators. Key improvement areas include the integration of self-service tools, strategic recommendations for segmented targeted language content, e-signature deployment, and enhanced after-sales engagement.

Keywords: *Digitalization, Customer journey, B2B, Industrial estate, Industropolis Batang SEZ, Digital marketing*