

Original Article

# The New Era of Logistics Companies: Digital Transformation as a Sustainable Corporate Marketing Communication Strategy

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**Abstract** - In integrating technology, every Company will implement digital transformation to provide more value to products and customers. In order to survive in the intense competition, logistics companies must create new innovations and improve their human resources. This research examines the application of digital transformation in corporate marketing communication strategies, including advertising, social media usage, influencer, and digital-based systems. This study aims to analyze the digital shifting in logistics companies that has changed the way traditional marketing interacts with people face-to-face, compared to modern marketing, which integrates technology so logistics companies can achieve a sustainable business. The research method used in this research is explorative qualitative. Data was collected through a case study using observation and interview data collection techniques through a case study of PT. XY, a logistics company in Indonesia, this article shows the benefits and challenges of digitalization in improving delivery services. The research findings indicate that digital transformation adds business value and provides new opportunities to increase new customers. This paper analyses and provides the two main technological tools: integrating PosAja!UMKM is a delivery courier application for MSMEs and improving Pos Pay in payment application. It becomes an effective strategy for logistics companies in entering the new era of logistics to develop and remain relevant in society.

**Keywords** - Digital Transformation, Business Sustainability, Marketing Communication Strategy, Logistics Company, Digitalization.

## 1. Introduction

In the new era of logistics, changes, innovations, and adaptations will always be related to implementing digital transformation. Logistics companies are required to compete in the world of intense delivery services. Technological changes make it easier for anyone to create a delivery company. The increase in online shopping has made delivery services one of the main driving forces in building a business. Digital transformation is the process of changing marketing communication strategies from traditional to modern or using advanced technology. In creating business value and new experiences for consumers, marketing and advertising have traditionally been based on the art of disruption. There is a significant difference between traditional and modern marketing, where communication shifts from audiences to multiple platforms and how consumers feel about their brands (Briffett & Ruebke, 2013). Prospective authors are invited to submit papers that fit

within the scope of the journal. Papers should be written in English and submitted in final camera-ready form. All text must be edited using the styles defined in this document. Professor Rhenald Kasali said shifting is a shift in a location that changes the work patterns of librarians, who initially managed cassettes analogue tapes, to big data. The shifting process does not only occur from the conventional to online. But it also happens from one perpetrator to another. As time goes by, the economy and technology also change. Likewise, lifestyles and the implementation of marketing processes have also changed. Initially, digitization converts analogue information to digital, replacing manual work with an online version directly to the database (Gobble, 2018; Tilson, Lyytinen, & Sørensen, 2010). There is also value formed through digital information as the basis for creating change, and the evolutionary process leads to digital transformation (Gobble, 2018). In forming a digital transformation, it must add new value that optimizes processes, enhances customer experiences, and drives innovation.



In building a digital ecosystem where all parties are connected and integrated, one Company called PT. XY, which has been around for over 3 centuries, has carried out a digitalization process in building corporate marketing communications strategies. I also know the obstacles and challenges in the intense logistic competitions, PT. XY had implemented this strategy in the products or services to endure the logistics market. The purpose of this study is to analyze the digital shifting in PT. XY Logistic Company has changed how traditional marketing interacts with people face-to-face to modern marketing that integrates technology and creates new value. This paper also explains the branding strategy used to develop a sustainable marketing communication strategy.

Citing We Are Social data, as of July 2024, technology users experienced an increase of 3.2%, with an additional 5.45 billion internet users. The data also shows that there was an increase of 6% which reached 5.17 billion people using social media (Hootsuite (We Are Social): Data Digital Indonesia 2024 | Dosen, Praktisi, Konsultan, Pembicara/Facilitator Digital Marketing, Internet Marketing, SEO, Technopreneur Dan Bisnis Digital, n.d.). Modern technology is not only a tool or framework of contemporary civilization but also shapes the way of life of every human being. The data shows that there is an increasing number of internet users. The convenience of using technology has become a trend and is the main promotional tool in the logistics business. For this reason, this paper will analyse the use of technology that involves the web, social media, and digital systems to create new applications in digitalization. Not only that, improving technology use also involves sophisticated devices that accelerate the delivery of services to customers.

The PT. XY has the widest network, largest infrastructure, and excellent service quality. As a delivery service company that has been around for a long time, one of the main components that needs to be developed is service quality to meet customer desires. When providing service, buyers want to feel satisfied with receiving good, polite, and friendly service. For this reason, one of the main driving factors for loyal customers lies in service quality and customer satisfaction. The better the facility's value, the more customers are loyal to the Company (Baker et al., 2023). According to (Shao, 2022), Quality Service can be defined as focusing on meeting needs and requirements and working on time to meet customer expectations. Implementing good service quality is also needed in logistics companies to satisfy customer expectations.

The novelty of this research proposal from various previous studies is to analyze the concept of digital transformation in a logistic company's corporate marketing communication strategy. By using a qualitative approach, it is found that digital transformation becomes the strategy for

logistics companies to achieve sustainable development requires a balanced and simultaneous consideration of environmental, economic, technological, and social aspects (Calvo-Amodio & Martínez, 2017; Coskun-Arslan & Kisacik, 2017; Pedersen, Gwozdz & Kant, 2018). In this research, the PT. XY provides several digital transformation strategies, including an application called *PosAja!* to maximize delivery services, created a payment application called Pos Pay, reaching a new market share that not only targets business-to-business but also reaches MSMEs, individuals and government groups (Martínez-Peláez et al., 2023). The development of digital transformation also involves collaboration between various parties, which is applied not only to the marketing communication system but also to the whole.

The emergence of digital transformation is becoming a potential mechanism for integrating sustainability into business (Schaltegger, Hansen, & Lüdeke-Freund, 2012). In business sustainability, sustainable development can be exchanged in the business environment. For this reason, carrying out sustainable development requires balanced and simultaneous consideration of environmental, economic, technological and social aspects (Calvo-Amodio & Martínez, 2017; Coskun-Arslan & Kisacik, 2017; Pedersen, Gwozdz & Kant, 2018). This research aims to conduct a literature review that will explore the linkage and direct relationship between digital transformation and business sustainability. In this sense, business sustainability will always depend on developing digital capabilities transformation and overcoming obstacles (Agrawal, Narain & Ullah, 2019; Li, Zhang & Mao, 2018; Bottle, 2019). In developing corporate sustainability, there are three main pillars: social, economic, and environmental, which are known as the triple bottom line (Elkington, 1998). In this case, the economic pillar is the basis for understanding the sustainability of companies that depend on digital transformation as a tool (Negro & Pacífico, 2022).

To achieve business sustainability or a concept that makes business beneficial for the economy, environment, and people's lives, PT. XY certainly experienced various obstacles and challenges, which will be explained in the discussion. This all includes how to be relevant and maintain its market position amidst increasingly fierce competition. Several strategies and solutions have been implemented to provide customer satisfaction in building a logistics company, PT. XY still prioritizes service quality and convenience to consumers. On the one hand, to survive against the red ocean conditions, PT. XY is a logistics company that not only provides satisfactory service but also increases the business profit. Thus, based on the background above, the author is interested in doing "The New Era of Logistics Companies: Digital Transformation as a Sustainable Corporate Marketing Communication Strategy" research.

While previous studies have explored the impact of digital transformation in logistics and the role of marketing communication in sustainability, there remains a limited integration of these two perspectives within a unified framework. Most existing research focuses on technological innovation in logistics operations or general sustainability communication practices without thoroughly examining how digital tools influence corporate marketing communication strategies in the logistics sector. Furthermore, few studies have addressed how logistics companies leverage digital transformation for operational efficiency and as a strategic tool for long-term brand positioning and stakeholder engagement in sustainability. There is also a lack of empirical evidence on how digital transformation efforts align with sustainable communication objectives and how customers and stakeholders perceive these strategies.

This study addresses these gaps by investigating how digital transformation is being adopted as a sustainable corporate marketing communication strategy in the logistics industry, offering a more integrated and contemporary perspective that reflects the rapidly changing digital landscape.

## 2. Literature Review

Through a literature review, this research explores various digital marketing communication strategies in higher education contexts. Armstrong & Kotler's (2017) research highlighted the implementation of marketing communication strategies to improve delivery services using various elements of marketing mix communication. According to Armstrong & Kotler (2017:366), a marketing communication mix is a special combination of advertising, public relations, personal selling, sales promotion, and direct marketing used by the Company. In this case, the Company will communicate value to customers persuasively and build customer relationships. According to Armstrong & Kotler (2017:366), advertising is a nonpersonal presentation and promotion of ideas, goods or services paid for by a sponsor. Media such as newspapers, television, radio, magazines, the Internet, billboards, and the like are used in advertising. In this case, it is used to provide persuasion, convey information, and add value to a product.

Sales promotion is a marketing action that provides short-term incentives or encouragement for consumers. This promotion can be carried out by purchasing or selling certain products or services (Armstrong & Kotler, 2017:417). To improve the quality of delivery services and create awareness, logistics companies will also use advertising and promotions to offer their products and services. Then, public relations is building relationships between companies and their customers (Priansa, 2017:142). In public relations, purposeful communication activities build good relationships between an organization and its audiences, consumers, employees, investors, or the general public. In this case,

logistics companies also carry out collaborative activities with various stakeholders to fulfil and create work programs.

Meanwhile, personal selling is a promotional mix that creates and involves customers personally and builds relationships with them. Kotler & Keller (2016:673) state that personal selling is the art of selling, which consists of three activities: prospecting and qualifying, preparation, presentation and demonstration, overcoming objection, closing, follow-up and maintenance. Through previous research, it is explained that digital transformation is defined as the use of technology to improve the performance or reach of the Company in aspects related to internal processes, relationships with clients and suppliers, and the development of new business models. In addition, previous research also found challenges in adopting and implementing these technology policies. Today, digital transformation is a top priority on the long-term leadership agenda of many organizations with a sustainable vision. (Kunkel & Matthes, 2020)

### 2.1. Media Convergence Theory

Convergence theory becomes a top-down corporate-driven process and a bottom-up consumer-driven process. It allows companies to accelerate the flow of media content across delivery channels and consumers to learn how to use various media technologies. Within convergence, there is also a culture that reflects the changing ways of thinking about our relationship with media and describes how people will sort out these choices (Jenkins, 2008).

According to Griffiths and Light (2008) and Friedrichsen and Kamalipour (2017: 78), media convergence combines several different products into one. According to Quandt and Singer (2009: 131), the synthesis of convergence approaches has developed since the mid-1990s. Technology continues to evolve, making the object of convergence will always change. This can occur in economic and organizational forms such as partnerships between media producers, cross-promotion of partnered products with competition between journalists, simple news exchange from one platform to another, and creation of a collection of content disseminated in various formats (Quandt and Singer 2009). Convergence can be a form of cross-media cooperation or synergy between previously separate newsrooms or editorial staff (Deuze 2007: 148) or the emergence of new roles at the intersection of formerly distinct media. Convergence is also called "multi-platform publishing" (Quandt 2008), "cross-platform production" (Quandt and Singer 2009) or "cross-media production" (Larrondo et al. 2016).

### 2.2. New Media Concept

New media theory is a communication theory that uses digitized technology, widely available for personal use as a communication tool. In contrast to traditional media such as

print, radio, and television, new media theory includes all forms of media that allow two-way interaction and real-time access to information. New media is a form of adaptation of various old media innovations no longer relevant to current technological developments. New media emerges from adapting old media into digital form (Mcquail, 2011).

New Media theory is a concept that evolved to understand the impact of digital technology and new media on society, communication, and culture. Henry Jenkins (2008), in his book *Convergence Culture: Where Old and New Media Collide*, defines New Media as a process of convergence, where the boundaries between old and new media become blurred and where content moves across multiple digital platforms. He emphasizes the participatory aspect of New Media, where audiences are no longer passive but actively participate in producing and distributing content through digital platforms such as social media and blogs.

New media theory emphasizes digitalization and interactivity as the main pillars. In digital transformation, logistics companies adopt digital platforms to manage marketing communications. This includes using interactive websites, mobile apps, social media, and other digital tools that allow companies to interact directly with customers in real time. By adopting new media technologies, logistics companies can offer more personalized experiences to customers, such as service recommendations based on delivery history or personalized communication preferences through email or app notifications.

### **2.3. Computer-Mediated Communication Theory**

According to Robert Kraut and Sara Kiesler, in their research on CMC, CMC has advantages and disadvantages in facilitating social interaction. CMC theory can increase social engagement in small groups but also reduce the ability to read emotions and create feelings of isolation in inter-individual interactions. According to Sheizaf Rafaeli, in understanding the interaction between humans, one must have an interactive network such as two-way communication, and the use of CMC is rarely interactive. In contrast, Nancy Baym argues that in computer-mediated interaction, people cannot see, hear, or feel each other, eliminating their ability to use context cues. This leaves them in a kind of social vacuum different from face-to-face conversation.

In theory, CMC focuses on communication through digital devices such as computers, smartphones, and laptops. In the context of digital transformation in logistics companies, CMC allows companies to use various digital platforms, for example, email, social media, and mobile applications, to deliver their marketing messages more effectively and efficiently. This theory then allows the personalization of communication-based on customer data collected through digital interactions. In an ongoing

marketing strategy, this theory also sends messages tailored to customer needs and preferences, such as special offers or information related to relevant new services.

### **2.4. Digital Advertising Concept**

According to Kotler (2009), advertising is a form of marketing communication that seeks to influence the purchase or consumption of products or services by paying for media space or time. Advertising in English refers to a marketing communication that aims to promote products, services, or ideas through messages delivered to the target market.

Therefore, the concept of digital advertising here describes when consumers associate products with symbols that exemplify values, group identity, fun, achievement, and the like. Stephen W. Littlejohn's book, entitled "Encyclopedia of Communication Theory", states that there are two ways of implementing advertising ideas; to be able to achieve a targeted strategy requires a deep understanding conducive to brand association, then it requires a change in motivation to reduce some valid arguments (Littlejohn & Foss, n.d.).

In its application, logistics companies will also use digital advertising to conduct promotions. Digital advertising allows logistics companies to create highly segmented marketing campaigns based on customer data, such as browsing behavior, location, and service preferences. Digital transformation is not just about using new technologies but also about harnessing the full potential of digital advertising to create marketing campaigns that are sustainable, efficient, and results-oriented. This helps logistics companies to stay competitive and relevant in the digital age.

### **2.5. Delivery Service Concept**

Shipping services can cover a wide range of services, from small document shipments to large and heavy shipments. Some common delivery services include parcel delivery, air cargo, sea cargo, land cargo, and express or express delivery services (Keppo, 2020). According to Donald Walters (2003), expediting is a function that involves moving and storing materials on their way from the initial shipper through the supply chain to the final customer. By utilizing digital technology, logistics companies can also offer delivery and real-time package tracking services to customers. This increases customer satisfaction and allows the Company to provide live updates through mobile apps or other digital platforms, which is part of a more interactive and customer-centric marketing communication strategy. The concept of delivery services is instrumental in a sustainable digital marketing communication strategy for logistics companies. This way, logistics companies can increase competitiveness and remain relevant and efficient in the digital age.

## 2.6. Marketing Communication Campaign Concept

According to Kotler, a campaign is a series of well-planned actions, including advertising and promotion, designed to promote or support a particular product, service, or cause. The American Marketing Association (AMA) explains that marketing communication is the activity of various forms of communication companies use to provide information and influence consumer behavior. In the book "Marketing Management", Philip Kotler and Kevin Lane Keller explain that a marketing communication campaign is a series of activities designed to communicate information, influence attitudes, and improve customer perceptions about products and brands to increase awareness, interest, and purchases. Whereas in the book "Principles of Marketing", created by Kotler, Armstrong, Wong, and Saunders, marketing communication campaigns are an integrated effort to communicate consistent and coherent messages to target markets, aiming to influence consumer attitudes, knowledge, or behavior.

The marketing communications campaign concept is also used to maintain consistency of messages across multiple channels. Applying the marketing communications campaign concept to the digital transformation strategy of logistics companies helps ensure that important messages about innovation, efficiency, and sustainability are effectively delivered to the right audience. By leveraging digital technology, content personalization, and a multichannel approach, companies can create campaigns that are more measurable, focused, and have a positive impact on reputation and sustainable business growth.

## 2.7. Digital Transformation Concept

Digital transformation is a process of organizations or individuals adopting digital technology to change how they operate, interact, and create value. According to George Westerman, Didier Bonnet, and Andrew McAfee, in their book entitled "Leading Digital: Turning Technology into Business Transformation", they define digital transformation as the use of digital technologies to fundamentally change a business in ways that generate new value at the operational, customer, and business model levels. McKinsey & Company said digital transformation is likened to the use of digital technology to transform existing business models by harnessing the power of digital technology to create differentiated value and innovations that fuel business growth. Digital transformation is a strategic process that uses digital technology to change how organizations operate, interact with customers, manage resources, and create new value.

Through digital transformation, logistics companies can integrate their services with e-commerce platforms, providing faster and more efficient delivery solutions. This not only improves B2B relationships but can also be promoted in marketing campaigns to attract e-commerce

customers who need reliable delivery services. The application of the digital transformation concept in the marketing communication strategy of logistics companies is used to improve operational efficiency, strengthen customer experience, and support sustainable business model innovation.

## 3. Methods

Based on the research problem, this research approach uses an exploratory qualitative approach, which will formulate the problem, develop techniques for future research, and find the main problem under study. According to Vrendenbregt (1985), exploratory research starts with problems that are vague and theoretically understood. The research paradigm used in this study is constructivism, which interprets the phenomenon of the actors in the phenomenon being studied.

Individuals seek the position of the world in which they live and work; individuals develop and obtain subjective meanings from their experiences directed at certain objects or things (Creswell 5th Ed, n.d.). According to Berger and Luekmann (1967), social constructivists adhere to the assumption that individuals seek the position of the world in which they live and work. Individuals develop subjective meanings from their experiences directed at specific things or objects.

This research uses a phenomenological approach that uses a strategy to understand the human experience of a phenomenon described by participants. Five qualitative approaches can be applied: ethnography, grounded theory, case studies, phenomenology, and narrative (Research-Design\_Qualitative-Quantitative-and-Mixed-Methods-Approaches, 3rd edition\_Creswell\_2008, n.d.). This research uses a case study method, an investigative strategy in which researchers explore a program, event, activity, process, or several individuals in depth. In case study research, there are 2 types of research, namely single case design and multiple case design (Yin, 2008). This research uses a single case study because it examines only one case to get a picture and analyse the phenomenon of interest to this research.

Through this research method, the researcher was able to collect comprehensive qualitative data from various sources, including interviews, observations, and document analysis, to gain an in-depth understanding of how companies implement their digital marketing communication strategies to achieve business sustainability. The case study method was chosen to explore a single case to understand the nuances and complexities of the phenomenon being studied in the context of digital transformation in the marketing communication strategy of a logistics company. Case studies allow researchers to conduct in-depth investigations of specific phenomena in real contexts.

The data collection techniques carried out in this research are conducting interviews, collecting documents, observations, respondents, informants; internal parties of logistics companies and external parties such as interviews with customers about how digital transformation affects their services and experiences in interacting with the Company, as well as its impact on brand perception and customer satisfaction. Data analysis techniques used include a reduction in collecting the interview data, then serving the data in a presentation, drawing conclusions, and verifying data. This research will also use source triangulation techniques that test the credibility of data by checking the data obtained and conducting interviews with sources. This research uses source triangulation techniques, which use more than one source of information for different positions or people, in the sense that researchers will ask the same problem to different sources.

### 3. Results and Discussion

#### 3.1. Results of this Research on the Digital Transformation Process in Logistics Companies

Digital transformation will lead to an innovation of a company's traditional methods of operation and services by introducing and integrating advanced digital technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT). Digital transformation is improving an entity by triggering significant changes in its attributes through information technology, communication and connectivity (Vial, 2019). Digital transformation is the first step to building an effective ecosystem and performance in meeting market demands. Companies on the digital frontier are pushed to a new level of competition, increasing profits and taking advantage of them (Scott, van Reenen & Zachariadis, 2017), and the positive impact of digital transformation on business performance (Dalenogare, Benitez, Ayala, & Frank, 2018) not only improves the Company's operational efficiency but also expands innovation efforts (Yoo, 2010).

This research will discuss one of the logistics companies established in 278 years that has implemented a real digital transformation process. Call it PT. XY, which has a role and function in ensuring the security of residents' letters. Initially, this Company only focused on sending Post and Telecommunications, but this service was abandoned over time. So, this Company must change the business model and change the form of the Company into a Limited Liability Company.

The digital transformation that the Company has implemented has come a long way. In the old days, people might still use money orders and Giro to collect money, and they needed services to send packages and documents. In the new era, this logistics company focuses on providing courier services and financial services. This change was also made to answer consumer needs, where in the past, customers who wanted to send goods had to bring goods and come to the

delivery office. The rapid development of technology brings ease of change. Answering this challenge, the transformation and digitization process was finally carried out. In an interview that has been conducted, one of the Vice Presidents of Digital Channel PT XY, Shatria Putra, said, "For courier services, we digitize using applications and websites called PosAja! which is a service for pick-upper requests. In this era, everyone wants to be picked up at home. Order or make an order from the application or website, then the pick-upper comes, and when the goods have been delivered, monitoring or tracking can be done through the application until the goods are delivered. Consumers can easily monitor from the app. In the past, it was not that easy to know where the control was".

Likewise, payment transactions will always be closely related to logistics companies. Building a logistics company will always be closely related to the payment process. In the traditional era, making money required a lengthy process; people used to come to the post office and place cash orders. Here, the payment process has changed with the development of increasingly sophisticated technology.

Digital transformation in the modern era also occurs in payment transactions. To make things easier for customers, app technology is now the answer to providing a more efficient payment transaction process. Payment transactions are one of the important factors in logistics delivery, just like this Company, which then created a payment application called Pospay that uses Giro. One of the advantages of using giro transactions is that there are no limitations on usage, and it does not consume much interest compared to banking.

Information and communication technology plays an important role in supporting the digital transformation of logistics companies. One obvious use case that is still in use today is cloud computing to improve operational capabilities and logistics integration. Not only that, this Company also automates business processes by using robotic sorting machines and RFID technology or Radio Frequency Identification or wireless communication using radio waves to communicate between devices applied to sorting facilities to improve delivery efficiency.

The application created by the Company is useful in increasing the range of courier and financial services. Digital transformation at PT XY is carried out in parallel, covering various aspects, such as business, products, business processes, technology, human resources, and organizational culture. The main focus is integrating digital technology into their operations to improve efficiency and competitiveness. The Company is moving from a network company (based on physical networks) to a platform company (combining physical and digital), with the development of applications such as PosAja! and Pospay as part of the digital transformation innovation.

### **3.2. Results of this Research on the Digital Transformation as Business Sustainability of Logistics Companies**

Furthermore, digital transformation is also carried out when developing a logistics company's marketing communication strategy. Digital transformation is not merely about incurring huge costs. It is also about delivering information and adopting various digital platforms as part of the marketing communication strategy. Information can be delivered by using social media, websites, and mobile applications as the main channels to provide information and build communication. In order to be relevant in the wider society, logistics companies can implement lower costs by converting traditional promotional media to digital-based.

One of the marketing communication strategies that PT XY has implemented is to create an app to attract the younger generation and increase their digital presence. PT XY's marketing communication strategy focuses on building a new image that is more modern and digital. This effort is made to attract the younger generation through digital services such as PosAja! and PosPay and the utilization of physical assets, such as the building Pos Bloc, which functions as a public creative space. These steps are part of a marketing strategy that combines physical and digital approaches. One of the Company's communications managers also stated loudly and emphatically, "Yes, the creation of the Pospay and PosAja apps is an important factor in the digital transformation of the logistics company. Agus said that these applications allow customers to more easily access financial and logistics services online, expanding market reach and improving customer interaction," Agus said.

A marketing communication strategy will include tools or media used to convey information, which can also be done by creating a clear and memorable corporate identity, just like PT XY, which sees the need to change the logo from originally having a logo with a bird symbol that is considered a carrier of information and messages. In the new era, this Company also changed its logo by introducing a fresher, more contemporary logo that uses writing. The latest logo of this Company adds the word "IND", which stands for Integrated National Distribution, which has a clear vision for the future to become a leader in the field of logistics in Indonesia.

The Company also develops digital campaigns to connect with the younger generation, especially through social media platforms such as YouTube, Facebook, Instagram, and TikTok. In addition, collaboration with Key Opinion Leaders (KOLs) and Brand Ambassadors is also used to increase brand awareness, especially through campaigns such as "Wujudkan Keceriaan", which successfully captured the attention of Gen Z. Logistics companies that have implemented digital transformation also show increased awareness of the importance of

sustainability. Overall, this research confirms that digital transformation is a key element in the marketing communications strategy of sustainable logistics companies. By effectively utilizing digital technology, companies can improve operational efficiency, strengthen customer relationships, and innovate their business models, thus remaining relevant and competitive in the ever-evolving digital age.

In implementing the digital transformation process, the products and services owned by the logistics company will adjust to the market segmentation. The business sustainability that PT XY has implemented relates to three different market segmentations. Starting from the PosAja! Application which has a retail or individual segmentation and there is also a larger segmentation, namely MSMEs. This is because, previously, courier services were mostly carried out by individual retailers but welcomed a new era that brought up many MSME players who made transactions more regularly, so it was made specifically for the MSME segment. Furthermore, an application called Pos Pay focuses only on the payment section. Logistics companies carry out massive publications and must build a payment ecosystem that makes it easier for customers to make payment transactions. Finally, building a new system called GLID or "Global Logistics Indonesia" targets large shipping segments with a focus on corporations, companies, and the government. "The strategy that has been carried out by strengthening AMs or account managers, towards 1,000 AMs throughout Indonesia to cover promotional business through people like this B2B model," said Putra.

The most common obstacle experienced by logistics companies is to survive in the midst of fierce market competition. In the courier delivery business, every Company certainly has dense competition. Many big names in the courier business have sprung up and become successful quickly. However, outside of these names are many small or medium-sized names that also serve courier services. This becomes a challenge for every logistics company to remain relevant in the market by continuing to grow with dense market competition. Not only that, it is also mentioned that there are obstacles to changing strategies when making a digital transformation from traditional to digital marketing. This focuses on two points that have changed: changes in work culture and changes in databases from traditional to digital. Over time, this change was successfully passed by investing in the digital field, conducting workshops or training, and so on, which were related to the new work culture.

In addition to human resources, which play a big role in the courier business, logistics companies must also have the capability to empower their human resources. "Our biggest challenge in the logistics business is other players who are included in the big players and have this international level,

which is our big concern, that we must serve internationally; there are already international services, but access to international must be improved again," said Putra. For this reason, companies must adapt by making various innovations in line with existing digital changes. Adaptive steps taken include digitizing services, developing new applications, and strategic collaboration with technology companies to improve operational efficiency.

On the one hand, companies can also reanalyze their market targets. It also uses technology to implement the digital transformation, including social media. Finally, companies must not forget to monitor and evaluate the various forms of digital promotion that have been carried out. Social media and influencer marketing have proven effective in increasing brand awareness and attracting the younger generation.

This can be one of the effective strategies because interactions on social media help companies connect directly with consumers. Digital transformation allows logistics companies to respond more quickly to market needs, increase customer engagement, and create app-based services that facilitate transactions.

The digital transformation process can arguably be an obstacle, but it can also be an opportunity, depending on how a company manages. In conducting the interview process, there are several future long-term plans that PT. XY has which will be explained as follows: (a) Strengthening the Logistics Business as a follow-up to the Company's business change to the logistics sector, (b) a Customer-focused business strategy to build long-term relationships and provide positive customer experiences. (c) Conducting new collaborations with the marketplace, (d) Strengthening technology management and monitoring the performance of technology systems on an ongoing basis, (e) Developing innovative strategies to adopt new technologies, (f) Continuously developing creativity and innovation, (g) Utilizing promotions on various company social media, (h) Using digital marketing strategies, (i) Always monitoring and evaluating.

#### 4. Conclusion

Digitalization has become the main activity of the logistics company. This process improves competitiveness and enables companies to adapt to rapid and dynamic market changes. In the new era of logistics companies, the digital transformation process utilizes technology so logistics companies can continue innovating in creating products and services. However, the success of digital transformation requires an extensive infrastructure network and adequate systems to become relevant in society. Logistics companies must adapt their business; otherwise, they will be left behind. With the rapid development of technology, logistics companies need to apply openness to digitalization,

implement digital transformation and answer challenges to maintain relevance in market share. In presenting products and services, logistics companies must also innovate and add capabilities that suit the target market's needs.

This research provides a clear and detailed form of digital transformation carried out by PT—XY in courier services. The digital transformation that has been carried out is to create PosAja!, PosPay, and GLID, which are more or beyond the usual courier service applications. These three main applications are related to the Company's market segments, with various focuses—seeing the opportunities from large business actors, especially logistics. This is the main factor that the Company is not only targeting business-to-business but also direct customers, namely MSME players, retail or personal and corporate segments.

It was explained above that the Company is also building a sustainable digital ecosystem and infrastructure. One concrete form is to build offices in every region in the 3T area "Outermost, Frontier, and Farthest". This is done to build adequate infrastructure and become the largest Company with an extensive network, a differentiator from other courier services. This research is hoped to broaden the insight of the Indonesian people, who believe that this country also has a logistics company established for 278 years or around 3 centuries. The legacy of each generation is both a challenge and an opportunity to survive and remain relevant.

The limitation of this research is that it only examines one logistics company in Indonesia, whereas there are several other logistics companies. However, the results of this study show that the digital transformation process in marketing communication strategies must always be updated and should not stop at one point. PT XY believes that a company that does not carry out digital transformation can lead to death. The development of technology forces every business person to change the delivery of communication from traditional to modern ways.

The difference from previous research is that it examines the digital transformation process that allows PT XY to survive and enter the new digital era. The purpose of this research is to gain an understanding of sustainable digital transformation for logistics companies. Logistics companies not only need adequate infrastructure but also the capability to convey information to the public. For this reason, the digital transformation process must always be updated and built. Integrating digital technology should not only be a strategy but should also be felt by the community. "If other businesses can buy infrastructure with us, why are people hesitant? I don't think they are hesitant, but I do not know that our Company has that capability. Moreover, our focus right now is to introduce our capabilities to the public," said Putra, VP of Digital Channel.



In this study, a research novelty was found: logistics companies must also strengthen the logistics business as the Company's core business. Logistics companies must develop digital transformation by adopting new technologies and collaborating with various parties. In addition, logistics companies must continue exploring technological innovation and integration. Last but not least, an evaluation of the corporate marketing communication strategy that has been implemented must also be conducted.

## Recommendations

The researcher, based on the findings of the study, recommends the following:

For further logistics companies' research, deeper research can be conducted on developing more specific digital transformations in several service products. For example, researching the *PosAja!UMKM* section.

Logistic companies can be more active in disseminating information and introducing the latest logo rebranding to change the image of the Company that seems to have been around for a long time into a contemporary logistics company that is a government company and a legacy of the Indonesian nation. It is hoped that logistic companies and

brands will carry out campaigns centred not only in big cities but also comprehensively in the regions. Logistic companies should get closer to the community through collaboration with *influencers* or *Key Opinion Leaders* (KOL) who represent the Company's image and image.

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