

Implementing a Marketing Program to Improve Product Knowledge Based on Stimulus–Organism–Response (S-O-R) in the Telecommunications Industry

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ABSTRACT

This study aims to analyze the application of marketing strategies based on the Stimulus–Organism–Response (S-O-R) theory in increasing product knowledge and customer purchasing interest in the telecommunications industry. The research method is a descriptive qualitative approach, incorporating in-depth interviews with account managers and schools as potential customers. The results show that a marketing strategy through a consultative personal selling approach effectively provides comprehensive product education, builds customer trust, and strengthens long-term business relationships. Factors of trust in the manufacturer, information quality, and account manager services have been proven to influence increased product understanding and customer purchasing interest. In addition, partnership programs between educational and industrial actors have also expanded the company's customer reach and strengthened its image as a provider of education-based digital solutions. However, increased advertising creativity and promotional activities are still needed to increase brand awareness of the product. This study confirms that integrating marketing strategies based on the S-O-R theory and increased product knowledge can foster customer loyalty and enhance the company's competitive position in the dynamic telecommunications industry.



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INTRODUCTION

Product advertising plays a crucial role in introducing products and attracting customer interest. According to Haleem et al. (2022), advertisements targeted at relevant customer segments are more effective because the messages align with consumer needs. This strategy

increases the likelihood of a positive response to the ad and strengthens product awareness. For example, a Vodafone campaign in the UK featuring Eurovision's Sam Ryder increased brand recall by up to 85%. Popular figures have been shown to strengthen customer associations with the product. Effective advertisements generally have simple messages, engaging visuals, and clear information, thus influencing purchasing decisions when customers perceive the product as meeting their needs.

Product knowledge is crucial in building customer awareness and purchasing interest in a company's products. According to Suh and Chang (C. Der Chen et al., 2022), a good understanding of a product helps consumers evaluate quality, reduce perceived risk, and increase purchase intention. The greater customer knowledge, the easier it is for them to assess benefits and advantages, and compare a product with competitors. Deep understanding also fosters trust and satisfaction with the product. APJII (2024) data shows that internet users in Indonesia have reached 221.56 million people (79.50% of the population), indicating increasing digital literacy and public understanding of telecommunication products, ultimately strengthening their ability to choose products according to their needs.

Product quality is a key factor in increasing sales and customer satisfaction. Customers will be satisfied if the product quality meets their expectations. According to Ren and Luo (2024), consumer perceptions of product quality are subjective and influenced by appearance, performance, and technological innovation. This confirms that product quality is the primary foundation for customer loyalty and purchasing interest. Aspects such as durability, design, and ease of use are crucial in perceived quality. Therefore, companies must consistently improve product quality as a key strategy to maintain competitiveness and customer satisfaction.

Buying interest is the consumer's drive to purchase a product in response to their perceptions and experiences with a brand. Purchase intention is a consumer's tendency to buy a particular product or service, reflecting their willingness and commitment to purchase (Oliver et al., 2023). In the telecommunications industry, the dynamics of purchase intention are evident in the high rate of customer churn, which causes losses of up to \$65 million per month in the United States. This condition indicates that consumer purchase intention is easily changed when companies fail to meet customer expectations regarding price and product quality. Therefore, companies need to implement effective marketing strategies to attract new customers while maintaining the loyalty of existing customers by improving product and service quality.

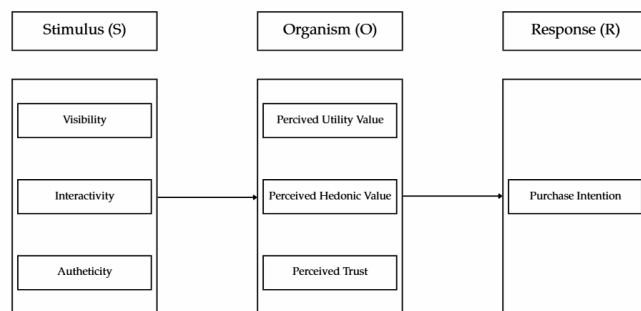


Figure 1 Stimulus-Organism-Response (SOR) Visualization

Source: (Song et al., 2022)

Figure 1 displays a conceptual framework based on the Stimulus–Organism–Response (S–O–R) theory, which outlines the relationship between external factors, consumer psychological processes, and purchase intention. At the Stimulus (S) stage, three main variables—visibility, interactivity, and authenticity—serve as triggers for shaping consumer perceptions of a product or brand. These stimuli then influence the Organism (O) stage, which encompasses psychological responses in the form of perceived utility value, perceived hedonic value, and perceived trust, representing assessments of functional benefits, emotional pleasure, and consumer trust. Furthermore, the psychological reactions that emerge at the Organism stage generate a Response (R) in the form of purchase intention. This model asserts that a product's visibility, interactivity, and authenticity can shape consumer perceptions of value and trust, ultimately contributing to increased purchase intention.

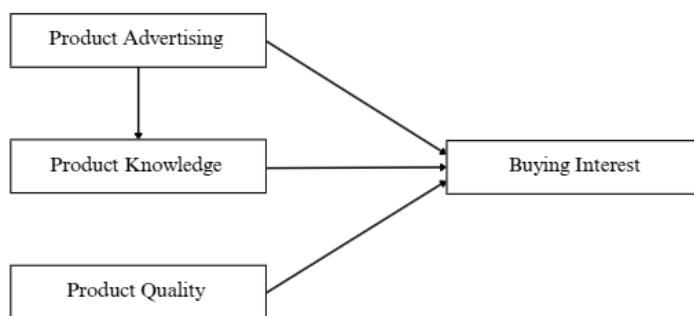


Figure 2. Product Knowledge Visualization

Source: (Setyadi et al., 2024)

Product knowledge refers to the level of consumer understanding of the attributes, benefits, and relevance of a product to their needs, and functions as a cognitive structure that shapes perceptions, evaluations, and purchasing tendencies (Zhang et al., 2024). Figure 2 shows that product knowledge is the primary factor driving purchase interest, as consumers who understand a product are better able to make rational evaluations and reduce uncertainty in their purchasing decisions. Advertising acts as an initial stimulus that shapes product knowledge, while product quality strengthens that understanding through experience and perceived benefits. The interaction between these factors fosters confidence and positive attitudes that enhance purchase interest and potential loyalty. From a strategic standpoint, companies need to strengthen consumer product knowledge because it serves as a key mediator that improves promotional effectiveness and the success of purchasing decisions.

The main problem in this study lies in the low level of product knowledge among schools regarding IndiBiz services due to limited product promotion and education. In addition, the IndiBiz brand awareness is still weak, so educational institutions are more familiar with other services such as IndiHome. Marketing activities that are not varied and creative enough also contribute to the uneven dissemination of product information. This situation has an impact on the slow decision-making process for purchasing, as schools require technical explanations before deciding on a service. Overall, these factors result in low purchasing interest and suboptimal market penetration for IndiBiz in the education segment.

A review of the literature indicates that the Stimulus–Organism–Response (S–O–R) model has been predominantly examined within digital marketing contexts—such as advertising, e-commerce, and influencer marketing—and has rarely been applied to B2B marketing, particularly

internet services for educational institutions. Existing studies on product knowledge and purchase intention also have not incorporated the roles of personal selling, the Link and Match program, or account managers as direct stimuli influencing purchase decisions. Addressing these gaps, this study introduces novelty by integrating the S-O-R model into personal selling strategies for IndiBiz's B2B services, positioning the Link and Match program as an educational stimulus to enhance product knowledge, and incorporating information quality and trust as variables that strengthen purchase interest based on empirical insights from account managers and educational institutions.

This study focuses on examining the application of the Stimulus–Organism–Response (S-O-R) marketing strategy in an effort to increase product knowledge and customer purchasing interest in IndiBiz services in the education segment. This study examines how personal selling, information quality, and customer trust levels play a role in strengthening product understanding and encouraging more effective purchasing decisions.

The purpose of this study is to analyze the application of the Stimulus–Organism–Response (S-O-R) marketing strategy in increasing product knowledge and customer purchasing interest in PT Telkom Indonesia's IndiBiz services. The study focuses on the effectiveness of personal selling, information quality, and the Link and Match program as marketing stimuli that shape customer perceptions, understanding, and purchasing responses, particularly among educational institutions.

RESEARCH METHODOLOGY

This study uses a descriptive qualitative approach to deeply understand individual subjective experiences through interviews and phenomenological analysis (Høffding et al., 2022). This approach allows researchers to explore participants' perceptions and experiences reflectively, thus discovering the phenomenon's essence. This method provides flexibility in data analysis, allowing for exploring aspects that are difficult to measure quantitatively and a deeper understanding of complex social dynamics and interactions.

Research data consists of primary data and secondary data. Primary data is obtained directly by researchers through in-depth interviews, observations, and documentation, in accordance with the characteristics of data collected specifically for research purposes (Schneider et al., 2023), which is collected through in-depth interviews, observations, and documentation. An interview is an interaction in which the researcher asks questions about a person's life experiences, opinions, and expectations (Knott et al., 2022). In addition, direct observation was conducted for four months, from March 17 to July 25, 2025, at PT Telkom Witel Yogyakarta; observation involved the use of the researcher's five senses to collect data in a participatory or non-participatory manner (K Mwhite, 2022). All data were then documented through recording and transcription of interview results for further analysis (De Groot et al., 2022). Meanwhile, secondary data consists of information that is already available and has been collected by other parties (Schneider et al., 2023); it is used in literature reviews, and its validity and reliability are verified to ensure accuracy. The combination of primary and secondary data enabled researchers to explore issues in the Link and Match marketing program, relate them to academic theory, and evaluate the program's implementation in improving product understanding among PT Telkom

Indonesia Witel Yogyakarta school customers based on the Stimulus–Organism–Response (S–O–R) framework.

Respondents in this study were determined using purposive sampling based on considerations of direct involvement and informant relevance to the phenomenon being studied. The respondents consisted of four schools as external parties or users of IndiBiz services, which were selected because they represented the leading B2B marketing segment of PT Telkom Indonesia in the education sector. This study also involved one Account Manager from PT Telkom Indonesia as an internal party who has a strategic role in personal selling activities and the implementation of the Link and Match program. In addition, one Telkom partner was also included as a respondent to provide an operational perspective related to technical support and service implementation. Overall, the study involved six respondents, a number considered sufficient to produce in-depth information in accordance with the characteristics of qualitative research.

Response (S–O–R) framework. In the Stimulus (S) aspect, questions focused on personal selling practices, the quality and clarity of information, promotional creativity, and the implementation of the Link and Match program as a form of stimulus provided to schools. In the Organism (O) aspect, the interviews focused on schools' perceptions of IndiBiz, the level of trust that had been established, and their understanding of the features and benefits of the service. In the Response (R) aspect, data collection covered purchasing interest, speed of decision making, and evaluation of the consultation experience. In addition, the interviews also highlighted marketing barriers—such as promotional limitations, low brand awareness, and information gaps—as well as the effectiveness of product education by account managers and Telkom partners. The preparation of this grid ensured that data collection was focused and supported a comprehensive S–O–R analysis.

Data analysis in this study used the interactive model developed by Miles and Huberman (1994), which consists of three main stages. In the data reduction stage, researchers selected and grouped data to identify themes relevant to the S–O–R framework, particularly those related to personal selling, product knowledge, and purchasing interest. The reduced data were then presented in the form of narratives, interview tables, and summaries of field findings to facilitate interpretation. The final stage of concluding was carried out through an analysis of thematic patterns that developed throughout the research process. Data validity was ensured through source and technique triangulation—involving schools, account managers, and Telkom partners, as well as combining interviews, observations, and documentation—and reinforced with member checking to ensure the accuracy of the researchers' interpretations.

RESULT AND DISCUSSION

Effective interactions between account managers and customers play a crucial role in building long-term relationships and enhancing trust in the company. Collaboration between PT Telkom Indonesia and educational institutions provides financial benefits and strengthens the understanding of products and services. According to Setyadi et al. (2024), product knowledge is crucial in guiding marketing strategies to increase customer satisfaction and loyalty. Through a

consultative selling approach, account managers focus on understanding each institution's specific needs, providing appropriate solutions, and maintaining satisfaction through personalized and ongoing service.

A marketing strategy based on personal selling for educational institutions aims to convey a clear understanding of solutions to school problems. This approach emphasizes direct and transparent information delivery so schools receive relevant and effective services. Information-sharing behavior strengthens customer communication through clarity of messages, thereby increasing trust and interest in products or services (Cao & Belo, 2024). Through face-to-face interactions, account managers can provide appropriate education, identify specific needs, and encourage efficient purchasing decisions. This activity also expands market share and builds long-term relationships with customers.

Table 1. Research Interviews

Question	Result
Many schools still lack a comprehensive understanding of IndiBiz services. How do you ensure that the information provided to customers about IndiBiz services is always up-to-date?	IndiBiz targets high-end segments such as corporates through targeted promotions and direct outreach. Service information is regularly disseminated to potential communities such as MKKS (Small Business Units), cooperatives, and MSMEs (Micro, Small, and Medium Enterprises) to ensure it remains up-to-date and relevant to customer needs.
IndiBiz services are not yet widely known. How does the company ensure its sales team comprehensively understands IndiBiz services to reassure customers?	The IndiBiz brand is still in its introductory phase, so the company ensures the sales team understands the product through a structured sales force system. Regular training every 1–2 weeks ensures they can explain the service accurately and convincingly.
IndiBiz services are promoted personally or directly to consumers. How does the company evaluate sales effectiveness without advertising to maintain consumer engagement?	IndiBiz sales effectiveness is evaluated through consultative selling and structured data in the Myten application, enabling performance to be objectively measured based on interaction progress and sales results.
What factors influence customer purchase intention and confidence, especially when conducting consultative selling with schools?	In consultative selling to schools, purchasing interest is influenced by budget, service quality, and after-sales service. The sales team acts as consultants, explaining IndiBiz's benefits in increasing customer confidence and purchasing interest.

Source: Muhammad Hafizh Musyaffa Zuhdi

Based on interviews, IndiBiz's marketing strategy was designed using a targeted Segmenting, Targeting, and Positioning (STP) approach. Market segmentation focused on

institutions such as vocational schools (SMK), MSMEs (MSMEs), and cooperatives, considering budget capacity and service needs. The primary target audience was potential customers with sufficient financial capacity through a consultative selling approach. IndiBiz was positioned as a high-speed internet service with superior and responsive after-sales service. Furthermore, PT Telkom Indonesia's reputation as a large, regulatory-compliant company was a key supporting factor. This strategy emphasized service value and reliability over competitive low prices to build a professional image and customer trust.

PT Telkom Indonesia's marketing strategy in the Business Service Division, which markets IndiBiz to the MSME and educational institution segments, is still ineffective, as evidenced by customers' low understanding of the product. A research study at several vocational schools in Sleman (Muhammad Hafizh M.Z., 2025) shows that schools only know about IndiBiz through outdoor media without further explanation from Telkom, resulting in low product knowledge. Unfocused and unsustainable promotional activities keep IndiBiz's awareness level below that of IndiHome, which is better known for its consistent communication strategy. These findings indicate that a lack of education and exposure are the main obstacles to increasing product understanding. This study analyzes the implementation of personal selling and the Link and Match program in improving schools' product knowledge. It evaluates their impact on perception (organism) and purchase interest (response) within the Stimulus–Organism–Response (S–O–R) framework.

Table 2. SWOT Analysis

Strength	Weaknesses	Opportunities	Threats
Personal and customer-needs-based approach	Response to rapidly changing digital needs is not yet optimal	Increasing demand from schools for integrated digital services	The emergence of new competitors who are more agile and specific in the education sector
Support from a competent and widely distributed workforce	No promotional campaigns were conducted through advertising	Long-term potential to build customer loyalty	Very dynamic changes in customer needs
Supported by a large and trusted corporate image	Dependence on schools' ability to understand digital needs	Market education opportunities while selling	Risk of mismatch between offered solutions and customer expectations

Source: Muhammad Hafizh Musyaffa Zuhdi

PT Telkom Indonesia possesses several strategic advantages that can be leveraged to expand its market share in the education sector, including a personalized approach tailored to customer needs, the availability of a competent workforce across various regions, and its image as a large and trusted company. The increasing demand for integrated digital services in schools

presents an opportunity for Telkom to offer more targeted solutions through a consultative approach. A strong corporate image also supports implementing market education, training, and outreach to build long-term understanding and trust among customers. Optimizing these strengths has the potential to increase loyalty and expand market penetration in the education sector.

Telkom needs to be wary of the emergence of new competitors that are more adaptive and innovative in meeting the digital needs of educational institutions. Reliance on existing strengths without increasing innovation and adaptability can undermine competitiveness. The lack of promotional campaigns and a suboptimal response to schools' digital needs also hinders brand awareness. Therefore, Telkom needs to strengthen its marketing strategy through more active market education, both digitally and in person, to directly understand customer needs. This step is crucial for maintaining product relevance, strengthening customer relationships, and maintaining a competitive position amidst the rapidly changing dynamics of the telecommunications industry.

The Link and Match program is the second stimulus that broadens schools' understanding of technology needs, including Internet integration, Fiber Optic Academy, and education platform management. Schools view this program as relevant industry education, as they can see firsthand how IndiBiz supports digital-based operations. In addition to introducing products, this program provides real-world use cases, making it easier for schools to map their needs.

Within the Stimulus–Organism–Response (S–O–R) theory, stimuli originating from platform quality can influence user responses in the form of information-sharing behavior. As a modern marketing medium, short video platforms rely on visual content and quality information, services, and systems to create a positive experience. According to (Shi et al., 2023), high-quality information, when supported by responsive service and reliable systems, can encourage users to share product information, thereby expanding marketing reach. For PT Telkom Indonesia, information quality is key in strengthening customer trust and supporting decision-making, particularly for its IndiHome and IndiBiz services. Accurate and relevant information enhances the company's positive image and encourages long-term customer engagement and loyalty. Therefore, consistency in information delivery is crucial in strengthening Telkom's position in the competitive telecommunications industry.

The IndiBiz internet service offered by PT Telkom Indonesia is intended to meet digital connectivity needs and operations in educational settings. The main challenge faced is the low level of brand understanding and awareness among schools, which impacts low adoption and purchase intention for the service. Brand awareness reflects consumers' ability to recognize and remember a brand comprehensively, which is formed through practical promotional and distribution activities that reach a broad market segment (Sesar et al., 2022). Low brand awareness of IndiBiz is due to limited promotional and outreach activities within the education segment, which prevents many schools from understanding the benefits and added value of the service. To address this, account managers implement a consultative selling approach by providing direct consultations with schools to increase understanding, strengthen positive perceptions of IndiBiz, and encourage future purchase intentions.

Customer experience encompasses aesthetics, entertainment, escapism, education, and connection, positively influencing perceived value, satisfaction, and user cultural identity (Jiang et al., 2024). In the telecommunications industry, customer value is shaped by the quality of the experience, including aesthetic application design, interactive content, ease of access, educational

features, and reliable connections. The synergy of these experiences strengthens perceived value, increases satisfaction, and builds customer loyalty as a foundation for competitive advantage.

The level of trust in a manufacturer is a key factor in strengthening consumer understanding and knowledge of a product. High trust encourages consumers to be more open to information, evaluate benefits, and form positive perceptions of the product (Tzeng & Ho, 2022). In the context of the telecommunications industry, confidence in the credibility and reliability of services strengthens the effectiveness of product knowledge, such as understanding IndiHome or IndiBiz. This trust makes information about product features and advantages more easily accepted, forms positive attitudes and preferences, and increases customer loyalty. Building trust through service quality, transparency, and innovation is crucial for maintaining long-term customer relationships.

Affective responses such as pleasure and inspiration influence consumer attitudes and shape purchase intentions and word-of-mouth recommendations (Zanger et al., 2022). In the telecommunications industry, positive perceptions of service quality, network reliability, and ease of use drive positive brand attitudes. Positive emotional experiences strengthen customer loyalty, preference, and organic promotion. Improved innovation, service quality, and user experience are key to strengthening the effective relationship between consumers and brands.

Integrating customer satisfaction into business systems is a key strategy for the telecommunications industry to maintain and expand market share (Yumi & Marsasi, 2024). Customer satisfaction is a performance indicator and the basis for building loyalty through consistent, innovative, and responsive service. Focusing on user needs enables companies to improve the quality of products such as IndiHome, Telkomsel, and other digital services. Transparency, responsiveness, and a commitment to service improvement strengthen brand image and build long-term customer relationships.

Strong brand image and attractive design attributes enhance perceived value and drive consumer purchase intention (Wang et al., 2024). As potential customers, schools need to understand the features, quality, and advantages of Telkom services in supporting the digital transformation of education. The role of account managers becomes crucial through educational consultations that explain superior design attributes relevant to schools' needs. Increased product knowledge strengthens perceived value, builds a positive brand image, and drives purchase intention for Telkom services.

Cognitive and affective engagement strengthens impulsive purchase intentions by triggering spontaneous decisions without in-depth rational consideration (Gong & Jiang, 2023). The account manager's persuasive information delivery broadens schools' understanding of IndiBiz while fostering emotional trust. A consultative approach through personal selling increases consumer engagement, establishes emotional connections, and accelerates purchasing decisions. Increased product understanding serves as a link between engagement and impulsive purchase intentions, while strengthening Telkom's competitive advantage in the education sector.

Sales force expertise directly impacts customer satisfaction through mastery of product knowledge (Gelderman et al., 2021). PT Telkom Indonesia prioritizes improving sales and account manager competencies as a key strategy through training emphasizing product understanding, persuasive communication skills, and delivering relevant solutions for the education sector. These skills make consultative selling more effective, strengthen trust, and increase schools' purchase intention for IndiBiz services. Competent salespeople in the competitive telecommunications industry are a strategic factor driving ongoing purchasing decisions and strengthening Telkom's competitiveness.

Consumers unfamiliar with a product or service tend to have low trust due to limited knowledge of its features, benefits, and quality, leading to doubt and uncertainty about its value. Clear product education and information are essential to enhance understanding, build trust, and influence purchasing decisions. Buyer trust and satisfaction, supported by positive online reviews, informative content, and strong security policies, can significantly increase purchase motivation (Rana et al., 2023). PT Telkom Indonesia builds trust through an integrated digital strategy, where positive reviews enhance credibility, and detailed content helps consumers—especially schools and businesses—align services with their needs. Reliable data security and transparent service information strengthen confidence and foster positive interactions, creating a foundation for customer loyalty and advocacy through repeat purchases and recommendations.

Building social relationships with customers is Telkom's primary strategy for attracting and retaining its customer base. Social relationships and critical thinking skills have been shown to drive product innovation through effective knowledge management (Zhou et al., 2022). Telkom actively monitors customer satisfaction, particularly in education, to understand needs and respond quickly to changes. These efforts are supported by continuous innovation to improve service quality and strengthen customer loyalty. In the competitive telecommunications industry, Telkom's investment in building social relationships is oriented toward short-term satisfaction and the company's long-term sustainability and growth.

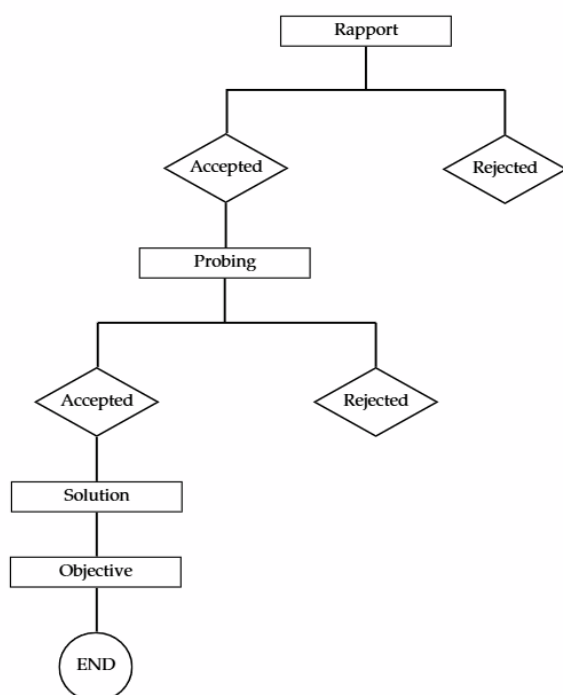
Product experience enhances customers' perceived knowledge, although it does not continually strengthen factual understanding (Lichtenstern et al., 2024). Most schools have no experience with IndiBiz services and are only familiar with popular Telkom products such as Telkomsel and IndiHome. This perceived product knowledge is often not accompanied by in-depth technical understanding. Telkom needs to balance this perception through education and the delivery of accurate information so that potential customers understand the product comprehensively and can make informed purchasing decisions.

The novelty of product innovation shapes consumer perceptions by influencing psychological distance and advertising effectiveness (Lee et al., 2024). IndiBiz creates psychological distance as a new service because it is still perceived as unfamiliar and less relevant to daily needs. Telkom needs to reduce this distance through informative and contextual marketing strategies. A personal selling approach is the primary strategy for introducing IndiBiz to schools and businesses so that they understand the service's benefits in depth and accept the product as a relevant digital solution.

Price is a key factor influencing consumer interest in a product or service. Consumers tend to assess the appropriateness of price and quality, so a price that does not match the product's value can create negative perceptions. Conversely, competitive pricing that aligns with quality can increase attractiveness and purchase intention. Doubts about sustainability claims and the perception of high prices are significant barriers to purchasing decisions (Testa et al., 2024). In the context of IndiBiz, this service is often perceived as having a high price compared to home services like IndiHome. This perception presents a barrier for schools and small businesses, which believe the subscription fee is disproportionate to the benefits received. In fact, IndiBiz offers a premium service with a stable network, special features for business and educational operations, and professional technical support that reflect the value of the price. To address negative perceptions of price, Telkom needs to implement a product value education strategy, adapt more flexible service packages, and promote promotions emphasizing the long-term benefits and competitive advantages of IndiBiz as a premium internet solution.

The Link and Match program, run by PT Telkom Indonesia in collaboration with educational institutions, particularly vocational high schools (SMK), aims to build strategic

partnerships between education and industry. Through this program, Telkom introduces its products and services and provides an in-depth understanding of digital solutions tailored to school needs, such as internet services, Fiber Optic Academy, and other supporting services. During this process, schools are encouraged to conduct product information searches to understand the benefits, specifications, and advantages of the services offered, particularly the IndiBiz internet service. Through direct interaction with account managers, schools can explore information related to technical aspects, costs, and benefits of using the services. This product information search process is crucial in ensuring that the selected Telkom service meets their needs and supports digital transformation in the educational environment. Research (V. Y. Chen, 2024) shows that product information search behavior increases purchasing decision efficiency through consumer knowledge. This behavior arises from consumer interest in the products or services offered by PT Telkom Indonesia. The higher the level of consumer interest in the products or services the account manager presents, the more likely it is to encourage increased decisions to purchase or use the products or services offered.



Flowchart 1. Visualization of the Link and Match Program

Source: Muhammad Hafizh Musyaffa Zuhdi

Flowchart 1 illustrates the Curriculum Synchronization Program between Education and Industry, which aims to build strategic relationships with schools by providing relevant internet service solutions. This program systematically introduces IndiBiz through structured stages, starting from initial meetings with school principals to the delivery of recommended services. The first stage focuses on relationship building, where account managers introduce themselves and listen to the needs, challenges, and expectations of schools, a process that is considered most crucial and accounts for about 40% of the overall consultation activities. During the initial meeting with the school, the account manager must demonstrate a professional, polite, and communicative attitude, yet remain flexible to avoid a tense atmosphere. The primary goal of the initial visit is to establish an initial rapport through introductions and to understand the school's specific internet service needs. A communicative and empathetic approach is key to building

trust and strengthening cooperation. The ability of schools to carefully assess information and a high level of trust in service providers are factors that strengthen their belief in the benefits of services and their readiness to make purchasing decisions (Marsasi et al., 2024). This experience-based approach also helps reduce confusion and strengthen schools' confidence in choosing services, as the potential for saturation or negative impact from overly technical product information can be minimized when education focuses on real experiences rather than just explanations of tasks or features (Zhang et al., 2024). Once an initial relationship has been established, the process continues to the exploration stage, where account managers delve into the details of internet usage issues, obstacles encountered, and specific service needs. If this stage results in a mutual understanding between both parties, the process continues to the solution development stage, which includes recommendations and service options tailored to the school's needs. The final stage is closure, where Telkom and the school reach an agreement to implement the selected internet service solution.

In the digital era, educational institutions have an increasing need for reliable communication services and digital solutions. PT Telkom Indonesia strives to meet these needs through various service innovations, including IndiBiz. A good level of understanding of IndiBiz is an important factor in increasing customer interest. One of the strategic steps that has been taken is the development of a simple website specifically for educational institutions, which serves to provide information and education so that customers' understanding of IndiBiz services can be improved.



Figure 3. Home Page

Source: Muhammad Hafizh Musyaffa Zuhdi

Effective communication enhances message clarity and strengthens customer understanding, thereby encouraging interest and purchase intent (Necula, 2023). In the context of PT Telkom Indonesia, the effectiveness of this communication is influenced by the level of product knowledge, the quality of information conveyed, and the personal selling competence of account managers in explaining the technical and strategic aspects of IndiBiz services. This interaction not only increases rational understanding but also contributes to the formation of trust and emotional attachment between schools and service providers. The appeal of the product conveyed through this process strengthens customer trust and emotional closeness to the brand, thereby encouraging continued preference for its use and a tendency to give positive recommendations (Roostika & Marsasi, 2024). This understanding is further reinforced through the presentation of information on the IndiBiz website, which features short videos explaining the benefits of the service and various special packages for the education sector. The systematic visual presentation allows schools to compare service specifications and identify the package that best suits the institution's needs, thereby speeding up the decision-making process. Adequate product understanding enables customers to comprehensively assess the value and usefulness of the service, which ultimately strengthens their purchase intent (Güngördü Belbağ & Belbağ, 2025).

Informative videos on the IndiBiz website homepage serve as a strategic medium for conveying product knowledge by explaining key and supporting services, such as internet packages and school management systems. The better customers understand promotional content, the more positive their response to the marketing message will be (Widodo & Marsasi, 2025). These videos help schools gain a comprehensive understanding of the benefits and advantages of IndiBiz, thereby building trust in the quality of its services. Within the Stimulus–Organism–Response (SOR) framework, the video acts as a stimulus that provides information and cognitive understanding of the services. The creativity in presenting information also reinforces the effectiveness of the stimulus, as attractive visual elements can shape more positive attitudes and increase purchase intent (Sarilgan et al., 2022). This information is then processed psychologically and emotionally, resulting in positive perceptions that encourage schools' interest and intention to subscribe. Thus, the video not only functions as promotional material but also as an educational medium that strengthens the process of forming rational and emotional purchase interest.



Figure 4. Consultation Feature

Source: Muhammad Hafizh Musyaffa Zuhdi

Figure 4 illustrates that the consultation feature on the IndiBiz website is designed as a support mechanism that facilitates potential customers in gaining access to information and personal assistance. Through this feature, users are presented with a list of responsible parties—including account managers and sales teams categorized based on the domicile of the prospective customer's institution, thus enabling the selection of the most relevant contact person in terms of geographical context and specific needs. Variations in consumer preferences and motivations, which are influenced by demographic characteristics such as age, gender, and education level, also shape their decision-making patterns and purchasing behavior (Marsasi & Barqiah, 2023). After determining the person in charge, users are directed to the next page, which provides a variety of consultation options, both for new prospective customers who need an initial understanding of IndiBiz's offerings and for existing customers who need technical support, package adjustments, or further service development. A positive attitude towards service providers and perceptions of good service quality are important factors that encourage new customers to try and consider adopting IndiBiz services (Usman & Marsasi, 2025). This mechanism reflects the application of a customer-oriented service approach, in which Telkom is committed to providing an interactive and responsive experience to strengthen customer relationships. Additionally, the consultation feature serves as a two-way communication channel that not only speeds up information exchange but also increases marketing effectiveness and strengthens trust in the credibility and professionalism of IndiBiz services.

Table 3. Implementation of the Link and Match Program

Aspect	Description
Objective	<ol style="list-style-type: none"> 1. The objective is to align with the characteristics of Telkom's services, which require a large budget, so decisions cannot be made spontaneously and need careful consideration. 2. The objective is to provide high-knowledge services, where customers need a proper understanding before making decisions, as not everyone can comprehend the services technically right away. 3. The objective is to educate customers about the services' meaning, advantages, and benefits. 4. Another goal is to ensure that Telkom can assist customers in decision-making by selling and becoming a trusted solution partner. 5. This activity also aims to accommodate customers' deliberations, as the offered services require an evaluation period and measured decisions that are not made quickly.
Time Period	<ol style="list-style-type: none"> 1. Recurring: Payment is made monthly and is automatically extended as long as the service is still in use. 2. Contract: Services are based on an agreement with a specific duration, typically 6 months or 1 year.

Person in Charge	<i>Account Manager</i>
Kegiatan	<ol style="list-style-type: none"> 1. Rapport 2. Probing 3. Solution 4. Objection 5. Closing
Target	<ol style="list-style-type: none"> 1. The target program focuses on educational institutions, especially vocational high schools (SMKs).
Output	<ol style="list-style-type: none"> 1. Retain potential customers who have not yet used Telkom services and convert them into users. 2. Attracting customers from other providers to switch to Telkom services. 3. Maintaining existing customers to ensure their continued loyalty to Telkom.

Source: Muhammad Hafizh Musyaffa Zuhdi

Table 3 illustrates the Link and Match Program. The program aims to offer solutions tailored to educational institutions' needs, build relationships with key customers, and enhance Telkom Indonesia's competitiveness. This aligns with Telkom Indonesia's vision to become the digital telco of choice for advancing society. The link and match program between educational institutions and industry supports Telkom Indonesia's mission by accelerating digital infrastructure development through major projects that provide added value for customers, developing superior digital talent that helps drive digital capabilities and the nation's digital adoption rate, and correcting the digital ecosystem to provide the best digital customer experience. The link and match program between educational institutions and industry can be implemented in two timeframes: a recurring system (monthly) and a contract system (a specific period of 6 months to 1 year). The account manager is responsible for implementing this program. The program targets educational institutions, particularly schools. The program's outcomes include reaching new customers, diverting customers from competitors, and increasing customer loyalty to Telkom services.

CONCLUSION

This study concludes that the implementation of a marketing strategy based on the Stimulus–Organism–Response (S-O-R) theory is effective in enhancing product knowledge and purchase interest for IndiBiz, particularly among educational institutions. The use of consultative personal selling provides comprehensive product education, enabling schools to understand the service's benefits and features better. The Link and Match program further strengthens customer value by deepening product understanding and stimulating interest in adopting IndiBiz. Additionally, the proposed dedicated website for school customers serves as an interactive platform to improve communication and satisfaction, offering informative videos, product catalogs, and consultation features that facilitate direct engagement with Telkom. This aligns with the concept of product knowledge and illustrates how digital stimuli—through visuals, information, and interactivity shape positive perceptions and influence customer behavior within

the S-O-R framework. Overall, the strategy offers practical and academic contributions by supporting positive customer experiences through an integrated digital platform.

The results of this study have practical implications that Telkom needs to strengthen its consultative approach as a key strategy in improving product understanding in the educational environment, as well as enriching the quality of information through digital media such as informative websites, educational videos, and online consultation services to accelerate the decision-making process. Efforts to increase creativity in more targeted advertising and promotion are also needed, given the low level of awareness of IndiBiz services compared to other Telkom products. The research recommendations emphasize the importance of marketing communication innovation through digital-based campaigns, the development of more attractive educational content, and the strengthening of account manager competencies so that they can provide technical education and a persuasive approach that is in line with the characteristics of educational institutions. Future research opportunities include applying the S-O-R model to other B2B segments such as MSMEs or corporations, comparing the effectiveness of personal selling and digital marketing, analyzing the role of technologies such as AI-based customer engagement in improving product understanding, and conducting quantitative research to empirically assess the influence of information quality, trust, and personal selling on purchase interest across various customer segments.

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