

The Significance of Brand Positioning to UX Design Business Growth

Bayu Bagja Ferdian

Institut Teknologi Bandung, Jawa Barat, Indonesia

bayu_bagja@sbm-itb.ac.id



Abstract

Purpose: This paper illustrates the significant branding enhancement for PT Lалуasa Cipta Asia using the concept of brand positioning strategy, specifically for one of their business units called Gizalab which focuses on User Experience design services. The study's primary objective was to evaluate the current service process to identify strengths and weaknesses, understand customer behavior, and analyze the competitive landscape.

Method: The main methods in this study are market surveys, competitor analysis, and in-depth interviews. The author uses a market survey to discover how the target market perceived the existing brand perception. This understanding is important as the basis for the creative brand positioning strategy.

Results: While VRIO analysis emphasizes what valuable resources are from the company's point of view, the in-depth interviews exhibit the gap in what matters to the customers and the target market. There are several key prominent insights found through in-depth interviews, one of them is the poor performance of the company's branding strategies. The research results indicate that the existing Gizalab's branding as the user experience design expert is not perceived as intended and currently is not convincing the target market.

Conclusions: The study highlights the critical importance of basic branding elements in supporting business growth and stakeholder vision. A key finding reveals that Gizalab lacks foundational branding assets, particularly a clear brand positioning. Without a strong and concise positioning statement, the company risks confusing potential clients and missing opportunities for differentiation in the market.

Limitations: This study was limited to an internal branding assessment and did not include comprehensive market analysis or competitor benchmarking, which could provide a deeper context for strategic positioning.

Contributions: The findings of this study are particularly relevant to branding consultants, marketing strategists, and business development teams working with startups or SMEs lacking structured brand frameworks.

Keywords: Branding Awareness, In-Depth Interview, Marketing Strategy, Porter's Five Forces, PESTLE Analysis, UI/UX Design

How to Cite: Ferdian, B. B. (2024). The significance of brand positioning to UX design business growth. *Jurnal Bisnis dan Pemasaran Digital*, 3(2), 125-135.

Article History

Received on 13 December 2023

1st Revision on 5 January 2024

Accepted on 16 January 2024

1. Introduction

User Experience expertise is closely related to Human-computer Interaction (HCI), the study of how people design, implement, and use interactive computer systems and how computers affect individuals, organizations, and society (Pushpakumar et al., 2023); (Mahadewi, Timotius, Tungkup, & Ilham, 2021). The HCI provides insights and base information that can be used in designing the user experience. Outside of the digital field, user experience design is also related to industrial design. Interestingly, the term 'usability' in the UX field also refers to the term 'ergonomics' in industrial design. In Indonesia,

industrial design graduates also join the UX profession as they see the similarities between the two design fields.

From 2010 until this document was written, user experience design has become popular because it is proven to have value for the business. McKinsey even released an article called “The Business Value of Design”. In the article, the consultant introduced the McKinsey Design Index (MDI) score to show how companies who invested in design for their business outperformed industry standards by 10%. The demand for UX Design practitioners was increasingly aligned with the emergence of technology startups. Since 2010, UX has become one of the key factors for successful startups’ digital products. Even more, UX design has become a part of one of the three main domains in the startup's organization inside the Human Values domain along with Business and Engineering (Yu et al., 2020).

Like many other countries, Indonesia also gets this technology startup hype. With many enthusiasts of startups getting popular, Indonesia has become one of the largest markets in the Southeast Asia Region (Andani et al., 2024). From undergraduate students to professional veterans jumped into the technology industry and started developing their digital products with the high hopes that they could be the next billionaires. These trends eventually open the door for high demands of software engineers, mobile applications engineers, and User Experience designers. The huge demand for UX Design is also encouraging designers to join the wagon by providing design services. Some of them become entrepreneurs and start design agencies that focus on UX Design. PT Lulus Cipta Asia through its one business unit, Gizalab, is also focused on providing user experience design services.

The popularity of UX keeps increasing with numerous digital technologies spawning and disrupting daily human life. The popularity spike even more around 2020 and 2021 when COVID-19 pandemic hits globally, and most people become dependent on connected technologies with the internet as the infrastructure and many mobile and web applications. UX study is also one of the less affected professions when the pandemic happens, so people view it as an alternative to switching careers since there were so many layoffs due to economic disruption at the time. On Covid-19 pandemic years, the rise of new digital media and digital platform initiatives arose in response to the physical interaction limitation. Design and technology play big roles in the development of digital interaction through Virtual Reality and augmented reality. Mark Zuckerberg, the founder of Facebook decided to change the company’s vision and name to Meta to pursue and make a big investment in the metaverse field.

In the post-pandemic era in 2022 to early 2023, the global economy or macro-economy keeps in the slow-down condition as per economists prediction. One of the impacts in the economic down-turn is the phenomenon called the “winter-tech”. Winter-Tech is a term to address the condition where investors of technology startups decide to hold the money and become very selective on when they should invest and to which company they should invest (Rasyid, Sumirat, & Rahadi, 2023). On the bright side, this winter-tech helps to select which company is financially healthy and profitable in comparison to the companies who were too focused on growth but can not prove the path to profitability. But because of this condition, the tech startups find it most easy to show to the investor their path to profitability executing the retrenchment strategy such as cutting off a huge number of employees. Many job functions cannot escape from the policy including the UX or product design roles were also on the list. In 2022: More than 93,000 jobs were slashed from public and private tech companies in the U.S.

Covid-19 Pandemic years that happened from the early 2020 to early 2023 drive the change in consumer behavior. The changes in the customer behavior will eventually affect the business and eventually impact the industries. In the second quarter of 2023, by Allah’s will the author’s business firm discovered a blue ocean market which the firm can conquer by twisting the business model and services. In the next 3 quarters of 2023, the company’s projects grew in numbers and so the revenue chart is ascending in a positive direction. After reviewing business performances until the third quarter of the year, the board of directors decided a goal to increase sales and revenue with the new UX Design service in the next year.

Fast forward to the post-COVID-19 pandemic, the company that the author worked for needs to evaluate the existing business performance to strengthen and sustain the company operations and growth in the long run. From the perspective of corporate and business strategy, the company needs to sharpen both of the aforementioned strategies by answering the questions of “where to compete?” and “How to win the competition?” (Grant, 2021). Interestingly, while the stakeholders already assumed that the company’s brand is good enough and starting to develop the integrated marketing strategy, the findings from the study suggest that the company needs to enhance the very basic requirement in the branding, which is the brand awareness itself. The target market could not identify nor differentiate the company’s brand from other similar service providers.

2. Literature review

2.1 Brand Positioning

To address the branding problem that the company has, the author also looks into the theory of brand positioning. Brand Positioning is the act of designing a company’s offering and brand images to occupy a distinctive place in the minds of the target market (Mogaji, Restuccia, Lee, & Nguyen, 2023). The goal is to instill the brand in the minds of consumers to maximize the potential benefit to the firm (Kotler, Keller, Ang, Tan, & Leong, 2018) in (Sanapala, Nzeku, & Mohan, 2023). In other words, it can also be defined as how brands differentiate themselves in their prospect's minds (Prastari, 2024).

2.2 Customer-Based Brand Equity

For branding strategy as the solution, the author decided to use the theory of Customer-Based Brand Equity. The CBBE concept is that the power of a brand lies in what customers have learned, felt, seen, and heard about the brand as a result of their experiences over time (Keller, 2013); (Rojas-Lamarena, Del Barrio-Garcia, & Alcantara-Pilar, 2022). After understanding the internal values, strong points, visions, and directions, and also understanding the external circumstances, the author leans to branding and marketing fields with Customer-Based Brand Equity as the main theoretical framework to develop the enhancement of brand awareness strategies of the company. The author also leans to reconfirm the Segmentation-Targeting-Positioning of the companies.

Another approach the author tends to use is Internal Analysis. One of the technical frameworks for Internal Analysis is the VRIO Analysis. This is a strategic framework used to evaluate a company's internal resources and capabilities to determine their competitive advantage (Barney & Hesterly, 2015) in (Giawa & Saragih, 2020). This framework was introduced by Jay Barney, a scholar who focuses in the field of strategic management, he is known for his work on firm resources and capabilities. Barney is a professor at the University of Utah and has contributed to the understanding of competitive advantage through his works.

The VRIO acronym stands for:

1. **Value:** This assesses whether a company's resource or capability adds value by enabling the firm to exploit opportunities or offset threats. It asks if the resource helps the company increase revenue, decrease costs, or both. In other words, a company activity is considered valuable if the clients are willing to pay for it.
2. **Rarity:** This point considers how rare or unique a resource is within the industry. This point assesses if a resource is common among competitors, it's less likely to provide a sustained competitive advantage since many other competitors are able to provide the same.
3. **Imitability:** This point examines how easily a competitor could replicate or imitate the resource. If the resources are difficult to replicate, it can be a source of sustained advantage.
4. **Organization** (or Organizational support): Focuses on the company's ability to leverage, manage and exploit the resource effectively. Even if a resource is valuable, rare, and difficult to imitate, a company must have the organizational management capability to optimize the utilizations.

By analyzing resources and capabilities through the VRIO framework, the author expects to better understand their competitive strengths and weaknesses, helping the company to prioritize strategic decisions and investments to maintain or enhance the competitive position.

Aside from VRIO model, the author will have additional internal analysis using Porter's Value Chain model to understand which activities gives the most competitive advantage. The value chain disaggregates a firm into its strategically relevant activities in order to understand the behavior of costs and the existing and potential sources of differentiation (Ngangi & Tumewu, 2018). A firm gains competitive advantage by performing these strategically important activities more cheaply or better than its competitors (Kumar, 2019).

The author also plans to use the "Porter's Five Forces" to analyze the powers around the company within the industry. This model is a strategic framework developed by Michael Porter, a professor at Harvard Business School. Porter is a leading figure who has the top expertise in the subjects of competitive strategy, economic development, and competitiveness. He developed the framework model to analyze and evaluate the competitive dynamics and attractiveness of an industry. "Michael Porter's five forces of competition framework is the most widely used tool for analyzing competition within industries. It regards the profitability of an industry (as indicated by its rate of return on capital relative to its cost of capital) as determined by five sources of competitive pressure. These five forces of competition include three sources of 'horizontal' competition: competition from substitutes, competition from entrants, and competition from established rivals; and two sources of "vertical" competition: the power of suppliers and the power of buyers" (Grant, 2021).

As it is said by Grant in his book, *Contemporary Strategy Analysis*; "In highly concentrated industries, the dominant feature of a company's competitive environment is likely to be the behavior of its closest rivals" (Grant, 2021). To determine external factors that influence and impact the company's business, the author intended to use the Competitor Analysis method that stands as an integral facet within the business landscape, serving as a strategic tool for firms to comprehend and navigate competitive forces within their respective industries. This study delineates the essence of competitive analysis within the context of contemporary business environments, encompassing the systematic assessment and data interpretation to discern and respond to competitive dynamics.

Macro environmental scanning with the PESTLE analysis framework serves as a pivotal instrument within the strategic management milieu, facilitating a comprehensive examination of external environmental factors impacting corporate entities (Utama, Kurniawan, & Normawati, 2023). The PESTLE Analysis is used as a tool of situational analysis for business evaluation purposes and is one of the most used models in the evaluation of the external business environment that is highly dynamic (Siregar, 2020). This academic study aims to explicate the theoretical underpinnings and practical applications of the PESTLE analysis framework in corporate business contexts.

After understanding the insights from internal analysis results and the essential factors from the external analysis and reflecting upon the company's services and products, the author will turn to review the branding of the company and its product and services. Besides internal point of view and external factor perspective, the author will optimize the data by finding qualitative insights through In-depth interviews method. Interview is a guided, purposeful conversation between two or more people (Sekaran & Bougie, 2016). To be precise, the interviews will be conducted in semi-structured format where the author will develop an interview guideline to facilitate the conversation. Semi-structured interviews are those conducted when it is known at the outset what information is needed. Through this method, the author seek the gap between the clients' needs and the company's services.

Based on the *Strategic Brand Management* book; branding is all about endowing products and services with the power of brand equity, while brand positioning (model) describes how to establish competitive advantages in the minds of customers in the marketplace (Keller, 2013). To address the branding problem that the company has, the author also look into the theory about brand positioning. Brand Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market (Iyer, Rokonzaman, Paswan, & Alhidari, 2023). The goal is to instill the brand in the minds of consumers to maximize the potential benefit to the firm (Kotler et al., 2018).

3. Methodology

3.1 Questionnaire

A survey or questionnaire is a preformulated written set of questions to which the respondent records the answers, usually within rather closely delineated alternatives (Sekaran & Bougie, 2016). The author uses the methodology to quantitatively measure the existing brand perception by the company's target market, with a total of 53 respondents. The selection criteria are the digital managers and IT managers who usually become decision makers in the software development process who involve user experience design roles in it. Measuring the perception is necessary for the author to discover the tendency of the target audience. Whether the audience's perception was aligned with the company's intention or was it delineated.

The brand personality refers to the human-like qualities which is the personality of a professional yet casual young adult. The personalities were chosen to make it relevant to the digital technology industries which young adults and youth-spirited seniors with less formality run. The Gizalab founder expects the brand to emphasize the spirit of "working together with a reliable and friendly companion". The brand also needs to be perceived as professional in terms of work quality. The company put high effort into making the service quality and service speed as high as possible. One of the most popular testimonials among our clients is that Gizalab's service and project management is as seamless as working with the in-house manpower.

3.2 Customer Perception

To understand the customer perception of the company's branding, the author conducted quantitative research using questionnaire surveys. The questionnaire was aimed to identify the following. The demographic information of the respondents such as sex, age group, last education degree, current occupations, work position level, and industry field. Brand familiarity. The questions aimed to identify whether the respondents ever encountered the brand in their lifetime. Brand perceptions. The questions aimed to identify how the respondents perceive the branding elements even though they have not encountered them before.

3.3 Respondent Sampling

In order to get the results, the company distributes the survey to community channels in the authors professional network. The community channels are filled with those who work as managers and C-level executives in the company they work for. Since the target audience of the business is large corporations only 1% of the industries in Indonesia. The results from 53 respondents should give just enough confidence. This quantitative research result would then become the basis for the following qualitative research method, which is in-depth interviews that will be conducted to discover the insights or stories that explain why the survey results happened.

3.4 In-Depth Interview

At its core, an in-depth interview is a qualitative research method designed to gather comprehensive and rich data by engaging participants in a deep and open conversation. Unlike structured surveys or questionnaires, in-depth interviews are characterized by their flexibility, enabling researchers to explore and understand the complexities of individuals' thoughts, feelings, and experiences in a more nuanced manner. The primary purpose of in-depth interviews is to uncover the depth and breadth of participants' knowledge, opinions, and perceptions on a specific topic. This method is particularly well-suited for exploring complex phenomena, capturing the subjective nature of human experiences, and providing insights that quantitative approaches might overlook. In-depth interviews are often employed in fields such as psychology, sociology, anthropology, and market research to unravel the layers of meaning that lie beneath the surface.

3.5 Competitor Analysis

To have a better understanding of how the competition is happening in the market, the author uses competitive analysis to map out who the competitors are and then place them to pinpoint where their positioning is at the moment. After understanding the map, the author will use the map as the strategic

consideration on where the company should compete and get a higher chance of winning the competition.

4. Result and Discussion

4.1 Descriptive Analysis On The Porter's Five Forces

Rating on the "Threats of New Entrants" is moderate for this company. It indicates that other companies who seek to enter the market are quite able to compete with the old players. However, it requires time and capabilities to gather and provide resources with similar arrangements and to find the effective workflow process model. Gizalab needs to keep up the delivery pace, keep improving the service quality, and keep innovating in order to win and keep winning the competition.

Rating on the "Bargaining Power of Buyers" is Unfavorable for the company. It indicates that the buyer or customer has strong bargaining power over the company, which means Gizalab has dependency to the buyer to maintain the workforce. If the buyer decides to stop the projects, the company needs to find other clients with similar demands or cut off several numbers of workforce in order to reduce the fixed cost. On the other hand, Gizalab needs to find a long-term solution for this condition. The first point is to keep improving the service so the buyer will stay and keep using the Gizalab service. The second point is to increase the marketing effort to attract more customers in the same market segmentation. The third point is to innovate and diversify the services to attract more various customers.

Rating on the "Threats of The Substitutes" is also Favorable for the company. It indicates that the substitute has a small chance to replace the company. This means that the company has an opportunity to prolong the business model and delve to improve the service quality and provide better and vast service. The rating on the "Bargaining Power of Suppliers" is Moderate for the company. It indicates that the suppliers have the opportunity to influence the work efficiency and working cost of the company. The company needs to be smart to find the most favorable bargain to keep the cost low in order to achieve more profitable paths for the company. Rating on the "Intensity of The Rivalry" is Favorable for the company. It indicates that the company has less crowded competitions because the incumbents typically do not have the similar offering power to the customers. The company needs to play offensive in order to conquer the competition.

This analysis concludes that the business landscape is starting to get busy, but the company still has a big chance to win the competition by providing something that is better and has high value for the customer. Also, the company needs to improve and speed up the marketing effort to win the brand perception so the company can become the top of mind for the customers and the market segmentation.

4.2 Competitor Analysis

These are the results of the competitive analysis of various design agencies in Indonesia:

4.2.1 Point of Parities

Points of Parity are the similarity points or services that every agency has in common. In the design competition, the points of parity related to digital product design such as website design, web application design, augmented reality or virtual reality experience, and mobile application. The related services could be research on website or application usability, user behavior, consumer perception of the brand and product, and so on. Following is the breakdown of the parity aspects; User Interface (UI) Design is a mandatory and essential part of the agencies' service. Product Research or User Research is the second top service from all of the agencies. Website or digital product development is the third top service from all of the agencies.

4.2.2 Point of Disparities (POD)

Contrary to the Points of Parity, the Points of Difference refers to the unique selling point of the products, and services of the brand. Gizalab points of differences are; The ability to recruit, scout the talent and meet the client's problem with hiring limitations. Dispatch dedicated talents to the clients' workflow. Govern the process of work, manage workload, and thus speed up the design process. The T-shaped skillset spectrum of every Gizalab UX expert is deep and holistic.

4.2.3 Brand Personality Analysis Through Market Questionnaire Summary

Unmatched Perception of Unique Selling Proposition. Gizalab stakeholders think that the unique value propositions are high-quality design output, collaboration, well-defined team player, and seamless communications. Even though all of these aspects are valuable, all of the aforementioned matters are the basic expectations of what a design agency should be. It is just a mandatory thing as a consultant and a partner. In other cases, if an agency has problems in communications or slight working ethic hiccups, these things can be traded off with the exceeded quality results. False First Impression. Around 36% of survey respondents have false impressions including mistakenly recognizing Gizalab as a Middle East company, or a pharmaceutical company and worst of all, 15% of total respondents cannot give a description at all. So the author concluded that the company's main problem lies in brand awareness. Average First Impression on Work Quality. Clients expect a good first impression to be found in the quality of work and the results of the design work on the agency's media assets. Both those who successfully became Gizalab's clients and those who failed to become clients felt the same way. They were not impressed by the work quality that was displayed on the websites and other channels. The Personality That Sells. The ones who became clients were because they knew Gizalab CEO personally. They knew the CEO's active participation in the design communities. The Broken Customer Journey.

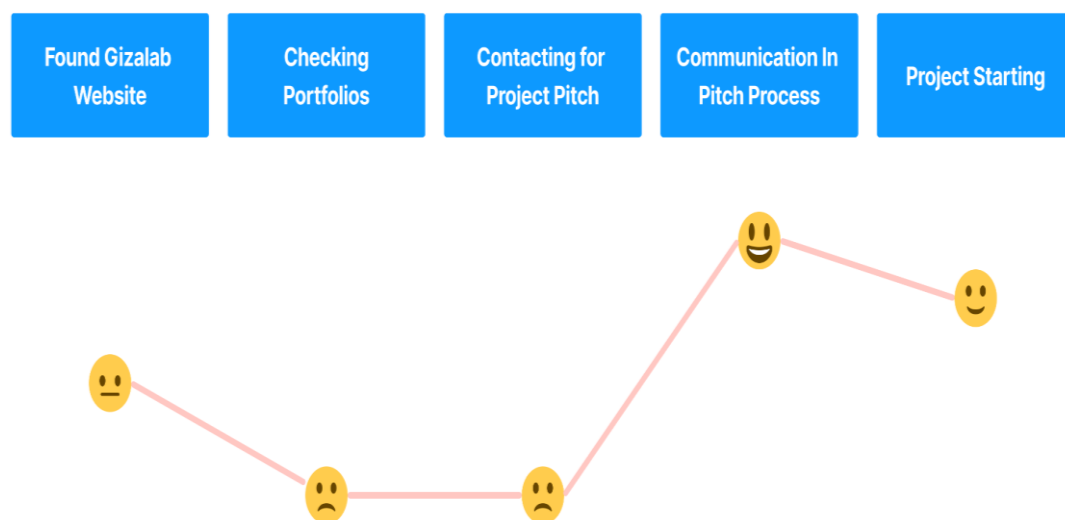


Figure 1. Gizalab's existing customer journey map
Source: Personal analyze (2024)

This map clearly shows that the problem that Gizalab has is in the early stages of understanding Gizalab. Gizalab needs to improve how it presents itself to increase brand quality awareness. Market Conditions. From environmental scanning using the PESTLE Analysis and Porter's Five Forces Analysis, we found that the market landscape condition is moderated based on Porter's Five Forces Analysis. This has meant Gizalab to fight back to the market and also expand the territories to other target markets, in this context, differentiation in the business sector is the new segmentation (Sandanyake & Jayangani, 2018).

4.3 Solution Strategies

4.1.3 Enhancement of Brand Awareness

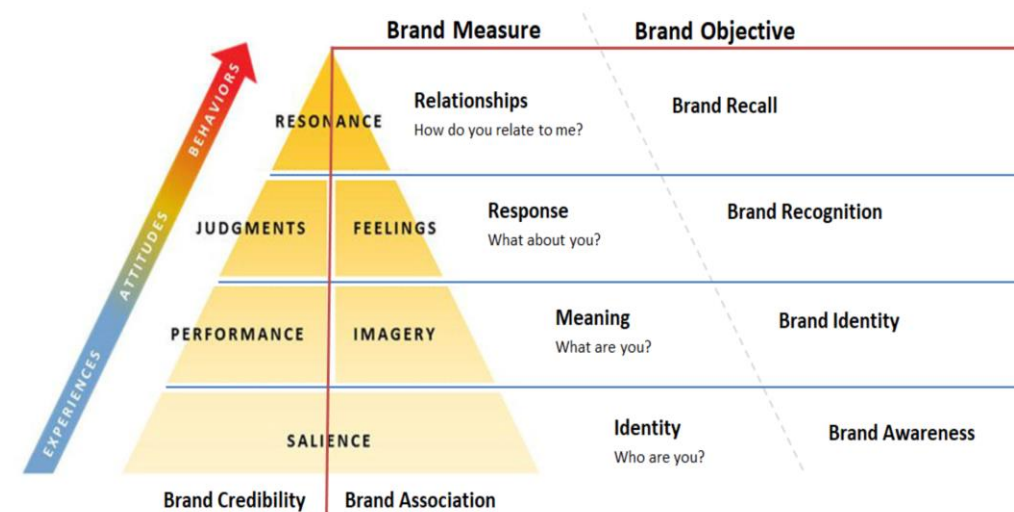


Figure 2. Customer-Based Brand Equity Framework

Source: Person analyze (2024)

Using the CBBE framework, the author pinpointed that Gizalab's problem lies in the base area of the pyramid, which is Brand Salience and Brand Performance. The target market could not depict "who is Gizalab" and "What is Gizalab offering". In addition, Gizalab's proof of work did not meet the target market expectations (Garrett, 2011). To solve the problem, the author recommends strategies to enhance brand awareness so that the target market will recognize that Gizalab is a UIUX Design Agency that meets and exceeds the target market's expectations.

The following are the strategies to achieve the goal above:

4.2.3.1 Logo Improvement

Based on the brand audit specifically about the existing market perception of the Gizalab brand, the author found out that up to 15% of respondents can not describe the Giza logo, and up to 24.52% mistaken Gizalab as a pharmacy company, a middle-east company, or even a startup company. If we add all of those numbers earlier, we get 36% of the total respondents who can not tell the correct description of the Gizalab logo. This information became a concern for the stakeholders. If the company cannot fix this problem, the company might lose a significant number of potential customers.

These findings suggest that the company should improve its branding problem so that the company can have higher opportunities to appeal correctly to the target customers and especially the potential clients. The company has a few concerns about fixing the brand problem with the lowest risk. The following is the table describing the situation and the possible risks in the table 1 as follows.

Table 1. The situation and the possible risks

Brand Elements	Risk	Efforts
Brand Name (Gizalab)	The company has already used the name "Gizalab" for five years. There are already clients and names the company already uses in various media such as publications, social media channels name, etc.	If the company decides to change its name, it will need to put extra effort into renaming all social media and other digital accounts. Also, several digital platforms require verification processes that can delay the update and become bottlenecks in the process. Or worse, some platforms do not allow name changes in their profile settings.

Domain Name	Risk of losing the SEO Search Engine Optimization) positioning and quality. There will be a lot of technical errors in many platform accounts that use @gizalab.co in the future.	Domain is something that has big consequences if an entity decides to change it. One of the main uses of the domain is email. Many organization members have a high risk of losing access if the domain is changing.
Logo	This is the lowest risk. If the company adds a small change, it will not have significant consequences.	The only effort is to update the logo on each media that the company owns or uses.

Based on the insights above, the author concluded and decided to suggest slight updates or small adjustments to the logo. The author suggested adding the word “UX” so the target market would directly recognize that Gizalab is a UI/UX agency.



Figure 3. New Gizalab Logo Improvement Concept
Source: Author design (2024)

4.2.3.2 Brand Positioning Statement Improvement

Following the strategy on logo improvement, the author also found that the potential clients who had false first impressions needed to be convinced. It is based on the market survey about how 36% of total respondents could not describe what is Gizalab is all about. To strengthen the brand, the author intended to also improve the positioning of the company (Kemnaker, 2023). Up until now, the company does not have a positioning statement. This situation gives doubt and low confidence sense on the potential clients and the organization members. The positioning statement should reflect the strengths and values that resonate with the clients. This strategy is to show how valuable Gizalab services are.

The author intended to propose a stronger and better positioning statement for the company by using this Product Positioning Statement Framework.

“For leading corporations that need a trusted, experienced, and collaborative partner that produces high-quality UX design works, Gizalab’s UX Design service provides you with transparent, seamless communication, effective project management, and impactful results. Unlike other agencies, we have a flexible work process model to achieve the highest productivity.”

4.2.3.3 Improve Brand Tagline

A brand tagline is treated as the short version of the positioning statement that is catchy and easy to remember. The tagline needs to show the perceived benefits for the target audience plus the problem and task the target audience is facing (Vilhena & Navas, 2023). The benefit from the synergies and collaboration is the ease the target audience can gain from Gizalab for the task of digital transformation and innovations. The tagline that the author came up with is:

“Strategic Creative Partner: Simplifying Your Digital Innovation Journey”

This statement has two parts:

The first part is the “Strategic Creative Partner”. The word “strategic” implies that the Gizalab team are expert in the UX field. This also implies that Gizalab is a highly skilled consultant that able to communicate with the stakeholders on par. The word “creative” implies that Gizalab can create or craft on many levels, not just about visual designs. The word “creative” also implies fun and excitement. The excitement reflects vibes that have a positive impact on the clients. The word “partner” implies equality.

Gizalab is at an equal level with the clients and especially with their stakeholders. Having equal levels will boost the confidence and trust level of Gizalab to the clients.

The second part is the phrase “simplifying your digital innovation journey”. This statement implies that Gizalab is helping clients by simplifying their process because the clients found the correct partner to solve their problems. The statement also implies that Gizalab is focusing on digital transformation programs.

5. Conclusion

The basic things about branding are very important and essential for the business. At the start of the study, the author intended to help the company support its stakeholders' visions to expand the business by having more clients. During the study, the author found out that the company lacks basic branding assets. Brand positioning holds a very important role in the company's branding and marketing strategy. The effectiveness of positioning or tagline can even help set the company's direction and the development of the services or products. Positioning sets a brand apart from other competitors. The on-point positioning will help the company even find its blue oceans. Crafting an effective positioning statement copywriting is not something that easy. The copy crafting needs careful consideration to give the company's offering to the target market in the most clearly and shortly as possible. The company does not have a clear positioning which leads to the confusion of many potential clients. If the potential customers could recognize and understand what is Gizalab offering to them, it would increase the clarity of the brand and it would become easy to implement the branding and marketing strategies.

Limitations and Future Study

This study was limited to an internal branding assessment and did not include comprehensive market analysis or competitor benchmarking, which could provide a deeper context for strategic positioning. Future research should explore customer perceptions, industry best practices, and comparative studies with successful branding models. Additionally, testing different positioning statements and taglines with real target audiences could yield practical insights into which messages resonate best and drive engagement.

Acknowledgements

The author extends sincere gratitude to the management and team at Gizalab for their openness and cooperation throughout the research process. Special thanks to the mentors and academic advisors who provided valuable feedback and guidance. Appreciation is also given to the clients and stakeholders whose insights contributed to a better understanding of the brand's current positioning challenges.

References

- Andani, A., Novianta, E., Budhi, A. F., Arya, A., Sabina, Z., & Sari, W. I. (2024). Pengaruh Perkembangan Ekonomi Digital Terhadap Perusahaan Start-Up di Indonesia. *Jurnal Kajian Dan Penelitian Umum*, 2(1), 1-11. doi:<https://doi.org/10.47861/jkpu-nalanda.v2i1.797>
- Barney, J. B., & Hesterly, W. S. (2015). *Strategic Management and Competitive Advantage: Concepts and Cases Global Edition*. London: Pearson Education.
- Garrett, J. J. (2011). *The Elements of User Experience: User-Centered Design for the Web and Beyond, Second Edition*. London: Pearson Education.
- Giawa, R., & Saragih, L. (2020). Analisis Resources Based View (RBV) Studi Kasus: Pada Yayasan Pendidikan GKPS. *Manajemen: Jurnal Ekonomi*, 2(1), 1-17. doi:<https://doi.org/10.36985/qqst0258>
- Grant, R. M. (2021). *Contemporary Strategy Analysis Eleventh Edition*. New York: John Wiley & Sons.
- Iyer, P., Rokonzaman, M., Paswan, A., & Alhidari, A. (2023). B2B Brand Positioning – A Capability (Exploration x Exploitation) Based Typology: Cases from the Middle East. *Industrial Marketing Management*, 108, 178-189. doi:<https://doi.org/10.1016/j.indmarman.2022.11.009>
- Keller, K. L. (2013). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. London: Pearson Education.

- Kemnaker. (2023). Tenaga Kerja ter-PHK, Juni Tahun 2023. Retrieved from <https://satudata.kemnaker.go.id/data/kumpulan-data/1224>
- Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). *Marketing Management: An Asian Perspective*. London: Pearson Education.
- Kumar, P. (2019). An Analysis of Michael Porter's Ryanair's Corporate Strategy. *International Journal of Research and Analytical Reviews (IJRAR)*, 6(1), 1431-1446.
- Mahadewi, E. P., Timotius, E., Tungkup, D. L., & Ilham, C. I. (2021). Understanding Human-Computer Interaction Patterns: A Systematic Analysis of Past and Future Innovations. *Webology*, 18(2), 261-272. doi:<http://dx.doi.org/10.14704/WEB/V18I2/WEB18320>
- Mogaji, E., Restuccia, M., Lee, Z., & Nguyen, N. P. (2023). B2B Brand Positioning in Emerging Markets: Exploring Positioning Signals Via Websites and Managerial Tensions in Top-Performing African B2B Service Brands. *Industrial Marketing Management*, 108, 237-250. doi:<https://doi.org/10.1016/j.indmarman.2022.12.003>
- Ngangi, G. R., & Tumewu, F. (2018). A Qualitative Study of Value Chain Analysis Model in UD. Filadelfia. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 6(4), 2708-2717. doi:<https://doi.org/10.35794/emba.6.4.2018.21052>
- Porter, M. E. (1985). *Creating and Sustaining Superior Performance*. New York: The Free Press.
- Prastari, A. (2024). Membangun Brand Positioning Melalui Komunitas Daring. *Jurnal Public Relations (J-PR)*, 5(1), 19-24. doi:<https://doi.org/10.31294/jpr.v5i1.3350>
- Pushpakumar, R., Sanjaya, K., Rathika, S., Alawadi, A. H., Makhzuna, K., Venkatesh, S., & Rajalakshmi, B. (2023). Human-Computer Interaction: Enhancing User Experience in Interactive Systems. *International Conference on Newer Engineering Concepts and Technology (ICONNECT-2023)*, 399, 1-9. doi:<https://doi.org/10.1051/e3sconf/202339904037>
- Rasyid, M. F., Sumirat, E., & Rahadi, R. A. (2023). Quantitative Study of Startup Valuation and Strategy Post 2022 Winter. *Journal of World Science*, 2(2), 300-309. doi:<https://doi.org/10.58344/jws.v2i2.226>
- Rojas-Lamorenna, A. J., Del Barrio-Garcia, S., & Alcantara-Pilar, J. M. (2022). A Review of Three Decades of Academic Research on Brand Equity: A Bibliometric Approach Using Co-Word Analysis and Bibliographic Coupling. *Journal of Business Research*, 139, 1067-1083. doi:<https://doi.org/10.1016/j.jbusres.2021.10.025>
- Sanapala, G. K., Nzeku, S. G., & Mohan, V. K. (2023). A Study on how Brand Positioning Helps the Business to Stand-Out Distinctively in Saturated Market: A Study With Reference to Select Supermarkets. *International Journal of Professional Business Review*, 8(11), 1-11. doi:<https://doi.org/10.26668/businessreview/2023.v8i11.3411>
- Sandanayake, T. C., & Jayangani, P. G. C. (2018). Current Trends in Software as a Service (SaaS). *International Journal for Innovation Education and Research*, 6(2), 221-234. doi:<https://doi.org/10.31686/ijier.vol6.iss2.969>
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach Seventh Edition*. New York: John Wiley & Sons.
- Siregar, A. P. H. (2020). Analisis Strategi Bersaing Toko Roti X Berdasarkan IE-Matriks. *Jurnal Administrasi Bisnis*, 16(1), 1-21. doi:<https://doi.org/10.26593/jab.v16i1.3756.1-21>
- Utama, A., Kurniawan, H., & Normawati, R. A. (2023). Kombinasi Analisis SWOT, Pestel, dan Mckinsey 7s untuk Menganalisis Lingkungan Bisnis Inkubator Bisnis Putra Sang Fajar Blitar. *JAMI: Jurnal Ahli Muda Indonesia*, 4(2), 200-207. doi:<https://doi.org/10.46510/jami.v4i2.157>
- Vilhena, S. P., & Navas, R. (2023). The Impact of COVID-19 on Digital Banking. *Journal of Entrepreneurial Researchers*, 1(1), 21-42. doi:<https://doi.org/10.29073/jer.v1i1.11>
- Yu, F., Ruel, L., Tyler, R., Xu, Q., Cui, H., Karanasios, S., . . . Mostafa, J. (2020). Innovative UX Methods for Information Access Based on Interdisciplinary Approaches: Practical Lessons from Academia and Industry. *Data and Information Management*, 4(1), 74-80. doi:<https://doi.org/10.2478/dim-2020-0004>