# DEVELOPING A CUSTOMER-CENTRIC GO-TO-MARKET STRATEGY FOR SAMSUNG SDS IN THE INDONESIAN SAAS MARKET

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**Abstract:** Samsung SDS wants to get into the Indonesian market, with their enterprise-grade SaaS Collaboration solutions aimed at corporate clients. However, in this niche, there are giants like Microsoft, Google, and Zoom. Thus, it is imperative for an appropriate GTM Strategy that has been designed especially for Indonesia in the face of current competitive environment. The paper highlights a customer driven GTM strategy. The study deploys dual-method strategy to investigate JTBD to establish what customer's jobs are and preferences that aligns with product/ pricing strategy based on JTD Growth Strategy Matrix. At the same time, the customer journey considers consumer experience at all stages of engagement, offering ways forward on journey and experience improvement. This study reveals that Indonesian market is highly competitive and many customer needs met by available products. As a result, disruptive pricing supported by a disruptive approach are necessary at the moment. Also, as part of the customer journey, complete sales support along with specific training materials is highly demanded. In line with this, Samsung SDS should consider to recalibrate its GTM strategy based on a disruptive approach and supporting localized service to enhance customer experience in Indonesia.

**Keywords:** collaboration solutions, customer journey, job-to-be-done theory, samsung SDS, indonesian market

*Abstrak: Samsung SDS ingin memasuki pasar Indonesia, dengan solusi Kolaborasi SaaS berskala perusahaan yang ditujukan untuk klien korporat. Namun, dalam ceruk ini, terdapat raksasa seperti Microsoft, Google, dan Zoom. Oleh karena itu, sangat penting untuk memiliki Strategi GTM yang tepat yang telah dirancang khusus untuk Indonesia menghadapi lingkungan kompetitif saat ini. Makalah ini menyoroti strategi GTM yang didorong oleh pelanggan. Studi ini menggunakan strategi metode ganda untuk menyelidiki JTBD guna menetapkan pekerjaan dan preferensi pelanggan yang selaras dengan strategi produk/harga berdasarkan Matriks Strategi Pertumbuhan JTD. Pada saat yang sama, Perjalanan Pelanggan mempertimbangkan pengalaman konsumen di semua tahap keterlibatan, menawarkan cara maju dalam perjalanan dan peningkatan pengalaman. Studi ini mengungkapkan bahwa pasar Indonesia sangat kompetitif dan banyak kebutuhan pelanggan terpenuhi oleh produk yang tersedia. Akibatnya, harga yang mengganggu didukung oleh pendekatan yang mengganggu diperlukan saat ini. Juga, sebagai bagian dari perjalanan pelanggan, dukungan penjualan lengkap bersama dengan materi pelatihan khusus sangat diminati. Sejalan dengan ini, Samsung SDS harus mempertimbangkan untuk menyesuaikan kembali strategi GTM-nya berdasarkan pendekatan yang mengganggu dan mendukung layanan lokal untuk meningkatkan pengalaman pelanggan di Indonesia.*

*Kata kunci: solusi kolaborasi, perjalanan pelanggan, teori job-to-be-done, samsung SDS, pasar indonesia.*

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## INTRODUCTION

There emerged new work patterns in Indonesia after the Covid-19 outbreak and WFH became one of new work patterns(Alhussein et al. 2023; Dwidienawati et al. 2020; Farmania et al. 2022; Irawanto et al. 2021)more individuals prefer to work remotely rather than perform tasks at the office. As a result, the Working from Home (WFH. Likewise, as part of this global shift, Indonesia has evolved with it, nurturing a fast emerging market for collaboration tools (Andriyana & Supriansyah, 2021; Mustajab et al. 2020; Simarmata, 2020; Yani et al. 2023). Worldwide competitors are entering the Indonesian market with their distinct partnering products and services as more orders are demanded. Based on an article called Statista (2023), large development is expected in collaboration software in Indonesia several years ahead. The forecasts indicate a corresponding increase in revenue to $23.63m by 2023, for the sector. Additionally, the market is anticipated to reach a value of about USD 31.38 million after experiencing a CAGR of 5.84% between 2023 and 2028.

Founded in 1985 within the Samsung Group, today the former Samsung SDS has grown to become a renowned global IT service and solution provider, stressing on digitalization and smart production. This includes digital innovations including cloud computing, AI, block chain and cybers security that will enable the modernization of business for the consumer experience enhancement. It has dominantly occupied Asia-Pacific with 25 countries having more than 20,000 employees. The company has also reached the western side that includes the America and Europe region.

Their essential collaboration tool, Brity Works, streamlines intelligent workspace operations by merging five critical enterprise functionalities: meetings, robotic automation, AI chatbot, messenger, email. Brity works has been put into use in most of the Samsung offices worldwide and is flexible together with data safety considerations. The workflow is automated and takes away a lot of manual tasks while the AI chatbot enables instant communication, and the mail and meeting options improve teamwork. Essentially, Brity works represents a combined package, aimed at attaining organizational effectiveness and improving communication.

Initially, BrityWorks was a tool designed by Samsung SDS, which is famously known as Samsung Group's IT arm, for solving some of their inner problems. Nevertheless, acknowledging the imminent need and prospects in Indonesia, Samsung SDS seeks to introduce Brity Works into the Indonesia market. Samsing should adopt a go-to-marketing strategy as it enters into this dynamic market. The strategy should be deeply based on customer centrism.

The Indonesian collaboration solution market has grown enormously due to technological changes as well as alterations in working modalities. While these tools improve performance in sectors such as education and businesses, they come with challenges of collecting data among other disadvantages (Schubert & Williams, 2022). Gartner's categorization includes Team Collaboration and Visual Collaboration among many other types (Schubert & Williams, 2022). Examples of these dominant players include Microsoft and Google, who offer a large range of tools. On the other hand, Zoom is widening its package.

Modern marketing strategies have shifted focus to the customer journey with emphasis on customer experiences (Crosier & Handford, 2012; mounaim et al. 2022). This is unlike the traditional business strategy that follows the relationship of the customers from the beginning to the end (Crosier & Handford, 2012; Djami & Sembiring, 2023; Santoso et al. 2019). This is vital in highlighting powerful points of contact. According to Amazin Web Services (2020), a dynamic perception of the customer route is essential for SaaS companies to employ effective market strategies. In every phase of a SaaS sales funnel, which is usually depicted like successive stages of an axis (Dunn & Probstein, 2003), specific tactics need to be applied.(Dan T. Dunn & Probstein, 2003; SaaS Journey Framework, 2020).

Firstly, jobs-to-be-done or JTBD theory was advanced by Christensen (2003) and stipulates that customers use different goods or services to perform specific jobs (Ulwick, 2005). This theory enables differentiating the untouched wants of consumers, particularly in terms of SaaS Collaboration Tools. Indonesian has a unique culture and economy. Therefore, it is imperative to understand the jobs targeted in this context since they will have implications on business strategy formulation to ensure that the business's solutions meet the distinct demands of the Indonesian Software as a Service (Saas) Collaboration.

According to Bain&Company (2012), these go-to market capabilities have been divided into two main areas – the designs (which include customer segmentation and specification of the sales model) and the deliveries (which consist of product management and after sale support) (Creating an Adaptive Go-to-Market System, 2012). Userpilot (2023) mentions that a successful GTM for a SaaS company must entail identification of a target market, development of a value proposition, pricing strategy, sales strategy, marketing channels selected, approach to customers, and the core metrics..

There are several studies that have attempted to explain the complexities behind collaboration solutions for Indonesia, but there is a huge gap (Akbari & Pratomo, 2022; Fatimah et al. 2023; Zahrah & Dwiputra, 2023). It lacks any research linking a customer-first attitude with a Go-To-Market strategy for collaborative SaaS in Indonesia. However, there are no researches that have explored Job To be done theory within the context of Indonesia, or a Go To market strategy based on this theory integrated with CJ insights. In this regard, this research is first of its kind and offers much required inputs to the Indonesian companies developing GTM strategy drawing on JTBD and customers' journeys.

This research seeks to impart on Samsung SDS knowledge and ability to formulate its Go To Market strategy that will be effective in the dynamic Indonesia's market using Job-to-be-done theory combined with customer journey analysis.

## METHODS

The study took place at Samsung SDS Asia Pacific office within Karet Semanggi District of south Jakarta, Indonesia. The study ran from April to July in 2023. Qualitative research approach has been used in this study as an effort to understand the complexities around the SaaS Collaboration Solutions markets for Indonesia.

Primary and secondary data are vital for this research. The main source of primary data was deep interviews. For these interactions, there were internal stakeholders from the Samsung SDS; potential users of different SaaS offerings and resellers. The interviewees were

classified and coded like shown in Table 1 so as to maintain confidentiality and anonymous of the information they offered.

This was complemented by a thorough examination of industry reports, market research studies, and the academic literature available. The information shed lights on the prevailing market scenarios, trends, consumer behavior, competitive environment, and the forecasted growth rate for the Software-as-a-Service collaboration solution sector in Indonesia.

This study targets employees working for Samsung SDS, prospective consumers or end-users of SaaS solutions, as well as resellers all situated in Indonesia. These included use of primary data collected through interactions with a targeted group of 13 key stakeholders as outlined in Table 2. It also needs to be mentioned that sample size was chosen taking into consideration various perspectives and logistical ability in this project duration.

This qualitative study seeks to unravel the intricacies of SaaS collaboration solution provided from Samsung SDS. The first analytical approach is called current strategy, and customer journey analysis consists of a detailed evaluation of internal documents paired with an interview with the sales department. Using this twin approach one can understand the intricacies of what is called the prevailing strategy at Samsung SDS and in turn map out the customer pathway, highlighting the relevant touch points with Samsung SDS's solution.

In this respect, the Application of the Job-to-be-Done Theory becomes central. The objective of the research is to identify different tasks that users expect their solutions to perform based on information obtained from interviewing end-users and resellers. In this methodological step, one does not just consider what the user's tasks should be, but rather measures the effectiveness of already existing options for accomplishing these tasks.

The phase of identifying unmet needs utilizes the results in a quest to pinpoint improvement areas. The stage focuses on pinpointing possible loopholes, identifying areas where Samsung SSD and other industry players may have not been delivering appropriately as per a fast-changing customer environment.

Lastly, having learned from the preceding stage, a revised GTM strategy and implementation plan are proposed. The final decision phase consolidate all previous findings in an effort to develop a new GTM strategy. The plan shows how Samsung SDS will polish its solutions in order for them to feel the needs of consumers more deeply and also paying attention to special nuances of the Indonesian market.

This research's framework is shown on Figure 1. Using customer focused methods such as the customer journey and JTBD have become the basis of the framework used for this research toward optimal design of a go-to-market strategy for Samsung SDS's SaaS Collaboration solutions in Indonesia.

Customer journey element looks into comprehending the stages that a customer passes through, beginning from the contact of the customer to any product or service until lasting relations are formed. This understanding should be consistently updated so as SaaSSs providers are assured that the clients' demands evolve accordingly. The JTBD Theory is a concept developed by Clayton Christensen and focuses on specifying what jobs must be performed by a particular customer when using a product or service.

The research will combine the two perspectives in analyzing the current Go-To market strategy and develop a marketing approach that has its basis in the customers' perspective. Therefore, the framework brings a two-way vision of customers' path and intrinsic needs for proper policy towards the Indonesian market.

Table 1. The interviewee and key questions

| Description | Internal (Company) | Clients/End-user | Partner/Reseller |
|---|---|---|---|
| Product | - Samsung SDS Brity | - Microsoft Teams | - Microsoft Teams |
| | | - Google Suites | - Google Suites |
| | | - Zoom | - Zoom |
| Strategy | - Current Strategy | - N/A | - Other Competitors |
| Customer Journey | - N/A | - Decision Making | - Reseller Experience |
| | | - User Experience | |
| Customer Needs | - N/A | - Job-To-Be-Done | - Understandings |
| | | - Unmet Needs | |
| Revised Strategy | - Feedback | - N/A | - N/A |
| | - Implement Plan | | |

Table 2. Summary of interviewee information

| Interviewee Code[1] | Position/Role[2] | Organization Type[3] | Experience (Years)[4] | Interview Method[5] |
|---|---|---|---|---|
| INT01 | Senior Sales Manager | Internal | 20 | In-person |
| INT02 | Delivery Engineer | Internal | 20 | In-person |
| INT03 | Sales Manager | Internal | 10 | In-person |
| INT04 | Director | Reseller | 20 | In-person |
| INT05 | Sales Manager | Reseller | 10 | Zoom |
| INT06 | Sales Manager | Reseller | 15 | Zoom |
| INT07 | IT Head | Clients | 18 | In-person |
| INT08 | Director | End-user | 20 | In-person |
| INT09 | Head of IT | Clients | 15 | In-person |
| INT10 | Human Capital | End-user | 12 | In-person |
| INT11 | Planning | End-user | 15 | In-person |
| INT12 | Director | Clients | 20 | In-person |
| INT13 | IT Manager | Clients | 14 | In-person |

Note: 1) Interviewee Code: Code every interviewee in order to protect its information's privacy; 2) Position/Role: Describe the role or position of the interviewee in the organization; 3) Organization Type: Classify the interviewee as an Internal (employee), Client (end-user), or Reseller; 4) Experience (Years): Indicate the number of years the interviewee has been working in their field or position. This can indicate their depth of knowledge and experience; 5) Interview Method: This could include in-person interviews, phone calls, Zoom meetings, etc. Different methods can influence the type and depth of data collected.
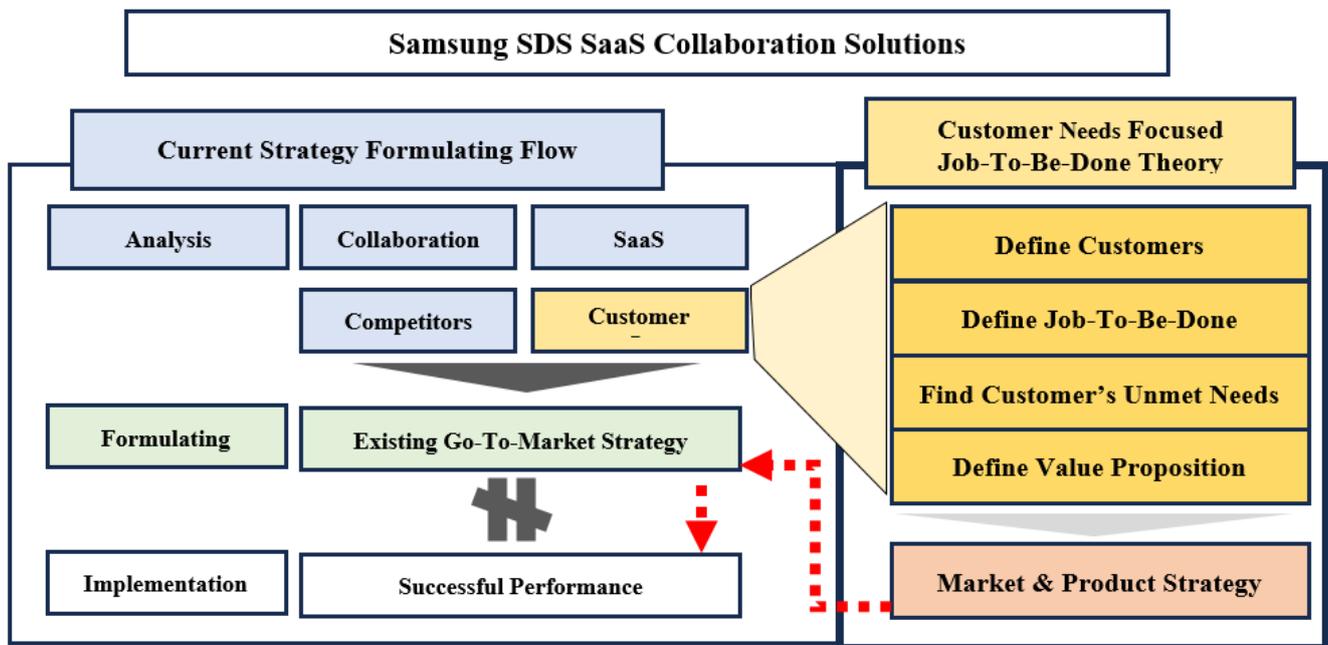
Figure 1. The framework of this research

## RESULTS

### Current Strategy and Comparison with other players

Samsung SDS is currently considering its penetration into the Indonesian market and in particular, will go for the top one hundred corporations which may be their potential end-users in SaaS Collaboration Solutions (e.g., Brity Mail, Messenger, Meeting). this method is based on some advantages of the economy of scale. Currently, the company looks for prospective customers who are willing to invest in the said solutions.

The features about product will not change as they focus on those aspects specific to the Indonesian market because of the nature of SaaS solutions. As a result, the firm will have an advantage over such organizations as Microsoft, Google, Zoom etc. This can be evidenced by using comparative characteristic analysis among other Indonesian solution and as shown in Table 3 and Table 4.

The above approach puts Samsung SDS a place on equal grounds along other competitors like Microsoft, Google and Zoom were all compared to other existing alternatives in the market. Similarly, the country's passive and B2B sales oriented Indonesian market mirrors the company's marketing approach that also uses standard marketing effort as a secondary strategy.

Unlike its rivals, Samsung SDS as a freshman has a rather weak sales service team in Indonesia. So, it communicates with local partners and end-users without intermediaries. Customer service centers carry through the technical support in English.

In summary, while Samsung SDS is at the threshold of entering the Indonesian market, it already demonstrates a strategy parallel to its potential competitors: aiming at top brands, keeping low costs, direct sales model strategy, and gradually establishing support infrastructure. Thereafter, the company would focus on analyzing the customer journey and 'jobs to be done', concluding in the development of an improved go to market strategy.

### Customer Journey Analysis

The success of introducing Samsung SDS's SaaS Collaboration Solutions in the Indonesian market depends on the knowledge of the current customer journey. The journey is more traditional in terms of sale centric characteristics compared to what is provided by AWS within the SaaS customer-centric approach (SaaS Journey Framework, 2020). The fact that collaboration solutions are familiar with Indonesians mean that potential customers are tech-savvy and eager to take more technologies inboard. This analysis describes the customer journey for collaboration solutions in Indonesia within a B2B scenario.

Table 3. Comparison Table among collaboration solutions in Indonesia

| Feature/Function | Samsung SDS | Microsoft (Office 365) | Google (Workspace) | Zoom |
|---|---|---|---|---|
| Direct Messaging | Yes | Yes (Teams) | Yes (Chat) | Yes (Chat) |
| Video Conferencing | Yes | Yes (Teams) | Yes (Meet) | Yes |
| Screen Sharing | Yes | Yes (Teams) | Yes (Meet) | Yes |
| Document Collaboration | Yes (Brity Drive) | Yes (Office Suite) | Yes (Docs, Sheets, Slides) | No |
| Task Management | Yes | Yes (Planner) | Yes (Tasks) | No |
| Email | Yes (Brity Mail) | Yes (Outlook) | Yes (Gmail) | No |
| Calendar | Yes (Brity Mail) | Yes (Outlook) | Yes (Calendar) | Yes |
| File Storage and Sharing | Yes (Brity Drive) | Yes (OneDrive) | Yes (Drive) | No |
| Security Features | Yes | Yes | Yes | Yes |
| Language Support | English / Korean | Multiple languages | Multiple languages | Multiple languages |
| Local Partnerships | TBD | Yes | Yes | Yes |
| Unique Features | Seamless approval, structured organization, well-designed mobile app, and website | A robust ecosystem with Office Suite, Teams' extensive capabilities | Deep integration with Google services, Google's AI capabilities | Best-in-class video conferencing capabilities, virtual background features |

Table 4. Comparison Table among collaboration solutions in Indonesia

| Collaboration Solution | Local Partners in Indonesia |
|---|---|
| Samsung SDS (Brity) | - On Preparation |
| Microsoft (Office 365) | -Operating Partnership Program: 81 Partners |
| Google Workspace | -Operating Partnership Program: around 60 Partners<br> * Including multinational partners |
| Zoom | -Operating Partnership Program: 17 Partners |

Indonesian customer journey of SaaS Collaborative Solution today shows an explicit differentiation among those who make decisions about the usage (the primary operators), and those end users, who actually employ such services and tools. There needs to be an increase in communication between these two groups. Usually, the operators have the authority to adopt and run it, while most end users are just consumers without much impact on decision making.

This is the primary focus of sales activities and represent an old style B2B selling strategy. Operators' path includes: (1) collecting useful data; (2) attending the meetings where decisions are made; (3) starting inside procedure of comparison; (4) securing a seamless adoption process followed by stabilization procedures; (5) bringing the experience back into question in light.

Actual use phase involves real clients who take a step during that stage and thus initiate consumer road. Their experience is delineated into three stages: The first

one refers to adaptation phase, which is followed by a period when users use the solution in order to address various needs and a final one is the experience they report.

One major pain point seems to be present for operators and users in every stage, and it calls for full information to make decisions and operate efficiently. On the other hand, the operators require specifics about functionality, comparison of alternative solutions, and case studies involving relevant contextual usage. On the other hand, the solution requires more of educational resources such as the training for end users which may highly bring down the learning curve.

Besides these pain points, other channels facilitating significant interaction between end users and operators prior to accepting the solution are needed. This might be bridged by a remedial mechanism offered by the solution provider. This can be achieved through continuous collection of end users' feedback, passing

these messages further to the operators, and they could be used as an anchor in any future sales pitch for new clients.

There is often a huge gap between operators and end users in their journey toward selecting the appropriate solution during the dominant customer's journey. The sale activities are mainly aimed at the top decision makers whose approval is needed for the installation and use of the system. This journey includes data collection, sales meetings, internal decision making, easy transition into phase of usage, and finally collecting feedback for possible extension or renewals (Figure 2). The end users join in at application point, that is, adjusting to the solution and applying it for meeting their own expectations and giving review considering the acquired data (Figure 3).

Operators and end-user alike are faced with deficiencies in the information that they need to make sense of the solution and the use they can make of it. This means that the difficulty the system creates for an individual in understanding where its features lie, how things operate, the value the system Moreover, the journey becomes even more complex due to the absence of feedback loop between the two groups prior to the solution's utilization.

### Job-To-Be-Done Theory Application

The task was to employ JTBD theory and ascertain fundamental tasks that the target group expects SaaS to accomplish. The detailed analysis was important in noting unmet needs as well as points of growth. Applying a Ten-Step ODI Process on the basis of Ulwick as guide ensured that needs were well understood while formulating strategies (Table 5).
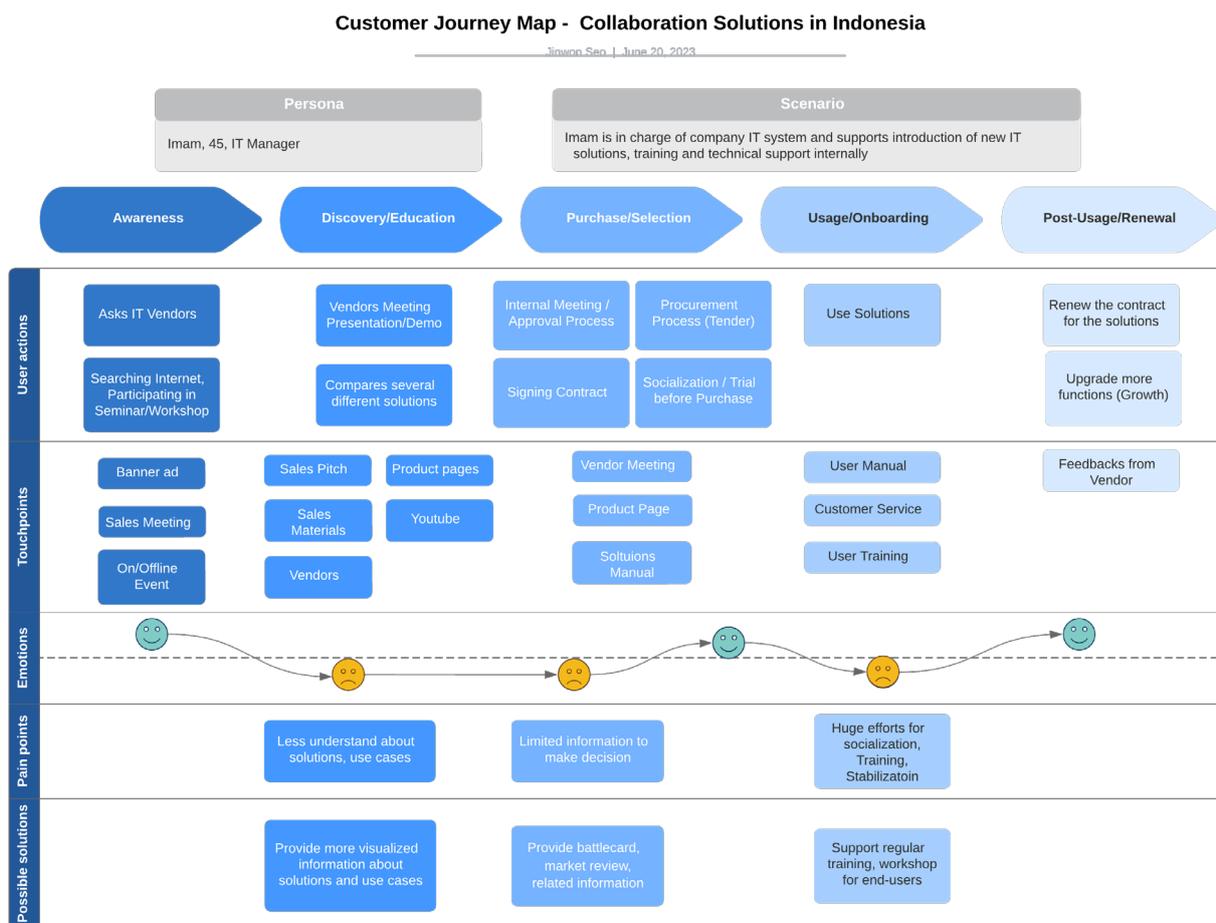


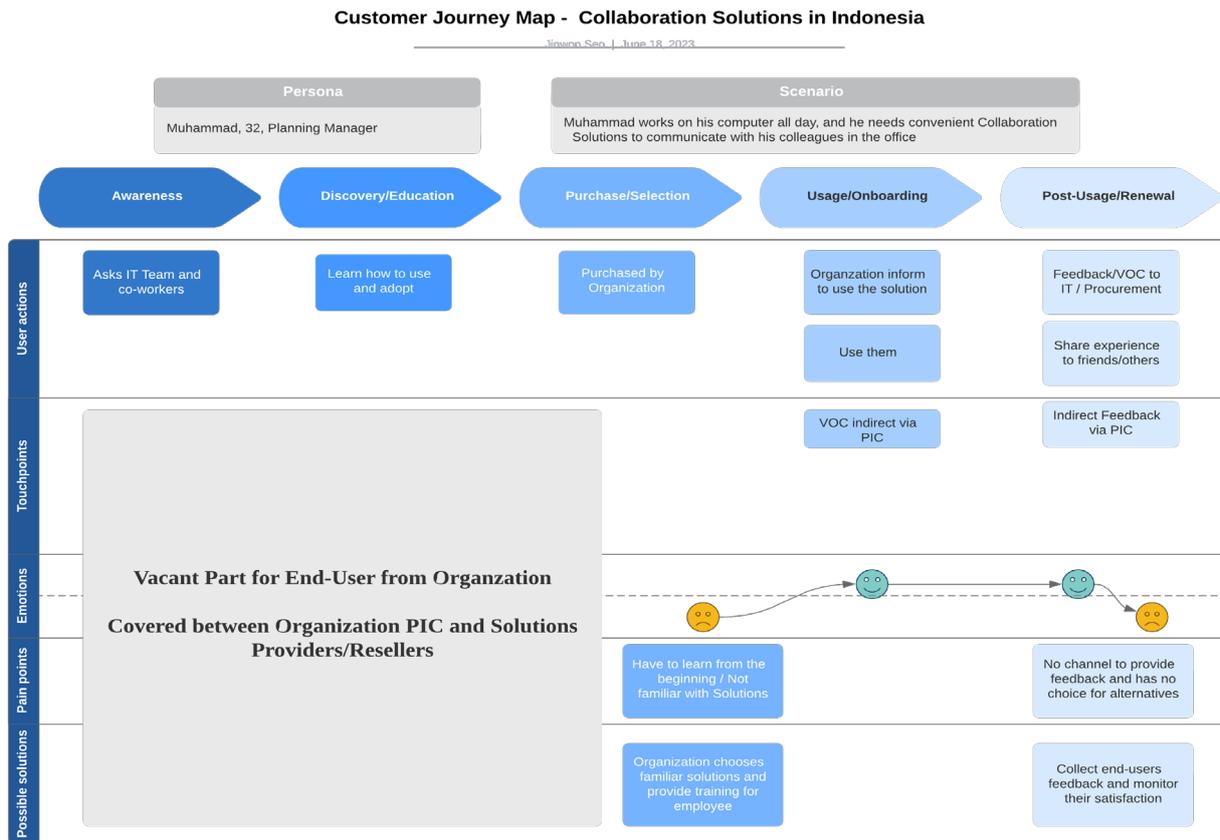Figure 2. Customer Journey for Collaboration Solutions in Indonesia - Operators

Figure 3. Customer Journey for Collaboration Solutions in Indonesia - End-Users

Table 5. ODI Process and Application

| ODI Process | Description |
| --- | --- |
| I. Define the Customer | In the ODI Process, three principal customer categories are highlighted: The End-User, PLS team, and Purchase Decision Maker. In order to fit in with this study, it has been adjusted for categories such as End-Use and Clients comprising of IT professionals and decision-makers. |
| II. Define the Jobs-to-be-done | The interviews involved both the End-users and the clients in identifying the major jobs-to-be-done. More importantly, Resellers provided for some Indirect revelation. |
| III. Uncover Customer Needs | Due to time restrictions and small Interviewee pool, the study mostly tapped client needs by way of interactions with End Users and Clients. |
| IV. Find a Segment of Opportunity | The post analysis of the interview data, led to identification of four main jobs and other unmet needs. These unexplored gaps or "untapped needs" serve as opportunities for the study. |
| V. Define the Value Proposition | A comparative study of these unmeet needs with those highlighted in the competitive analysis exposed unique selling points for Samsung SDS's solutions while drawing attention to aspects that needed improvement. |
| VI. Conduct the Competitive Analysis | The study used competitive analysis approach comparing against other leaders like Microsoft, Google, and zoom among many others with respect to functionalities, price settings, connections in the local areas and others. |
| VII. Formulate the Innovation Strategy | Some of the research was dropped off because it did not make sense. This was a unique case where innovation towards solutions was not the target but just the go-to-market solution for certain solutions were described. |

Table 5. ODI Process and Application (continue)

| ODI Process | Description |
|---|---|
| VIII. Target Hidden Growth Opportunities | As well, some bits were skipped due to limited information on certain jobs and results from the respondents. |
| IX. Formulate the Market Strategy | The strategy of this research utilized the framework of the Job-to-be-done Growth Strategy Matrix derived by the market analysis. It is considered to be an oversaturated solution given that there are many global solutions that are available in Indonesian markets. For this reason, it could be appropriate to apply a disruptive strategy. |
| X. Formulate the Product Strategy | Although the ODI process was not involved in deciding on the product strategy in our study, the insights on the customer journey and competing strategies were included in the considerations. |

The central concept was to perceive the product not merely as a combination of features but as a means that customers employ to fulfill specific tasks or "jobs." Four primary tasks were determined: (1) Seamless communication; facilitating seamless collaboration, characteristics with reliable and broad collaborations tools, are crucial to customers. (2) Enable Collaboration: These should not merely be communication tools but ones that will enable real-time cooperation with tasks integration and document editing functionality. (3) Integrate with Existing Systems: Customers find it easy to use tools that go well with their current digital environment that includes their email and project management software. (4) Secure Data and Information: This is because many sensitive details are usually shared on such platforms particularly in some fields like finances and health care. Through identification of these jobs, we get knowledge on what users want out of SaaS Collaboration Solutions. Doing this will reveal the gaps that have not been covered by the Samsung SDS and other existing tools which provide a platform for market differentiation and innovation.

Indonesia has an oversupplied market for collaboration thus a closer look will reveal this. The majority of solution providers provide suit version that have almost similar functionalities thus customers might find themselves having complex and costly packages that they don't need. It also provides the company with a chance to utilize a disruptive approach as exemplified by Google Docs that replaced Microsoft office and Turbo Tax replaced usual tax services.

Key elements of disruptive strategies aim at providing cheap yet uncomprehensive products or services that are better suited for particular customer segments, including those who are not well served and non-consumers. Therefore, Samsung SSD should concentrate on providing core requirements and eliminate complexities associated with 'nice-to have' features required by a total package.

Samsung SDS's messenger and portal service are approved by management line whereas their rivals' solution does not incorporate such a concept among other unique features. This aspect has become important for the customers as well, because most organizations require a strict flow of communication, ensuring every document is approved before being distributed. This specific element of Samsung SDS's products is critical to its disruptive approach.

In order to make this happen, Samsung SDS must emphasize on what differentiates it from other providers and do so at reasonable rates. it is focusing on giving simple but efficient solution designed for the major collaboration requirements of organizations in Indonesia. In such a way, Samsung SDS could upset the business pattern of the field of collaborative solutions and claim for itself a market share.

As with the examples of Google Docs, TurboTax, Dollar Shave club, eTrade, Coursera; an effective disruptive strategy could give Samsung SDS the ability of establishing a prominent existence as well as having a large target audience within the Indonesian context. Nevertheless, adopting a disruptive approach should only be employed if proper preparations are in place beforehand as well as during subsequent reviews of the markets' response as well as ongoing performance monitoring

**Managerial Implication**

A strategic analysis of Samsung SDS's approach towards the Indonesian market reveals a variety of key insights, which have substantial managerial implications. This strategy is built on solid foundation that consists of integrating with full strength Jobs-to-be-Done (JTBD) theory as its main pillar in it. Through focusing on innovative but cost-effective solutions tailored to specific needs of customers, Samsung SDS is poised for differentiation in an increasingly crowded marketplace. This, in essence, underscores the first managerial implication: Disruptive product entry strategy would require the company to enter into a different, more disruptive market than what it is currently undertaking.

As far as positioning is concerned, a compelling story develops further. As such, Samsung SSD must drive an unflinching positioning approach. The company should highlight its distinct features such as messenger and portal structures that will form a market niche. It is more than offering just suggestions but portraying then as simplified, effective and with no surplus complications. This is a particularly important managerial implication in a saturated market.

The heart of every B2B solution is its stakeholder. The interaction with vendors and channel partners is what determines GTM for Samsung SDS. However, establishing close and meaningful connections among these key partners will allow Samsung SDS go beyond the borderline of the conventional trade. This involves two facets: First, highlighting the solution's unique characteristics to organizational leaders who will be making the decisions, and second, converting distributors to powerful champions of the brand. The third managerial implication is this duality and it stresses on stakeholder empowerment.

Pricing is not merely about money; it is expressing customer worth. Adaptive pricing model is required for the Samsung SDS. Samsung can satisfy various business needs through providing different prices like module pricing and bundle options. This has helped in increasing customer acquisition and creates avenues of attracting new clients. Fourth implication, the agile pricing models.

The product strategy in Samsung SDS reflects the organization's customer orientation. Several parts must

be synchronized for successful GTM strategy. User interface (UI/UX) should be user friendly and there must be a significant investment in it The modular product's designs are flexible and integrating them into local tools is convenient. The implementation of top-tier security features and provision of local support underscores Samsung SDS's market focus on Indonesia. The fifth implication is about a holistic product strategy which should be undertaken as a harmony to product development.

The sixth implication involves the shift in focus from a purely sales-driven strategy to an emphasis on the full customer experience. Samsung SDS can build long-term relationships that will ultimately lead to the establishment of brand loyalty by carefully scrutinizing and supporting each customer contact point.

Finally, the dynamics of the industry require occasional reviewing. To keep up with change in the market dynamics, Samsung SDS should be flexible and re-strategize so as the market's demands evolve. Finally, the last managerial implication is the continuous market analysis based on a pro-active approach.

In short, Samsung SDS cannot succeed to secure its position in Indonesia without a customer-driven agile approach. With disruptive entry and continuous market analysis through every managerial implication, Samsung SDS emerges as foremost in the industry.

## CONCLUSIONS AND RECOMMENDATIONS

**Conclusions**

After studying carefully how JTBD theory applies on the Collaboration Solution market in Indonesian it is clear that this market is quite oversupplied. Most of them perceive that basic requirements like smooth communication and joint operation are sufficiently serviced through the established competitors. This implies that a breakthrough market strategy may be the best option for Samsung SDS based on the JTBD growth strategy matrix. During further customer analysis, some differences also emerge between the operators and end-users on a customer journey and overall experience. An important problem area that they share among most stages is a demand to get comprehensive data about their decisions needed to be taken during manufacturing and using the products.

This would call for Samsung SDS to reconsider its ongoing GTM approach. It can be quite apparent and necessary to underscore the platform's specialties, like in the organizational mechanism and accreditation process. Additionally, strong alliances may be vital in that they provide some technical and marketing input especially during the early developmental phase of the company.

**Recommendations**

Samsung SSD needs to first revise its Go-To-Market Strategy in line with the new customer oriented culture. After the formulation of such a strategy, an effective communication in order for the process be easily executed within the firm can come handy. Continuous performance control must be made during strategical deployment. It is equally crucial to always keep close tabs with competitors' strategies. This would be very rewarding since it would give them an edge over competitors. Strategy is not merely created, it evolves. Regular revisions in line with feedback and market trend changes will ensure that it works. As such, future studies may use large samples for extensive quantitative assessment. It will also help broaden the perspective by delving into other fields or markets. Furthermore, it would be necessary to widen the application of Jobs-To-Be-Done theory and the study of Indonesian customers' journeys in other sectors to refine the approach and identify undiscovered areas of opportunity.

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