

Development of a Digital Marketing Based Business Model at the Kurdut Garage Workshop in Pematangsiantar City

Lenny Dermawan Sembiring^{1*}, Kevin Indajang², Eliza Arshandy³, Juan Anastasia Putri⁴, Fitria Halim⁵, Acai Sudirman⁶

^{1, 2, 3, 4, 5, 6} Sekolah Tinggi Ilmu Ekonomi Sultan Agung, Pematangsiantar, Indonesia

*Corresponding author: lennydermawansmb@stiesultanagung.ac.id

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ABSTRAK

Pengembangan model bisnis berbasis digital marketing pada Bengkel Garasi Kurdut di Pematangsiantar memiliki urgensi yang sangat penting dalam menghadapi era digitalisasi yang terus berkembang. Metode yang di gunakan dalam pelaksanaan kegiatan ini yaitu melalui ceramah dan FGD (forum grup discussion). Tahapan pelaksanaan acara ini meliputi pemaparan tentang fundamental menjadi seorang wirausaha, pemaparan tentang beberapa masalah yang sering dihadapi wirausaha, kemudian dilanjutkan diskusi yang berkaitan dengan pengembangan bisnis baru. Setelah kegiatan pengabdian selesai, maka dilakukan wawancara lanjutan mengenai dampak pelaksanaan kegiatan pengabdian. Sesuai dengan hasil wawancara diketahui pemahaman pemilik usaha Bengkel Garasi Kurdut terkait pengetahuan pemanfaatan digital marketing meningkat sebesar 90%. Pemanfaatan media digital bermanfaat dan dapat meningkatkan pemahaman dan keterampilan bagi mitra. Oleh karena itu, disarankan agar metode pendampingan kepada mitra yang berkelanjutan dapat digunakan sebagai solusi untuk meningkatkan ukuran usaha dan juga berfungsi sebagai sarana adaptasi perusahaan untuk meningkatkan skala usaha.

Kata kunci: Digital Marketing; Model Bisnis; Kewirausahaan

ABSTRACT

The development of a digital marketing-based business model at the Kurdut Garage Workshop in Pematangsiantar has a very important urgency in facing the ever-growing era of digitalization. The method used in implementing this activity is through lectures and FGD (group discussion forum). The stages of implementing this event include explaining the fundamentals of being an entrepreneur, explaining several problems that entrepreneurs often face, then continuing with discussions related to developing new businesses. After the service activities are completed, follow-up interviews are conducted regarding the impact of implementing the service activities. By the results of the interview, it is known that the understanding of Kurdut Garage Workshop business owners regarding knowledge of the use of digital marketing has increased by 90%. The use of digital media is useful and can increase understanding and skills for partners. Therefore, it is recommended that sustainable methods of mentoring partners can be used as a solution to increase business size and also function as a means of company adaptation to increase business scale.

Keywords: Digital Marketing; Business Models; Entrepreneurship

INTRODUCTION

The term digital marketing has only recently emerged in the world of professional marketing and communications. This condition refers to the promotion of products and brands among consumers, through the use of all digital media and touch points for the use of digital promotions. Even though digital marketing has

many similarities with internet marketing, there is a fundamental difference, namely from a single point the Internet contacts and accesses all so-called digital media, for example, cell phones (SMS or applications) and interactive television as communication channels. Therefore, the term digital marketing is intended to unite all interactive digital tools at the service of marketers to promote products and services, while seeking to develop more direct and personalized relationships with consumers (Florès, 2013). Thanks to internet-based software and digital technology applications there are free and easy unlimited connections between networks. In this way, the influence of every situation, strategy and activity in traditional marketing has been minimized.

With the Internet, it is now possible to advertise on websites and thus be able to push messages to a relatively large and qualified audience according to affinity with the target, thanks to the media plan site audience, and also to send personalized messages to a larger or more low, via email or SMS, for example, to a set of prospects or customers. Inviting viewers to participate, making one's branded content always available, or inviting Internet users to create or co-create their own branded experiences are all opportunities that social media, such as Facebook, as well as brand sites, YouTube videos or blogs and forums enable (Florès, 2013). The Internet and digital media, it is often said that communication, too often limited to monologues, is finally gaining its full meaning. More than ever, brands have a responsibility, even an obligation, to dialogue with their audiences.

Businesses offer products and services to consumers using cheaper digital marketing tools. Thanks to digital marketing, consumers have the opportunity to learn more about a product or service. In this way, it can determine price performance comparisons between similar products or services. A live chat room has been established to resolve all consumer queries, opinions and complaints regarding digital marketing related products or services. The consumer can obtain information about products or services in live chat rooms, and access all types of information regarding his order. Consumers can communicate any problems faced by a business, product or service at any time. This way, companies can take steps to resolve the issue as soon as possible. In this process, digital marketing brings producers and consumers closer together (Güven, 2020). Personalized presentation is one of the important advantages of digital marketing offers for brands. This way, brands can make customers feel special and increase their brand loyalty. Because customers can find everything searching and wondering with messages tailored to them (Büyükçelikok, 2018).

Platforms digital allows messages to be sent with a lot of visual and audio richness. This increases the impact of the products and services offered in customer perception and makes them more attractive. With data analysis and search tracking on digital platforms, brands can create campaigns according to their marketing strategy and conduct customer relations (Büyükçelikok, 2018). The following is presented in table 1 regarding the differences between digital marketing and traditional marketing:

Table 1. Difference between Traditional Marketing and Marketing

Traditional Marketing	Digital Marketing
The most important element is the consumer	The most effective factor is the internet and internet-related tools
It takes a long time to gather information about consumer characteristics and analyze the results	By viewing content shares, comments, and likes from Internet users, it is possible to get information about user features immediately
Changes in marketing strategies in traditional settings minimum	Marketing strategies and methods are continuously updated and changed according to consumer preferences
Businesses cannot always reach consumers. Producers can communicate with consumers by meeting consumers at common places and times	Manufacturers can reach consumers at any time, without time and space limitations
The manufacturer only communicates with one consumer	Manufacturers can communicate with both consumers and other consumers to exchange ideas
The products offered to customers are limited to them in the shop	The product can offer customers a wide variety of products and services at the same time and more effectively than at other times
Returns only in hours worked	Returns are always possible
The campaign is valid for a long time	Campaigns can be easily changed and innovation can be used in any campaign

Source: (Chaffey & Ellis-Chadwick, 2016)

The implications of technological advances and the use of traditional marketing methods have been replaced by digital marketing methods. As digital platforms developed and evolved with technology-facilitated use, they were quickly adopted and used by people of all ages and cultures. With the realization of this situation, a transition period began to occur from traditional marketing to digital marketing. Digital marketing has immense advantages compared to traditional marketing practices.

The rapid development of digitalization today is marked by the introduction of concepts such as big data, social media, corporate social responsibility, and e-commerce have become part of our lives, so the transition to Marketing 4.0 is accelerating. One of the most vital factors that influence consumer purchasing decision activities is e-commerce. E-commerce plays a decisive role in the purchasing stages and processes. Therefore, e-commerce has become an increasingly important issue for individuals in their daily purchasing and decision processes and needs to be emphasized (Guyen, 2020). Currently, digitalization is the keyword in value creation transformation. Digitalization in the economy or organizations in general means the digitalization of business models, products, and services as well as all processes or parts thereof. For processes, however, this does not necessarily mean full automation without human intervention. For example, a program that controls a process may, if necessary, include actions performed by humans or by Cyber-Physical Systems. The latter consists of communication devices with software as well as mechanical and electronic components. In the Industry 4.0 Initiative, the implementation of digitalization aims to achieve comprehensive process consideration, namely

communication between humans, machines, and work objects.(Fleischmann et al., 2020).

Digitization creates digital versions (bits and bytes) of analog/physical things such as paper documents, microfilm images, photos, sounds, and more. In general, digitalization is seen as a path to digital business and digital transformation, as well as the creation of new digital revenue streams and offerings while doing so and this requires change. This is why many people interchangeably use the terms digitalization and digital transformation(Fajrillah et al., 2020). Thanks to the digital environment, business has become available to everyone who can use the internet. Nowadays, it is almost essential to use digital media for business. The digitalization of marketing of goods and services and the increase in internet usage have led to the spread of e-commerce. Recognition of brands, products, and services in the electronic environment and their sale is mandatory in terms of competition in the market. This imperative has forced some businesses to create their e-commerce platforms, while others have started operating on e-marketplaces. With the continuous development of technology, communication between individuals and masses shifting to electronic platforms, and the expansion of e-commerce volumes across the globe, e-marketing activities are now a must for businesses. With the wave of digital transformation in the world, e-business and e-commerce are no longer seen only as new sales channels in corporate life.

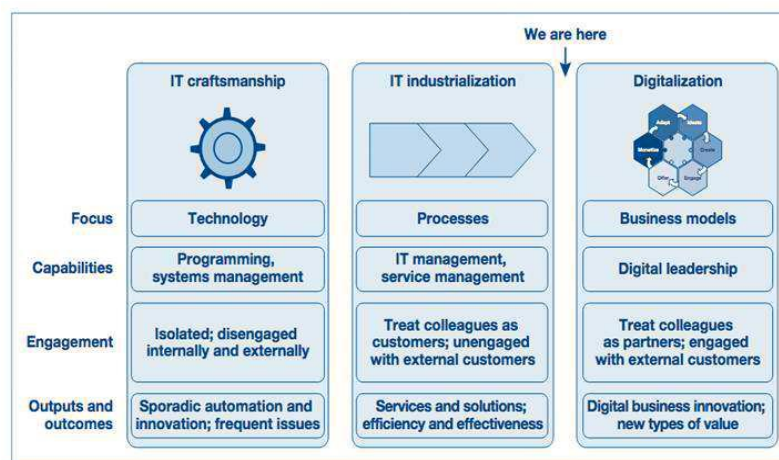


Figure 1. Digitalization Process

Source:(Charlesworth, 2018)

However, creative and innovative process concepts must also be designed and implemented in detail. Therefore, creative designs are embedded in activity packages that ultimately make the process part of the real world. As such activity bundles, we identify analysis and modeling, validation, optimization, implementation organization, IT implementation as well as operations and monitoring. Increasing digitalization and the development of internet-based technology have a strong impact on all aspects of the economy. Digitization generally describes the collection and preparation of data for processing or storage in electronic systems. With the information and communications (ICT) industry, an entirely new industry has emerged in the process of digitalization. However, the impact of digitalization goes

far beyond the ICT industry. Companies from all industries face rapidly changing opportunities and challenges due to the emergence of new internet-based technologies. The implications of digitalization on business models are very diverse. For example, digital technology is enabling a shift in corporate boundaries towards a more collaborative model.

Enterprise resources and capabilities become more modular, connected, and streamlined. A company that primarily builds model their businesses on digital and internet-based technology will generally be different from non-digital businesses. Once a process model is created, it must be embedded in the organizational structure file of a company. It determines which activities are performed by people or organizational units. This mapping does not have to be static but can vary from one instance to another. A business model describes how a company influences the world and how it generates revenue and profits(Fleischmann et al., 2020). One of the biggest reasons why digital marketing is different from other marketing applications is the disappearance of the concept of time and space. Businesses can reach their customers at any place, time, and situation through digital marketing.

Technological advances have a significant impact on consumers' daily lives. As the use of smart devices, cellular technology, and wireless networks has increasingly increased, the consumer concept is starting to be replaced by the digital consumer concept in the current technological era. Unlike traditional marketing methods, digital marketing is a marketing activity carried out on an interactive platform. The concept of digital transformation has found a place in the literature with the continuous development of software and hardware technologies, the widespread use of them, and the possibilities that the electronic world brings to users, during the period from the late 1990s to the present. Digitalization: It has become an important force that regulates and changes human relationships, consumer behavior, and business marketing channels in social and business life. Today, the market has evolved with digitalization and people have started consuming more. In addition, consumer demands and needs are also changing. To respond to all these demands, businesses have begun to prioritize a consumer-oriented approach over a product-oriented approach(Charlesworth, 2018).

Analysis of the service situation related to the title "Development of a Digital Marketing-Based Business Model at the Kurdut Pematangsiantar Garage Workshop" shows several critical aspects that need in-depth attention. Currently, Kurdut Garage Workshop still faces significant challenges in optimizing its digital presence. Lack of utilization of digital marketing strategies and limited online presence may be the main reason for their limited reach in the digital world. Further analysis revealed the need for development or improvement to their digital marketing strategy, including identification of a clear target market and increased customer engagement.

Integration between physical and online business models is also seen as an area where improvements can be made. Better synergy between physical workshop services and digital platforms can open up new opportunities and maximize the benefits of both. Additionally, there are technical and security aspects to consider,

including customer data security and troubleshooting technical issues related to e-commerce. Nevertheless, there is great potential for growth and improvement in the performance of the Kurdut Garage Workshop by implementing a digital-based business model. This situation analysis provides the basis for developing a holistic strategic plan, which involves updating digital marketing strategies, improving integration, improving security and technical aspects, and empowering employees through training. By thoroughly understanding the situation of the Kurdut Garage Workshop, this service activity can be focused on providing effective and sustainable solutions. The importance of training for Kurdut Garage Workshop employees in understanding and implementing digital marketing strategies is also recognized in the context of this service.

The Kurdut Garage Workshop in Pematangsiantar faces several problems that are relevant to the service entitled "Development of a Digital Marketing-Based Business Model." One of the main challenges faced by these partners is the lack of an adequate digital presence. Despite operating as a brick-and-mortar repair shop, they have not fully exploited the potential of digital marketing to reach a wider audience. Additionally, the digital marketing strategies they implement may need to be updated or further developed to ensure their effectiveness. Limited integration between physical and online business models is also a concern, requiring a more holistic approach to maximize synergies between physical workshop services and online presence. Apart from that, identifying the right target market in the digital realm and maintaining online customer engagement is also an important focus. Further efforts are needed to address technical challenges, and data security and ensure adequate training for employees regarding the use of digital marketing strategies. Analyzing digital campaign performance and implementing effective performance metrics are also important aspects to ensure the success of this digital-based business model.

On the other hand, Pematangsiantar City also has many opportunities that can be utilized to develop its business world. This city has great potential in the agricultural, plantation and tourism sectors which can be developed further. With its natural beauty and rich local culture, Pematangsiantar could attract domestic and international tourists if tourism infrastructure is improved. Apart from that, the existence of ports and adequate transportation networks can be utilized to expand the distribution network for local products to wider markets. To optimize this potential, support from the government and the private sector is needed in the form of investment and policies that encourage innovation and improve workforce skills. Relevant vocational training and education programs can help improve the quality of human resources in Pematangsiantar. With effective collaboration between government, the private sector and local communities, existing challenges can be overcome and available opportunities can be maximized for the city's economic progress.

IMPLEMENTATION METHOD

The method of implementing the service with the title "Development of a Digital Marketing Based Business Model at the Kurdut Pematangsiantar Garage Workshop" was designed with a holistic approach to ensure successful implementation. First, the problem identification stage involves an in-depth survey of Bengkel Garasi Kurdut's digital presence, analyzing the strengths and weaknesses of the existing business model, as well as mapping the technical and security aspects that need attention. After identifying the problem, the next step is designing a strategy. This includes creating a focused digital marketing plan, developing or updating a website, system integration between physical and online business models, and implementing customer engagement strategies. This method also involves identifying the target market by detailing customer preferences and behavior in the digital realm.

Implementation of the strategy was carried out in stages, starting with implementing changes to the website and social media platforms. A digital marketing campaign specifically designed and tailored to the needs of Kurdut Garage Workshop will be implemented by utilizing various online channels. Integration of new systems and technologies will be carried out continuously while ensuring the security of customer data. Employee training is an important part of this method. Involving them in comprehensive training on digital marketing strategies, using online platforms, and solving technical problems, aims to improve their skills in managing and understanding changes in Kurdut Garage Workshop operations. Continuous evaluation will be carried out to monitor the development and effectiveness of the implemented strategies. Feedback from customers and employees will be taken as material for further improvements and adjustments, ensuring this implementation method continues to adapt to market dynamics and customer needs.

The involvement of stakeholders, especially employees at the Kurdut Garage Workshop, is a key element in implementing various programs and activities at the workshop. Workshop management actively invites input from employees through regular discussion forums and brainstorming sessions held every month. In these forums, employees are given the opportunity to express their ideas regarding improving work processes, adding new services, or more efficient workshop management. By providing space for employees to contribute, management can identify problems that may not be visible from a managerial perspective and obtain more practical and applicable solutions.

Employee participation in the implementation process is also utilized through the formation of special work teams for certain projects. These teams usually consist of employees with a variety of backgrounds and expertise to ensure that various aspects of the work are well attended to. For example, when a workshop wants to implement a new management system, this special team will be involved from the planning to evaluation stages. Each team member can provide their input based on direct experience in the field, so that the resulting system is more in line with daily operational needs and minimizes disruption in the work process. In addition, employees at the Kurdut Garage Workshop are also provided with relevant training

and skills development to ensure they can contribute optimally. This training not only improves their technical skills, but also opens up new insights regarding innovation and more effective ways of working. The result of this active participation is a more collaborative and productive work environment, where every employee feels valued and motivated to give their best. Implementation of employees' ideas also increases their sense of ownership of the workshop, which ultimately drives overall performance improvements.

Furthermore, the plan for monitoring and evaluating the effectiveness of the strategies implemented at the Kurdut Garage Workshop involves the use of specific metrics and indicators designed to measure various aspects of the workshop's performance. Some key indicators include customer satisfaction levels, repair completion time, number of complaints received, as well as increased monthly revenue. Customer satisfaction levels are measured through regular surveys given after service completion, while repair completion times and the number of complaints are systematically recorded in the workshop management system. Increased revenue is measured by comparing sales data for the current month with the previous period.

The frequency of evaluations is carried out monthly and annually to ensure continuous monitoring and long-term assessment. Monthly evaluations focus on monitoring daily operational performance and provide the opportunity to make quick adjustments if any problems are identified. Annual evaluations, on the other hand, aim to analyze long-term trends and overall strategy effectiveness. In this annual evaluation, data from various indicators is collected and analyzed to see whether there has been a significant improvement in performance and whether the strategies implemented have achieved the stated objectives. The evaluation method used involves a combination of quantitative and qualitative analysis. Quantitative analysis uses data from key performance indicators to provide an objective picture of the progress achieved. Meanwhile, qualitative analysis was carried out through interviews and discussions with employees and customers to get in-depth input about their experiences and identify areas that still need improvement. With this approach, Bengkel Kurdut Garage can ensure that the strategy implemented is not only effective in terms of numbers but also provides real benefits for all stakeholders.

Mitra is the Kurdut Garage Workshop with the address Jl. Siatas Barita No. 95, Ex. Tomuan, District. East Siantar, Pematangsiantar City, North Sumatra. The problems faced by partners are input for this service activity by offering solutions by carrying out the TTG and knowledge & skills transfer process. The resulting output is an increase in knowledge and skills in using digital marketing. This aims to stimulate innovative knowledge for workshop employees in producing business ideas that are of good quality and at the same time innovative so that they have their characteristics to compete for market share. By increasing skills and knowledge in digital marketing aspects, it is hoped that it will be able to provide a significant increase in the visibility and presence of Bengkel Garasi Kurdut online and enable them to reach more potential customers. The distance to the partner location, namely from the Sultan

Agung College of Economics Campus, is around 1.6 km or requires a travel time of around 15 minutes if the journey is taken using a four-wheeled vehicle and 10 minutes if traveled using a two-wheeled vehicle.



Figure 2. Kurdut Garage Workshop Location Map

RESULTS OF ACTIVITIES

The basic thing about becoming an entrepreneur is changing the mindset of a worker into an entrepreneur. Changing one's mindset to become or start an entrepreneur is not an easy thing to do. If we want to compare the advantages of having your own business with working for another company/agency, there are many. To become a worker for another company, at least we are required to have several certain qualifications, willingness to work under the orders of another party, the same income within a certain period, pension, the possibility of termination of employment at any time and various other things. When compared with these requirements and possibilities, the requirements for entrepreneurship are relatively simpler. The first thing you must have is the will (determination) and then the ability (knowledge, skills, capital). Looking at entrepreneurs today is not the same as before. If previously an entrepreneur was considered to have no future compared to an employee, now society views it differently. Entrepreneurs in the millennial era have their prestige, are more respected and respected. On the other hand, the size of an entrepreneur's income obtained from financial profits is in his own hands. Freedom to run a business, make decisions, without being bound by various organizational bureaucratic rules. A better future for an entrepreneur, because entrepreneurs do not know the term retirement and the business can be passed on to the next generation.

A person who has the knowledge, skills and individual qualities which include attitudes, motivation, values and behavior needed to carry out work/activities(Mulyadi, 2011). In the era of the Industrial Revolution 4.0, entrepreneurs were only oriented towards the type of product and quantity, but in the current digital era it is necessary to have more value so that it can be sold to the

market share. If previously entrepreneurs produced goods/services and then sold them, but now what the market needs is what the market needs, then produce them (Purnomo et al., 2020). Most people think that being an entrepreneur is a matter of talent and family environmental factors. If someone comes from a merchant family, then their children will also have talents as merchants. On the other hand, because you are not from an entrepreneurial family, when you run a business you will often experience failure due to your lack of experience. If we look at there are still many people who do not come from entrepreneurial families (business people) but are also successful in running their businesses (Fajrillah et al., 2020).

The current development of the business world has resulted in increasingly tighter competition, the greater the company's efforts to increase its advantages to win in competing in the market. Efforts to increase excellence require a deep understanding of the integration of interdependencies and dynamics in various types of business environments (Pekkanen et al., 2020). All activities to be carried out must refer to the effectiveness of operational activities, ability to manage and product innovation. All these activities must be planned with an appropriate production operations design description and equipped with a process design. Managers must make decisions regarding allocating the company's resources to compete and gain superiority (Manikas et al., 2019). The decisions that have been taken must be implemented and managed effectively, based on a production plan on a production operations plan and supervised in a control of production activities to produce quality products or goods, on time and at competitive prices. (Sudrartono et al., 2022).

The results of the implementation of service activities entitled "Development of a Digital Marketing-Based Business Model at the Kurdut Pematangsiantar Garage Workshop" achieved several significant achievements. Firstly, there has been a marked increase in the online presence of Kurdut Garage Workshop. Through website updates, an active presence on social media, and the implementation of digital marketing campaigns, they managed to increase online visitor traffic, attract the attention of more potential customers, and expand their market reach. Furthermore, integration between physical and online business models was successfully improved. A more efficient work flow between conventional workshop services and digital platforms creates synergies that enable more optimal use of resources and improve overall operational efficiency.

More accurate target market identification and in-depth understanding of customer behavior in the digital environment results in more targeted marketing strategies. Increases in the conversion of potential customers to active customers and positive feedback from customers reflect success in developing strategies that better suit their needs. Customer engagement in the digital world has also increased significantly. More active online activity, increased interaction, and positive feedback on social media create a more positive customer experience and build an engaged online community.

To start a business, one of the important factors is the creation of a business idea. Technically, customer data security is increased, technical issues are resolved

efficiently, and digital platform performance is improved across the board. Kurdut Garage Workshop employees also succeeded in improving their skills in managing digital marketing strategies and utilizing online technology through the training provided. With the results obtained from implementing this activity, Kurdut Garage Workshop can optimize their digital marketing-based business model, increase competitiveness, and build sustainability in facing business challenges in the digital era.

Technological advances have a significant impact on consumers' daily lives. As the use of smart devices, cellular technology and wireless networks has increasingly increased, the consumer concept is starting to be replaced by the digital consumer concept in the current technological era. Unlike traditional marketing methods, digital marketing is a marketing activity carried out on an interactive platform (Nana Triapnita Nainggolan, Munandar et al., 2020). The concept of digital transformation has found a place in the literature with the continuous development of software and hardware technologies, the widespread use of them and the possibilities that the electronic world brings to users, during the period from the late 1990s to the present. Digitalization: It has become an important force that regulates and changes human relationships, consumer behavior and business marketing channels in social and business life. Today, the market has evolved with digitalization and people have started consuming more. In addition, consumer demands and needs are also changing. To respond to all these demands, businesses have begun to prioritize consumer-oriented approaches over product-oriented approaches (Guyen, 2020).



Figure 3. Seminar activities for students

The discussion of the implementation of service activities with the title "Development of a Digital Marketing-Based Business Model at the Kurdut Pematangsiantar Garage Workshop" highlights several key aspects that have made a

positive contribution to the business transformation of the Kurdut Garage Workshop. First of all, the significant change in online presence reflects the success of the digital marketing strategy implemented. Website updates, an active presence on social media and an online marketing campaign successfully expanded the market reach and increased the workshop's visibility, opening up new opportunities for business growth. The integration of physical and online business models has a positive impact on operational efficiency and resource utilization. The synergy between conventional workshop services and digital platforms creates efficient work flows, improves customer experience, and supports overall business growth.

Increased understanding of the target market and customer behavior in the digital environment allows the development of marketing strategies that are more focused and tailored to customer needs. More accurate identification of customer preferences has provided the basis for more personalized and effective marketing strategies. Customer engagement in the digital world has experienced significant improvements through more active and interactive online activities. Positive feedback from customers reflects satisfaction and the development of an online community that contributes to the positive image of Kurdut Garage Workshop. Technical and security aspects are resolved effectively, ensuring that the Kurdut Garage Workshop can operate safely and efficiently in the digital realm. Improving employee skills through training provides a strong foundation for better managing digital marketing strategies in the future. Overall, this discussion reflects that the implementation of this service activity has brought significant positive changes to Kurdut Garage Workshop, positioning them better in facing business challenges in the digital era.

Employee productivity improvement metrics contributed significantly to the overall project success by ensuring that the shop could handle more vehicles in less time. This not only improves operational efficiency but also speeds up turnaround times for customers, which in turn increases customer satisfaction. With high productivity, Kurdut Garage Workshop can maximize its capacity and reduce waiting times, which is an important factor in attracting more customers and retaining existing ones.

Customer satisfaction levels are another important metric that has a direct impact on project success. High customer satisfaction reflects good service quality and strong trust from customers in the workshop. By regularly measuring and improving customer satisfaction through surveys and feedback, repair shops can identify areas for improvement and adapt their services according to customer needs and expectations. Increased customer satisfaction not only helps in retaining the existing customer base but also drives word-of-mouth recommendations, which are very effective in attracting new customers.

A decrease in the number of complaints and an increase in revenue are metrics that show the positive impact of business transformation at Kurdut Garage Workshop. A decrease in the number of complaints indicates that previously existing problems have been identified and corrected, increasing customer confidence and

creating a better reputation for the repair shop. Meanwhile, the increase in revenue reflects the success of the business strategy implemented, including increased productivity and customer satisfaction. Higher revenues allow workshops to reinvest in facilities, technology, and employee training, all of which contribute to the workshop's long-term sustainability and growth. The combination of these metrics shows that the business transformation carried out has had a real positive impact, both in terms of operations and stakeholder satisfaction.

During the implementation of service activities at the Kurdut Garage Workshop, several main challenges were encountered that required attention and appropriate solutions. One of the main challenges is resistance to change among employees. Many employees feel comfortable with the old way of working and are less enthusiastic about new innovations being introduced. To address this, a more intensive and inclusive communication approach was taken, including providing training that demonstrated the direct benefits of the changes to their daily work. By practically demonstrating the value and benefits of new innovations, resistance is reduced and employees become more open to change.

Another challenge is limited resources, both in terms of time and budget, which affect the smooth implementation of new strategies. To overcome these limitations, priorities are set clearly and resources are allocated more effectively. The use of simple yet effective technology, such as project management applications and online collaboration tools, helps in optimizing the use of time and budget. In addition, cooperation with external parties such as suppliers and business partners is also strengthened to obtain the additional support needed. This better management of resources allows projects to run more smoothly despite existing limitations.

Learning from these challenges provides valuable insights for future projects or similar initiatives in the community. The importance of effective communication and intensive training in overcoming resistance to change are key lessons that can be applied to other projects. Additionally, more strategic and collaborative resource management shows that logistics challenges can be overcome with proper planning and execution. By applying these learnings, future projects can be better prepared to face similar obstacles and achieve more optimal results, as well as having a broader positive impact on society.

CONCLUSIONS AND RECOMMENDATIONS

In the digital era, marketing has undergone significant changes in the way we interact with customers. Digital marketing has become a very important strategy in promoting brands and products to a wider audience. Digital marketing involves using technology and online channels to market products or services to consumers. Overall, the implementation of service activities entitled "Development of a Digital Marketing-Based Business Model at the Kurdut Pematangsiantar Garage Workshop" has produced a positive and fundamental impact on the business transformation of the Kurdut Garage Workshop. Through the implementation of digital marketing

strategies, there was a marked increase in online presence, creating a wider network and increasing the visibility of the workshop.

Marketing strategies tailored to a deep understanding of the target market have helped Kurdut Garage Workshop to be more targeted in meeting customer needs. Customer engagement in the digital realm is increasing, creating active and engaged communities. Technical and security aspects have also been managed well, ensuring the security of customer data and digital platform performance. Additionally, employee training becomes a worthwhile investment by increasing their skills and understanding in managing digital marketing strategies. With all these achievements, Bengkel Garasi Kurdut is now in a stronger position to compete in the digital era, face business challenges more effectively, and implement innovation in their business model. In conclusion, this service activity not only creates changes at the operational and marketing levels, but also has a positive impact on customer perception, increases competitiveness, and provides a solid foundation for the continuity of the Kurdut Garage Workshop business in the digital world.

To increase the effectiveness of implementing service activities with the title "Development of a Digital Marketing-Based Business Model at the Kurdut Pematangsiantar Garage Workshop," several suggestions can be considered. First, it is necessary to strengthen continuous monitoring and evaluation of the performance of the digital marketing strategies implemented. Implementing clear metrics and regularly monitoring progress will help identify areas that need adjustment or improvement.

Furthermore, it is important to continue developing interesting and relevant content on digital platforms. Through regular content updates, Bengkel Garasi Kurdut can maintain customer engagement and remain relevant in the eyes of consumers. This can also provide clarity regarding the services and products offered. There is also a need to improve cooperation with customers through online interactions. Encouraging customer participation in reviews, feedback, and user content can strengthen engagement and build a more solid online community.

Additionally, the implementation of advanced technologies such as deeper data analysis, artificial intelligence, or more sophisticated e-commerce platforms can be explored. This can help Kurdut Garage Workshop to better understand customer behavior and further improve operational efficiency. Another suggestion is to strengthen data security and customer privacy strategies. As digital grows, information security becomes key, and further measures to protect customer data are necessary. Lastly, employee training can be improved by introducing new materials and holding regular training to keep them updated with the latest developments in digital marketing. By implementing these suggestions, it is hoped that the Kurdut Garage Workshop can further maximize the potential for developing a brand digital marketing-based business model.

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