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ANALYSIS OF MARKETING STRATEGIES TO ADDRESS AUTOMATION COMPETITION IN DATA CENTER FACILITIES AT PT. IMAJI OTOMASI INTEGRA

ANALISIS STRATEGI PEMASARAN UNTUK MENGATASI PERSAINGAN OTOMASI DI FASILITAS PUSAT DATA DI PT. IMAJI OTOMASI INTEGRA

Akhmad Auliya Fatahilah[1*], Kasmad[2], Rosa Lesmana[3]

[1*]Universitas Pamulang, Email: akhmadauliya.f@gmail.com
[2]Universitas Pamulang, Email: dosen00559@unpam.ac.id
[3]Universitas Pamulang, Email: dosen01360@unpam.ac.id

*email koresponden: akhmadauliya.f@gmail.com

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Abstract

The growth of new building projects in the data center industry presents a strategic opportunity for contractors, especially in the field of automation systems. Automation systems enable increased operational efficiency, centralized monitoring, and optimized data network infrastructure management. Competitive positioning is crucial amidship a rising number of competitors offering similar services with more futuristic levels of automation. This study aims to analyze the marketing strategies applied by PT. Imaji Otomasi Integra in facing competition in automation systems for new data center building projects, focusing on how the offered local automation technology can compete with global products. The research used a qualitative descriptive approach through data collection from literature studies, field observations, and structured interviews with the company's internal management. The analysis was conducted to identify elements of marketing strategy, such as market segmentation, customer targeting, service positioning, marketing mix, and technology-based differentiation strategies. The results of the study indicate that the company is pursuing an aggressive growth strategy in quadrant 1. The total difference matrix of IFAS is 1.65, and the total difference matrix of EFAS is 0.56. The strategy that the company should implement involves increasing the promotion of a variety of monitoring system services, providing after-sales services, reducing downtime, utilizing word-of-mouth (WOM), and acquiring new owner customers for data center building projects in terms of network infrastructure, the automation system installation should be done to the maximum extent possible.

Keywords : Data Center, Automation, Technology, Competition, SWOT, WOM, Portfolio, Competitive, Interview.

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Abstrak

Pertumbuhan proyek pembangunan baru di industri pusat data (data center) menghadirkan peluang strategis bagi kontraktor, khususnya di bidang sistem otomasi. Sistem otomasi memungkinkan peningkatan efisiensi operasional, pemantauan terpusat, dan pengelolaan infrastruktur jaringan data yang lebih optimal. Posisi kompetitif menjadi sangat krusial di tengah meningkatnya jumlah pesaing yang menawarkan layanan serupa dengan tingkat otomasi yang lebih futuristik. Studi ini bertujuan untuk menganalisis strategi pemasaran yang diterapkan oleh PT. Imaji Otomasi Integra dalam menghadapi persaingan di bidang sistem otomasi untuk proyek pembangunan pusat data baru, dengan fokus pada bagaimana teknologi otomasi lokal yang ditawarkan dapat bersaing dengan produk global. Penelitian ini menggunakan pendekatan deskriptif kualitatif melalui pengumpulan data dari studi literatur, observasi lapangan, dan wawancara terstruktur dengan manajemen internal perusahaan. Analisis dilakukan untuk mengidentifikasi elemen-elemen strategi pemasaran, seperti segmentasi pasar, penargetan pelanggan, pemosisian layanan, bauran pemasaran, dan strategi diferensiasi berbasis teknologi. Hasil studi menunjukkan bahwa perusahaan menerapkan strategi pertumbuhan agresif yang berada di kuadran 1. Nilai selisih total pada matriks IFAS adalah 1,65, sedangkan pada matriks EFAS adalah 0,56. Strategi yang sebaiknya diterapkan oleh perusahaan mencakup peningkatan promosi berbagai layanan sistem pemantauan, penyediaan layanan purna jual, pengurangan waktu henti (downtime), pemanfaatan pemasaran dari mulut ke mulut (word-of-mouth/WOM), serta akuisisi pelanggan baru (pemilik proyek) untuk pembangunan pusat data, di mana instalasi sistem otomasi harus dioptimalkan semaksimal mungkin dalam lingkup infrastruktur jaringan.

Kata Kunci : Pusat Data, Otomatisasi, Teknologi, Persaingan, SWOT, WOM (Word-of-Mouth), Portofolio, Kompetitif, Wawancara.

1. INTRODUCTION

The rapidly evolving digital era presents a significant opportunity for industry players—particularly regarding the expanding E-Cloud sector—to develop massive data center facilities. Enhanced efficiency and the implementation of automation enable more precise business operations, thereby boosting overall corporate effectiveness. These improvements form a cornerstone of Industry 4.0, which integrates technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), and Big Data into service delivery processes.

For new tenants selecting a data center, compatibility between the facility's systems and their own operational standards is crucial. A provider's successful implementation of technology strategies and building management automation instills confidence and peace of mind in customers as they house their server hardware within containment cages to run the cloud services that form the core of their businesses. Furthermore, the greater the number of customers utilizing a facility's data hall, the higher the priority placed on their operational service needs.

The automation monitoring industry plays a vital role in optimizing operations and serves as a key selling point for data center facilities; showcasing sophisticated applied technology and high operational accuracy attracts prospective tenants. Government Regulation (PP) No. 71 of 2019 concerning Electronic System and Transaction Providers governs the management of electronic systems, specifically addressing infrastructure, security access control, and risk management.

Ensuring the security and reliability of information and communication technology infrastructure serves as the foundation for safeguarding automation system network security. One such provider of automation technology services is PT Imaji Otomasi Integra, a monitoring technology systems company that employs local engineers. The company holds ISO 27001:2022 accreditation, an international standard for implementing Information Security Management Systems (ISMS). This system is designed to protect confidentiality and integrity while ensuring effective risk management and controls. By adhering to this standard, the company safeguards critical data and information and

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telecommunications technology against cyber threats and breaches, while also ensuring compliance with industry regulations.

National statistics cited from the news portal Databoks.katadata indicate that the data center market in Indonesia is experiencing rapid growth; the market value is projected to reach US$3.7 billion (IDR 57.7 trillion) in 2024, with investments totaling US$634 million (IDR 9.8 trillion). According to projections by the Ministry of Communication and Informatics, Southeast Asia is expected to possess a data center capacity of 2,733 megawatts by 2028.

Addressing the issues highlighted in this study requires effective strategies to tackle challenges such as a lack of product differentiation, suboptimal use of digital media and technology exhibitions for promotion, and limited market penetration resulting from a distribution and positioning strategy focused narrowly on monitoring systems. These factors are particularly relevant given that B2B (business-to-business) consumers are increasingly selective when choosing automation vendors, prioritizing aspects such as security, system flexibility, and efficiency. ...costs that necessitate making technical marketing and product education key components of the promotional strategy.

The marketing management process comprises four stages: analysis, planning, implementation, and control. The analysis stage involves assessing marketing opportunities, conducting research, and selecting target markets. The planning stage entails formulating marketing strategies and developing marketing programs. The implementation stage involves establishing an organizational structure and allocating marketing resources. Finally, the control stage involves monitoring and evaluating the company's marketing performance and activities. These steps must be supported by promoting the existing system leveraging available resources and positioning the brand credibility of PT. Imaji Otomasi Integra as a provider of monitoring application systems capable of deployment across various regions, aligned with the strategic locations of data center projects.

The automation industry features various SCADA system providers offering products from different principals. The products offered are diverse, catering to consumer needs and adapting to both technical and non-technical environmental requirements. In the international market, certain brands enjoy strong reputations and extensive project experience, earning trust in the use of their specific product types.

Strategies to enhance marketing for the automation system focus on improving the stability of the application software, thereby fostering customer trust in the system provided by the monitoring application vendor. Furthermore, each offered monitoring point features connectivity that aligns with operational Standard Operating Procedures (SOPs). Another offering involves post-sales support for development services such as web-based asset management which simplifies operational inventory management. Collaboration with data center teams and divisions allows for the proposal of Internet of Things (IoT)-based improvements; these add value to the facility, enabling customers to optimize monitoring capabilities and thereby boost the data center's service credibility.

Additionally, continuous monitoring system development aims to uphold commitments made during the initial construction phase by encouraging the adoption of modernized systems. This involves enticing customers to integrate their existing systems with the new offerings tailored to the specific needs of consumers or tenants through the development of APIs (Application Programming Interfaces) that provide supplementary services for tenant equipment. Customers also often wish to conduct their own monitoring to verify whether the application's operational output meets the agreed-upon SOPs and the service standards established for data hall management. With continuously evolving services, it is expected that the needs arising during data center operations can be accommodated.

2. RESEARCH METHOD

This research will be conducted at the headquarters of PT. Imaji Otomasi Integra, located in the Menara Tendean building in South Jakarta. The planned timeframe for the study is approximately four

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months, spanning from August 2025 to November 2025. Conducting this research is a necessary step to gather the data required for the researcher's written work.

Addressing a problem requires a methodology that aligns with the specific issue under discussion. By employing a pre-determined method, it is expected that the study will yield positive results and appropriate solutions that are scientifically justifiable. A scientific approach aims to ensure that the data obtained is objective, valid, and reliable. To meet scientific standards, the research relies on a framework known as the research method. Research methodology encompasses the ways of thinking and acting that are carefully prepared to conduct the study and achieve its objectives. This research employs a qualitative approach, as the primary focus is to gain an in-depth understanding of the marketing strategies implemented by industry players in navigating automation-based competition within the data center sector.

According to Arikunto (2006), qualitative research is relatively new compared to quantitative research; naturally, both approaches have their respective strengths and limitations. Broadly speaking, there are distinct differences between quantitative and qualitative research.

Quantitative research is a systematic scientific inquiry intended to examine phenomena, their constituent parts, and the relationships within them. This view is reinforced by Creswell (1994), who outlines the characteristics of a qualitative research problem as follows:

a. The concept is immature due to a conspicuous lack of theory and previous research
b. A notion that the available theory may be inaccurate, inappropriate, incorrect, or biased
c. A need exists to explore and describe the phenomena and to develop theory
d. The nature of the phenomenon may not be suited to quantitative measurement.

Based on this, the qualitative research process entails a detailed understanding and mastery of the procedures, techniques, and steps involved in data analysis.

3. RESULT AND DISCCUSSION

1. Strengths-Opportunities (S-O) Strategy Execution

Based on the synthesis of observational data, interview transcripts, and Focus Group Discussions (FGD), the primary strategic trajectory for PT. Imaji Otomasi Integra is an **S-O (Strengths-Opportunities) strategy**. This strategy focuses on leveraging internal strengths to capitalize on market growth in the data center sector. Specifically, the company must:

- **Diversify Monitoring Products:** Expand marketing efforts for specialized monitoring services (such as BMS, DCIM, and SCADA) featuring advanced 3D visual interfaces.
- **Elevate After-Sales Services:** Strengthen post-installation technical support to ensure operational continuity for clients.
- **Optimize Project Timelines:** Streamline execution workflows to make project delivery significantly faster and more cost-efficient.
- **Maximize Organic & Event Marketing:** Use Word-of-Mouth (WOM) recommendations from project managers and actively participate in data center exhibitions to reach key industry decision-makers.

2. Operational Superiority & Brand Credibility

The automation systems integrated by PT. Imaji Otomasi Integra provide distinct competitive advantages:

- **Real-Time Integration:** Superior device integration allowing seamless, real-time operational monitoring across complex data center environments.
- **Consistent After-Sales Support:** Rapid-response technical assistance that minimizes client operational downtime.
- **Value Creation:** These factors serve as critical pillars in building strong client trust, enhancing the company's portfolio reputation, and securing long-term recurring contracts in the automation industry.

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3. Tender Competitiveness & Risk Framework

To navigate high-stakes data center project tenders, management needs a structured framework before entering the pre-tender phase:

- **Risk Identification:** Proactively map technical and commercial risks associated with complex integration projects.
- **Objective Segmentation:** Define target client segments strictly based on their operational profiles and budgetary capabilities.
- **Data-Driven Strategy:** By crafting precise, highly competitive proposals early on, internal teams can better evaluate performance and pivot strategies effectively during contract negotiations.

4. Strategic Contingency (Alternative Plan)

To account for unpredictable market shifts and operational bottlenecks, an alternative contingency strategy was established around three key pillars:

- **Mitigating Technology Adoption Risks:** Address client hesitancy or slow technological adaptation by delivering clear, transparent presentations focused on the functional advantages and long-term reliability of automated systems.
- **Segment Alignment via ROI Focus:** Target legacy facility owners by framing the shift from manual operations to full automation around tangible returns, such as operational efficiency gains and lifetime cost reductions.
- **Proposal Optimization & Partner Evaluation:** Introduce flexible financing structures tailored to price-sensitive clients, while continuously evaluating vendor partnerships and marketing approaches to keep the company agile in a dynamic market.

Current Marketing Strategy

Based on the internal and external factor analysis, PT. Imaji Otomasi Integra is currently positioned in **Quadrant I**, indicating a **growth strategy** with an Internal Factor Analysis Summary (IFAS) score of 1.65 and an External Factor Analysis Summary (EFAS) score of 0.56. To maximize this growth momentum, the company focuses on five key tactical areas. First, the company expands its monitoring system service promotions by leveraging graphic design capabilities to create futuristic 3D interfaces for BMS, DCIM, and SCADA platforms, while developing the adaptive, web-based "Smartlink" portal to capture wider IoT and digitalization market opportunities. Second, the after-sales support system is strengthened through 24/7 technical assistance to minimize operational downtime, which builds client trust and generates recurring revenue via support and maintenance purchase orders. Third, the marketing approach heavily utilizes Word of Mouth (WOM) recommendations from project managers and active participation in data center infrastructure exhibitions to engage key decision-makers. Fourth, the company offers system integration services as a migration solution for existing setups, allowing clients to optimize capital expenditure by replacing legacy hardware (such as upgrading RTU to PLC) while modernizing software capabilities. Finally, management actively fosters strong relationships with data center building owners, utilizing past project portfolios to secure pre-tender opportunities and future contract renewals.

Future Marketing Strategy

Looking forward, PT. Imaji Otomasi Integra has formulated a strategic roadmap to maintain long-term competitiveness. The management focuses on optimizing project installation quotations by refining material, labor, and pricing structures alongside direct vendor partnerships (e.g., cabling and main panel suppliers) to offer competitive prices while preserving profit margins. Furthermore, internal human resource competencies are continuously upgraded through specialized engineering training in data network infrastructure and SCADA development; this reduces system vulnerabilities, minimizes operational bugs, and ensures strict adherence to Service Level Agreements (SLAs). To mitigate supply chain risks in mega-projects, the company is shifting from relying on single vendors to establishing multi-vendor networks with international principal suppliers, thereby ensuring on-time material delivery and elevating brand credibility. Lastly, aggressive solution-based marketing is

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directed toward promoting the "Smartlink" portal's real-time analytics and inventory management tools to data center operational teams.

Alternative (Contingency) Marketing Strategy

To anticipate unexpected market fluctuations, PT. Imaji Otomasi Integra has established an alternative contingency strategy. This plan involves identifying adoption risks and operational bottlenecks among clients, addressing them through balanced technical and fiscal presentations. Additionally, market segmentation is adjusted to target manual-to-automated conversions by highlighting long-term cost efficiencies to managerial decision-makers. Finally, the company optimizes its commercial proposals by offering flexible financing schemes for price-sensitive clients while regularly evaluating partner feedback to keep offerings competitive and aligned with dynamic industry demands.

4. CONCLUSION

Based on the research findings and discussion regarding the *Marketing Strategy Analysis in Facing Data Center Building Automation Competition at PT. Imaji Otomasi Integra*, synthesized from observational data, semi-structured interview transcripts, and Focus Group Discussions (FGD), several fundamental conclusions can be drawn.

First, the optimal strategic posture for PT. Imaji Otomasi Integra relies on a Strengths-Opportunities (S-O) strategy. To capitalize on market growth within the data center automation sector, the company must aggressively scale its marketing efforts by expanding its portfolio of monitoring system solutions (including BMS, DCIM, and SCADA platforms), strengthening after-sales service reliability, and optimizing project execution workflows to achieve greater timeline efficiency. Furthermore, this approach relies on maximizing organic Word-of-Mouth (WOM) networking through project managers and actively participating in industry exhibition forums to engage key decision-makers directly.

Second, the automation systems implemented by PT. Imaji Otomasi Integra offer significant competitive advantages, particularly in real-time operational monitoring across integrated devices and consistent post-installation credibility. The company's ability to deliver seamless device integration coupled with responsive after-sales support minimizes operational downtime for clients. These core strengths serve as vital drivers in establishing client trust, elevating portfolio reputation, and securing long-term recurring value for business sustainability in the data center industry.

Third, to effectively navigate the high-stakes competitive environment when bidding for data center projects, the company requires a structured framework to identify technical and commercial risks while objectively segmenting target customers. Developing precise, highly competitive commercial proposals during pre-tender stages enables internal teams to evaluate performance accurately, anticipate project constraints, and formulate appropriate follow-up strategies.

Finally, an alternative contingency strategy was established across three core pillars to safeguard business continuity against market adoption barriers and shifting industry dynamics. To address marketing response risks associated with slow technological adaptation, the company must deliver transparent presentations that clearly articulate system functionality and return on investment. Additionally, target market segmentation should focus on converting manual facilities into automated systems by framing the transition around operational efficiency gains and cost savings. Lastly, commercial proposals must be optimized using flexible financing schemes tailored to client capacities, supported by regular evaluations of vendor partnerships to remain agile in a dynamic market.

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