

**Developing A Digital Marketing Strategy For Pt Aqmar Expat
Services: A Business Plan To Enhance Client Acquisition And
Competitiveness In The Visa Consultancy Market.**

THESIS



SABINA KHAN

NIM 1211001082

MANAGEMENT

FACULTY OF ECONOMICS AND SOCIAL SCIENCES

BAKRIE UNIVERSITY

JAKARTA

2025

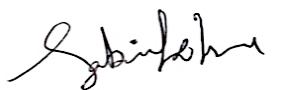
ORIGINALITY STATEMENT PAGE

This final assignment is my own work, and all sources quoted and referred to are I have stated correctly

Name Sabina Khan

Nim. 1211001082

Signature :



Date. 31 july 2025

ENDORSEMENT PAGE

This final assignment is submitted by:

Name : Sabina Khan
NIM : 1211001082
Faculty : Faculty of Economics and Social Sciences
Study Program : Management
Thesis Title : Developing a Digital Marketing Strategy for PT AQMAR EXPAT SERVICES Expat Services: A Business Plan to Enhance Client Acquisition and Competitiveness in the Visa Consultancy Market

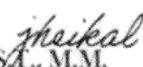
Has been successfully defended before the Board of Examiners and accepted as part of the requirements needed to obtain a Bachelor of Management degree in the Management Study Program, Faculty of Economics and Social Sciences, Bakrie University.

BOARD OF EXAMINERS

Supervisor Prof. Dr. Muchsin Saggaff Shihab, MBA., M.Sc


Muchsin

Examiner 1 Dr. Jerry Heikal, S.T., M.M.



Examiner 2 Arrief Bimantoro Suharko., BSEE, M.Sc.Eng, Ph.D



Established in Jakarta

Date 02 sep 2025

THANK YOU

Praise and gratitude to the presence of God Almighty because of the grace and blessings given, the author was able to complete the writing of the Final Assignment entitled: " Developing A Digital Marketing Strategy For Pt Aqmar Expat Services: A Business Plan To Enhance Client Acquisition And Competitiveness In The Visa Consultancy Market ". This Final Assignment is written to fulfill the requirements to achieve a Bachelor of Economics degree in Management Study Program, at the Faculty of Economics and Social Sciences, Bakrie University. The author realizes that the preparation of this Final Assignment will not be realized without the help and guidance of various parties from the lecture period until the preparation of this Final Assignment, it is very difficult for the author to complete it. Therefore, the author would like to thank:

1. **Mr. Shehzad Gul Khan**, as the leader of PT Aqmar Expat Services, for the support and trust given throughout the preparation of this business plan.

The author would like to thanks to Prof. Dr. Muchsin Saggaff Shihab, MBA., M.Sc the supervisor & Dr. Jerry Heikal, S.T., M.M., for providing valuable guidance and feedback during the development process. Their time, energy, and thoughtful input have been invaluable, enabling the author to complete this final assignment successfully.

2. My mother Ms. vira & my father mr. **Shehzad Gul Khan** father , who have provided both material and moral support throughout this journey.
3. Pak Taufiq Amir, Bu Ananda Fortunisa, Bu Holila Hatta, Dr. Urip, pak ,pak Deddy Herdiansjah and Pak Muchsin, Pak Raden Aryo. All of my teachers and lecturers who have taught me valuable lessons over the past four years, shaping my knowledge and skills. Your dedication to teaching, your

insightful guidance, and your unwavering support have been pivotal in shaping my knowledge and skills. Each of you has contributed uniquely to my learning experience, providing me with the tools and confidence to navigate both academic challenges and future endeavors.

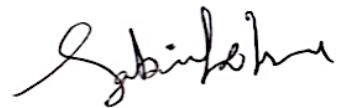
4. The author would like to express sincere gratitude to their friends ,Sisa'ana Hia, Medissa Salwa Suha, Aiman Arooj and Safina Khan, who always helped and provided support to the author in completing this Final Assignment for their continuous support and assistance throughout the completion of this Final Assignment. Their help, providing valuable information and offering moral support, played a crucial role in the successful completion of this work.

The management team of Bakrie University Kak Zahra and Mas Purnama Syukro and all staff at PT AQMAR Expat Services, for their cooperation, support, and provision of necessary information

I realize that despite my best efforts, there may still be shortcomings and limitations in this plan. Therefore, I welcome any constructive criticism and suggestions for improvement in the future.

I hope this plan will benefit PT AQMAR Expat Services and all those who read it

Jakarta, July 31, 2025



Sabina Khan

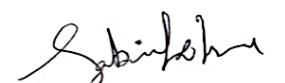
Name : Sabina Khan
NIM : 1211001082
Faculty : Faculty of Economics and Social Sciences
Study Program : Management
Types of Final Assignment : Business Plan

For the sake of scientific development, agree to grant Bakrie University a Non-exclusive Royalty-Free Right for my scientific work entitled:Developing A Digital Marketing Strategy For Pt Aqmar Expat Services: A Business Plan To Enhance Client Acquisition And Competitiveness In The Visa Consultancy Market." along with the existing equipment (if needed).With this Non-exclusive Royalty-Free Right, Bakrie University has the rightto store, transfer/format, manage in the form of a database, maintain, and publish my final project as long as it still includes my name as the author/creator and as the owner of the Copyright for academic purposes.

Thus I make this statement in truth.

Made in : Jakarta :
On : July 31, 2025

That state



(Sabina Khan)

Developing A Digital Marketing Strategy For Pt Aqmar Expat Services: A Business Plan To Enhance Client Acquisition And Competitiveness In The Visa Consultancy Market.
Sabina Khan

ABSTRACT

This research aims to develop a comprehensive digital marketing strategy for PT AQMAR EXPAT SERVICES, a visa consultancy firm based in Indonesia, specializing in expatriate services. Despite its established reputation in providing visa and legal assistance, the company faces significant challenges in expanding its client base and maintaining competitiveness in a rapidly evolving digital landscape. Key issues identified include low digital visibility, lack of a professional website, ineffective communication channels, and operational inefficiencies. Using a case study design structured around the Design Thinking framework, this study explores the company's challenges and proposes actionable digital marketing solutions. The study adopts a qualitative methodology, including interviews with clients and staff, to gather insights into the pain points experienced by both parties. The findings reveal that clients struggle with the absence of clear online information and face communication breakdowns due to reliance on informal platforms like WhatsApp and Instagram. Additionally, internal staff experience burnout due to manual workflows and a lack of a centralized system for managing client interactions. To address these issues, this research proposes the development of a multilingual, SEO-optimized website, the implementation of a Customer Relationship Management (CRM) system, and the integration of automated tools such as chatbots for real-time assistance. These interventions are designed to enhance the company's digital trust, improve client engagement, streamline internal processes, and ultimately boost its competitiveness in the visa consultancy market. The study concludes with practical recommendations for PT AQMAR EXPAT SERVICES to adopt a more professional digital marketing approach, fostering long-term growth and increased client satisfaction.

Keywords: Digital Marketing Strategy, SEO, Expat Services, Visa Consultancy, (CRM), Client engagement

Mengembangkan Strategi Pemasaran Digital untuk PT AQMAR EXPAT SERVICES: Rencana Bisnis untuk Meningkatkan Akuisisi Klien dan Daya Saing di Pasar Konsultasi Visa

Sabina Khan

ABSTRACT

Penelitian ini bertujuan untuk mengembangkan strategi pemasaran digital yang komprehensif bagi PT AQMAR EXPAT SERVICES, sebuah perusahaan konsultan visa yang berbasis di Indonesia dan mengkhususkan diri dalam layanan ekspatriat. Meskipun memiliki reputasi yang mapan dalam memberikan bantuan visa dan hukum, perusahaan ini menghadapi tantangan besar dalam memperluas basis klien dan mempertahankan daya saing di tengah lanskap digital yang berkembang pesat. Beberapa masalah utama yang diidentifikasi meliputi visibilitas digital yang rendah, kurangnya situs web profesional, saluran komunikasi yang tidak efektif, dan ketidakefisienan operasional. Menggunakan desain studi kasus yang dibangun berdasarkan kerangka Design Thinking, penelitian ini mengeksplorasi tantangan yang dihadapi perusahaan dan mengusulkan solusi pemasaran digital yang dapat diterapkan. Penelitian ini mengadopsi metodologi kualitatif, termasuk wawancara dengan klien dan staf, untuk mengumpulkan wawasan mengenai masalah yang dialami oleh kedua pihak. Temuan penelitian mengungkapkan bahwa klien kesulitan dengan ketiadaan informasi yang jelas secara daring dan menghadapi gangguan komunikasi karena ketergantungan pada platform informal seperti WhatsApp dan Instagram. Selain itu, staf internal mengalami kelelahan akibat alur kerja manual dan kurangnya sistem terpusat untuk mengelola interaksi klien.

Untuk mengatasi masalah ini, penelitian ini mengusulkan pengembangan situs web multibahasa yang dioptimalkan untuk SEO, implementasi sistem Customer Relationship Management (CRM), dan integrasi alat otomatis seperti chatbot untuk bantuan waktu nyata. Intervensi ini dirancang untuk meningkatkan kepercayaan digital perusahaan, memperbaiki keterlibatan klien, menyederhanakan proses internal, dan pada akhirnya meningkatkan daya saing perusahaan di pasar konsultan visa. Penelitian ini menyimpulkan dengan rekomendasi praktis bagi PT AQMAR EXPAT SERVICES untuk mengadopsi pendekatan pemasaran digital yang lebih profesional, yang akan mendorong pertumbuhan jangka panjang dan meningkatkan kepuasan klien.

Kata Kunci: Strategi Pemasaran Digital, SEO, Layanan Ekspatriat, Konsultan Visa, Manajemen Hubungan Pelanggan (CRM), Keterlibatan klien.

CHAPTER I.....	1
INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	4
1.3 Research Objectives	4
1.4 Significance of the study	4
1.6 SCOPE AND LIMITATIONS OF THE STUDY.....	6
CHAPTER 2	7
LITERATURE REVIEW.....	7
2.1 CONCEPT OF DIGITAL MARKETING	9
2.2 DIGITAL MARKETING STRATEGIES IN THE SERVICE SECTOR	10
TABLE 2.3	11
2.2.1PERSONALIZATION THROUGH CRM AND DATA ANALYTICS	12
2.2.4 CUSTOMER-CENTRIC JOURNEY MAPPING	13
2.2.5 AGILITY AND INNOVATION IN DIGITAL EXECUTION	14
TABEL 2.5:.....	15
2.3 SEARCH ENGINE OPTIMIZATION (SEO) AND WEBSITE OPTIMIZATION.....	16
2.4 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN SERVICE FIRMS	19
2.5 REVIEW OF PREVIOUS STUDIES	22
2.6 FRAMEWORK DIGITAL PRESENCE AND TRUST	24
Chapter 3.....	26
RESEARCH METHODOLOGY.....	26
3.1 Research Approach and Type	26
3.2 Research Location and Time	26
3.3 Data Collection Techniques.....	26
3.4 Data Analysis Techniques.....	27
3.5 Validity and Reliability	28
3.6 Research Design	30
1. Empathy.....	30
2. Problem Definition	31
Client Pain Points:.....	31
3. Ideation.....	32
Figure 3.1 Brainstormed D Ideas	33
4. Prototyping	33
• Example Website Features:	34
• Staff Feedback:	36
CHAPTER 4.....	37
RESULTS AND DISCUSSION.....	37
4.1 Company Profile of PT AQMAR EXPAT SERVICES Expat Services.....	37
4.2 Current Digital Marketing Practices	40
4.2.1 Social Media Use and Communication Platforms.....	41
4.2.2 Lack of a Professional Website	42
4.2.3 Manual Communication and Workflow Challenges	43
4.2.4 SEO and Content Marketing Challenges.....	44
4.2.5 Conclusion and Recommendations for Improvement.....	44
4.3 Findings from Interviews	45

• SWOT / GAP Analysis / Competitor Benchmarking	57
4.5 Proposed Digital Marketing Strategy.....	59
1. Introduction	59
2. Key Objectives.....	60
4. Overview of Research Objectives and Structure	61
Proposed Solutions.....	62
• Testing and Feedback	64
6. Timeline for Implementation.....	75
7. Expected Outcomes and Metrics.....	75
6. Budget Allocation	77
CHAPTER 5.....	79
CONCLUSION AND RECOMMENDATIONS	79
5.1 Conclusion	79
5.2 Practical Implications	79
5.3 Research Limitations	80
5.4 Suggestions for Future Research.....	81
BIBLIOGRAPHY	82

List of Tables

Tabel 2.1Comparison of Visa Service Providers in Bali-----	8
Tabel 2.2 Strategic Positioning and Differentiation Matrix of Visa Service Providers in Bali-----	8
Tabel 2.3 Overview of Digital Strategy Models with a Sustainability Focus-----	11
Tabel 2.4Summary of Digital Marketing Strategies in Services -----	14
Tabel 2.5Digital Strategies and Their Sustainability Focus-----	15
Tabel 2.6 Review of Previous Studies-----	24
Tabel 3. 1Key Themes of Client and Business Pain Points	28
Tabel 3 .2Summary of Data Collection, Key Insights, & Triangulation Results -----	30
Tabel 3. 3Digital Solutions and the Issues They Tackle-----	33
Table 4 1Overview of Respondent Experiences and Improvement Needs.....	46
Table 4 2Interview Findings of Client 1: Vikram (Investor Visa Case)	48
Table 4 3Interview Findings of Client 2: Muahmmad Irfan of Malaysia.....	49
Table 4 4Interview Findings of Client 3 FROM China	49
Table 4 5: Interview Findings with Ayesha, Customer Services Staff (Pakistan).....	51
Table 4. 6Interview Findings with Dina, Social Media Officer (Indonesia).....	52
Table 4. 7Interview Findings with Jasmine, Sales and Marketing Staff.....	54
Table 4. 8Interview Findings with Zishan A, Visa Applicant (Pakistan)	55
Table 4. 9Interview Findings with Thi Van Phan, Visa Applicant (....)	56
Table 4 10 SWOT Analysis of PT AQMAR EXPAT SERVICES.....	59
Table 4. 11 Proposed Digital Features, Descriptions, and Benefits.....	65
Table 4 .12Content Personalization for Target Audiences	66
Table 4 .13Content Marketing Plan and Influencer Engagement Timeline	67
Table 4 .14Content Marketing Plan and Influencer Engagement Timeline	70
Table 4. 15Key Areas for Monitoring and Optimizing Chatbots and Automation Performance .	74
Table 4. 16Strategic Implementation Plan and Key Action Areas.....	75
Table 4 .17Implementation Timeline by Strategic Phase	75