

SOSTAC-Based Digital Marketing Strategy Transformation: A Case Study of UC Silver & Gold Bali

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Abstract

This study aims to analyze the current digital marketing practices of UC Silver & Gold Bali and to develop a strategic digital marketing transformation using the Situation, Objectives, Strategy, Tactics, Action, and Control (SOSTAC) framework. A qualitative descriptive case study was employed, with data collected through in-depth interviews, direct observations, and document analysis involving purposively selected participants. The findings reveal that the company's digital marketing activities remain fragmented, predominantly promotional, and lack measurable performance indicators. To address these issues, this study proposes a comprehensive SOSTAC-based strategy that integrates situation analysis, measurable objectives, cultural storytelling, social commerce, tactical implementation, and Key Performance Indicators (KPI) based performance control using the 5S framework. The study concludes that an SOSTAC-based integrated strategy is essential for improving digital marketing effectiveness and strengthening competitive positioning. The novelty of this research lies in extending the SOSTAC framework to the jewelry and cultural creative industry by integrating Balinese cultural heritage as a strategic element for customer engagement and competitive positioning, offering an integrated model linking culture, interaction, and performance measurement. This study is limited to a single case study using qualitative data, which may restrict the generalizability of the findings to other jewelry businesses and creative industries.

Keywords: Cultural Creative Industry, Customer Engagement, Digital Marketing Strategy, Jewelry Industry, SOSTAC Framework

1. INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed marketing practices, shifting business communication from conventional promotion to interactive, customer-centered, and data-driven engagement. Digital marketing is no longer viewed merely as a communication tool, but as a strategic capability that enables organizations to strengthen customer relationships, improve competitive advantage, and generate measurable business value (Dwivedi et al., 2021; Gupta & Gupta, 2026). However, despite the widespread adoption of digital platforms, many organizations continue to implement digital marketing in a fragmented manner, emphasizing promotional activities over integrated strategic planning. Consequently, businesses often struggle to align customer engagement, organizational objectives, and performance measurement within a coherent digital marketing system (Kannan, 2017; Monika & Kavita, 2024).

Indonesia reflects this global transformation trend. Recent data indicate that Indonesia had approximately 204 million Internet users and 191 million active social media users in 2025, representing substantial opportunities for businesses to leverage digital platforms for market expansion. The average daily internet usage of more than eight hours demonstrates the increasing dependence of consumers on digital technologies for information search, communication, and purchasing activities (Jehalut, Subroto, & Hasanuddin, 2025). Consequently, organizations that fail to adopt effective digital marketing strategies risk losing their competitiveness in increasingly dynamic markets.

Bali represents a unique business environment characterized by the intersection of tourism, creative industries, and cultural heritage. Businesses operating in the tourism and handicraft sectors must compete not only in domestic markets but also internationally. Digital marketing has become essential for promoting Balinese products globally while simultaneously preserving the local cultural identity (Dwivedi et al., 2021). For jewelry companies, digital platforms provide opportunities to showcase craftsmanship, communicate brand stories, and engage directly with customers in international markets. From the perspective of cultural branding, products rooted in local heritage possess unique symbolic and emotional value that can strengthen brand differentiation and customer attachment (Hermansyah et al., 2025). However, cultural identity alone does not automatically create

a competitive advantage in digital environments. Heritage-based businesses must strategically transform cultural values into compelling digital narratives that communicate authenticity, craftsmanship, and customer experiences across multiple digital touchpoints. Without a structured strategic framework, valuable cultural assets are frequently underutilized, resulting in fragmented communication and limited customer engagement. Therefore, integrating cultural branding with systematic digital marketing planning is essential for sustaining competitiveness in the creative industries ([Lund et al., 2018](#)).

UC Silver & Gold Bali, established in 1989, is a prominent Jewelry Company specializing in silver and gold products that combine traditional Balinese craftsmanship with contemporary design. The company has developed an international market presence and utilizes digital platforms, including social media and corporate websites, to promote its products. However, the effectiveness of its current digital marketing efforts remains uncertain because of the absence of a structured and measurable strategic framework ([Putra, Tania, Safrianti, Puspita, & Waliamin, 2025](#)). Preliminary observations indicate that the company's Instagram account primarily functions as a product showcase and information channel, with limited integration of social commerce features, call-to-action mechanisms and performance measurement systems. Previous studies have demonstrated that digital marketing contributes significantly to brand awareness, customer engagement, and business performance through social media marketing, integrated marketing communication, and digital customer interaction ([Djafarova & Bowes, 2021](#); [Heorhita, 2025](#); [Porcu, Del Barrio-García, & Kitchen, 2017](#)). Likewise, recent studies confirm the usefulness of the SOSTAC framework for supporting digital marketing planning in tourism, higher education, and small and medium-sized enterprises ([Burhanuddin, Aswar, & Putra, 2026](#)). However, three important research gaps remain in this field.

First, existing studies predominantly examine individual digital marketing tools or communication channels rather than adopting an integrated strategic planning framework that connects environmental analysis, customer engagement, implementation, and performance evaluation. Second, despite the growing importance of heritage-based products in the creative industries, limited research has explored how cultural branding can be systematically integrated into digital marketing strategies. Third, empirical applications of the SOSTAC framework within the jewelry industry, particularly in businesses operating in tourism-oriented cultural destinations such as Bali, remain scarce. Consequently, there is still a limited understanding of how strategic digital marketing planning can simultaneously leverage cultural identity, strengthen customer engagement, and improve marketing performance in heritage-based creative businesses.

To address these research gaps, this study applies the SOSTAC framework as a comprehensive strategic planning approach to develop digital marketing strategies at UC Silver & Gold Bali. Unlike previous studies that mainly focus on isolated digital marketing activities, this study integrates cultural branding, customer engagement, social commerce, and performance measurement into a single strategic framework. By extending the application of SOSTAC to the jewelry and cultural creative industry, this study contributes theoretically to the digital marketing literature while providing practical guidance for heritage-based businesses seeking sustainable digital transformation in increasingly competitive digital markets.

Therefore, this study aims to formulate and analyze a SOSTAC-based digital marketing strategy for UC Silver & Gold Bali. Specifically, the objectives of this study are to identify the current digital marketing conditions and challenges faced by UC Silver & Gold Bali, develop a comprehensive digital marketing strategy using the SOSTAC framework, and propose measurable implementation and evaluation mechanisms to enhance digital marketing effectiveness and strengthen the company's competitive position in global markets.

2. LITERATURE REVIEW

Digital marketing has emerged as a fundamental component of contemporary business strategies, driven by rapid advancements in information and communication technologies. The integration of Internet-based platforms, mobile technologies, social media, and e-commerce has transformed marketing practices from traditional one-way communication to interactive, data-driven,

and customer-oriented processes. Digital marketing enables organizations to create, communicate, and deliver value through digital channels while facilitating real-time interactions and personalized customer experiences ([Monika & Kavita, 2024](#)). Compared with conventional marketing approaches, digital marketing offers greater flexibility, broader market reach, enhanced customer insights, and more efficient performance measurement capabilities ([Kannan 2017](#)).

The increasing adoption of digital technologies has significantly influenced the development of creative industries, particularly businesses in the tourism, handicrafts, fashion, and jewelry sectors. These industries rely heavily on visual communication and storytelling to convey product value, cultural significance, and brand identity. Digital platforms provide organizations with opportunities to extend their market reach beyond geographical boundaries while strengthening relationships with customers through personalized and interactive experiences ([Dwivedi et al., 2021](#)). However, despite the widespread adoption of digital marketing tools, many organizations continue to implement digital initiatives in a fragmented manner, focusing primarily on promotional activities without establishing coherent strategic frameworks, resulting in inconsistent communication, inefficient resource allocation, and inadequate performance evaluation mechanisms ([Eryc, Tan, & Tjahyadi, 2025](#)). Although previous studies consistently acknowledge the advantages of digital marketing in expanding market reach and enhancing customer relationships, their findings also indicate that many organizations continue to experience difficulties in translating digital capabilities into sustainable business performance ([Mahendri & Astuti, 2025](#)). Existing research largely focuses on the adoption of digital tools and platforms while providing limited attention to how these technologies should be strategically integrated with organizational objectives, customer engagement, and performance measurement. Consequently, a structured planning framework is required to transform fragmented digital initiatives into coherent and measurable strategies.

Within the digital ecosystem, social media has become one of the most influential marketing channels because of its ability to facilitate two-way communication and encourage customer engagement. Social media platforms allow businesses to develop communities, foster user-generated content, and establish emotional connections with consumers ([Vinerean & Opreana, 2021](#)). Among the various platforms, Instagram has emerged as a particularly effective medium for visually oriented industries, including jewelry and luxury products. Features such as reels, stories, live, shopping, and insights enable organizations to communicate product aesthetics, brand narratives, and cultural values while simultaneously supporting customer interactions and purchase decisions ([Djafarova & Bowes, 2021](#)).

Previous studies have indicated that high-quality visual content, authenticity, and interactive communication positively influence consumer engagement and purchase intentions on Instagram ([Voorveld, Van Noort, Muntinga, & Bronner, 2018](#)). Furthermore, social commerce features, including product tagging, direct messaging, and integrated shopping functions, can significantly reduce customer effort throughout the purchasing process and improve conversion rates ([Koay, Ong, Khoo, & Yeoh, 2021](#)). Nevertheless, many businesses underutilize these capabilities by using Instagram primarily as a product display platform rather than as an integrated customer engagement and sales channel ([Sokolova and Kefi, 2020](#)). This limitation is particularly relevant for jewelry businesses, where visual presentation and storytelling play essential roles in influencing customer perceptions and purchasing behavior. Previous studies generally agree that Instagram enhances customer engagement through visual communication and interactivity. However, the reported outcomes vary depending on how organizations use the platform. While some studies emphasize the effectiveness of visually appealing content in increasing purchase intention, others argue that engagement remains limited when Instagram is used merely as a promotional showcase without integrating storytelling, social commerce, or interactive customer experiences. These inconsistencies indicate that platform adoption alone is insufficient; the strategic integration of content, customer interaction, and conversion mechanisms is equally important.

The increasing complexity of digital customer journeys highlights the importance of Integrated Marketing Communication (IMC), which emphasizes the coordination of multiple communication channels to deliver consistent and unified brand messages ([Heorhitsa, 2025](#)). Effective IMC strategies integrate digital platforms, websites, social media, email marketing, and other

communication channels to create seamless customer experience and strengthen brand equity ([Porcu et al., 2017](#)). Empirical evidence suggests that organizations that implement integrated communication strategies achieve stronger customer trust, greater brand awareness, and improved marketing performance than firms that adopt isolated promotional activities ([Heorhitsu, 2025](#)). However, existing IMC studies primarily focus on communication outcomes and provide limited guidance on the systematic planning, implementation, and evaluation of digital marketing activities. Although integrated marketing communication has been widely recognized for improving communication consistency and brand equity, previous studies have primarily evaluated communication outcomes rather than examining how organizations can systematically implement integrated marketing strategies ([Bhimasta, Surya, & Pramudita, 2025](#); [Hasan & Gilbert, 2025](#)). Consequently, limited attention has been devoted to strategic planning frameworks capable of linking communication activities with implementation processes and measurable organizational performance.

To address these challenges, strategic planning frameworks are required to align digital marketing initiatives with the organization's objectives. One of the most widely recognized frameworks is SOSTAC, developed by [Smith \(2019\)](#), which consists of six interconnected stages, such as situation analysis, objectives, strategy, tactics, action, and control. The framework offers a comprehensive approach to digital marketing planning by integrating environmental analysis, objective setting, strategic formulation, implementation processes and performance measurement. Situation Analysis examines internal and external conditions, including customer insights, competitor activities, market trends, and organizational capabilities. Objectives define measurable outcomes, whereas strategies establish the overall direction for achieving these goals. Tactics translate strategic decisions into specific activities, actions focus on implementation, and control evaluates performance through key performance indicators.

Previous studies have confirmed the effectiveness of the SOSTAC framework in supporting digital marketing planning across tourism, higher education, and small and medium enterprises by improving strategic alignment and facilitating data-driven decision-making ([Burhanuddin et al., 2026](#)). Nevertheless, these studies primarily evaluate frameworks within organizations characterized by relatively standardized products and services. Consequently, they provide a limited understanding of how SOSTAC can accommodate industries in which cultural identity, symbolic value, and heritage storytelling are the core sources of competitive advantage.

Moreover, existing research tends to examine digital marketing tools, social media campaigns, and customer engagement strategies independently rather than integrating them within a comprehensive strategic planning framework. This fragmented perspective makes it difficult to explain how situation analysis, strategic objectives, tactical implementation, customer engagement, and performance measurement interact throughout the digital marketing process. Accordingly, there remains a significant theoretical opportunity to extend the application of the SOSTAC framework to heritage-based creative industries, particularly the jewelry sector. Such an extension may provide a more comprehensive understanding of how cultural branding, digital storytelling, social commerce, and performance evaluation can be integrated into a coherent digital-marketing strategy.

Based on these theoretical limitations, this study positions itself within the digital marketing literature by extending the application of the SOSTAC framework beyond conventional contexts. Rather than examining isolated digital marketing activities, this study integrates cultural branding, customer engagement, social commerce, and performance measurement into a unified strategic planning model for the jewelry and cultural creative industries. This study contributes to both the theoretical development of digital marketing strategies and the practical implementation of digital transformation within heritage-based businesses.

3. METHODOLOGY

This study employed a qualitative descriptive research design to explore and formulate a digital marketing transformation strategy for UC Silver & Gold Bali using the SOSTAC framework. A qualitative approach was selected because the study aimed to gain an in-depth understanding of the company's current digital marketing practices, identify strategic challenges, and develop practical

recommendations based on real-world business conditions. Qualitative research enables researchers to examine phenomena within their natural settings and interpret meanings from the perspectives of the participants involved in the process ([Creswell & Creswell, 2017](#); [Yin, 2018](#)).

The research was conducted at UC Silver & Gold Bali, located on Jl. WR Supratman No. 2, Batubulan, Sukawati District, Gianyar Regency, Bali, Indonesia. Established in 1989, the company operates in the creative industry sector, specializing in handcrafted silver and gold jewelry that integrates traditional Balinese artistry with contemporary designs.

The population of this study comprised all stakeholders involved in the digital marketing activities of the company. Given the exploratory nature of qualitative research, participants were selected using purposive sampling to ensure the inclusion of individuals with direct knowledge and experience related to digital marketing management. The sample consisted of key informants, including members of the board of directors, the head of sales and marketing, the Instagram data analyst, the head of the human resources department, and account officers.

Data were collected from both primary and secondary sources for this study. Primary data were obtained through direct observation and in-depth interviews with the key informants. Observations focused on the implementation of digital marketing activities, particularly the use of Instagram and other digital platforms for promotion. Semi-structured interviews were conducted using an interview guide developed based on the six dimensions of the SOSTAC framework. Each interview lasted approximately 45-60 minutes and was conducted face-to-face at the company's premises. With the participants' consent, all interviews were audio-recorded and subsequently transcribed verbatim to ensure the accuracy of data analysis. Follow-up questions were asked whenever clarification or deeper exploration of the participants' responses was required. Secondary data were collected from company documents, official websites, social media accounts, Instagram analytics reports, organizational records, and other relevant online sources of information. The documentation included company profiles, organizational structures, Key Performance Indicators (KPIs), product portfolios, and historical digital marketing activities.

To enhance the credibility and trustworthiness of the findings, this study employed both source and methodological triangulation. Source triangulation was conducted by comparing information obtained from different informants occupying various organizational positions, while method triangulation involved cross-checking the evidence derived from interviews, direct observations, company documents, website content, and Instagram analytics. Any inconsistencies identified during the analysis were clarified through additional discussions with the relevant participants and further examination of documentary evidence.

Data analysis followed a descriptive qualitative approach, consisting of data reduction, coding, data display, and conclusion drawing. First, all interview transcripts, observation notes, and documentary evidence were repeatedly reviewed to obtain an overall understanding of the data. Open coding was then conducted to identify meaningful statements related to the digital marketing practices. Similar codes were grouped into broader categories corresponding to the six dimensions of the SOSTAC framework: situation analysis, objectives, strategy, tactics, action, and control. The categorized data were subsequently interpreted to identify patterns, relationships, and strategic issues, which served as the basis for formulating the proposed digital marketing strategy.

The SOSTAC framework served as the primary analytical tool for evaluating the current digital marketing practices and developing strategic recommendations for UC Silver & Gold Bali. This framework enables the systematic integration of internal and external analyses, objective setting, strategic planning, tactical implementation, action planning, and performance control mechanisms. Throughout the analytical process, the researchers continuously compared the emerging findings across different data sources to ensure consistency and minimize researcher bias. The final strategic recommendations were formulated only after all identified themes were verified through triangulation and aligned with the theoretical constructs of the SOSTAC framework.

4. RESULTS AND DISCUSSIONS

4.1 Current Digital Marketing Conditions at UC Silver & Gold Bali

The findings reveal that UC Silver & Gold Bali recognizes the importance of digital platforms in supporting its marketing activities and maintaining its competitiveness within the global jewelry industry. As a Jewelry Company that combines traditional Balinese craftsmanship with contemporary design, UC Silver & Gold Bali has established a digital presence through several channels, including its corporate website and social media platforms, especially Instagram. The company's digital marketing activities primarily focus on introducing product collections, promoting showroom experiences, and strengthening brand visibility among domestic and international audiences.

Despite these efforts, the analysis indicates that current digital marketing implementation remains largely operational rather than strategic. The company's digital activities have not yet been integrated within a structured framework that aligns marketing objectives, customer engagement initiatives, content planning, and performance measurement. This reflects a common challenge among businesses in the creative industry, where digital platforms are frequently adopted as promotional tools without being supported by comprehensive strategic planning ([Burhanuddin et al., 2026](#)). The situation analysis identified four key issues affecting the effectiveness of UC Silver & Gold Bali's digital marketing initiatives: the absence of measurable objectives, limited content diversification, underutilization of social commerce features, and inadequate performance monitoring mechanisms.

First, the company has not established specific and measurable digital marketing objectives linked to its broader business goals. Existing activities primarily emphasize maintaining an online presence and showcasing products rather than achieving quantifiable outcomes such as increasing conversion rates, generating qualified leads, or improving customer retention. Consequently, the effectiveness of marketing activities cannot be evaluated systematically.

Second, the company's content strategy predominantly focuses on product displays and showroom documentation. While visually appealing product images contribute to brand awareness, the content lacks storytelling elements that communicate the cultural significance, craftsmanship, and heritage values embedded within the products. Previous studies have demonstrated that storytelling-based content generates stronger emotional connections and enhances consumer engagement, particularly in the luxury and creative industries ([Djafarova & Bowes, 2021](#)).

Third, the analysis revealed that Instagram's social commerce features have not been fully utilized. The company's Instagram account primarily functions as a visual portfolio rather than an integrated sales channel. Features such as product tagging, direct shipping links, interactive call-to-action mechanisms, automated direct messaging, and customer-generated content are still underdeveloped. This finding is consistent with prior research suggesting that many businesses underutilize Instagram's transactional capabilities and focus mainly on content broadcasting rather than customer conversion ([Sokolova & Kefi, 2020](#)). Observational findings indicate that Instagram is currently used mainly to display products and showroom activities, with limited integration of sales-oriented features in the content.

Fourth, the company lacks a structured performance-measurement system. Existing evaluations are limited to basic social media metrics, such as the number of followers and post interactions, and do not connect these indicators to business outcomes. Key Performance Indicators (KPIs) related to customer acquisition, engagement quality, conversion rates, customer lifetime value, and return on marketing investment have not yet been formally established. This limitation reduces an organization's ability to conduct evidence-based decision-making and optimize future marketing initiatives.

These findings indicate that the primary challenge faced by UC Silver & Gold Bali is not the absence of digital platforms but the lack of strategic integration among the digital activities. Fragmented implementation limits a company's ability to transform its strong cultural identity into meaningful customer engagement and measurable business outcomes. Compared with previous studies, which generally emphasize the benefits of digital marketing adoption ([Dwivedi et al. \(2021\)](#)) this case demonstrates that digital presence alone is insufficient without clear strategic objectives,

integrated customer journeys, and performance measurement. Therefore, the empirical findings highlight the need for a comprehensive planning framework capable of connecting organizational goals with digital marketing implementation.

Table 1. Summary of current digital marketing conditions at UC Silver & Gold Bali

Dimension	Current Condition	Key Issue	Strategic Implication
Digital Channels	Website and Instagram are actively used	Limited integration among channels	Fragmented customer experience
Content Strategy	Product-oriented and showroom-focused content	Limited storytelling and customer engagement	Weak emotional connection with audiences
Social Commerce	Minimal utilization of shopping and conversion features	Low conversion potential	Missed sales opportunities
Performance Measurement	Basic monitoring of social media metrics	Absence of structured KPIs	Limited data-driven decision-making
Customer Interaction	Predominantly reactive communication	Limited use of interactive features	Lower engagement and relationship quality

Table 1 shows that UC Silver and Gold Bali possesses valuable strategic resources, particularly its strong cultural identity and international market orientation. However, these competitive advantages have not yet been fully leveraged because digital marketing activities remain operational rather than strategically integrated. This finding suggests that competitive advantage in heritage-based creative industries depends not only on product uniqueness but also on the organization's capability to align cultural branding, digital communication, and performance evaluation within an integrated marketing strategy.

According to [Smith \(2019\)](#), the SOSTAC framework facilitates strategic alignment by connecting environmental analysis with measurable objectives, actions, and performance control mechanisms. The increasing complexity of digital customer journeys requires organizations to adopt structured planning frameworks that integrate strategic objectives with data-driven implementation and continuous evaluation. Framework-based digital marketing planning enables firms to align customer insights, channel selection, content strategies, and performance metrics within a coherent system, thereby improving marketing effectiveness and organizational agility ([Putri, 2024](#); [Srivastava & Gurme, 2025](#)). Such an approach is particularly relevant in multichannel environments, where consistent communication and continuous performance monitoring are essential for enhancing customer engagement and achieving a sustainable competitive advantage.

4.2 Situation, Objectives, Strategy, Tactics, Action, and Control Analysis

4.2.1 Situation Analysis

The empirical findings confirm that UC Silver & Gold Bali possesses substantial internal strengths, particularly its established brand reputation and distinctive craftsmanship. Nevertheless, these strengths have not yet translated into optimal digital marketing performance because they are not supported by integrated planning and systematic performance evaluations. This finding extends previous studies by demonstrating that cultural value alone does not guarantee a competitive advantage within heritage-based creative industries. Instead, strategic integration between cultural identity, customer engagement, and digital marketing implementation is essential to maximize business performance in the hospitality industry.

4.2.2 Objectives Analysis

Based on the identified challenges and opportunities, this study adopts the 5S framework Sell, Serve, Speak, Save, And Sizzle to establish measurable digital marketing objectives. The Sell

objective focuses on increasing online sales opportunities by generating qualified leads and improving conversion rates through digital channels. Serve aims to enhance customer experience by delivering responsive and personalized interactions. Speak emphasizes strengthening communication and customer engagement across digital platforms. Save focuses on improving resource efficiency through optimized digital marketing. Finally, Sizzle seeks to increase brand awareness and reinforce the company's position as a premium Balinese jewelry brand. The use of measurable objectives is essential to ensure that digital marketing activities contribute directly to business outcomes, rather than merely increasing online visibility ([Monika & Kavita, 2024](#)).

Table 2. Digital marketing objectives based on the 5S framework

Objective	Strategic Goal	Key Performance Indicator
Sell	Increase online sales opportunities	Website traffic, inquiry conversion rate, online sales growth
Serve	Improve customer experience	Response time, customer satisfaction, repeat inquiries
Speak	Strengthen customer engagement	Engagement rate, direct messages, user-generated content
Save	Improve marketing efficiency	Cost per lead, content production efficiency
Sizzle	Enhance brand awareness	Reach, impressions, follower growth

Table 2 shows the strategic weaknesses identified during the situational analysis. Rather than focusing solely on increasing online visibility, the 5S framework translates the company's challenges into measurable business objectives. For example, limited customer interaction is addressed through engagement-based indicators (Speak), whereas the absence of structured performance evaluation is resolved through KPI-oriented objectives (Sell and Save). This demonstrates that the proposed strategy is derived from empirical organizational needs, rather than merely adopting a generic digital marketing framework. Consequently, the objectives provide a practical mechanism for linking digital marketing activities to organizational performance.

4.2.3 Strategy Analysis

The proposed strategy positions UC Silver & Gold Bali as a premium jewelry brand that integrates authentic Balinese heritage with contemporary design innovation. This positioning differentiates the company from its competitors by emphasizing cultural authenticity and craftsmanship rather than solely competing on price. Market segmentation is based on geographic, demographic, psychographic, and behavioral characteristics of consumers. Target segments include domestic and international tourists, affluent consumers, jewelry collectors, and customers interested in cultural and handcrafted products.

From a psychographic perspective, target consumers are characterized by their appreciation for artisanal craftsmanship, cultural experiences, exclusivity, and premium quality. Behaviorally, these consumers actively search for product information through digital platforms and rely on visual content, customer reviews, and social media interactions during their purchase journeys. The strategic direction emphasizes three main priorities: strengthening cultural storytelling, enhancing customer engagement, and integrating social commerce functionalities.

These findings support previous studies demonstrating that storytelling and authentic brand narratives significantly influence customer engagement and purchase intentions in the luxury and creative industries ([Djafarova & Bowes, 2021](#); [Voorveld et al., 2018](#)). In digital environments, consumers increasingly seek meaningful interactions and emotional connections with brands rather than merely evaluating the functional attributes of products. Storytelling enables organizations to communicate intangible values, such as heritage, craftsmanship, authenticity, and brand identity, which are particularly important in the luxury and culturally oriented industries.

For jewelry brands, purchasing decisions are often influenced by symbolic and emotional considerations rather than utilitarian benefits. Consumers tend to perceive jewelry products as

representations of personal identity, status, memory, and cultural values. Therefore, communicating the stories behind product creation, artisanal expertise, and cultural inspiration can strengthen consumers' emotional attachment to the brand and enhance perceived value.

The findings suggest that cultural storytelling represents the most appropriate strategic positioning for UC Silver & Gold Bali, as it directly reflects the company's distinctive competitive advantage. Unlike many jewelry brands that primarily compete through product design or pricing, UC Silver & Gold Bali possesses an authentic Balinese cultural heritage that can be transformed into compelling digital narratives. Empirical evidence indicates that integrating storytelling into digital marketing is expected to strengthen brand differentiation, improve customer engagement, and reinforce a company's positioning within international markets. This finding extends previous digital marketing studies by illustrating how cultural branding can function as the core strategic element within the SOSTAC-based digital marketing framework.

4.2.4 Tactics Analysis

The tactical implementation focuses on optimizing Instagram as the primary communication and engagement channel. The findings suggest that content diversification is necessary to balance promotional content with educational, experiential, and interactive content. Content development should extend beyond promotional product displays by presenting narratives that communicate the uniqueness of product design, quality of craftsmanship, and cultural value embedded in Balinese jewelry. Rather than focusing solely on product features, storytelling can strengthen emotional connections between brands and consumers by conveying the history, craftsmanship, and cultural identity behind each jewelry collection. [Kemp, Porter III, Anaza and Min \(2021\)](#) argued that storytelling in online environments enhances firm-customer relationships by increasing authenticity, trust, and emotional attachment. Similarly, [Lim and Childs \(2020\)](#) demonstrated that visual storytelling on Instagram creates a stronger sense of telepresence, enabling consumers to experience products more vividly despite the absence of physical interaction. For UC Silver & Gold Bali, storytelling centered on Balinese heritage may reinforce brand differentiation while increasing the perceived value of handcrafted jewelry.

Instagram's ecosystem provides various features, including reels, stories, live shopping, product tags, highlights, and direct messaging, which can be integrated into a seamless customer journey from awareness to purchase. Instead of functioning independently, these features should support each other throughout the customer decision-making process. [Saffanah, Handayani, and Sunarso \(2023\)](#) demonstrated that Instagram Live Shopping significantly influences actual purchasing behavior by enhancing customer engagement and leveraging platform affordances. Moreover, studies on social commerce indicate that customer experience, perceived value, and relationship quality are key determinants of consumers' intention to participate in social commerce activities ([Rahardja, Hongsuchon, Hariguna, & Ruangkanjanases, 2021](#)). Trust is a critical factor influencing purchase decisions in social media stores ([Sembada & Koay, 2021](#)). Consequently, UC Silver & Gold Bali should transform Instagram from a promotional channel into an integrated social commerce platform that combines engaging content, interactive communication, trustworthy purchasing mechanisms and personalized customer service. Such integration aligns with customer-centered digital marketing practices and supports data-driven optimization of digital marketing performance.

The proposed tactical initiatives are closely aligned with the empirical findings regarding the company's current digital marketing limitations. Since Instagram has primarily functioned as a product showcase, the recommended tactics emphasize transforming the platform into an interactive customer engagement and social commerce channel. This strategic shift enables companies to connect product promotion with storytelling, customer interaction, and purchasing opportunities within a single digital ecosystem. Accordingly, the recommended tactics are not generic digital marketing practices but are specifically formulated to address the organizational challenges identified during this case study. Overall, the SOSTAC framework provides a systematic foundation for transforming UC Silver & Gold Bali's digital marketing practices from fragmented promotional activities into an integrated and performance-oriented strategy. By linking situation analysis with

measurable objectives and targeted tactical initiatives, the framework enables a company to maximize its cultural assets and strengthen its competitive position in global markets.

4.3 Action Plan and Performance Control

The successful implementation of a digital marketing strategy depends not only on the quality of strategic planning but also on the organization's ability to consistently execute and monitor marketing activities. According to [Smith \(2019\)](#), the action and control stages of the SOSTAC framework are essential for translating strategic objectives into operational activities and ensuring that marketing performance aligns with the business goals. The findings indicate that UC Silver & Gold Bali currently lacks a structured implementation framework for managing its digital marketing activities. Existing practices are characterized by irregular content scheduling, limited integration between marketing channels, and the absence of standardized performance evaluation mechanisms. Consequently, the proposed action plan focuses on improving coordination, content consistency, and data-driven decision making.

4.3.1 Action Plan

The proposed action plan emphasizes the integration of digital channels, content planning, team coordination, and customer engagement. Instagram is positioned as the primary customer touchpoint, supported by the company's website as the main information and conversion platform. To ensure consistency and strategic alignment, content development should follow a structured content calendar organized around four core themes, such as product excellence, cultural storytelling, customer engagement, and brand experience.

Product excellence content highlights product features, unique design, and craftsmanship quality. Cultural storytelling content communicates the heritage values and artistic processes underlying the production of Balinese jewelry. Customer engagement content encourages interaction through polls, quizzes, user-generated content and live sessions. Brand experience content showcases showroom activities, customer testimonials, and tourism experiences related to UC Silver and Gold Bali. The findings suggest that integrating these content categories can create a more comprehensive customer journey by balancing the informational, emotional, and transactional content. This approach aligns with previous studies indicating that storytelling and interactive content enhance consumer engagement and purchase intentions in the luxury and creative industries ([Djafarova & Bowes, 2021](#); [Voorveld et al., 2018](#)).

The implementation process also requires clear role allocation within an organization. The marketing team should be responsible for content planning and campaign management, while social media administrators manage customer interaction and monitor platform analytics. Collaboration with production teams is necessary to develop authentic behind-the-scenes content that communicates the company's craftsmanship and cultural values. Furthermore, Instagram should be integrated with website landing pages and digital catalogs through product tags, direct purchase links, and call-to-action features. This integration is expected to reduce customer effort during the purchase process and increase conversion opportunities. Previous research has demonstrated that social commerce integration positively influences customer purchase decisions by creating seamless online shopping experiences ([Koay et al., 2021](#)).

4.3.2 Performance Control

The Control stage aims to ensure that digital marketing activities contribute effectively to organizational objectives. The findings reveal that UC Silver & Gold Bali currently relies on basic metrics, such as follower counts and post interactions, which provide limited insights into its business performance. Therefore, a more comprehensive performance measurement system is required. This study proposes a set of Key Performance Indicators (KPIs) derived from the 5S framework: sell, serve, speak, save, and sizzle. These indicators enable companies to evaluate digital marketing performance from multiple perspectives, including customer acquisition, engagement, operational efficiency, and brand development.

Table 3. Proposed digital marketing control indicators

Objective	Key Performance Indicator	Measurement Frequency	Data Source
Sell	Website traffic, inquiry conversion rate, online sales growth	Monthly	Website analytics and sales records
Serve	Customer response time, customer satisfaction score	Monthly	Direct messages and customer feedback
Speak	Engagement rate, comments, shares, user-generated content	Weekly	Instagram insights
Save	Cost per lead, content production efficiency	Quarterly	Marketing budget reports
Sizzle	Reach, impressions, follower growth, brand mentions	Monthly	Instagram insights and social listening tools

Table 3 shows that performance evaluation should be conducted regularly through monthly and quarterly review meetings involving relevant stakeholders. Monthly evaluations focus on operational indicators such as engagement rates, customer interactions, and content performance. Quarterly evaluations assess broader business outcomes, including lead generation, sales growth and marketing efficiency.

The proposed performance control system translates empirical findings into measurable managerial practices. By implementing KPI-based monitoring, UC Silver and Gold Bali can systematically evaluate whether its cultural storytelling, customer engagement initiatives, and social commerce activities contribute to its business objectives. This case demonstrates that performance measurement is not merely an evaluation tool but an integral component of strategic digital marketing implementation, enabling continuous improvement and evidence-based managerial decision-making. Overall, the findings demonstrate that the Action and Control stages are essential for transforming UC Silver & Gold Bali's digital marketing activities from fragmented promotional efforts into an integrated, measurable, and customer-oriented system. The proposed implementation and evaluation mechanisms provide practical guidance for strengthening a company's digital capabilities while enhancing its competitiveness within the global jewelry market.

5. CONCLUSIONS

5.1 Conclusion

This study concludes that although UC Silver & Gold Bali has established a digital presence through its website and Instagram, its digital marketing activities remain fragmented and are primarily promotional. By applying the SOSTAC framework, this study demonstrates that fragmented digital marketing initiatives can be transformed into a structured, integrated, and measurable strategy encompassing situation analysis, objective setting, strategy formulation, tactical implementation, action planning, and performance control. The proposed strategy strengthens the company's competitive position by integrating Balinese cultural storytelling, social commerce, customer engagement, and KPI-based performance measurement within the 5S framework.

Theoretically, this study extends the application of the SOSTAC framework beyond its commonly examined contexts, such as tourism and small and medium enterprises, by demonstrating its relevance to the jewelry and cultural creative industry. The findings also contribute to the digital marketing strategy literature by illustrating how cultural branding, digital storytelling, customer engagement, and performance measurement can be integrated into a comprehensive strategic planning framework for heritage-based businesses. Practically, the proposed framework provides guidance not only for UC Silver and Gold Bali but also for other creative industry organizations seeking to optimize digital marketing through integrated strategic planning. The findings highlight that sustainable digital transformation requires organizations to move beyond merely adopting digital

platforms to systematically aligning cultural identity, customer engagement, and measurable marketing performance.

5.2 Research Limitations

This study was limited to a single case study of UC Silver & Gold Bali and primarily focused on Instagram as the main digital marketing platform. Therefore, the findings may not be fully generalizable to other companies or industries with different digital marketing characteristics or to other countries.

5.3 Suggestions and Directions for Future Research

UC Silver & Gold Bali is encouraged to implement the proposed SOSTAC-based digital marketing strategy by establishing measurable marketing objectives, diversifying content formats, strengthening Balinese cultural storytelling, integrating social commerce features, and regularly monitoring marketing performance using KPI-based evaluation, aligned with the 5S framework. These initiatives may enhance customer engagement, improve conversion rates, and support more effective, data-driven marketing decisions.

Future research should evaluate the effectiveness of the proposed strategy through longitudinal studies to measure its impact on customer engagement, sales performance and brand awareness over time. Researchers should also examine the integration of additional digital platforms, such as TikTok, YouTube, and e-commerce marketplaces, to provide a more comprehensive understanding of omnichannel digital marketing strategies. Comparative studies involving multiple jewelry brands or other creative industry sectors are recommended to improve the generalizability of these findings. Future studies should adopt mixed-method or quantitative approaches to empirically test the relationships between digital marketing strategies, customer engagement, and business performance.

AUTHOR CONTRIBUTIONS

NKRL contributed to the conceptualization, research design, data collection, data analysis, and manuscript writing. NKDH and KJW supervised the research process, provided critical revisions of the manuscript, and ensured the academic quality and methodological rigor of the study. All the authors have read and approved the final version of the manuscript.

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