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OPTIMIZING SOCIAL MEDIA STRATEGIES TO ENHANCE CUSTOMER ENGAGEMENT: A CASE STUDY OF PT ICONNET (ICON+)

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Abstract

In today's rapidly evolving digital landscape, social media has become a crucial tool for businesses seeking to build lasting relationships with their customers. This study investigates the role of social media in enhancing customer engagement at PT ICONNET (ICON+), a broadband internet service provider and subsidiary of PT PLN, amidst the fierce competition in Indonesia's telecommunications market. Despite having strong infrastructure support from PLN, PT ICONNET faces significant challenges in optimizing its social media strategies, which impacts customer interaction and loyalty. Through a descriptive qualitative approach, including interviews, observations, and document analysis, this research identifies both the internal and external factors that influence the company's social media effectiveness. The findings highlight the strengths of PT ICONNET, such as its reliable infrastructure and public sector reputation, but also reveal key weaknesses, including slow decision-making, inconsistent content strategy, and evolving social media algorithms. Based on SWOT, IFAS, and EFAS analyses, the study proposes strategies for improving engagement, such as content optimization, leveraging new social media features, and enhancing the digital team's capabilities. Given the urgency of adapting to the digital demands of today's consumers, the study concludes that PT ICONNET must adopt a more data-driven and adaptive social media strategy. This will help the company foster stronger customer connections, improve brand loyalty, and solidify its competitive edge in Indonesia's dynamic ISP industry.

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Keywords: Social Media, Customer Engagement, Digital Communication Strategy, PT ICONNET

Introduction

In today's rapidly evolving digital age, social media has become an essential tool in a company's marketing and communication strategy. This is particularly relevant for PT ICONNET (ICON+), a broadband internet service provider and subsidiary of PT PLN,

as social media plays a critical role in establishing and strengthening relationships with customers. However, PT ICONNET faces significant challenges in navigating the increasingly competitive telecommunications sector in Indonesia. The widespread use of social media in Indonesia is noteworthy, with internet penetration reaching 73.7% of the population by 2023 (Shifa, M., Mulyaningsih, H., & Mahani, 2024). In this context, social media platforms have become the primary digital activity for Indonesians, offering businesses such as ICONNET a valuable opportunity to enhance customer interactions.

The development of digital technologies and the internet has fundamentally transformed the marketing landscape, particularly in the Internet Service Provider (ISP) industry. As a subsidiary of PT PLN, PT ICONNET offers fiber-optic-based internet services, yet faces the challenge of building and maintaining customer relationships in an increasingly competitive market. Research indicates that approximately 85% of Indonesian consumers use social media as their primary source of information when searching for and comparing internet services, with 67% stating that social media interactions with companies are a decisive factor in their subscription decisions. Despite the backing of established PLN infrastructure, PT ICONNET, being relatively new in the Indonesian ISP market, must catch up in terms of digital engagement with well-established competitors like Indihome, Biznet, and MNC Play (Tricahyono, 2025). This challenge is made more urgent by the digital transformation accelerated by the COVID-19 pandemic, which has reshaped consumer behavior, as evidenced by a 35% increase in social media use for interactions with brands and companies between 2020 and 2022, with the highest growth observed on platforms such as Instagram (47%), TikTok (52%), and Twitter/X (28%) (Kristianto et al., 2021).

The implications of low social media engagement have significantly impacted PT ICONNET's business performance and customer perceptions in the long term. A comprehensive study reveals that ISPs with interactive and responsive social media achieve a 35% higher Net Promoter Score (NPS) and a 58% increase in organic word-of-mouth compared to their competitors. Furthermore, 72% of fiber-optic internet service customers expect to receive technology updates, disruption information, and problem resolution through social media with prompt responses, and 64% are likely to switch providers if these expectations are unmet within 6-12 months. This underscores the urgency for PT ICONNET to optimize its strategy in developing valuable content, fostering meaningful two-way interactions, and building strong digital communities across various social media platforms.

Despite its importance, the use of social media as a marketing communication tool presents its own set of complexities. Many companies in Indonesia face challenges in selecting the right platforms and developing content that resonates with their target audience. Additionally, many have yet to fully leverage social media analytics tools to measure the effectiveness of their campaigns and interactions. PT ICONNET also struggles with maintaining message consistency across multiple platforms and integrating social media strategies with conventional marketing approaches (Canesta, F., Chen, E., & Chua, 2020). Previous studies have primarily focused on the use of social media in retail, e-commerce, and other service industries, without fully considering the unique characteristics of the ISP industry, which combines physical products (devices) and continuous services (internet services), and faces complex technical communication challenges. Lathifah et al. have identified barriers to engagement but have not provided a comprehensive strategic model tailored to platforms like TikTok and Instagram, which are increasingly popular among Indonesian consumers (Lathifah, N., Siregar, F., & Risqiani, 2023).

Moreover, there is a notable gap in research regarding the measurement of Return on Investment (ROI) for social media activities in the ISP sector. Many studies have focused on traditional engagement metrics such as likes and comments, without adequately linking them to key business performance indicators, such as conversion rates, customer acquisition costs, and customer lifetime value. Additionally, few studies have explored how ISP companies can adapt their social media strategies to the demographic and psychographic characteristics of customers across various regions of Indonesia, which exhibit diverse levels of technology access, digital literacy, and content preferences. There is also a gap in understanding how these approaches can be integrated into a cohesive omnichannel strategy (Aldin, A., Sofyan, A., & Mulyana, 2024).

Customer engagement is a multifaceted concept that encompasses cognitive, emotional, behavioral, and social aspects of customer interactions with brands or companies. Research indicates that telecommunication companies in Indonesia still struggle with fostering sustainable engagement, primarily due to customers' high expectations for responsiveness and personalization. Additionally, it remains challenging to convert online interactions into long-term customer loyalty. PT ICONNET must develop strategies that encourage not just temporary interactions but also long-term, sustainable relationships with its customers (Putriana, P., Ramadhani, S., & Purwanto, 2024).

The urgency of this research is driven by several factors. The ISP industry is becoming increasingly competitive, with new players entering the market and existing players expanding their offerings. The report by the Association of Indonesian Internet Service Providers (2023) notes that there are now more than 400 ISPs operating in Indonesia. In such a competitive environment, building customer engagement is crucial for maintaining and growing market share. Moreover, post-pandemic shifts in consumer behavior, which have increasingly shifted toward digital platforms, have made social media strategies a critical component of corporate communication strategies. As a relatively new player in the broadband internet service market, PT ICONNET requires an effective strategy to build brand awareness and foster customer loyalty.

This research aims to analyze the role and effectiveness of social media in enhancing customer engagement at PT ICONNET (ICON+) as a broadband internet service provider in Indonesia. More specifically, this study seeks to identify the most effective social media platforms for building customer interactions, analyze the types of content and communication strategies that elicit the highest response rates, and examine the relationship between social media activities and customer loyalty and satisfaction levels. Additionally, this research aims to develop an integrative and sustainable social media strategy model that PT ICONNET can implement to strengthen its position in the competitive telecommunications industry. The results are expected to provide practical recommendations for PT ICONNET's management on how to optimize the use of social media as a communication and engagement channel, as well as contribute theoretically to the development of digital marketing strategies in Indonesia's telecommunications industry.

Research Method

This research employs a descriptive qualitative approach to explore the role of social media in increasing customer engagement at PT ICONNET (ICON+). A qualitative method was chosen as it allows for in-depth exploration of social media strategies and their impact on customer interaction (Creswell & Creswell, 2023; Salma, N., & Aprianingsih, 2021). The subject of the study is the customer communication manager of PT ICONNET, and the object is the company's use of social media to enhance customer engagement (Tisdell et al., 2025). By using qualitative research, the study aims to understand the social media strategies implemented by ICONNET and assess their effectiveness from the perspectives of employees and customers.

The primary data were collected through in-depth interviews with key informants from PT ICONNET. These included **Taufan Sakti**, a marketing staff member, and customer service representatives, who are directly involved in managing social media communication and customer interactions. Interviews are widely used in qualitative research to gather detailed and personal insights from participants (DiCicco-Bloom & Crabtree, 2006; Kvale, 2012). The interviews aimed to explore the company's social media strategies, content creation processes, and how customer interactions are managed via social media. Secondary data were collected from company reports, industry publications, and relevant literature to supplement and contextualize the findings from the interviews (Creswell, 2009; Yin, 2018).

The data were analyzed using qualitative descriptive methods, which is a common approach in social media research as it helps to identify patterns and key themes from the collected data (Miles et al., 2014). This method was used to understand the key factors influencing social media engagement at PT ICONNET. The analysis also involved evaluating the internal strengths, weaknesses, opportunities, and external threats based on insights from the interviews and secondary data. The SWOT, IFAS, and EFAS models, which are widely used in strategic management research, were employed to structure and analyze these factors (Hill & Jones, 1989; Kotler & Keller, 2006). The scores and factors used in the SWOT, IFAS, and EFAS analyses were determined based on expert evaluations and internal data, which included feedback from the informants and documentation from PT ICONNET.

Table 1. Research Data Sources

Data Type	Data Source	Data Collection Technique	Data Details
Primary Data	Marketing staff of PT ICONNET	Interviews and direct observation	<ol style="list-style-type: none">1. Company History2. Products and services.3. Business model4. Company strengths and weaknesses5. Challenges and opportunities6. Marketing and promotion strategies7. The role of social media.
Secondary Data	Literature on Social Media Marketing, Digital Marketing, and Business Strategy	Literature review and bibliography study	<ol style="list-style-type: none">1. Social media marketing strategies2. Business planning and marketing strategies3. External factors affecting the company's digital presence and engagement

Results and Discussion

This research will use SWOT analysis, IFAS analysis, EFAS analysis, and qualitative descriptive analysis techniques in data processing. The research design known as qualitative descriptive analysis looks at the research subject in a natural, unregulated way and provides a clear picture based on the research that has been done without drawing conclusions from the findings. In addition, internal studies are conducted to determine their strengths so that they can avoid shortcomings. An external analysis was conducted for a while to identify threat variables that need to be avoided and opportunity elements that can be utilized. In addition, a SWOT matrix approach is used to assess and make decisions through SWOT analysis. By using SWOT analysis, various social media marketing strategies can be developed and implemented appropriately for PT ICONNET. Primary data in this study was obtained by conducting direct interviews with the main informants, namely the Marketing Division Staff and Logistics Courier of PT ICONNET.

Table 2. Interview Results

Informant	Key Statement	Theme	Interpretation
Taufan Sakti (Marketing staff)	Support from PLN gives us added value; Having a wide and stable internet network is an attraction.	Strength	PLN’s support provides a strategic advantage, differentiating ICONNET from competitors. This stable infrastructure strengthens public trust and enhances ICONNET’s competitive edge, which should be emphasized in marketing communications.
	Bureaucratic structures often slow down decision-making in the digital space; not using data insights to their full potential for content evaluation	Weakness	Slow internal processes limit ICONNET’s ability to respond quickly in the fast-paced digital world. The lack of effective use of data insights reduces the ability to optimize content strategies, affecting overall social media performance.
	Instagram and Reels are still the mainstay because of their high engagement and the use of interactive polls and Q&As to build closeness with customers.	Role of Social Media	Social media platforms like Instagram, particularly Reels, play a crucial role in engaging customers. Using interactive features such as polls and Q&As helps build a closer relationship with the audience, enhancing brand engagement.
	Building a social media response SOP system so that there are no delays during a crisis; building a distinctive content identity so that the public can easily recognize the company's products	Communication Strategy	Developing a clear social media response SOP is essential for managing customer interactions in real-time, especially during crises. Creating a unique content identity will also ensure the public easily identifies ICONNET, reinforcing its brand presence.

The interview results highlight key areas where PT ICONNET can improve its social media engagement and communication strategy. Strengths such as PLN's infrastructure support differentiate ICONNET from competitors and build public trust, which is an asset for marketing. However, the company’s weaknesses are evident in its slow internal processes and underutilization of data analytics, which hinder its ability to respond quickly and optimize social media content effectively. The role of social media is crucial, especially with platforms like Instagram and Reels that help ICONNET engage actively with its audience through interactive content. Lastly, the interviewee emphasizes the importance of a structured communication strategy, suggesting that a social media response SOP and a distinctive content identity will help ICONNET better manage customer relationships and solidify its brand recognition.

The results indicate that while ICONNET has strengths, such as its infrastructure and social media engagement tools, there are areas for improvement in internal processes, responsiveness, and data usage that could greatly enhance its overall social media performance. Addressing these weaknesses will have a direct impact on customer satisfaction, engagement, and the company's competitive positioning.

SWOT Analysis of PT ICONNET (ICON+) Social Media Engagement

Based on the results from interviews and supporting data, the following SWOT analysis identifies key internal and external factors influencing PT ICONNET's social media engagement strategy. This analysis will help guide the company's marketing strategy to enhance customer engagement through social media.

Table 3. SWOT Analysis Results

	Strengths	Weaknesses
IFAS	Extensive & reliable telecommunications network infrastructure.	Slow bureaucratic decision-making processes.
	Direct support from PLN (Parent Company).	Underutilization of social media data analytics.
EFAS	Integrated services: dedicated internet, managed service.	Lack of a strong Unique Selling Proposition (USP).
	High reputation and credibility in the public sector.	
	Responsive social media team and build engagement.	
Opportunities	SO Strategy	WO Strategy
Increased use of social media by customers.	Optimizing consistent promotional and educational content on active social media platforms.	Enhance team capacity in analyzing engagement data for content evaluation.
Collaboration with local influencers or micro-influencers.	Leverage PLN's brand power and collaborate with local influencers to expand reach.	Develop interactive content formats such as quizzes, polls, and live sessions.
Utilization of new features (Reels, Stories, Threads, etc.).	Utilize the latest social media features (Reels, Threads, etc.) to create more interactive content.	Establish clear response.
The trend of educational content and human touch becoming more popular with customers.		Standard Operating Procedures (SOPs) for social media comments and messages.
Threats	ST Strategy	WT Strategy
Competition from more aggressive providers on social media.	Maintain reputation with a 24/7 responsive social media team for crisis management.	Conduct regular training for social media teams to handle communication crises and adapt to new algorithms.
Changes in social media algorithms that impact content reach.	Create content positioning that differentiates ICONNET from competitors.	Prepare clear content and response guidelines to prevent miscommunication on social media.
Potential reputation crisis from viral customer complaints.	Diversify communication channels to reduce dependence on a single platform.	Develop internal customer communication platforms such as chatbots or independent forums.
Over-reliance on third-party platforms (social media).		

The SWOT analysis of PT ICONNET's social media engagement provides valuable insights into the internal and external factors that influence the company's ability to effectively engage customers through digital platforms, crucial for formulating a more effective marketing strategy. PT ICONNET's strengths include its robust infrastructure support from PT PLN, which enables the company to provide reliable internet services,

helping it differentiate itself from competitors. This infrastructure support enhances the company's credibility and builds trust among customers, positioning ICONNET well within the competitive ISP market (David, 2011; Grant, 2016). Additionally, ICONNET's solid reputation in the public sector further strengthens its brand image, creating a sense of reliability and stability that can be leveraged in social media communications (Kotler & Keller, 2006).

However, ICONNET faces several internal weaknesses. The slow bureaucratic decision-making process hinders its ability to respond quickly in the fast-paced digital environment, affecting its ability to engage with customers in a timely manner on social media (Humphrey, 2005; Salma, N., & Aprianingsih, 2021). In addition, the company underutilizes social media data analytics, which prevents it from fully optimizing its content strategies and performance (Canesta, F., Chen, E., & Chua, 2020; Miles et al., 2014). The lack of a strong Unique Selling Proposition (USP) further compounds this issue, as it makes it difficult for ICONNET to stand out in the crowded ISP market, where differentiation is key to gaining a competitive edge (Kotler & Keller, 2006).

Externally, ICONNET has several opportunities to enhance its social media engagement. The increasing use of social media among consumers provides a growing platform for customer interaction, offering the company an expanding audience to engage with (Kristianto et al., 2021). Collaborating with local influencers or micro-influencers presents an opportunity for ICONNET to expand its reach and build credibility within niche segments (Aldin, A., Sofyan, A., & Mulyana, 2024; Canesta, F., Chen, E., & Chua, 2020). Furthermore, new features on social media platforms, such as Instagram Reels and TikTok videos, offer ICONNET a chance to engage with younger, tech-savvy consumers through dynamic, short-form content (Kristianto et al., 2021).

On the other hand, ICONNET faces several external threats. The company faces stiff competition from established ISPs like Indihome, which are more aggressive in their social media marketing strategies. This increased competition puts pressure on ICONNET to innovate and find ways to differentiate itself through unique content and more targeted campaigns (Kotler & Keller, 2006). Furthermore, frequent changes in social media algorithms pose a risk to ICONNET's organic content reach, making it more difficult to maintain engagement without resorting to paid promotions. This situation requires the company to be more adaptive to algorithm changes and allocate resources effectively (David, 2011). Another threat is the potential for negative viral content arising from customer complaints, which, if not managed promptly and effectively, could damage the company's reputation on social media (Grant, 2016).

In conclusion, the SWOT analysis indicates that PT ICONNET has significant strengths, such as its strong infrastructure and responsive social media team, but also faces weaknesses in decision-making speed and data utilization. The company can take advantage of external opportunities such as influencer collaborations, the rise of new social media features, and the growing demand for educational content. However, the company must address external threats from competitors, algorithm changes, and reputation risks. Strategic recommendations include optimizing social media content, improving analytics capabilities, and diversifying communication channels to reduce reliance on a single platform, ensuring ICONNET can effectively compete and engage with customers in an increasingly dynamic market.

IFAS ANALYS (Internal Factors Analysis Summary)

The IFAS (Internal Factors Analysis Summary) matrix is used to evaluate and score the internal strategic factors of PT ICONNET based on their importance in enhancing customer engagement through social media. Each factor is weighted according to its perceived significance, rated on a scale from 1 to 4, and then scored by multiplying the weight by the rating to obtain a total score. The results of the IFAS analysis reveal that PT ICONNET has a total score of 2.81 out of a maximum of 4.00, indicating that the company has significant strengths but also faces some notable weaknesses that could be addressed to improve its social media engagement.

Table 4. IFAS Analysis Results

No	Strength Factors	Weight	Rating	Score
1	Extensive & reliable network infrastructure	0.13	4	0.52
2	Direct support from PLN	0.13	4	0.52
3	One-stop service	0.10	3	0.30
4	High reputation in the public sector	0.09	3	0.27
5	Responsive social media team	0.10	3	0.30
Total Strength Factors		0.55		1.91

No	Weaknesses Factors	Weight	Rating	Score
1	Slow bureaucracy	0.15	2	0.30
2	Data analytics is not maximized	0.15	2	0.30
3	Lack of USP	0.15	2	0.30
Total Weakness Factors		0.45		0.90
Total IFAS Analysis		1.00		2,81

PT ICONNET's strengths are highlighted by its extensive and reliable network infrastructure, which contributes to customer trust and satisfaction. The reliability of its services differentiates ICONNET from competitors and provides a solid foundation for customer engagement. According to David (2011), the stability and reliability of a company's services are crucial in fostering customer loyalty, especially in the ISP industry. Another strength is direct support from PLN, which enhances ICONNET's credibility and strengthens its reputation in the market. Support from PT PLN provides ICONNET with a significant advantage in building trust with customers, as the public sector has a strong influence on consumer perceptions (Kotler & Keller, 2006).

However, the company also has internal weaknesses that must be addressed. One of the primary weaknesses is its slow bureaucratic decision-making process, which hinders the company's ability to react quickly to changes in the digital landscape. In the fast-paced world of social media, responsiveness is essential, and delays can result in missed opportunities for engagement and customer dissatisfaction (Salma, N., & Aprianingsih, 2021). Another weakness is the underutilization of social media data analytics, which limits ICONNET's ability to optimize its content strategies. Data analytics is a crucial tool for understanding customer behavior and refining content to increase engagement (Miles et al., 2014). Finally, ICONNET's lack of a strong Unique Selling Proposition (USP) makes it harder for the company to differentiate itself from its competitors in the crowded ISP market. Having a clear USP helps companies stand out and attract more customers by emphasizing their unique strengths (Kotler & Keller, 2006).

The IFAS results also suggest areas for improvement. ICONNET’s strengths, particularly its infrastructure and support from PLN, provide a strong base for expanding social media engagement. However, addressing the weaknesses, such as improving decision-making speed and leveraging data analytics, is essential for optimizing social media performance and enhancing customer engagement. By addressing these weaknesses, ICONNET can not only improve its social media strategy but also strengthen its position in the competitive ISP market. The company can enhance customer relationships by improving internal processes and utilizing data to refine its social media content and engagement strategies, ultimately leading to increased customer satisfaction and loyalty.

EFAS Analy (External Factors Analysis Summary)

The EFAS (External Factors Analysis Summary) matrix is used to assess the external factors influencing PT ICONNET’s social media engagement strategy. This matrix evaluates opportunities and threats that could impact the company's social media efforts and overall customer engagement. The results of the EFAS analysis reveal that ICONNET has substantial opportunities in the external environment, with a total score of 2.63 out of a maximum of 4.00. This suggests that the company is well-positioned to leverage external conditions to improve customer engagement, provided it can manage the challenges effectively.

Table 5. EFAS Analysis Results

No	Opportunities Factor	Weight	Rating	Score
1	Increased use of social media by customers	0.13	4	0.52
2	Collaboration with local influencers	0.13	3	0.39
3	New social media features (Reels, Threads, etc.)	0.12	3	0.36
4	Trend of educational content and human touch	0.12	3	0.36
Total Opportunities Factor		0.50		1.63
No	Threats Factor	Weight	Rating	Score
1	Competition from more aggressive social media providers	0.13	2	0.26
2	Changes in social media algorithms	0.12	2	0.24
3	Potential reputation crisis due to viral complaints	0.12	2	0.24
4	Over-reliance on third-party platforms	0.13	2	0.26
Total Threats Factor		0.50		1.00
Total EFAS Analy		1.00		2.63

PT ICONNET faces several opportunities that could significantly boost its social media engagement. First, the increased use of social media by customers (Score: 0.52) provides a growing platform for customer interaction. With social media becoming an integral part of everyday life, ICONNET can capitalize on this trend to expand its reach and engage more actively with a broader audience (Kristianto et al., 2021). Another opportunity is collaborating with local influencers (Score: 0.39), which allows ICONNET to tap into new customer segments and build credibility. Influencer collaborations are proven to enhance brand visibility and build trust within niche markets (Aldin, A., Sofyan, A., & Mulyana, 2024; Canesta, F., Chen, E., & Chua, 2020). Additionally, the rise of new social media features like Instagram Reels, Threads, and TikTok videos (Score: 0.36) presents an opportunity for ICONNET to engage younger, tech-savvy consumers with dynamic and creative content. These features are increasingly popular and offer ICONNET a platform to create more interactive and engaging content (Kristianto et al., 2021). Lastly,

the growing trend of educational content and human touch (Score: 0.36) is an opportunity for ICONNET to offer valuable content that resonates with its audience. Consumers increasingly value brands that provide educational resources and engage with them in a more personal and empathetic manner (Salma, N., & Aprianingsih, 2021).

Despite these opportunities, ICONNET faces several threats that could hinder its social media success. One major threat is competition from more aggressive providers (Score: 0.26). Companies like Indihome and Biznet, with more established and aggressive social media strategies, create significant pressure on ICONNET to maintain its digital presence and differentiate itself (Kotler & Keller, 2006). Another threat is changes in social media algorithms (Score: 0.24). Frequent updates to platform algorithms can decrease the organic reach of ICONNET's content, making it harder to maintain engagement without relying on paid promotions. This is a challenge that many companies face in an ever-changing digital landscape (David, 2011). Furthermore, reputation crises due to viral complaints (Score: 0.24) present a risk to ICONNET's brand image. Negative feedback on social media can quickly escalate and harm the company's reputation if not managed effectively. Companies must act quickly to mitigate the impact of viral complaints (Grant, 2016).

Discussion

The results of interviews conducted with internal stakeholders of PT ICONNET show that direct support from PLN is the company's main strength, setting it apart from its competitors. The strong infrastructure support from PLN allows ICONNET to provide reliable and stable internet services, which is crucial in building customer trust and loyalty. According to David, (2011), reliable services play a significant role in enhancing customer satisfaction, particularly in the highly competitive ISP market. Furthermore, the use of social media platforms like Instagram, especially the Reels feature, has proven to be an effective tool in fostering closer relationships with customers through interactive elements such as polls and Q&A sessions. This highlights that social media has become the primary communication and branding channel for ICONNET, aligning with the findings by Eger, L., Turchyn (2024), who emphasize the increasing role of social media in strengthening customer relationships.

However, several internal weaknesses need to be addressed. The company's bureaucratic structure slows down decision-making processes, which can delay responses on social media, impacting customer satisfaction. As noted by Humphrey (2005), companies that are slow to make decisions in the digital age often miss key opportunities, especially in real-time engagement. Additionally, the use of data insights is not fully maximized, hindering ICONNET's ability to optimize its social media content and engagement strategies. Faradila, A., & Siagian (2024) emphasize the importance of leveraging data analytics to create targeted and effective content, which is essential for improving customer engagement on social platforms. To overcome these weaknesses, ICONNET needs to establish clear Standard Operating Procedures (SOPs) for social media responses and enhance its team's capacity to analyze social media engagement data effectively.

Externally, ICONNET faces numerous opportunities for growth. The increasing use of social media by consumers, the rise of new features on platforms like Instagram Reels, and the growing demand for educational and human-centric content offer ICONNET ample opportunities for innovation. As Kristianto et al., (2021) point out, social media offers a growing platform for engagement, and utilizing new features can help brands increase their visibility and engagement with younger audiences. Collaborating with local

influencers is another opportunity that can significantly expand ICONNET's reach, as influencer marketing has become a powerful tool for increasing brand awareness and credibility (Aldin, A., Sofyan, A., & Mulyana, 2024; Canesta, F., Chen, E., & Chua, 2020).

However, several challenges must be anticipated. ICONNET faces strong competition from other providers with aggressive social media strategies, such as Indihome, which makes it difficult for ICONNET to stand out without a distinct approach to content and engagement. As noted by (Kotler & Keller, 2006; Kotler & Lee, 2008), competition in the ISP market is fierce, and differentiation is key to gaining a competitive advantage. Additionally, changes in social media algorithms, which could impact the organic reach of ICONNET's content, must be considered. David (2011) highlights that algorithm shifts on platforms like Instagram and Facebook can drastically reduce the visibility of unpaid content, requiring brands to adapt quickly. Potential reputation crises from viral customer complaints are another threat that must be addressed through proactive crisis management and real-time monitoring (Grant, 2016).

The results of the IFAS and EFAS analyses reinforce the urgency of internal transformation and adaptation to external conditions. ICONNET's IFAS score of 2.81 and EFAS score of 2.63 indicate that while the company's internal strengths and external opportunities are significant, there are still areas for improvement, particularly in addressing weaknesses and mitigating threats. As David (2011) and Kotler & Keller (2006) suggest, effective strategic management requires constant improvement of internal capabilities while adapting to the external competitive landscape. To address these challenges, ICONNET should implement routine training programs to increase digital literacy within the team, invest in tools that enhance data analytics capabilities, and develop new communication channels such as chatbots or independent forums. These steps are essential for ensuring the company not only survives but thrives amidst increasingly tight digital competition (Salma, N., & Aprianingsih, 2021).

Conclusion and Recommendation

PT ICONNET has significant potential to enhance customer engagement through its social media platforms, but this potential has yet to be fully realized. The gap between customer growth and digital interaction underscores the need for a transformation in the company's digital communication strategy. To optimize social media effectiveness, ICONNET must move beyond merely maintaining a content presence and focus on data-driven insights that reflect customer behavior. Fast response times and interactive formats such as polls, live sessions, and short videos have proven more effective in boosting customer engagement. Strengthening the social media team through targeted training, establishing clear communication Standard Operating Procedures (SOPs), and incorporating chatbot technology will be crucial in improving responsiveness and providing superior customer support.

To address these challenges, PT ICONNET should adopt a more adaptive, data-driven, and customer-centric approach to its social media strategy. Diversifying communication platforms, ensuring consistent brand messaging across all channels, and aligning digital campaigns with broader business objectives will significantly enhance customer loyalty, extend brand reach, and improve competitiveness within Indonesia's rapidly evolving telecommunications industry. By focusing on these key areas, ICONNET can transform social media from a communication tool into a strategic asset that drives growth and fosters stronger, long-term relationships with customers.

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