

Enhancing PT. LVC Website Marketing Strategy To Generate Leads Through Conversion Rate Optimization (CRO)

Haiqa Matahati¹, Annisa Rahmani Qastharin²

Institut Teknologi Bandung, Indonesia^{1,2}

Email: matahatihaiqa@gmail.com

Keywords:

Website Marketing Strategy, B2B Marketing, Conversion Rate Optimization, Digital Marketing, Lead Generation, Consulting Services, Customer Behaviour.

Abstract: PT. LVC is a B2B company that provides consultation services for management, QHSE (Quality, Health, Safety, and Environment), regulatory compliance, and business strategy. PT. LVC is aiming to grow its business due to increasing competition. They operate as a consulting firm offering one-time purchase services tailored to each industry. This makes it challenging to secure repeat sales from previous clients. Currently, their primary source of new clients is through their website because after trying other channels, website is the most effective and digital marketing nowadays have proven to be highly impactful. To increase sales and help PT. LVC grow, their website needs to be optimized to generate leads or potential customers, ultimately boosting revenue. Increasing revenue is PT. LVC current primary objective. To achieve this, the conversion rate optimization theory developed by Chris Goward (2012) will be utilized, with a qualitative approach. First, an assessment was conducted to understand the current website marketing strategy through secondary data from company documents. Primary data will then be collected via interviews to identify which elements can be improved through split testing to achieve a higher conversion rate. The interview results were analyzed using thematic analysis, revealing that the aspects to be optimized include adding a free consultation feature, improving the call to action, and designing the "Contact Us" button. These identified aspects will be varied and tested using split testing. The split testing involves three individuals from different industries within PT. LVC market scope. The key finding from the split testing is the recommendation that it is crucial to recognize potential customers within businesses as individuals and understand their behavior on the website to generate more leads. This research contributes to an understanding of B2B market behavior, specifically for consulting companies.

This is an open access article under the CC BY License (<https://creativecommons.org/licenses/by/4.0>).



Copyright holders:

Haiqa Matahati, Annisa Rahmani Qastharin (2024)

INTRODUCTION

Nowadays we are in the era of rapid technological advancements and widespread internet connectivity. Because of this many aspects in human life have evolved. Business and marketing are no exception. Strategies related to how we communicate our business must adapt to effectively engage with modern consumers. This can be done through digital marketing. Digital marketing itself is first interpreted as just the practice of taking traditional marketing methods and transferring them to the digital realm. However, the unique characteristics of the digital world and its application in marketing have facilitated the development of channels, formats, and languages, resulting in tools and approaches that are unthinkable offline (Machado & Davim, 2016). The significance of digital marketing is proven by its ability to cover every phase of the prospect-to-customer life cycle, from building a brand to preserving retention of customers. Additionally, digital marketing is an excellent tool to complement and improve some of the highly effective traditional marketing channels, like PR and events. (Leake et al., 2012).

Companies that recognize the potential of digital technologies can lower their service expenses, enabling them to allocate more funds to enhance the operations of other departments. This optimization is facilitated through the utilization of digital marketing tactics, which foster interactive relationships between brands and customers across diverse digital platforms (Sawicki, 2016). This claim is supported by a research that the Marketing Insider Group conducted in 2020, in which they have found that for every dollar a business has spent on digital marketing, they will earn \$44 dollars. Another factor that could best contribute to the importance of digital marketing is the amount of Internet users which currently stands at 5.04 billion according to Smart Insights. Furthermore, Indonesia has witnessed a significant surge in internet users, with the percentage of users increasing from 3.6% in 2005 to 66.5% in 2022, as reported by the World Bank (2024).

Given the current technological progressions and the acknowledgment of its benefits, the world of digital marketing has become so vast and brimming with a constant development of marketing tools and methods. Among these innovations, the utilization of websites as a pivotal digital marketing platform emerges as a significant trend. The usage of websites can be categorized based on three different types of goals: domain type, which includes informational and transactional websites; ownership type, which includes government and commercial websites; and product offering type, which includes websites that offer goods or services (Hasan et al., 2009). Making use of websites has become an established practice for businesses seeking to increase their competitiveness and a sense of connection (Falciola et al., 2020).

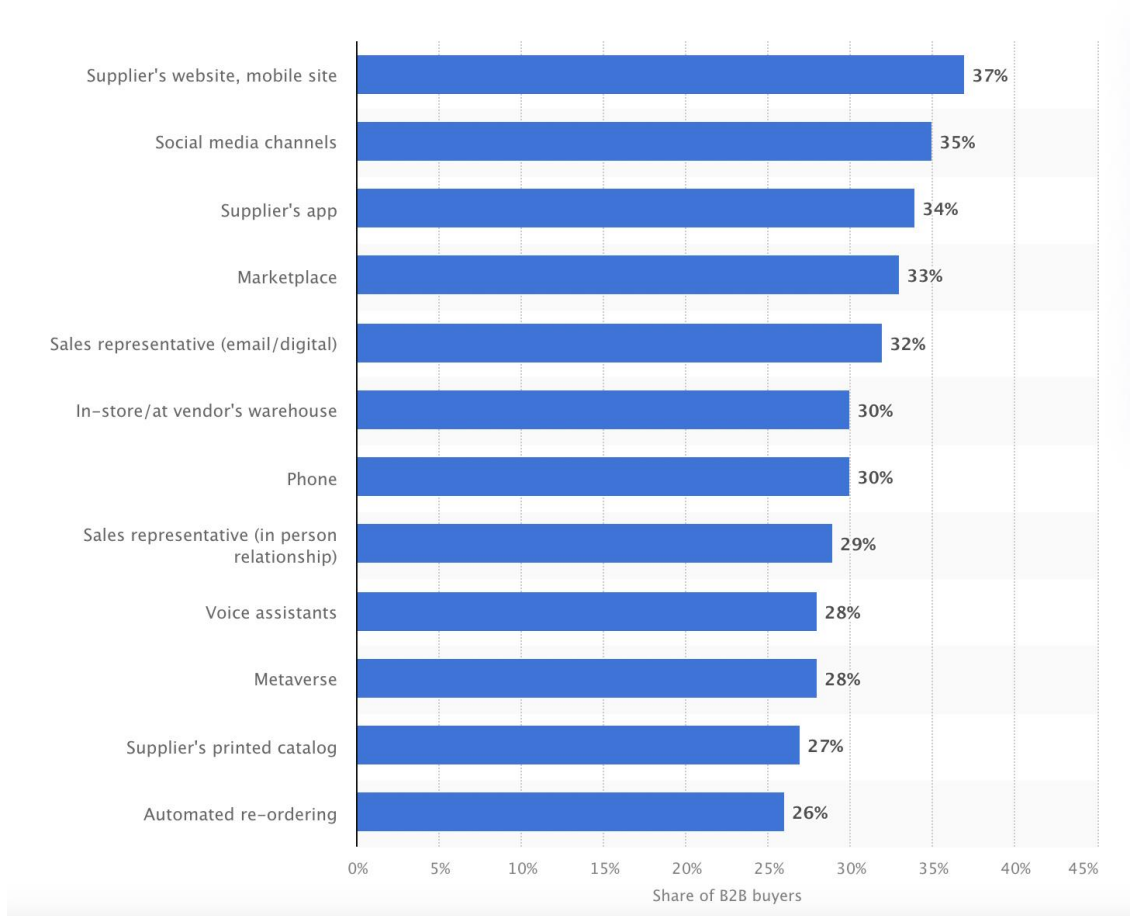


Figure 1. Favored B2B purchase channels in five years' time 2022

(Source : Statista, 2022)

Focusing further into the business-to-business (B2B) segment, in 2022 a survey of B2B buyers revealed that, out of 37 percent of respondents, the supplier's website will be the most preferred B2B purchase channel in five years. Social media channels came in second with 35 percent of B2B buyers, and voice assistants and the metaverse were mentioned by 28 percent of respondents as future preferred purchase channels.. Given the widespread availability of website creation tools and their significant influence, businesses are now competing with one another on how well they can utilize their websites to draw in customers. Which is why more resources are spent for optimizing the features of a website because compared to a typical store, quality has a big impact on driving more customers and selling more goods and services (Hasan et al., 2009).

This study will specifically address issues related to B2B marketing, which shows that a growing number of companies are adopting digital marketing strategies to enhance their customer acquisition efforts. In addition to interactive ways for engaging with consumers (Kotler & Armstrong, 2014). Moreover, many B2B enterprises establish their own websites and utilize it as a way to foster a more immediate and intimate relationship with their customers by providing an inside look into the operations of the firm and to familiarize them with the organization's staff. Adding a human face to an otherwise impersonal institution (Miller, 2012).

B2B enterprises nowadays have to develop and maintain a reputable online presence, which can be achieved through the use of websites or blogs on online business communities (Pandey & Shinde, 2019). This is done because current B2B organizations must overcome a variety of obstacles, including an economic slump, heightened competition, intricate sales cycles,

and the shortage of qualified leads (Rodriguez & Peterson, 2012). Finding the proper kind of customers through prospecting activities is one of the obstacles in B2B customer engagement, in addition to discovering authoritative individuals among the network of external stakeholders (Heinonen & Michelsson, 2010).

To further emphasize the role of website marketing for B2B companies, the existence of the Internet itself is projected to have a bigger impact on worldwide marketing for B2B compared to B2C (Samiee, 1998). However, currently there are fewer academic studies that have empirically shown which aspects contribute to B2B website performance in contrast to B2C, this information gap is crucial because there are distinctions between B2B and B2C websites that may make it difficult to apply the research findings from B2C websites to B2B websites (Chakraborty et al., 2002).

The disparities between B2B and B2C strategies originate from fundamental variances in customer behavior. B2B clients, characterized by their tech-savvy nature and tendency for content consumption, exhibit a distinct confidence in engaging with digital platforms for interaction and transactional purposes (Vieira et al., 2019). B2B companies typically operate in an industry where buyers are in need of competence in offering a tailored approach that satisfies their business requirements (Rodriguez & Peterson, 2012). Other than that, B2B customers anticipate a thorough technical explanation of the merchandise while B2C buyers look forward to images, graphics, and a manufactured narrative outlining the features and benefits of the goods (Pawlowski & Pastuszak, 2016). Moreover, as opposed to consumer settings, business-to-business transactions (B2B purchases) entail a team of experts who are, to some extent, subject to institutional regulations and guidelines and motivated by a variety of corporate and personal objectives (Macdonald et al., 2016). These statements further highlight the value of digital marketing because it is capable of reaching corporate decision makers where they are spending their time, not merely because it can generate revenue (Leake et al., 2012).

Despite their differences, both B2B and B2C strategies share the common objective of driving sales. Which is why it is important to understand the critical role of effective lead generation for websites especially in B2B contexts as it is also this research's main focus. The primary objective of every business-to-business (B2B) marketing department is lead generation. While other goals such as public relations, corporate communications, brand stewardship, and brand building are also important, the fundamental task remains to provide a consistent flow of qualified leads to the sales team. The process of generating leads entails finding potential clients and assessing their propensity to purchase before placing a sales call (Stevens, 2012). The company is going to continuously lose money in the market if it fails to have a clear strategy in place to convert prospective customers into making purchases (Bondarenko et al., 2019). Based on these findings, it is crucial to develop a robust website marketing strategy with a focus on further enhancements to generate leads.

However, the target market for this particular service is rather niche, and potential consumers may be unaware of PT. LVC's existence. Currently, the company's primary method of promotion and customer transactions is through their website. According to a statement by PT. LVC's CEO, they have experimented with other platforms such as Instagram and LinkedIn, but these primarily serve to create awareness and rarely lead to sales. Unlike these platforms, the website not only provides information but also effectively persuades potential customers to make a purchase. Additionally, the COO of PT. LVC mentioned that it is easier to direct website traffic to the sales team compared to other platforms. Despite this, PT. LVC believes that the leads generated from their website can be improved, given their broad target market and their

ambition to expand the company.

As of now, aside from the website, PT. LVC acquires clients through the CEO's network, which he developed through his experience in the certification industry. In addition, PT. LVC also possesses resources from their affiliated company, Indekstat. Another consulting company that focuses on political and public policy, which has been established prior to PT. LVC. In order to ensure the company's continuous profit, they must either secure sales from existing clients acquired with the sources stated before or reach and attract new customers. Fortunately, the service provided by PT. LVC is highly distinctive and typically involves a single purchase, in which the former option might be challenging as each service is tailored to a specific industry. Another evidence as to why acquiring sales from previous clients may be difficult is that according to research conducted by the Hinge Research Institute, consulting service providers have a tendency to overestimate the level of interest among their existing clients. Just 18% of buyers of consulting services considered the consultants' services to be highly significant in addressing their difficulties, while 46% perceived them as not particularly relevant. Furthermore, a significant majority of consulting service buyers, including two thirds, realize their lack of knowledge regarding all the different kinds of services offered by consultants. Consequently, they are unaware of the potential benefits that consultants can give (Frederiksen, 2013).

With the current technological advancements it is unfortunate that numerous companies have inadequate knowledge about the most effective B2B digital marketing strategies, resulting in a negative impact on their return on investment (RoI) (Wertime & Fenwick, 2011). Moreover, the adoption of digital marketing requires ongoing research due to the rapid evolution of this field caused by the constant intake of new technology (Shaltoni, 2017). Thus, in order to help the company, this study aims to assess their current website strategy and determine which area can be improved to generate better quality leads.

METHOD

This research will address issues based on the problem identification, specifically focusing on conversion rate optimization on PT. LVC's website for lead generation. The study aims to answer the research question and meet the objectives. This study will also feature a literature review and theoretical foundations. For the methodology, this study will use the Conversion Rate Optimization framework of Chris Goward (2012) combined with Lead Generation theory by Świczak & Łukowski (2016). Which becomes three steps that is assess current market strategy, determining aspects to test, and the conversion rate optimization.

The research approach adopted in this study is a qualitative approach, to provide a comprehensive analysis of PT. LVC Consulting's website marketing strategies. A qualitative research approach facilitates an extensive understanding of participants' viewpoints and experiences by allowing for a comprehensive analysis of complex phenomena (Khan, 2014). This approach allows for a more nuanced understanding of the current practices, as well as the identification of potential improvements to enhance lead generation. Moreover, a qualitative approach is in accordance with the research objective to determine a suitable website strategy to generate leads. This approach will be able to provide a deeper understanding of the B2B market behavior that affects the conversion process through the website.

RESULTS AND DISCUSSION

Assess Current Website Marketing Strategy

A. SWOT

Table 1. SWOT Analysis Result

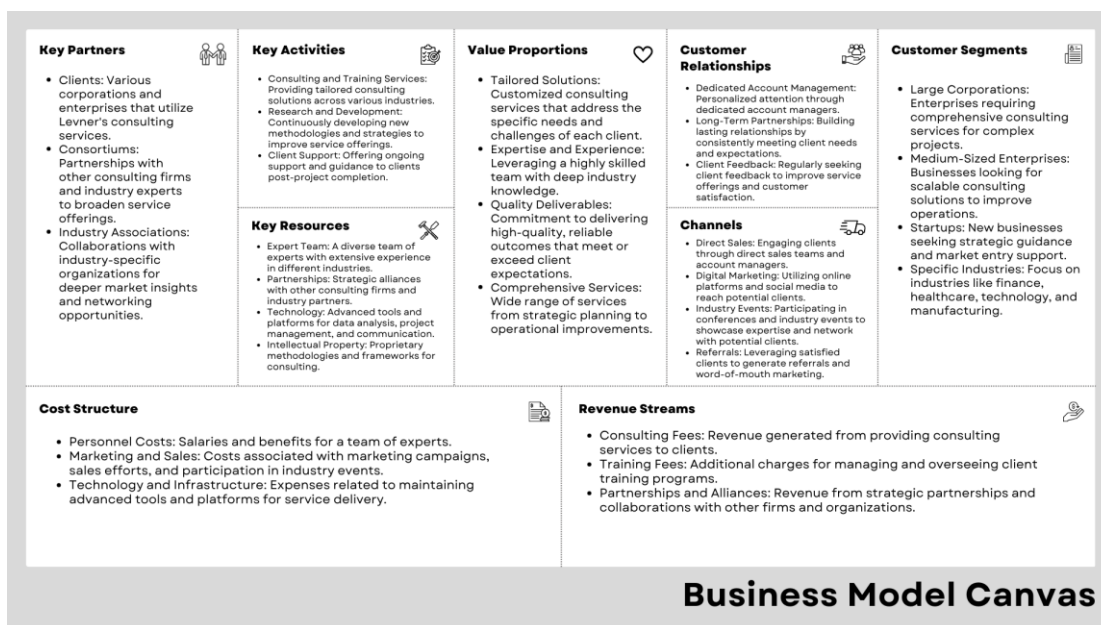
	Strengths	Weaknesses	
	<p>1. Diverse service offerings in four distinct product families. Which stands out from other competitors as they typically focus on a smaller number of categories.</p> <p>2. Strong focus on client needs and expectations. Can be seen through the testimonials PT. LVC proudly presents on their website.</p> <p>3. Extensive expertise and experienced team, prominently showcased on their About Us page. This page includes links to employees' LinkedIn profiles and their areas of expertise. Unlike many competitors, PT. LVC provides transparency by highlighting the individuals behind the firm.</p> <p>4. Wide range of partnerships and consortiums from the CEO's past experience as an auditor.</p>	<p>1. Potential over-reliance on specific market segments while many successful companies diversify their client base to mitigate risks. (Syuzeva & Zheltenkov, 2021)</p> <p>2. Many competitors actively expand into emerging markets to capitalize on growth opportunities and diversify their revenue streams. However PT. LVC shows limited presence in emerging markets.</p> <p>3. Relatively small scale compared to larger competitors.</p> <p>4. Possible gaps in leveraging digital marketing channels. Effective utilization of digital marketing channels is crucial for reaching a wider audience and engaging customers (Yasmin et al., 2015)</p>	

<p>Opportunity</p> <ol style="list-style-type: none"> 1. Expansion into emerging markets. 2. Increasing demand for consulting services in new industries. 3. Leveraging digital transformation trends. 4. Potential for strategic alliances to expand service offerings. 	<ol style="list-style-type: none"> 1. Leverage diverse services and expertise to enter emerging markets: Use the established service families and expert backgrounds to tailor offerings for new, growing industries. 2. Form strategic alliances to enhance digital offerings: Partner with tech firms to expand digital transformation services, meeting the increasing client demand. 	<ol style="list-style-type: none"> 1. Expand digital marketing efforts to attract new clients: Address gaps in digital marketing by increasing online presence and utilizing SEO, social media, and content marketing. 2. Diversify market segments to reduce reliance on specific ones: Identify and target new industries and client segments to balance the client portfolio. 	<p>External Factors</p>
<p>Threats</p> <ol style="list-style-type: none"> 1. Intense competition from larger consulting firms. 2. Economic downturns affecting client budgets. 3. Rapid technological changes requiring continuous adaptation. 4. Potential loss of key clients to competitors. 	<ol style="list-style-type: none"> 1. Use strong client relationships to mitigate competition: Strengthen client relationships and increase client retention through customized, high-quality services. 2. Capitalize on partnerships to stay ahead of technological changes: Collaborate with partners to stay updated with technological advancements and incorporate them into service offerings. 	<ol style="list-style-type: none"> 1. Enhance value proposition to withstand economic downturns: Emphasize cost-effective solutions and demonstrate clear ROI to clients to maintain demand during economic challenges. 2. Implement a robust client retention program: Develop programs to ensure client satisfaction and loyalty, reducing the risk of losing clients to competitors. 	
	<p>Internal Factors</p>		

PT. LVC Consulting possesses strengths such as diverse range of service offerings across four distinct product families, a strong client focus evidenced by positive testimonials, an experienced and transparent team, and a broad network of partnerships from the CEO’s auditing background. However, the firm faces weaknesses such as potential over-reliance on specific market segments, limited presence in emerging markets, smaller scale compared to larger competitors, and gaps in leveraging digital marketing channels. Opportunities for PT. LVC include expanding into emerging markets, meeting the growing demand for consulting in new industries, leveraging digital transformation trends, and forming strategic alliances to enhance service offerings. Conversely, threats include intense competition from larger firms, economic downturns affecting client budgets, rapid technological changes necessitating constant adaptation, and the potential loss of key clients to competitors. To capitalize on these opportunities and mitigate threats, PT. LVC can leverage its diverse services and expertise, form strategic alliances for digital expansion, enhance digital marketing efforts, diversify market segments, strengthen client relationships, stay ahead of technological changes through partnerships, emphasize cost-effective solutions during economic downturns, and implement robust client retention programs.

B. BMC

Below are the results of Business Model Canvas for PT. LVC consulting. The company’s BMC serves as a fundamental principle for every business strategy. Therefore, it is still relevant with the current and future market conditions.



Figur 2. PT. LVC Busines Model Canvas

From the BMC it can be seen that PT. LVC Consulting operates through strategic collaborations with corporations, consortiums, and industry associations to enhance its service offerings. The company's primary activities include tailored consulting and training services, ongoing research and development of new methodologies, and continuous client support post-project. Leveraging a diverse expert team, strategic partnerships, advanced technology, and proprietary intellectual property, PT. LVC Consulting delivers customized solutions addressing specific client needs. The firm maintains strong customer relationships through dedicated account management, and long-term partnerships, while reaching clients via direct sales, digital marketing, industry events, and referrals. Targeting large corporations, medium-sized enterprises, startups, and specific industries like finance, healthcare, technology, and manufacturing, PT. LVC Consulting incurs costs related to personnel, marketing, sales, and technology infrastructure. Revenue is generated through consulting fees, training fees, and strategic partnerships, ensuring a comprehensive and high-quality service delivery model that meets or exceeds client expectations.

C. STP

- 1) Regions: Indonesia with a specific focus on regions where their partners and clients mainly operate.
- 2) Markets: Primarily operates in regions with a high demand for consulting services in various industries.
- 3) Business Size: Targets both large corporations and medium-sized enterprises.
- 4) Industry: Focuses on multiple industries as reflected in their diverse product families, ensuring adaptability to different market needs.
- 5) Values and Attitudes: Targets businesses that prioritize high-quality deliverables and value strategic consulting services to enhance their operations.
- 6) Lifestyle: Businesses that are innovation-driven and looking to improve their operational efficiency through expert consulting.
- 7) Benefits Sought: Clients seek reliable and tailored consulting services that conform to their specific needs and expectations.
- 8) User Status: Includes both new clients and returning clients who have previously utilized PT. LVC's consulting services.
- 9) Industries: Targets industries requiring specialized consulting services, including but not limited to finance, healthcare, technology, and manufacturing.
- 10) Client Type: Focuses on businesses that need strategic guidance, operational efficiency improvements, and project management support.
- 11) Small and Medium Enterprises (SMEs): Provides scalable consulting solutions that cater to the needs of SMEs aiming to grow and optimize their operations.
- 12) Startups: Offers strategic planning and business development consulting to new businesses seeking market entry and growth.
- 13) Tailored Solutions: PT. LVC differentiates itself by offering customized consulting solutions that specifically address the unique challenges and goals of each client.
- 14) Expertise and Experience: Leverages a team of experts with diverse backgrounds and extensive experience in various industries, ensuring high-quality deliverables.
- 15) Product Families: Developed four distinct product families, each focusing on different missions, to cater to a wide range of consulting needs

Determining Aspects to Test

A. Identifying Website Elements to Test

Interview result

Table 3. Identifying Web Elements to Test Interview Result

Participant	Transcript Excerpt	Open Coding	Axial Coding
SI	<p>“When clients contact us, we can arrange a meeting and pitch session, bringing in experts who can convincingly demonstrate how PT. LVC can address their specific needs. However, our website currently doesn't reflect this process clearly, leaving visitors uncertain about the exact nature of our consulting services.”</p>	<ul style="list-style-type: none"> - Meeting arrangement - Pitch session - Expert demonstration - Website clarity - Visitor uncertainty 	<p>Client engagement and information delivery</p>

CA	<p>“In terms of service, it is obvious that the benefits we provide outweigh the costs charged to customers. Moreover, when we pitch directly, we can easily match the scope that the client wants. Unfortunately, on the website you can only provide general information.”</p>	<ul style="list-style-type: none"> - Service benefits - Cost to customers - Direct pitching - Matching client scope - General information on website 	
SI	<p>“We also just checked our website analytics and it turns out there are not many people scrolling until the end. More than 50% exit before they see half the page. Which means that they haven't seen the service explanation.”</p>	<ul style="list-style-type: none"> - User scrolling behavior - Early exit - Unseen service explanation 	Content visibility
CA	<p>“There are a few visitors who don't match the target market, but so far they are not from a completely different industry.”</p>	<ul style="list-style-type: none"> - Industry relevant traffic - Visitor alignment 	Website content and user resonance
SI	<p>“Our website has the value proposition and call to actions, but has it resonated with customer gain, pain, job? I don't think so. So for people whose pain and gain are clear, it doesn't really resonate with our website. Our website is still just a wall of text.”</p>	<ul style="list-style-type: none"> - Text-heavy website - Value proposition - Call to actions (CTAs) - Customer gain and pain 	
CA	<p>“We have several calls to action and they are highlighted with a color that contrasts with the background. But in terms of clarity, we have a problem with placement.”</p>	<ul style="list-style-type: none"> - Visual contrast - Placement clarity 	Website Design
SI	<p>“For procurement, maybe the website isn't clear enough. For the employees, content and how the consultant works are not defined, or the portfolio are not convincing. And for management level, it could be because the company doesn't have value, or the CEO doesn't appear on the website.”</p>	<ul style="list-style-type: none"> - Website not reflecting the process clearly - Uncertainty about consulting services - Unconvincing portofolio 	Content Clarity for Different Audiences

		<ul style="list-style-type: none"> - Company value - CEO visibility 	
CA	<p>“There are also several new services that don't yet have a portfolio which might make customers even more doubtful.”</p>	<ul style="list-style-type: none"> - New services - Portofolio absence - Customer doubt 	
SI	<p>“We have CTAs but it doesn't seem to show any urgency, just contact us or consult now. We don't have any words that bluntly encourage urgency.”</p>	<ul style="list-style-type: none"> - Lack of urgency - CTAs - Contact us - Consult now 	Call to action effectiveness
CA	<p>“As of right now we don't have any indication on the page that action needs to be taken now.”</p>	<ul style="list-style-type: none"> - Lack of urgency - No action indication 	

There are several key themes derived based on the interview codes. The different codes appear in broader themes as described and interpreted below.

- 1) Communication of Services: Expert demonstration and clarity in website communication about services are lacking, causing visitor uncertainty.
- 2) Service Value Perception: The benefits of services outweigh costs, but the website fails to convey this effectively, especially compared to direct pitching.
- 3) Visitor Engagement: High exit rates before reaching the service explanation indicate poor visitor engagement and visibility issues.
- 4) Target Market Clarity: While there are some visitor mismatches, the alignment with the target market is generally within the correct industry.
- 5) Website Content Effectiveness: The value proposition and CTAs on the website do not resonate well with customers, making the content appear as a wall of text.
- 6) Website Design Issues: Although CTAs are highlighted with contrasting colors, their placement and clarity are problematic.
- 7) Stakeholder-Specific Clarity: Different stakeholders (procurement, employees, management) face specific issues with the website's clarity and content.
- 8) Service Portfolio Completeness: The lack of a complete portfolio for new services leads to customer doubt.
- 9) Urgency in Call to Action: CTAs lack a sense of urgency, failing to prompt immediate action from visitors.

Based on the thematic analysis, cross referenced with conversion rate optimization theory developed by Chris Goward (2012) the options for split testing are described as follows.

- 1) Optimize for Value Proposition and Anxiety
 One of the many ways to optimize the value proposition for a website is through its tangible features. Tangible features are expected to support potential customer's emotional decisions. This consists of descriptive features of goods or service and offers such as incentives (Goward, 2012). For a service company like PT. LVC the form of incentive that can be applied on the website is a free consultation. Implementing a free consultation feature can directly address customer concerns and showcase the tangible benefits of the services, helping to alleviate any doubts and emphasize the company's value proposition.

2) Optimize for Clarity

The well-designed content structure consists of material, graphics, and images can make reading easier for readers and facilitates quick comprehension (Goward, 2012). Revising the website structure to provide clearer, more organized information according to eye tracking based layout will ensure that visitors easily understand the services offered, improving engagement, and reducing exit rates. (Hung & Wang, 2021).

3) Optimize for Urgency

4) Generating a sense of external urgency by presenting potential customers with deals will increase the conversion rates.

Providing them an incentive and an emotional pull to make a purchase decision now (Goward, 2012). This can be done by enhancing call-to-action wording and design. The wording can be optimized by two theories developed from a previous study. First is by highlighting competitor actions which can make potential customers feel more motivated to complete the conversion (Eisenberg & Eisenberg, 2006). Second, the use of benefits on an emotional level that is provided to each client as an individual within the company. This can create a sense of urgency, encouraging immediate action from potential customers (Goward, 2012). In the split testing stage, the two concepts will be put to the test.

B. Determining Priority

An interview with users is conducted based on the previously developed solutions in order to validate ideas and establish which solutions should be prioritized.

Table 4. Determining Priority Interview Result

Participant	Transcript Excerpt	Open Coding	Axial Coding
SI	“The suggestions are interesting and appropriate too. In terms of possibilities, the order is CTA, optimize for urgency, free consultation, and finally optimize for clarity, which is website layout. The CTA is the most possible to be tested and implemented because it is related to the content.”	<ul style="list-style-type: none"> - Testing feasibility - Content-related changes 	Implementation Feasibility and Content Optimization
CA	“Indeed, the most possible solution to test is to optimize for urgency or the CTAs . And for the target, we are still pursuing visitor’s desires and actions. Therefore the number of clicks as a metric is appropriate.”	<ul style="list-style-type: none"> - Testing feasibility - Pursuing visitor desires and actions - Testing metrics 	Company Goals and Testing Metrics
SI	“In terms of goals, PT. LVC's direction is more towards desire and action. The problem is because in terms of interest, it's rare for the market of consultancy firms to want or be interested in doing something. It also needs to be highlighted that PT. LVC is still a small company whose goal is not yet brand reputation, but still	<ul style="list-style-type: none"> - Testing goals - Pursuing visitor desires and actions - Revenue oriented - Consultancy firm 	

	revenue. So it's really about pursuing desire and action."	challenges - Small company	
SI	"If they can fill in the form, it will then be entered into our database. So we can follow up on that, that's interesting too. So visitors on the landing page can become quality leads. "	- Online data collection - Database entry - Quality leads	Lead Generation and Follow-Up
SI	"For the free consultation, it's better if it's on the homepage. No problem. But for the new CTAs, it's better to just do it on the services page because there, we are more open, while on the homepage we still have to maintain that authority. "	- Webpage placement - Openness - Maintaining authority	CTA Placement and Page Strategy

Several important themes regarding the selection of testing priority have been identified from the interview codes and are interpreted below.

- 1) Implementation Feasibility and Content Optimization: Participants are prioritizing actionable changes that can be easily tested and implemented, indicating a practical approach to improving their website's effectiveness. They recognize the importance of content-related changes that directly influence user engagement.
- 2) Company Goals and Testing Metrics: The company aims to drive user engagement and conversion through targeted action focused on revenue generation. This indicates a practical and immediate business objective, given the company's current size and market position. Participants are also considering data-driven approaches to test and refine their website strategies. By focusing on measurable outcomes like click metrics, they can assess the effectiveness of the changes and make informed decisions.
- 3) Lead Generation and Follow-Up: The company has a structured approach to lead generation, emphasizing the importance of capturing visitor information and following up to convert these leads into potential clients. This process is crucial for driving business growth.
- 4) CTA Placement and Page Strategy: Participants are mindful of the user experience and the strategic importance of content placement. By placing free consultations on the homepage and new CTAs on the services page, they aim to maximize engagement while maintaining the website's authoritative tone.

Following the interview and analysis, it has resulted to three outcomes that will be put to the test:

- 1) Free Consultation Feature
 - a. Version A: Longer, more detailed explanation of the free consultation feature to provide comprehensive information, appealing to users who prefer thorough understanding before making a decision.
 - b. Version B: A shorter, more commanding sentence. This version is concise and direct, aiming to quickly capture attention and prompt immediate action from users who prefer brief and clear messaging.
- 2) Call to Action
 - a. Version A: Emphasizes competitors' actions and persuades the customer as a business. This is because highlighting competitors' actions creates a sense of urgency and positions the offering as a strategic business advantage.

- b. Version B: Offers emotional benefits and persuades the customer as an individual. Because focusing on emotional benefits appeals to personal values and motivations, encouraging a more personal connection and decision.

3) Contact Button

- a. Version A: Orange colored to provide consistency with the company logo and able to reinforce brand identity which may create a cohesive visual experience.
- b. Version B: Green colored similar to the WhatsApp logo. According to research, green is an ideal choice due to its strong association with WhatsApp and its positive psychological effects. Green is linked to growth, harmony, and safety, making it a natural fit for communication elements, as it evokes feelings of reassurance and stability (Kuo et al., 2022).

Conversion Rate Optimization

A. Split Test Objective

Based on the assessment of current website marketing strategy the overall objective of the company is to generate more revenue. This is due to the fact that PT. LVC is still a relatively small company that prioritizes growth over building a reputation for its brand. Consequently, it is vital for PT. LVC to improve the quantity of website visitors who reach the action phase on the AIDA curve. The key indicator of a customer on the action phase is the number of clicks on the “Contact Us” button on the website. Determining which solutions generate the most clicks and understanding the customer behavior behind it is ultimately the testing goal.

B. Split Test Participant

According to the STP analysis, the following list of participants who meet the criteria that were set.

Table 5. Participant criteria

Initials	Region	Industry	Business Size
SN	Bandung	Healthcare	Large Corporations (Pharmaceutical)
JS	Jakarta	Manufacturing	Large Corporation (BUMN)
WM	Jakarta	Technology	Large Corporation (ICT Solutions)

C. Interview Split Test Result

Two variations of a website element are shown to the participant in a split test based on the developed solutions. Questioning which iterations encourage them to click the "Contact Us" button more and try to understand the reasoning behind their behavior. The result is shown in the table below.

Table 6. Split test interview result

Website Feature	Answer	Reason	Theme
Free Consultation Version A : Longer sentence explaining the free consultation feature Version B : Shorter sentence and commanding	Version A	SN: "It is more appealing for visitors because it explains that the free consultation will be with the experts. It is also less ambiguous. Moreover, the free consultation feature is helpful, because there are explanations on the website that I don't understand. So free consultation ensures that I am not mistaken about the certification process."	Clarity and Comprehensibility
		JS: "Version A is better because the purpose and benefit that I am going to receive is stated clearly."	
		WM: "I am a bit confused with version B because it I am not sure about what is the free consultation that will be provided, therefore I prefer version A"	
		SN: "The difference between just the word <i>Contact Us</i> and free consultation is that <i>Contact Us</i> gives me the impression that we have already decided to hire the company. But for the free consultation, it's like we can get free information without commitment."	Trust and Low Commitment
		JS: "The free consultation feature is interesting because as a supervisor I am already aware of what the company issue is and can determine whether or not the firm can truly solve our problem from the free consultation.	
		WM: "Free consultation to me is similar to a free trial, and this helps me understand more about the consultation system before we officially work with the company."	
Call to Action Version A : Highlighting competitor's action, persuade customer as a business	Version A	SN: "The call to action for business is still more interesting than the personal one. Because it gives the impression that it has a bigger impact. However, there are rarely people at staff or procurement level who have high concern for their company. It seems like the important	Appeal of Emotional Benefit

<p><i>Version B :</i> Offer emotional benefit, persuade customer as an individual</p>		<p>thing for them is getting the job done. But needing someone's approval is not an important personal need, because making a deal with a consultant is not the responsibility of one person."</p>	
	Version B	<p>JS: "I prefer version B because it is more informative and communicative. Though the version A is also interesting, for me the offer on the second version relates to me personally which I value more."</p>	
		<p>WM: "I chose this because it is more concise and to the point. I see words like on the A version on other consulting websites, it is not special. But the B version, it feels more authentic and I can really understand and need the benefit."</p>	
<p>Contact Button <i>Version A :</i> Orange colored, similar to the company logo</p> <p><i>Version B :</i> Green colored, similar to the whatsapp logo</p>	Version B	<p>SN: "Green because it looks more different and striking. Even though the orange color also contrasts with the background, there are already lots of orange colors on the website. So green is more interesting."</p> <p>JS: "The color represents a lot like whatsapp, which makes me able to expect that the button will link me to the company's whatsapp."</p> <p>WM: "The green color attracts more attention, especially because on the website there are already so many oranges."</p>	Visual Contrast and Attractiveness

Based on the split test interview answers, below are the key insights and theme interpretations.

1) Clarity and Comprehensibility

Visitors value content that provides clear, comprehensive explanations, which helps in better understanding the services offered and reduces the risk of misinterpretation.

2) Trust and Low Commitment

Offering a free consultation is perceived as less committing compared to a direct contact call to action. This helps in building trust and lowering the entry barrier for potential customers which makes it more likely for them to engage.

3) Appeal of Emotional Benefits

While a business-focused call to action seems more impactful, the call to action that appeals to personal emotional benefits is generally preferred as it feels more authentic, concise, and relatable. It resonates more with individuals on a personal level, effectively communicating the value and benefits of the service.

4) Visual Contrast and Attractiveness

Visual distinctiveness is crucial for elements like contact buttons. A color that stands out more from the rest of the website's color scheme is preferred for drawing attention.

Discussions

After gathering primary data through interviews and split testing, as well as secondary data from websites, journals, and company documents, a strategic recommendation was formulated. This recommendation aims to enhance the lead generation process by employing the Conversion <https://journal.institutemandalika.com/index.php/mjbm>

Rate Optimization (CRO) framework developed by Chris Goward.

Assess Current Website Marketing Strategy

The assessment of PT. LVC Consulting's current website marketing strategy using the SWOT, BMC, and STP frameworks provides a comprehensive understanding of the company's strategic position. It can be concluded that PT. LVC possesses strengths such as being able to offer various services lines that can meet the market of many industries. However, the consulting industry is highly competitive, with established players possessing greater resources and market presence. Furthermore, PT. LVC's website marketing strategy appears stagnant, which hinders its ability to achieve consistent growth. This analysis highlights the critical importance of conversion optimization for PT. LVC Consulting to enhance its competitiveness and generate sustainable growth.

Determining Aspects to Test

Using the LIFT and PIE model as a foundational framework and incorporating Chris Goward's (2012) conversion rate optimization theories, specific website aspects for testing were identified. The thematic analysis reveals a comprehensive understanding of the company's strategic priorities and challenges. The themes identified from the interview excerpt highlight the company's focus on practical, actionable changes to improve website performance and drive user engagement. The analysis also underscores the importance of lead generation, data-driven testing, and strategic content placement in achieving business objectives.

Table 7. Split test variations

Website Feature	Version A	Version B
Free Consultation	Longer sentence explaining the free consultation feature	Shorter sentence and commanding
Call to Action	Highlighting competitor's action, persuade customer as a business	Offer emotional benefit, persuade customer as an individual
Contact Button	Orange colored, similar to the company logo	Green colored, similar to the whatsapp logo

Conversion Rate Optimization

Insights from previous steps are utilized in this phase to develop a test that is valuable to the business. While implementation presents challenges, such as finding an appropriate sample based on specific criteria. PT. LVC Consulting, as a B2B company, targets a diverse range of industry markets. However, only a small percentage of employees from potential client businesses fully understand and relate to the services offered. The objective of the test is aligned with the company's current goal of growth driven by revenue, focusing on the action phase of the AIDA (Attention, Interest, Desire, Action) model. At this stage, brand reputation is not a primary concern for PT. LVC. On to the split test result, there are several key insights summarized as follows.

- 1) Clarity and Detailed Explanations: Users prefer website copy that offers detailed and clear explanations, as this helps in better understanding the service and reduces confusion.
- 2) Trust and Low Commitment Options: Free consultation offers are favored as they provide value without a high level of commitment, which helps in building trust with potential customers.
- 3) Personal Emotional Appeal Over Business Impact: Calls to action that highlight personal emotional benefits are perceived as more engaging and authentic, making them more effective in motivating users.
- 4) Visual Appeal and Contrast: Elements like contact buttons need to stand out visually from the rest of the website to attract attention effectively. Colors that contrast with the existing palette are preferred.

For the split test result, it can be concluded that recognizing that the behavior of individuals within businesses is proven to be crucial. Although PT. LVC operates in a B2B environment, an approach that acknowledges personal preferences and concerns is significant for effective engagement and conversion. Shown below are the variations preferred by participants obtained from the split test.

- 1) Free Consultation: Longer sentence explaining the free consultation feature.
- 2) Call to Action: Offer emotional benefit, persuade customers as an individual.

Contact Button: Green colored, similar to the whatsapp logo.

CONCLUSION

PT. LVC Consulting is currently experiencing significant growth, with competitive advantages that include a team of experts and a variety of service lines catering to multiple industries. The company continuously stays updated with the latest trends and consistently adds potential services to its offerings. However, this growth is not unique to PT. LVC; the entire industry is expanding, and there are larger, more established companies with better access to resources for ongoing development.

To achieve sustainable growth and compete effectively, PT. LVC must prioritize increasing its revenue, as indicated by the interview results. One way to achieve this is by optimizing their primary marketing channel, their website, with a particular focus on lead generation, which is critical for driving sales. By applying the conversion rate optimization theories developed by Chris Goward (2012), an improved website marketing strategy has been developed. These theories provide a structured approach that culminates in split testing. The goal of this split testing is to identify which variations generate more clicks on the "Contact Us" button.

Furthermore, the insights gained from this testing enhance the understanding of B2B market behavior. One key strategy that emerged from this testing emphasizes the importance of recognizing potential customers within businesses as individuals and understanding their behavior on the website. Some of the key behavioral insights obtained from this study include several important points. First, users prefer website copy that offers detailed and clear explanations, as this helps them better understand the services offered and reduces confusion. Second, free consultation offers are favored because they provide value without a high level of commitment, which helps build trust with potential customers.

Additionally, calls to action that emphasize personal emotional benefits are perceived as more engaging and authentic, making them more effective in motivating users. Moreover, visual elements like contact buttons need to stand out visually from the other elements of the website to attract attention effectively. Colors that contrast with the existing palette are preferred to enhance visual appeal.

By implementing these strategies, PT. LVC is expected to achieve more sustainable growth while increasing its competitiveness in an increasingly competitive market. The proposed strategies are not only aimed at increasing the number of leads generated but also at strengthening long-term relationships with customers through a more personalized and individual-oriented approach.

BIBLIOGRAPHY

- Abdoun, A., & Ibrahim, J. (2018). Business Model Canvas, the Lean Canvas and the Strategy Sketch: Comparison. *International Journal of Scientific & Engineering Research*, 9(1), 871-890.
- Adams, W. C. (2015). Conducting Semi-Structured Interviews. In *Handbook of Practical Program Evaluation*, 4, 492-505. Jossey-Bass.
- Ash, T., Ginty, M., & Page, R. (2012). *Landing Page Optimization: The Definitive Guide to Testing and Tuning for Conversions*. Wiley.
- Bondarenko, S., Laburtseva, O., Sadchenko, O., Lebedieva, V., Haidukova, O., & Kharchenko, T. (2019). Modern Lead Generation in Internet Marketing for the Development of Enterprise Potential. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8(12), 3066-3071. 10.35940/ijitee.L2477.1081219
- Braun, V., & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Chakraborty, G., Lala, V., & Warren, D. (2002). An empirical investigation of antecedents of B2B Websites' effectiveness. *Journal of Interactive Marketing*, 16(4), 51-72.
- Denzin, N. K. (2017). *The Research Act: A Theoretical Introduction to Sociological Methods*. Taylor & Francis.
- Eisenberg, B., & Eisenberg, J. (2006). *Call to Action: Secret Formulas to Improve Online Results*. HarperCollins Leadership.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2015). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-5. 10.11648/j.ajtas.20160501.11
- Frederiksen, L. (2013). How Buyers Buy Management Consulting Services. Hinge Marketing. https://hingemarketing.com/library/article/how_buyers_buy_management_consulting_services
- Fusch, P. I., & Ness, L. R. (2015). Are We There Yet? Data Saturation in Qualitative Research. *The Qualitative Report*, 20(9), 1408-1416.
- Goward, C. (2012). *You Should Test That: Conversion Optimization for More Leads, Sales and Profit Or The Art and Science of Optimized Marketing*. Wiley.
- Griffiee, D. T. (2005). Research Tips: Interview Data Collection. *Journal of Developmental Education*, 28(3), 36-37. <https://eric.ed.gov/?id=EJ718580>
- Hall, S. (2022). *Innovative B2B Marketing: New Models, Processes and Theory*. Kogan Page.
- Hall, S. (2023). *B2B Digital Marketing Strategy: How to Use New Frameworks and Models to Achieve Growth*. Kogan Page.
- Hasan, L., Morris, A., & Probert, S. (2009). Using Google Analytics to Evaluate the Usability of E-Commerce Sites. In *Human Centered Design: First International Conference, HCD 2009, Held as Part of HCI International 2009, San Diego, CA, USA, July 19-24, 2009 Proceedings* (pp. 697-706). Springer. https://doi.org/10.1007/978-3-642-02806-9_81
- Heinonen, K., & Michelsson, T. (2010). The use of digital channels to create customer relationships. *International Journal of Internet Marketing and Advertising*, 6(1), 1-21.
- Hung, J. C., & Wang, C. C. (2021). Exploring the website object layout of responsive web design: results of eye tracking evaluations. *The Journal of Supercomputing*, 77(1), 343-365.
- Järvinen, J., & Karjaluo, H. (2015). The use of web analytics for digital marketing performance measurement. *Industrial Marketing Management*, 50, 117-127. <https://doi.org/10.1016/j.indmarman.2015.04.009>
- Khan, S. N. (2014). Qualitative research method: Grounded theory. *International journal of business and management*, 9(11), 224-233.
- Kohavi, R., Longbotham, R., Sommerfield, D., & Henne, R.M. (2009). Controlled experiments on the web: survey and practical guide. *Data Mining and Knowledge Discovery*, 18(1), 140-181.

- Kotler, P., & Armstrong, G. (2014). *Principles of Marketing*, 15. Pearson.
- Kotler, P., & Keller, K. L. (2015). *Marketing Management*. Pearson.
- Kuo, L., Chang, T., & Lai, C. (2022). Application of visual colors in dynamic web page design through affective cognition. *Multimed Tools Appl*, 81, 4435-4454. <https://doi.org/10.1007/s11042-021-11732-z>
- Leake, W., Vaccarello, L., & Ginty, M. (2012). *Complete B2B Online Marketing*. Wiley.
- Macdonald, E. K., Kleinaltenkamp, M., & Wilson, H. N. (2016). How Business Customers Judge Solutions: Solution Quality and Value in Use. *Journal of Marketing*, 80(3), 96-120. <https://doi.org/10.1509/jm.15.0109>
- Machado, C., & Davim, J. P. (Eds.). (2016). *MBA: Theory and Application of Business and Management Principles*. Springer International Publishing.
- Miller, M. (2012). *B2B Digital Marketing: Using the Web to Market Directly to Businesses*. Pearson Education.
- Oliver, P. (2006). Purposive Sampling. *The SAGE Dictionary of Social Research Methods*, 0. <https://doi.org/10.4135/9780857020116>
- Pandey, N., & Shinde, S. (2019). V-Xpress: B2B marketing in the logistics industry. *Emerald Emerging Markets Case Studies*, 9. <https://doi.org/10.1108/EEMCS-05-2018-0079>
- Pavlou, P.A., & Fygenson, M. (2006). Understanding and predicting electronic commerce adoption: An extension of the theory of planned behavior. *MIS Quarterly*, 30(1), 115-143. <https://doi.org/10.2307/25148720>
- Pawlowski, M., & Pastuszak, Z. (2016). B2B Customers Buying Behavior. *International Journal of Synergy and Research*, 5. 10.17951/ijsr.2016.5.0.19
- Richardson, J. (2008). The business model: An integrative framework for strategy execution. *Strategic Change*, 17(5-6), 133-144. <https://doi.org/10.1002/jsc.821>
- Rodriguez, M., & Peterson, R. M. (2012). The role of social CRM and its potential impact on lead generation in business-to-business marketing. *International Journal of Internet Marketing and Advertising*, 7(2), 180-183. <https://doi.org/10.1504/IJIMA.2012.046255>
- Rothman, D. (2014). *Lead Generation For Dummies*. Wiley.
- Rozmi, A. N. A. (2018). The perception of ICT adoption in small medium enterprise: A SWOT analysis. *International Journal of Innovation Business Strategy*, 9(1).
- Samiee, S. (1998). The internet and international marketing: is there a fit? *Journal of Interactive Marketing*, 12(4), 5-21.
- Shaltoni, A. M. (2017). From websites to social media: exploring the adoption of internet marketing in emerging industrial markets. *Journal of Business & Industrial Marketing*, 32. <https://doi.org/10.1108/JBIM-06-2016-0122>
- Stevens, R. (2012). *Maximizing Lead Generation: The Complete Guide for B2B Marketers*. Que.
- Świeczak, W., & Łukowski, W. (2016). Lead generation strategy as a multichannel mechanism of growth of a modern enterprise. *Marketing of Scientific and Research Organizations*, 21(3), 105-140. 10.14611/minib.21.09.2016.11
- Syuzeva, O., & Zheltenkov, A. (2021). Problems of choosing strategies for diversifying companies. *E3S Web of Conferences*. EDP Sciences. <https://doi.org/10.1051/e3sconf/202128407014>
- Tiago, M. T. P. M. B., & Veríssimo, J.M.C. (2014). Digital marketing and social media: Why bother? *Business Horizons*, 57(6), 703-708. <https://doi.org/10.1016/j.bushor.2014.07.002>
- Trout, J., & Rivkin, S. (2000). *Differentiate Or Die: Survival in Our Era of Killer Competition*. Wiley.
- Varadarajan, R. (2010). Strategic marketing and marketing strategy: Domain, definition, fundamental issues and foundational premises. *Journal of the Academy of Marketing Science*, 38(2), 119-140.
- Vieira, V. A., de Almeida, M. I. S., Agnihorti, R., da Silva, N. S. D. A. C., & Arunachalam, S. (2019). In pursuit of an effective B2B digital marketing strategy in an emerging market. *Journal of the Academy of Marketing Science*, 47(6), 1085-1108. <https://doi.org/10.1007/s11747-019-00687-1>
- Virtsonis, N., & Harridge-March, S. (2008). Website elements in B2B online communications: a case from the UK print industry. *Marketing Intelligence & Planning*, 26(7), 699-718. DOI 10.1108/02634500810916672
- Wertime, K., & Fenwick, I. (2011). *DigiMarketing: The Essential Guide to New Media and Digital Marketing*. Wiley.
- Yasmin, A., Tasneem, S., & Fatema, K. (2015). Effectiveness of digital marketing in the challenging age: An empirical study. *International journal of management science and business administration*, 1(5), 69-80.