

## Application of Technology Adoption Through Value Co-Creation in UT Connect Marketing Program

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### ABSTRACT

Researchers examined a company engaged in the heavy equipment industry, where some of its marketing was digital. The research is based on evaluating the marketing media used by companies that could be more optimal. The programs being evaluated are United Tractors Connect (UT Connect) and Klik United Tractors (Klik UT), where the workings of marketing media require much input, such as inconvenience when used. The research used descriptive qualitative with observation, in-depth interviews, and SWOT analysis. This study uses the Technology Adoption theory with Value Co-Creation derivatives to improve company marketing problems by facilitating transactions, information, and online purchases through United Tractors Connect and United Tractors Click. This research helps advance the marketing activities of PT. United Tractors Tbk and also useful for United Tractors media users in making transactions with companies.

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### INTRODUCTION

The heavy equipment industry is included in sectors that contribute significantly to economic development in every country, including Indonesia. The current era of globalization has increased global development growth. Every country, including Indonesia, is competing to develop evenly. This condition forces companies

in the development sector, including large equipment manufacturers, to implement diverse business and marketing strategies. The heavy equipment industry belongs to industries that contribute significantly to economic development. Heavy equipment such as cranes, loaders, drilling rigs, and other construction-related equipment are manufactured by the heavy equipment

industry. The heavy equipment and machinery industry refers to heavy vehicles, earthmoving equipment, and immense power generators, widely used in infrastructure development, agriculture, mining, oil and gas fields, and power generation projects (Soe et al., 2022).

PT. United Tractors Tbk is a trading company that sells heavy equipment units provides services, and sells genuine spare parts. Customers' heavy equipment can be more productive and efficient by selling original spare parts. The company sells various brands, including Komatsu, Scania, UD Trucks, Tadano, and BOMAG. United Tractors also sells spare parts such as engines, filters, hoses, undercarriage, oil, tires, and other heavy equipment parts. The after-sales service offered by the company is also very beneficial because it provides peace of mind to customers regarding the condition of the units and parts purchased. There are several programs, such as bundling and bulky order. Spare parts programs such as PPM (Engine Inspection Program), PPU (Undercarriage Inspection Program), and PAP (Lubricant Analysis Program) are also offered by the company.

Position of the company is an exciting industry company in the domestic market and is the Market Leader. Its high-quality heavy equipment and spare parts products support it, and it has a good reputation among customers. These products are known for their exceptional durability, reliable performance, and guaranteed quality. Its extensive marketing network throughout Indonesia, including remote areas, is also an added value to reach potential customers throughout the country and can expand market share. The diversification of its product and service portfolio to meet customers' increasingly complex and varied needs is also one reason the company can become a market leader in the domestic market. The company also focuses on innovation and technology to improve operational efficiency and business productivity.

To increase customer satisfaction in every stage of its business, the company always builds long-term customer relationships to increase customer loyalty.

This company always wants to provide the best for its customers, one of which is to encourage digital development by implementing the Internet of Things on its heavy equipment to monitor the performance and condition of customers' heavy equipment called KOMTRAX. The company will certainly also improve other services in providing the best performance for its loyal customers, including UT clicks, and the company's UT Connect is one of the ways that the company does in following existing digital developments. Klik UT is a program carried out by the company to conduct online spare parts transactions since 2020. UT Connect is also an already owned application, which aims to accommodate all company business activities.

During this research, several areas for improvement were found, including managing applications by companies that have yet to be carried out effectively, making it difficult for users to make further transactions. The weakness of working with this application is feared to impact the company's sales level because the company's customers already exist in many regions in Indonesia. The transactions will be more supportive online because it is estimated to save more costs. Still, the company must improve the system so customers will be more comfortable using the UT Connect application.

This study aims to evaluate UT Connect in assisting companies in managing marketing media so that it is more comfortable to use and everything runs smoothly in running the system in the company's application. This evaluation is supported by the theory of Technology Adoption with the implementation of Value Co-Creation, which is expected to maximize the UT Connect application to the maximum. The performance is

performed by giving UT Click on the UT Connect application to facilitate transactions with corporate customers by directly transacting on the application. After this application has performed well, customers are expected to order products online quickly, and the company can also compete with other competitors in the digital economy market.

### **LITERATURE REVIEW**

Technology adoption is a topic covered in research on digital marketing. Social media adoption, mobile technology adoption, internet auctions, technology readiness, technology innovation, and crowdsourcing are areas related to technology adoption. New technologies in the B2B industry, such as mobile, e-commerce, e-mail, and social networking sites, have been described using various theories of technology adoption (Pandey, 2020). There are five technological factors to investigate technology adoption in organizations: relative advantage, compatibility, complexity, observability, and trialability. Perceived benefits and compatibility are the most critical factors for organizations adopting m-commerce (Chau et al, 2020).

This shared value creation is emerging as "a new and at the forefront of marketing thinking" and "profiting as one of the most provocative, paradigm-shifting, and practical ideas in the field." In this case, the market shift towards more wonderful shared value creation encourages brands to adopt a different customer mentality. Customers are social individuals who can create value with the brand and each other (Itani, 2020). Companies need efforts to establish shared value creation in the form of media that is used to interact well with customers to form value for the company. Basically, the result of shared value is an interactive process involving service providers and customers collaborating to create value for a product and service (Sjodin et al, 2020).

The values that influence the creation of shared

values are; (1) Collaborative creativity from companies to create innovation, (2) Co-Creation, which is a combination of management, marketing, and process approaches related to innovation, knowledge, and decision-making, (3) Facilitated processes can grow according to the desired creativity (Chaurasia et al, 2020). One of the essential elements in creating shared value is interaction; interaction is a meeting between two or more people in a forum. This can be described as a company that provides creative media to facilitate interaction between companies and consumers.

Using Value Co-Creation in the company's marketing media will generate value for the company and can be included in company media called click UT and UT Connect, which will unite the two media and make it easier for customers to complete transactions with the company. The creation of shared value will be assisted by customers who are satisfied with corporate media that has high efficiency and effectiveness.

### **RESEARCH METHOD**

This research uses research with descriptive qualitative methods. This method will involve some data in the form of schematics, information, and documents which will be directly applied to be interpreted to provide additional information about the object under study. The qualitative descriptive research method examines the surrounding environment, including social problems (Creswell, 2018). This research was conducted by directly analyzing the field to find out the issues in the company and then connecting with the theories that have been studied to be implemented as material for evaluating the company's program. Research data collection is primary data, and secondary data is collected and analyzed using descriptive qualitative analysis.

The research data was obtained from in-depth interviews with people in the company to company managers. Interviews were recorded

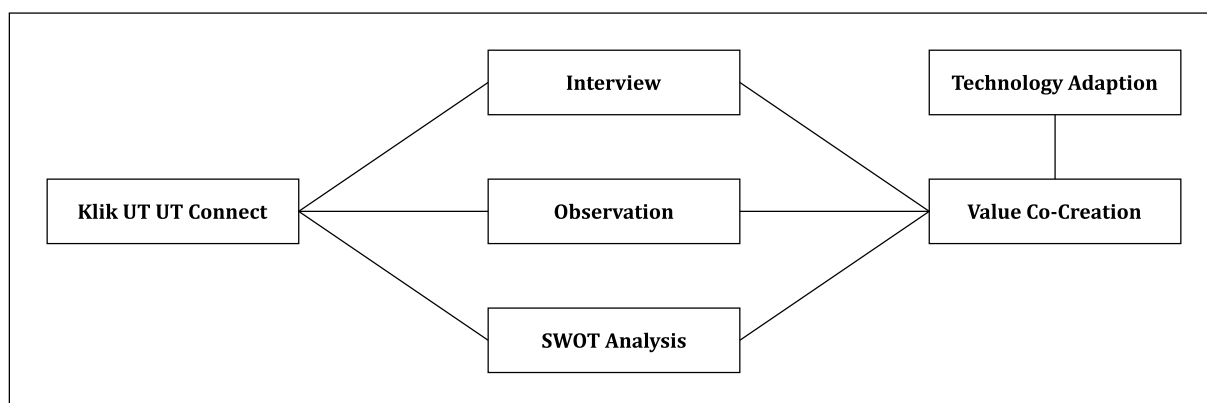
with handwritten notes, audio and video recordings, and video recordings. Researchers who have audio recordings are still advised to take written notes. Direct observation was also carried out for this observation for four months. The observation is located on Jl. Raya Bekasi No.KM.22, RW.1, Cakung Barat, Kec. Cakung, City of East Jakarta, Special Capital Region of Jakarta. Data is obtained later through documentation, where documentation is a data collection technique that involves recording, writing, and retrieving company data so that it can relate to the research topic of the final project's data requirements called documentation (Creswell, 2018). The data collected was then analyzed through SWOT research, which further analyzed the company's weaknesses. Weaknesses in the company will then be linked to company theory as a form of evaluation, especially of the company's marketing media that can be implemented in the UT Connect program.

## RESULT AND DISCUSSION

PT United Tractors Tbk is a company that distributes the most extensive heavy equipment in Indonesia. The company started operations in 1972 under PT Inter-Astra Motor Works and distributes heavy equipment. The company became the exclusive distributor of Komatsu and Tadano products in Indonesia a year later. On October 13, 1973, the company's name was officially changed to PT United Tractors. The

company offers products from the world's most famous brands, such as UD, Trucks, Scania, Komatsu, Bomag, and Tadano. It is recorded that until 2020, this heavy equipment trading company had as many as 183 service points throughout Indonesia, including 20 branch offices, 39 site support, and 25 representative offices. The services used by the company must be maximally seen by the partners who join and customers of many companies.

PT. United Tractors Tbk is a company with leader status among its domestic circles, and the company implements a position defense strategy to defend itself as a leader. One of the things the company does is to make products that are difficult for competitors to penetrate, such as product innovation, creating new products, and improving the quality of existing products to always be by consumer interests. The company also uses a Focus competitive strategy where the company only focuses on specific segments and can develop strategies exclusively to attract consumers to buy the company's products. This research used a SWOT analysis to determine the company's disadvantages and advantages. The analysis then looks for weaknesses that the company can evaluate into strengths. The researcher will help evaluate weaknesses with learned marketing theories. The study will be described in Table 1.



(Nugraha, 2023)

Table 1. SWOT Analysis Results

Strength	Weakness	Opportunity	Threat
Komatsu, Scania, Tadano, Bomag, and UD Trucks products have been known in Indonesia for over 40 years.	Dependent on the mining sector company revenue is highly dependent on the mining sector, which is variable and subject to fluctuations in commodity prices.	Digitalization to incorporate more digital technology into its operating business to increase efficiency and provide complete customer service.	Changes in regulations related to mining or environmental laws may hurt the level of revenue and profitability of the company.
It has a pervasive domestic distribution network, covering Sabang to Merauke.	The need for maximum media marketers used by PT. United Tractors Tbk in serving its partners and consumers.  The price of the products offered tends to be more expensive compared to its competitors.	It is increasing infrastructure development projects promoted by the Indonesian government. This can increase the demand for heavy equipment units and construction services.	Fierce competition from local and international competitors in the heavy equipment industry.

(Nugraha, 2023)

Table 1 shows several SWOT analyses and found areas for improvement in the optimal use of digital technology in terms of marketing products such as spare parts, heavy equipment units, and services that can make companies lose profits, efficiency, innovation opportunities, and others. This is not a big problem because this company has started implementing several activities to follow the development of digital technology, such as applying IoT (Internet of Things) technology on its heavy equipment to monitor the performance and condition of customers' heavy equipment; the company calls it KOMTRAX. IoT is applied on several units of heavy equipment so that companies can provide better services and repair heavy equipment units before the breakdown occurs. Developing applications is also one-way companies do to keep up with the development of digital technology. This application is called "UT Connect". UT Connect allows customers to monitor their units, check spare parts orders, and more. In supporting the company's weaknesses, researchers want to maximize UT Connect media marketers to coordinate better all company activities, including online transactions between the company and customers.

Table 2 shows UT Connect programs that are still being developed and have some weaknesses. These areas for improvement include the need for optimal use of digital technology. One program, Klik UT, functions for customers to purchase spare parts, but Klik UT, entered into the UT Connect application, has yet to be fully synchronized. So, if the UT Click is used when using the UT Connect application, it will direct customers to open the website from the UT Click, making it difficult for some parties who want to make transactions with the company. The company's website is clicked UT, which functions so customers can purchase spare parts. This program will later bring Klik UT, previously a website, into one part of the UT Connect application to support Online Transactions Parts. This is something that the company can optimize to increase sales of heavy equipment spare parts sold at the company. The UT Connect application that this company is developing indeed still needs improvement. The hope of the company's top brass is the presence of an application that can accommodate UT Connect, POT (Parts Online Transaction), and KOMTRAX checking. This application optimization will help companies make sales and even

**Table 2.** Interview Results

Research Related Questions	Research Results
Are there any issues related to digitalization in UT's development?	<ul style="list-style-type: none"> <li>• UT is quite concerned about changes in digitalization following the development of time, especially the effects of the 2020 pandemic, which forced it to digitize faster.</li> <li>• The increase in massive digital growth encourages UT and customers to also adapt related to work patterns and new lifestyles, perhaps with the terms hybrid work, WFH, and wfo, which are still being carried out for several divisions that are still possible.</li> <li>• The digitization program is also carried out to maintain AR (Account Receivable), performance review dashboards, collaborate with e-commerce, and through several digital platforms such as KlikUT.</li> </ul>
Can Klik UT still be improved?	<ul style="list-style-type: none"> <li>• Klik UT is a platform where all spare parts we sell online are now POT (Parts Online Transaction).</li> <li>• Who serves as ASC has begun to target 'One ASC, one Customer for open facility online transaction' so customers can buy directly from their gadgets in the future. The so-called POT (Parts Online Transaction). But indeed, the existence of ASC must still accompany customers, and it cannot be entirely done without assistance from ASC.</li> <li>• Still, ASC friends will continue to help guide these processes to run. In terms of applications, it is still being developed to benefit companies in the digital era.</li> </ul>
Is there already a POT run in an application that can be opened on a smartphone?	<ul style="list-style-type: none"> <li>• Development is still being carried out because the company expects that there are not too many platforms so that it is not confused. It is expected that with 1 UT application, it can accommodate UTConnect and POT, monitor Hour Meter unit Commtrack, monitor stock progress orders, and so on so as not to make it diff complex and confusing to customers.</li> </ul>

(Nugraha, 2023)

consumer assessments of the products sold. This deficiency is a value that must be built by the company, employees, stakeholders, and even customers. Companies deal with consumers and are closely related to company stakeholders such as managers, employees, distributors, suppliers, and others who can trigger several interactions to determine the value of the company's products (Mingione et al, 2020).

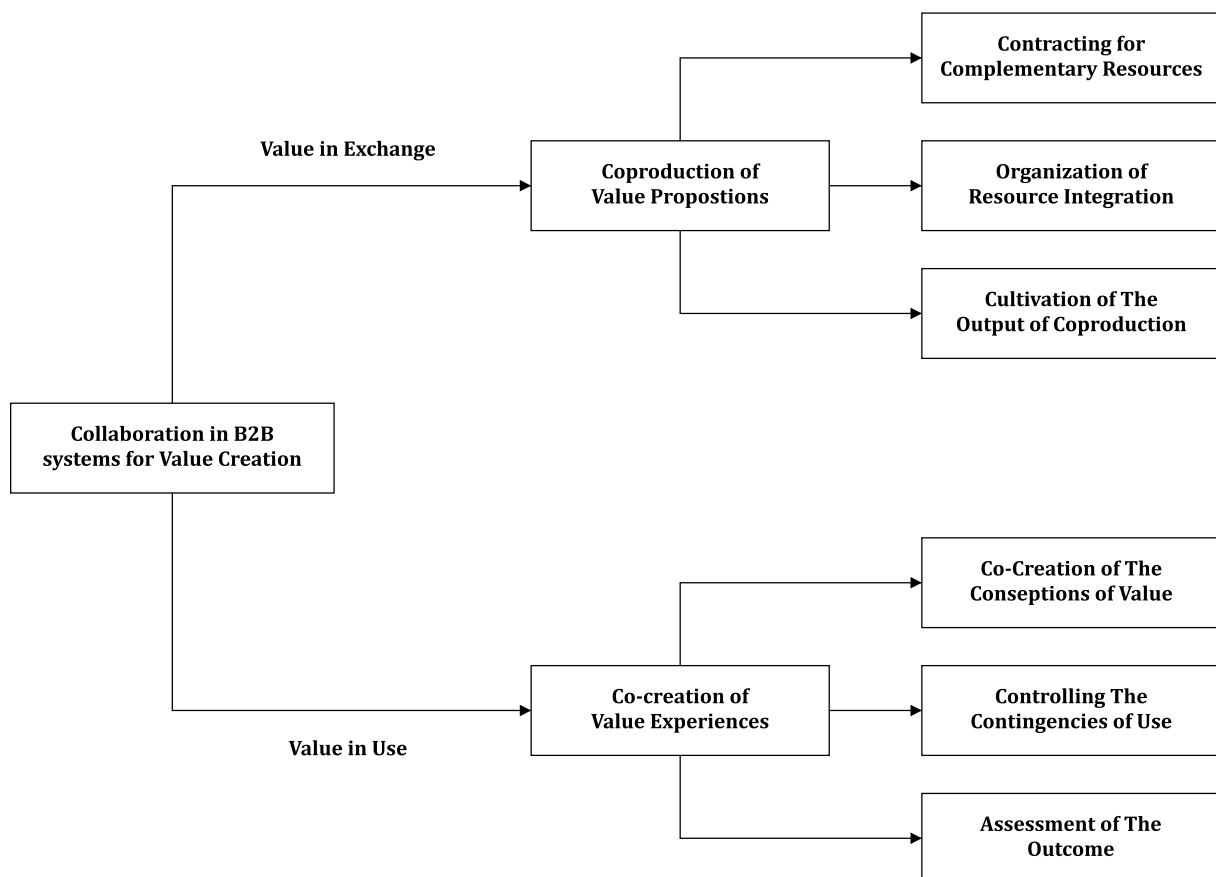
Four stages of value creation models focus on marketing and are sustainability-oriented (Kelleci, 2022). This value-creation model helps companies build relationships with consumers who play an active role in creating value. Companies can conduct value identification, product development, consumer participation, and shared value creation. This can help the company in building a sustainable and consumer-oriented marketing strategy. Continuous development of products and services (UT Connect) and involving consumers in the value

creation process allow companies to increase consumer engagement and brand value. The result of products and services carried out by the company was also affected by the Covid-19 pandemic. The pandemic has also affected Company performance and how companies build value automatically. Organizational performance, innovation, supply chain management, and strategic partnerships will focus on increasing their brand value and can continue to compete in the market (Abraham and Meadows, 2021). Companies can innovate, such as developing and optimizing UT Connect programs to create added value by developing products and services that are more efficient, environmentally friendly, and can reduce operational costs for customers.

The presence of interactive platforms such as UT Connect for customers to interact with the company will make it easier for customers to provide feedback and get support from the company if needed. The optimization of this

interactive platform will also be an added value for the company to develop and get complete evaluations from customers. Implementing marketing strategies based on customer experience can also increase loyalty and create added value for the company. Involving customers in product and service development, providing interactive platforms, utilizing digital technologies, and implementing customer experience-based marketing strategies will enable companies to create added value for their customers and remain competitive (Saha et al, 2022). The involvement of customers in business processes and sales of company products will help companies evaluate sales and customer satisfaction with the services provided. Companies can also increase their value by doing the following factors, trust, engagement, and collaboration. Companies can boost confidence by providing quality services, fulfilling promises,

and communicating clearly. Companies can increase engagement by engaging customers to interact with them, such as by holding discussion forums or training programs. Collaboration between companies and customers can also improve the quality of products or services. Companies can enhance this collaboration by expanding their customer base, working with business partners, and participating in industry programs. Importance of companies paying attention to factors such as trust, engagement, and collaboration can motivate value creation behavior with customers and increase the value perceived by customers towards the products or services offered (Tran and Vu, 2022). Factors such as trust, engagement, and collaboration that the company conducts for customers will also increase the existing brand equity in the company.



**Figure 1.** Collaboration Practices in B2B Systems in value creation

Figure 1. demonstrates a practice of collaboration systems in B2B for value creation. This collaboration is divided into 2 to create two uses: value in exchange and matter in usability. The existence of activity steps in cooperation in B2B systems for value creation, such as the coproduction of value propositions and the co-creation of value experiences, also characterizes it.

The company tends to conduct its business transactions in a B2B manner through the sale of units, spare parts, and services. Companies have also carried out B2C transactions but tend to apply B2B to their business transactions. The shared value creation process can be achieved when the company and customers actively create and deliver services. Companies can improve customer engagement by providing accessible communication platforms like UT Connect. The creation of shared value between the company and the customer is significant because it serves as a way to improve the quality of service and strengthen business relationships. The business relationship referred to here is a business relationship between the company and customers, a type of B2B (Watanbe, 2020). Digital technology that has developed rapidly can support companies to improve service quality and strengthen business relationships. The company can utilize digital strategies such as digital marketing and social media to enhance the company's brand and increase brand awareness among potential customers. Companies may also consider using the latest technologies, such as artificial intelligence and data analytics, to improve customer experience and increase competitive advantage. The UT Connect application that the company has carried out can increase its success as a successful enterprise service in the digital era. Developing a digital strategy is crucial to strengthen the company's value and improve its success as a successful corporate brand in the digital age (Mingione and Abratt, 2020).

Companies can focus on providing quality service to enhance a positive customer experience through effective after-sales service. The use of service logic can also be considered by companies to be applied in the development of UT Connect products and services so that they can provide added value for the company. By understanding customer needs and developing the right solutions to meet these needs then, the company can create significant added value. Applying service logic can create added customer value and increase customer satisfaction (Williams et al, 2020). Companies can also leverage digital technology to expand market reach and improve customer interaction. Through UT Connect optimization, companies can introduce new products and services through the platform and communicate directly with customers to get feedback and improve customer engagement. This can undoubtedly increase the value of collaborative creativity between companies, customers, and various parties. Add more for customers and increase customer satisfaction by utilizing digital technology (Ju et al, 2021).

B2B literature found that it is essential for companies to build a solid corporate image and offer additional value to their customers to strengthen the company's position in the market (Ozdemir et al, 2020). As a heavy equipment company in Indonesia, it can utilize branding and value creation to strengthen its business relationships with customers and business partners. In this context, a company can reinforce its corporate image and branding by ensuring high-quality, reliable products and services. Optimization in the UT Connect program can also create additional value for its customers by providing a good user experience and supporting their productivity with just one application. Digital technology, in addition to the UT Connect program, can also be used using e-commerce platforms such as BukaLapak. The company collaborates with BukaLapak to sell several spare parts for its heavy equipment units to speed



up the transaction and delivery process and improve operational efficiency. Companies can also strengthen relationships with principals by utilizing technology such as SAP to build an integrated system to share information and data with principals, to shorten lead time supply to customers. By adopting e-commerce platforms and supply chain management systems integrated with information technology, companies can improve operational efficiency, speed up transaction and delivery processes, and strengthen relationships with business partners in the supply chain (Zhu and Bush, 2020).

PT United Tractors Tbk diversified its business into five different business lines, one of which is construction. To create long-term value for the company and the surrounding environment, companies can develop business models that integrate social, environmental, and economic aspects. Companies can also utilize environmentally friendly technology in producing and operating their heavy equipment and information technology to improve operational efficiency and effectiveness. The company can strengthen its position in the increasingly sustainability-oriented construction industry by focusing on sustainable business principles and utilizing the latest technology in its operations (Treptow et al, 2022). Competition in the heavy equipment industry in Indonesia is getting tougher, making companies have to start improving their supply chain management and optimizing the use of resources by understanding customer behavior. Leveraging customer analytics capabilities to create value and improve operational efficiency can also allow the company to strengthen its competitive advantage and remain a key player in the heavy equipment industry. Companies must ensure that customer data is used with high ethics and transparency to maintain customer trust and not reduce the value of co-creation (Hossain et al, 2021).

Value creation relates to activities or processes

companies use to create value for customers or other stakeholders. In contrast, value capture relates to the company's ability to take part in the value created in those business activities (Minerbo and Brito, 2022). Digital transformation can help companies create value for customers, and how the perspective of dynamic capabilities can help companies adopt digital technology (Matarazzo et al, 2021). Companies can take advantage of digital transformation to assist companies in improving operational efficiency, improving product and service quality, and improving the customer Parts Online Transaction (POT) experience. The company's dynamic capabilities can help it stay competitive in changing market conditions and enhance the quality of products and services. Companies that continue to improve their emotional capabilities, in this context company, will find it easier to adopt digital technology and utilize it to create value for customers. B2B business relationships require companies to understand that value creation and value capture are related (Minerbo et al, 2021). Companies can create value by improving the quality of products and services offered. The company's products and services are better than its competitors, and spare parts programs such as PAP, P2U, and PPM show this. The services offered have also followed digital changes in the global market with the presence of UT Connect, UT Call, and others. Capturing its value can be done by the company by setting appropriate prices and maintaining operational efficiency so that production costs remain under control. Value creation is influenced by internal improvements (e.g., research and development (R&D) processes and external development (e.g., mergers and acquisitions (M&A), joint ventures, and open innovation practices) (Battisti et al, 2020), which are processes for creating and maintaining competitive advantage. The company always strives to continuously create and sustain its competitive advantage by developing the technology for its heavy equipment units. The company also often conducts mergers and

acquisitions to diversify its business lines, such as acquiring PT Acset Indonusa Tbk, engaged in construction. PT United Tractors Tbk does this to create added value for the company.

Big Data Analytics can help companies achieve sustainable development goals through value creation (El-Haddadeh et al, 2021). Heavy equipment companies such as PT United Tractors Tbk have conducted extensive data analyses on maintaining heavy equipment units sold to customers. This maintenance is done by monitoring the machine's performance when the care is carried out. Optimizing the supply chain by analyzing inventory levels, top performance, and customer demand patterns will support companies in making more informed decisions about when and how many parts to order. Forecasting sales by applying big data analytics can also be done by analyzing historical sales data, market trends, and other variables. Sales forecasting done with the application of big data analytics can make companies more accurate in predicting future demand, help optimize production and inventory levels, and make the right decisions in terms of pricing and promotion. Improving the company's overall operational efficiency by analyzing data on processes, workflows, and employee performance will help the company identify bottlenecks, inefficiencies, and areas that need improvement. Extensive data analysis carried out by companies through value creation aims to provide a competitive advantage for companies.

Company managers must pay attention to the evolution of business model themes and consider the strategic implications of these changes in creating value for the company (Climent and Haftor, 2021). Creating value for the company makes the company always prioritize innovation in the company's products and services. UT Connect is one of the applications carried out by paying attention to the evolution of today's business models. UT Connect's ability to

accommodate customer needs is also reasonably capable and only needs a little optimization to maximize the company's value creation. The B2B company can develop the proportion of value creation in a circular economy and adopt innovation-based creative logic to create added value for customers in the sustainable use of heavy equipment units. B2B companies in Finland found that B2B suppliers can create value using four innovation-based creative logic: circular transformation logic, circular productivity logic, circular customer experience logic, and circular social responsibility logic (Ranta et al, 2020). The company itself can use innovation-based creative sense to develop and optimize existing resources, such as the development of the UT Connect application.

Experimental activation and customer engagement can influence customer value creation in an experiential business environment (An and Han, 2020). Customer experience, the basis of value creation, is the keyword for companies to get customers involved in value creation. The optimized UT Connect app allows customers to engage directly with the company without conducting face-to-face meetings. This is one of the factors that companies must consider to continue optimizing their applications, which can later be an added value. Heavy equipment companies such as companies must leverage their big data to increase customer value creation. There are three main dimensions in a multi-dimensional framework that can help companies understand how big data can be used to improve value creation: business context, analytical capabilities, and business model technology innovation (Elia et al, 2020). The imperative business context requires the company to analyze factors such as the industrial environment, market, competitors, and company policies. In the analytical capability dimension, companies must be able to collect, store, analyze, and utilize data. In terms of business model technological innovation, companies must also be able to take

advantage of new technologies and create innovative business models to increase value creation. Companies should not be spared in developing digital programs such as UT Connect to take advantage of innovative new technologies that can help to improve value creation.

After operating for over 40 years, the company has substantial resources and capabilities in Indonesia's heavy equipment and mining business. The company also has extensive experience and a strong network in the industry. Companies can use these resources and capabilities to create value for customers and profits for companies. The company can leverage its resources and capabilities to create customer value by developing innovative products and services and improving operational efficiency. Companies can also create value for society through corporate social responsibility and contribution to infrastructure development in Indonesia. The power and capabilities possessed by the company can be a source of competitive advantage and affect value creation for customers and profits for the company (Barney et al., 2021).

Big data technology can facilitate the co-creation of value between producers and users in business-to-business (B2B) agriculture (Jayashankar et al, 2020). The company also has a business line in agriculture, which is still run using B2B. The company can leverage big data technology to facilitate value-in-use co-creation between heavy equipment manufacturers and users in Indonesia's mining, agriculture, and construction industries. Data collected from machine machinery and equipment can be used to understand customer needs and preferences, identify opportunities to improve system performance and convey useful information to users. In the long run, this can help the company maintain its position as one of the major players in the heavy equipment and mining industry in Indonesia. Overall, applying the concept of co-creation of value-in-use through big data

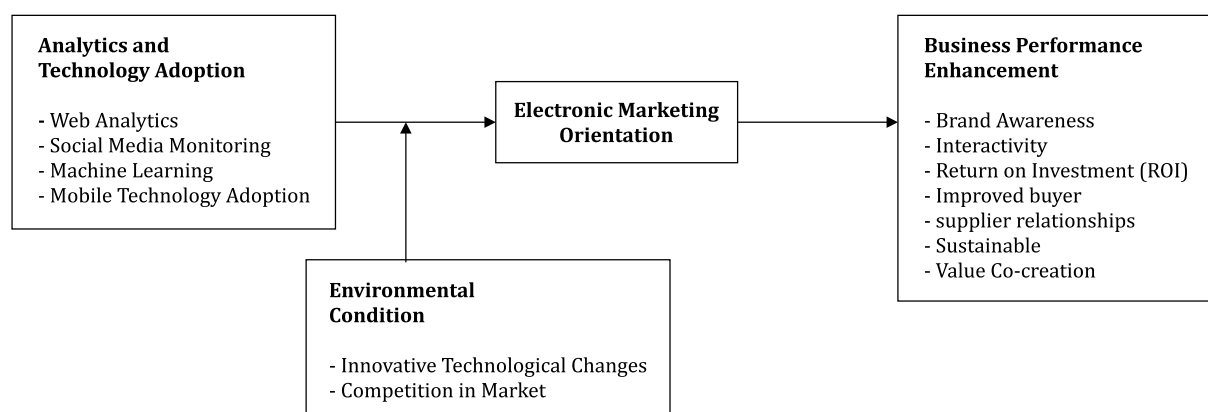
technology can provide significant benefits for the company in increasing the efficiency and productivity of heavy equipment and providing better maintenance and maintenance services to customers. The company has introduced new business models, such as support services, to increase customer value. Companies can pay attention to the importance of congruence between value creation and value capture in the innovation of their business model. The value created must be ensured that in line with the value captured by the company, the company can improve its performance and strengthen its position in the market. The process of business model innovation is dynamic and involves many interrelated stages. This process includes opportunity identification, solution development, validation, and implementation (Sjödín et al, 2020).

A circular value creation architecture consists of four main strategies: make, ally, buy, and laissez-faire (Hansen and Revellio, 2020). Companies can adopt circular value creation architecture strategies in their business operations to improve sustainability performance and create sustainable added value for stakeholders. Companies can also consider alternative strategies such as 'make,' which means the company produces all the raw materials needed in its production process. The company has carried out the 'make' strategy by having a subsidiary called Bina Pertiwi, and the subsidiary functions to make alternative products that can be used as supporting products at relatively affordable prices compared to products from United Tractors. The 'ally' strategy, which means companies collaborate between companies in the same ecosystem to create shared value, has also been carried out by the company by cooperating with several heavy equipment companies as their leading suppliers, such as Scania, UD Trucks, Komatsu, Tadano, and Bomag. The following strategy is 'buy', which means the company buys raw materials from a separate third party. This strategy still needs to be

implemented by the company because the company prefers to maximize the quality of heavy equipment units and spare parts by using genuine parts. The final strategy is 'laissez-faire', which means the company relies on randomly available resources in the market. There are four value-creation architectures in vehicle data-driven services: create, merge, buy, or let (Kaiser et, 2021). A good architecture should be chosen depending on business needs and the company's ability to collect, analyze, and integrate data. Companies can use information technology and data to improve efficiency and effectiveness in company operations. In this case, companies can collect data from the heavy machines they have to obtain information that can be used to optimize performance and extend the service life of those machines. Companies will gain new insights, such as how to manage data collected from their heavy machinery, as well as how data can be used to create value for customers and enterprises, if companies try to apply the concept of value creation architecture in vehicle data-driven services (Kaiser et al, 2021).

Effective collaboration and knowledge exchange between companies and business partners can create added value for both parties (Bonamigo et a, 2022). PT United Tractors Tbk, as a company operating in the heavy equipment and mining industry, effective knowledge management can help the company in creating added value for its

customers and business partners. Companies can improve knowledge management by enhancing collaboration and knowledge exchange with customers and business partners and adopting appropriate information technology to manage and share knowledge. Companies must also build an organizational culture that encourages collaboration and knowledge sharing. This can be done by adopting effective knowledge management practices and promoting cooperation between departments and teams within the company. Asocial media options, mobile technology adoption, internet auctions, technology readiness, technological innovation, and crowdsourcing are related to technology adoption (Pandey et al, 2020). Various theories of technology adoption have been used to explain the adoption of new technologies in the B2B industry, including mobile, e-commerce, email, and social networking sites. In adopting technology in the B2B industry, the company has used e-commerce and e-mail. It has even begun to penetrate programs in the form of applications to support interaction between companies and customers. Companies can also improve their digital marketing strategies by integrating offline and online marketing strategies, understanding B2B customer goals and needs, producing high-quality and relevant content, and measuring the performance of digital marketing campaigns with accurate digital analytics.



**Figure 2.** Technology Adoption Framework

Figure 2 shows that maximizing knowledge about digital marketing and technology adoption improves business performance. This is certainly supported by paying attention to environmental conditions that always have changes in technological innovation and competition in the market. Companies will obtain brand awareness, shared value creation, and several other things if companies maximize their knowledge about digital marketing and the adoption of existing technology.

In the context of digital technology adoption in Indonesia, especially in PT United Tractors Tbk, globalization can have both positive and negative impacts. In some ways, globalization can accelerate the adoption of digital technologies in such companies by providing more accessible access to the latest technologies and increasing global competition in the industrial sector. Globalization can also increase competition in business and offer new challenges regarding applicable regulations and policies. As a large company operating in Indonesia's mining and construction sector, the company must adopt digital technology to improve operational efficiency, strengthen data security, and improve customer experience. Therefore, these companies need to consider the factors that influence the adoption of digital technology, both internally and externally, and pay attention to the implications of globalization in developing their digital technology strategies. Globalization significantly impacts the adoption of digital technology in various countries (Skare and Soriano, 2021). Several factors influence the adoption of digital technology, such as culture, regulation, infrastructure, and market needs. The stakeholders' expectations at the company, UT Connect, can later be used as a facility and a service operated by employees, customers, and potential customers. The optimization that continues to be carried out on the UT Connect Program will later be able to accommodate various customer needs, such as checking and

even purchasing heavy equipment unit products and spare parts without having to leave the application and be directed to the website. This will certainly facilitate and increase customer satisfaction and prospective customers in making transactions with the company. The optimization of the UT Connect program also aims to improve customer data security. UT Connect application optimization is one of the unique marketing strategy development strategies. This strategy promotes the company's products, ranging from heavy equipment units to parts and service services. In addition to seeking to promote the products sold, this strategy can affect customer buying interest because customers can more easily reach and find company products with only one application, namely UT Connect. Developing specific marketing strategies to promote luxury brands is essential in influencing consumer purchase intent (Marsasi and Yuanita, 2023).

They can foster a deeper connection between brands and their target audience by providing a forum for conversation (Yuanita and Marsasi, 2022). One of the forums for this conversation includes UT Connect application optimization. This UT Connect application optimization can connect customers with company customer service to consult on the needs of heavy equipment and spare parts. This forum can also be an added value for companies to continue to increase sales of heavy equipment and spare parts. The implementation of the optimization of the UT Connect program itself will have its own goals, which the company will achieve with the person in charge and a predetermined period. With this program implemented, it will be helpful to advance the company to become the company of choice for its new partners and customers.

Table 3. above describes the visualization of UT Connect program optimization. The purpose of this program is to increase the value of customer satisfaction in making transactions with companies using only the UT Connect

application. Companies will also get maximum benefits because the optimization of the UT Connect program helps them. This UT Connect program will help the company to reach more customers in sectors other than mining. The purpose of getting customers other than the mining sector is, of course, so that companies do not only depend on transactions made by companies in the mining sector. Customers from construction, agribusiness, transportation, and others should also be considered because the potential from industries other than mining can also be maximized. The promos displayed in the application can also help customers be interested in making purchases at the company. Enhanced account security will also help customers feel safer because customer data is more protected so that customers can be more flexible and don't have to worry about their data being leaked due to making online transactions using the UT Connect platform.

The UT Connect platform gives customers direct access to the company's complete product catalog. Customers can view technical specifications, product features, and drawings in detail. This information helps customers in choosing a product that suits their needs. Customers can also see up-to-date information

about product stock and pricing to make more accurate purchasing decisions. Customers can complete the order form online, which will be forwarded directly to the company's sales team. This reduces the time and effort required in the conventional ordering process. The convenience that will be obtained is that customers can also track the status of their orders in real time through the UT Connect platform. UT Connect is optimized to meet its technical requirements by providing efficient and responsive services. Customers can submit questions or requests for technical support through the UT Connect platform, and the company's technical team will provide fast and appropriate solutions. This will assist customers in overcoming problems or obstacles they face with the company's products, thereby increasing customer satisfaction and strengthening the long-term relationship between the company and customers. UT Connect application optimization can also help companies increase sales and public awareness about their products.

## CONCLUSION

This study found several areas for improvement, including the less optimal use of digitalization of the media marketers used. This study evaluates a program by implementing Adoption Technology

**Table 3.** UT Connect Program Optimization

<b>Aspects</b>	<b>Information</b>
Purpose	The long-term goal of optimizing the UT Connect program is to increase customer loyalty to using the UT Connect program. The short-term goal of optimizing the UT Connect program is to increase the satisfaction value of customers in transacting using the UT Connect program and get maximum benefits.
Period	1 Year
Responsible	The company's IT party, Administration Department Head, Spare Part Department Head, Service Department Head, and Business Consultant.
Activities	1. The addition of UT Clicks into the UT Connect application makes UT Clicks, previously in the form of website, accessible in the form of programs from an application, namely UT Connect. 2. Optimization of application security so that the data and privacy of enterprise customers who use UT Connect are better maintained.
Target	United Tractors customers from all sectors, such as mining, construction, forestry, transportation, etc.
Output	All <i>customers</i> from the company feel safer and calmer when transacting using UT Connect.

(Nugraha, 2023)

through Value Co-Creation of the UT Connect marketing program is an evaluation proposed to the company to develop sales and consumer buying interest in the company's products. The evaluated program is supported by using the theory of Adoption Technology and its implementation using the concept of Value Co-Creation. This program was considered because it found several areas for improvement, especially in the online promotion section. This program evaluation aims to increase sales of heavy equipment units, spare parts, and services the company sells. It aims to increase consumer buying interest because the company can insert attractive promotions in the UT Connect program. Internal (company) and external (consumer) parties will benefit and facilitate by optimizing this UT Connect program. The approach to support this program is the theory of Adoption Technology. This Adoption Technology can be applied to existing UT Connect programs. This theory is recommended because UT Connect programs require adopting the latest technology to maximize the performance of their programs. The working system of this program is that companies can do Value Co-Creation with consumers and potential customers to continue

increasing the value owned by the company.

This research has guaranteed information according to the facts because researchers go directly to the field to find information related to objects in the area. This research produces an evaluation of marketing media which is very influential for a company like United Tractors, this evaluation will produce a value that impacts customer loyalty. The implementation carried out by the company is expected to provide convenience for users or partners who cooperate with the company in conducting product buying and selling transactions or other things done online. This research will have an impact on several things, such as; 1) This research will be helpful for companies to maximize the marketing media used by the company, 2) Technology Adoption theory with the implementation of Value Co-Creation will help companies to provide the best facilities to customers, 3) The development of Technology Adoption theory can be a quote or reference for other research regardless of the same industry, 4) This evaluation provides value from the company to customers because it provides benefits to facilitate transactions between companies and customers.

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