

Social media marketing strategy “&Friends” in building brand engagement for Himalaya Herbals Indonesia

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Abstract

Companies are currently using the rapid development of social media as part of people's lifestyle to strengthen emotional bonds between consumer and brand, through social media marketing activities in #AlamiLawanJerawat campaign, &friends as a creative agency carried out three objective phases: brand engagement, which is an important element in getting consumer participation. This study aims to discover the social media marketing strategy and explore the factors that oppose the social media marketing strategy of &friends in building Himalaya's brand engagement through #AlamiLawanJerawat campaign on Instagram. This study used Breakenridge's The Social Media Strategy Wheel theory with the concept of brand engagement. This research method used descriptive qualitative case study. The data collection process was carried out by observation and in-depth interviews. From the results, it was found that the strategy taken by &friends for Himalaya was to create insights for content creation related to target audiences, utilize influencer channels, and engagement contents such as giveaway and honest reviews which ultimately succeeded in increasing brand engagement at the loyalty audiences stage, with 217% increase in sales in four months, and a growth of followers from 15,000 to 27,000 after the #AlamiLawanJerawat campaign on Instagram. In implementing the strategy, internal obstacles were found, namely inconsistencies in implementing the content schedule and external obstacles on the timeline production.

Keywords: #AlamiLawanJerawatCampaign, Himalaya Herbals Indonesia, &friends, social media marketing, brand engagement

Introduction

Technological development is an inevitable part of our life. The rapid development of information technology has been adhered to most aspects of human life, either directly or indirectly. Now, information technology has provided all the information people are looking for (Fahrizandi, 2020). The easier access of the information enables faster and better communication

(Yusuf, 2016). One of the information and communication technology is the internet (Gemael & Afrinaldi, 2017).

Internet automatically affects how social media functions in society, such as socializing, accessing information, entertainment, conducting specific campaigns (education, social, health, etc.), and marketing specific products or services (Soliha, 2015). According to the internet and social media trend data in Indonesia, internet users in 2020 reached 196.7 million or 73.7 percent of the population (Jayani, 2020). Of 175.4 million internet users in Indonesia, 160 million actively use their social media networks (We Are Social & Hootsuite, 2020). According to We Are Social (2020), social media users in Indonesia spend varying amounts of time. From the average time of using social media per day, Indonesian people now make social media part of their lifestyle and daily activities (Kristiawan, 2015). As a frequently accessing the internet, this is undoubtedly an opportunity for business people to take advantage through social media or better known as social media marketing (Noviyanto, 2020).

Social media marketing is a new business trend as it can easily reach customers and targeted consumers (Nadaraja & Yazdanifard, 2014). Various companies and other business actors are increasingly recognizing social media as an essential and efficient marketing communication platform that makes it easier for businesses to connect with existing consumers and build potential customers (Pham & Gammoh, 2015). One of the goals and motivation is to increase the relationship. Companies can interact with consumers to increase their emotional connection with them, where social media make it possible to communicate with many people using two-way communication. This is the most prominent new media phenomenon from the benefits of social media marketing (Nadaraja & Yazdanifard, 2014)

One of the essential elements in getting consumer participation is building brand engagement (Nathania, 2017). According to (Hollebeek, 2011), brand engagement is the level of individual consumer motivation related to the brand's state of mind. It depends on the context, which is characterized by specific stages, that is, cognitive, emotional, and behavioral interactions with the brand directly. At this stage, the customer not only consumes but also contributes and creates an organization or brand. Starting from reading the messages, two-way communication, participating, providing product reviews, and giving online recommendations (Moriansyah, 2015).

In achieving this goal, social media marketing strategies can be carried out by affiliating with third parties. The third party is a digital agency (individuals and companies) that provides creative services by utilizing internet media to formulate strategies and technical marketing of a

product (Alma, 2016). The company carries out all marketing activities by professionally hiring a digital agency, from research, planning, implementation to evaluation (Saputra, 2013).



Figure 1. 1 &friends's Logo
(Source: andfriends.com)

&friends, is an independent creative agency based in Jakarta engaged in marketing & advertising. It was established in 2020 and aims to create impactful works of culture and build business value. &friends have handled large companies such as Burger King, Starbucks, Garuda Food, Domino's Pizza, and Himalaya since 1930. Himalaya is one of the companies handled by &friends in building consumer participation through social media marketing on Instagram. As a rapid development social media, which is starting to become part of the lifestyle of today's society, Himalaya companies need brand engagement in order to maintain awareness of their leading product, Himalaya Purifying Neem Face Mask by implementing a social media marketing strategy. As a creative agency, &friends helped Himalaya achieve this engagement level by carrying out a new campaign for acne fighters in Indonesia to use Himalaya in dealing with acne naturally. In August 2020, Himalaya released the #AlamiLawanJerawat campaign on Instagram, starting with a song called "Win the Fight" with female rapper Yacko and musician Martial. This campaign raises an acne issue, a severe problem that causes acne shaming experienced by many people.



Figure 1. 2 @HimalayaHerbalsIndo's Instagram Account

(Source: Instagram @himalayaherbalsindo)

Implementing the principle of building relationships (engagement) between companies and followers or fans on social media enables to increase the value of the players (companies and brands). It is meant by the value that there is a positive impact that affects one party and affects a broader scope of social media after the interaction between the company and its followers. Comparing to what companies usually do conventionally, reducing campaign costs is highly possible by choosing the suitable social media which has the power and effective strategy regarding the company and brands' image (Suryani, 2015).

Engagement is very relevant in communication on social media because social media is a centric and participatory relationship. It means that engagement on social media naturally becomes a meaningful relationship. Communicating through Instagram feeds allows users to interact with brands by commenting on the brand, expressing likes or dislikes, and sharing content with their social connections (Indrianti, 2016). Through social media, customers expect three things to get from a brand: promotional offers related to product sales, quality services, and the emotional bond with the brand. Therefore, social media can be a means to build emotional bonds between customers and brands or what is called brand engagement (Nathania, 2017).

A quantitative study conducted by Raharjo and Samuel (2010) stated that the influence of social media marketing on purchase intention and brand awareness showed a positive impact on Lazada, which focused on Facebook, Twitter, and Instagram. The study is in line with a qualitative study conducted by Yunny (2017), who examines The Social Media Strategy Wheel theory approach by Breakenridge (2009). Yunny researched Zalora's social media marketing strategy to improve brand engagement in Harbolnas (the national online shopping day) in 2018 which had successfully reached the objectives on increasing sales from influencers' voucher codes. The impression increased up to 100-150% from the regular days, and the growth of the followers up to 11.000 in a week. Besides, Yunny's study concluded that Zalora also improved up to 40% year on year. Although Yunny's study points out the benefit of maximizing social media, the study limits the inclusion of audiences as the subject to figure out the campaign's response; thus, the measurement of brand engagement was merely based on the objectives plan. In order to provide an overview of the response regarding the campaign which affects the target audiences, this study analyzes brand engagement using the measurement from the Perreault and Mosconi (2018) theory. This study aims to: (1) find out social media marketing strategy of &friends in building the brand engagement of brand Himalaya Herbals Indonesia through #AlamiLawanJerawat campaign on Instagram, and (2) explore the factors which oppose the

social media marketing strategy of &friends in building Himalaya's brand engagement through #AlamiLawanJerawat campaign on Instagram.

Methods

This study used a descriptive qualitative research method. Descriptive research can be described as a problem-solving procedure by describing or writing down the state of the object and research subject. The object of this research is the social media marketing strategy &friends in establishing Himalaya Herbals Indonesia's brand engagement on Instagram through the #AlamiLawanJerawat campaign by examined both internal and external inhibiting factors. The data were collected using non-participant observation methods, in-depth interviews, and a literature study.

This study examined the validity of the data by prioritizing the confirmation aspect through triangulation of the data. Triangulation is done by checking the information/data obtained through interviews with the Creative Lead & friends. To investigate the brand engagement response of each campaign activity, the researchers also conducted interviews with several followers of Himalaya Herbals Indonesia who followed the development of the #AlamiLawanJerawat campaign on Instagram. The theory from Perreault and Mosconi (2018) was used in this study. The theory has 12 levels of customer engagement, where loyalty is the highest level of customer engagement. Besides the interviews, the researchers also made observations to support the data from the interviews with the data from the researchers' observations so the research would be objective. The researchers also conducted interviews with advertising practitioners from the consulting agency Akarmula to verify the validity of the data compiled. The data obtained were collected at different times. The researchers analyze the application of the Social Media Strategy Wheel theory by Breakenridge (2009) as the underlining theory. After combining the research results on The Social Media Strategy Wheel theory, the conclusion was made. It is about how brand engagement is built into two-factor frameworks: Instagram metrics and customer engagement, according to Perreault and Mosconi's (2018) theory.

Discussion

The result of the study describes the results of the interviews combined with additional data from the company, the internet, and the @himayaherbalsindo Instagram account. The researchers

confirm the theory of The Social Media Strategy Wheel from Breckenridge (2009), which is used as a basis in research to find out the &friends strategy for Himalaya Herbals Indonesia. As stated in the framework developed by the researchers, this research focuses on the #AlamiLawanJerawat campaign with the stages in the wheel of The Social Media Strategy from Breckenridge in 2009.

To examine the process of building engagement by &friends towards Himalaya Herbals Indonesia, the theory of Breckenridge 2009 was proposed. The Social Media Strategy Wheel quoted from his book *Social Media and Public Relations: Eight New Practices for the PR Professional*. Regarding the theory, there are four stages of building engagement: the audit/research/discovery stage, the planning stage, the strategy development stage, and the evaluation stage. In the audit/research/discovery stage, the researchers categorized it into five stages, that is, (1) client brief/client guidelines, (2) strategy determination, (3) Himalaya client SWOT analysis, (4) tracking and measurement, and (5) the level of client participation with the agency. The planning stage includes determining goals, objectives, target audiences, and budgets. The strategy development stage includes tracking and monitoring strategy, distribution/channel strategy, communication/content optimization strategy, engagement strategy, and measurement strategy. While the evaluation stage includes tracking and monitoring software, distribution channels, optimize content creation, engagement/2-way conversations, experience and sentiment, and measures lead/sales, brand lift/awareness, high-value interaction.

The audit/research/discovery stage is the first stage in the theoretical series of The Social Media Strategy Wheel by Breckenridge (2009). This first stage is carried out by the client first and then followed by brainstorming conducted by &friends as an agency to complete the brief to form a creative brief. In this stage, the researchers divided it into five stages. The first is the client brief/client guidelines. The client brief is the most critical piece of information issued by the client to an advertising agency. At this stage, &friends read, analyze, and identify the problems in brief given by the client. In June 2020, a Himalaya consumer made a video review and a testimonial for the Himalaya Purifying Neem Face Mask product on Tiktok, and it went viral with 1.4 million views for two months. Because of the viral video, the Himalaya Purifying Neem Mask sales drastically soared in offline and online stores. The increased sales were also followed by increasing the prices to 100%, a strategy by Himalaya on Singapore. The price increase caused an extensive conversation on social media which is wondering the cause of the increase in their skincare prices after the Himalaya Purifying Neem Face Mask went viral on Tiktok.

As the conversation goes, Himalaya was motivated to create digital video ads to maintain the extensive conversations on social media, especially Tiktok and Twitter, by asking &friends as a creative agency. The brief was given by Himalaya to &friends are the objectives of brand awareness and brand amplification for one of its products, Himalaya Purifying Neem Face Mask. These objectives are then discussed with &friends for the next stage, which is determining the strategy. Determining the strategy is an initial step taken by &friends as a creative agency for the brand (Himalaya Herbals Indonesia) for making creative briefs.

One of the strategies used by &friends in Himalaya's creative brief is social media marketing. Social media marketing is a form of direct or indirect marketing to build awareness, introduction, recall, and take action on a brand, business, and product packaging using tools on the social web (Gunelius, 2010). The social web used by &friends is Instagram. In addition to providing photo, video, and engagement features, Instagram can provide easy access for brands to communicate with target audiences because Instagram is the fourth most active social media platform in Indonesia in 2020 after Youtube, Whatsapp, and Facebook.

The social media marketing strategy that carried out by &friends begins with determining the big idea that will later be used as a solution to the company's target. The big idea found by &friends is the audit, research, and discovery process. Audits are critical to the success of how communications providers move forward. The communication organizers are &friends as the agency and Himalaya as the client.

The result of the audit process is a campaign that dared to raise a taboo issue to discuss. It is about acne shaming experienced by Indonesian women. This campaign is expected to deliver women empowerment in the big idea of the #AalamiLawanJerawat campaign. The client brief from Himalaya is trying to build brand awareness and brand amplification. &friends as a creative agency performs the initial strategy by looking for a possibility by finding facts in the beauty industry. It is undeniable that the increasingly fierce competition in the beauty world has resulted in various ways of promotion on social media (Rejeki & Kussudyarsana, 2020). This makes &friends focus on making creative strategies that are different from other acne-specific skincare brands.

&friends found the idea of acne shaming as the anchor of the idea in doing social listening to audiences on social media. The process of doing social listening was found by a community of acne fighters willing to share their experiences when they had acne. The discovery of these stages of ideas made Himalaya the only Indonesian beauty brand that raised the concept of acne shaming as the object of advertising. To supports acne fighters in fighting acne that they have

experienced and are currently experiencing, especially Indonesian women & friends develop big ideas by creating rap songs as a form of resistance. In Putra's research, it is stated that hip-hop music or rap music is a form of resistance or a form of appreciation for the feelings of the Negro nation over the slavery they have experienced (Putra, 2019).

The next step is determining the SWOT analysis of the campaign strategy that will be brought to the Himalaya. SWOT analysis (Strengthness, Weakness, Opportunities, and Threats) identifies various factors systematically to formulate company strategy (Pinayani, 2005). In Breakenridge's theory (2009), the results make it possible to minimize the weaknesses and optimize the strengths of Himalaya when determining SWOT (Strengthness, Weakness, Opportunities, and Threats). Besides determining the brand's strength, at this stage, possible challenges or problems are also identified. Analyzing the opportunities are carried out in terms of participation and engagement in social media. Currently, SWOT analysis has been widely used to prepare strategic business planning, which aims to develop long-lasting strategies to achieve the company's direction and goals (Rangkuti, 1998).

Within the scope of social media, to support the strategy-setting process, & friends the tracking and monitoring stage of the #AlamLawanJerawat campaign. At this stage, & friends created a hypothesis and then conducted research in collaboration with Praxis PR Company. The research used a questionnaire distributed to 1000 people in more than ten major cities in Indonesia in its technical implementation. The research was conducted to prove the hypothesis to strengthen the campaign strategy carried out by & friends for Himalaya. From the importance of researching the communication process, & friends can understand consumers and potential Himalaya Purifying Neem Face Mask products in depth.

Furthermore, as an agency, & friends has the vision to make friends and become partners for the clients they work with. The client determines the viability of an advertising agency. The role of the client in determining the advertising strategy is one of the essential parts of the flow of advertising activities, including the client briefing, creative briefing, execution, distribution, and evaluation. & friends ensures that it can create an ideal relationship with clients during the project. According to them, this good relationship can give a good impression, making the planned strategy work well. It happens because the client has much participation in the marketing process. Participation is a process carried out in the assessment of decision-making (Surahmi & Farid, 2018).

This follows the theory presented by Breakenridge (2009) states that there is a difference between brands that only provide information and brands that build discussions and high levels

of involvement, answer questions, and get feedback about the products and services. As an active client, Himalaya can provide a high level of engagement with &friends agency to form attractive advertising strategies. Moreover, &friends are not seen as subordinate but as a partnership by Himalaya. This result is parallel with other research conducted by Pavlu, claiming that valid and comprehensive information provided by a client is the most crucial requirement for creating an effective communication strategy. Both in the development of the main content of advertising communications, selection of relevant advertising tools, or any other form of communication creation such as carrying out campaigns on social media (Pavlu, 2016).

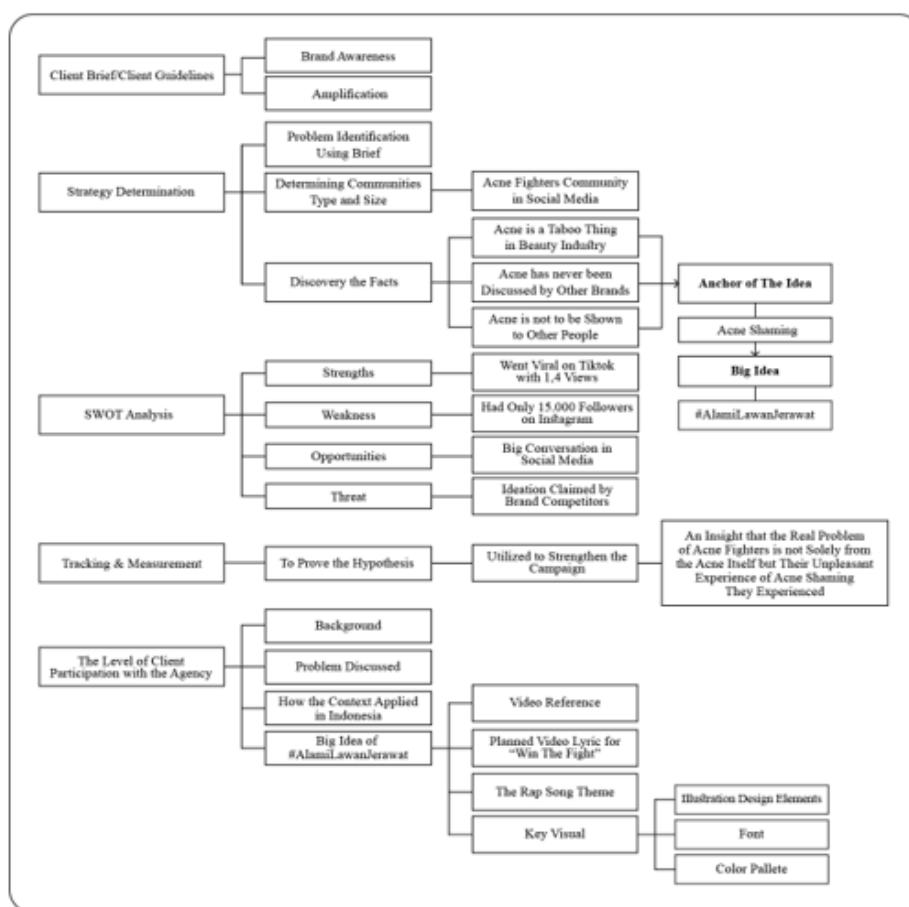


Figure 4. 1 *Audit/Research/Discovery* Stage for the #AlamiLawanJerawat Campaign
 (Source: Researcher's Processed Data)

The second layer on the Social Media Strategy wheel is Planning Stage. To consider that the social media marketing strategy is successful, it should refer to the planning stage. This stage is divided into four stages: determining goals, objectives, target audiences, and budgets from the agency and clients discussed in the mutual agreement process. In determining the goals, objectives, and target audiences of the #AlamiLawanJerawat campaign, it is based on the target that the client wants from the client brief. After that, re-planning was carried out by &friends as an agency to produce advertising strategies that can create more specific goals.

The goals above will answer the question "where do we want to go?" and determine market share, number of distributions, new product introductions, pricing policies, sales promotions, and advertising (Triastity, 2011). The goals in the #AlamiLawanJerawat campaign are brand marketing. The KPI (Key Performance Indicator) of &friends social media marketing strategy can increase followers by 20,000 by the end of 2020. This stage certainly cannot be done without an audit/research/discovery process by &friends. This planning stage analyzes implementation from the strategy determination stage, SWOT analysis, and tracking & monitoring.

The client sets two objectives, they are to increase brand awareness and brand amplification. However, &friends rework it by dividing it into three campaign phases: brand awareness, brand engagement, and brand amplification. This is done in order to produce an ideal campaign of the #AlamiLawanJerawat Himalaya Herbals Indonesia. It is noticed that from the objectives, positioning for Himalaya has also been determined in building brand marketing, that is, 'proud supporter of acne fighters'. Positioning, according to Kotler & Keller (2006) in (Arwin, 2018) is the "act of designing the company's offering and image to occupy a distinct place in the mind of the target market." Positioning is an action or steps from the company to have a characteristic that can be better than other competitors by setting the product in the target audience's minds. The positioning of 'proud supporter of acne fighters' in the Himalaya brand, especially the Himalaya Purifying Neem Face Mask product, is targeted to the audiences as a product that effectively treats acne.

In addition, &friends would like to introduce the concept of 'it is natural to have acne' to Indonesian women to fight acne shaming. Himalaya is the first beauty and wellness brand to popularize the term of acne shaming in Indonesia. This is proven by the data on the internet mentioning the Himalayas at the top of Google searches.

After determining the objectives, &friends and Himalaya also need to determine the target audiences that are used as the other advertising strategy planning process, such as determining the right activities in the campaign. The target audience itself is an essential element in communication and plays a vital role in the ongoing communication process (Walisyah, 2018). The researchers noticed that the product that were appointed for the #AlamiLawanJerawat campaign is unisex products that women and men can use. However, as an agency, in the process of determining target audiences, it is important that the #AlamiLawanJerawat campaign can be more focused and specific.

The target audience for the #AlamiLawanJerawat campaign are women aged 18-24 years in Indonesia. The Socioeconomic Status (SES) targeted is size B – C. In the #AlamiLawanJerawat campaign, &friends determine the characteristics of the women in more detail, into women with acne, women who have had acne, or women who have and are currently experiencing acne shaming. This notion is created to let the women relate to the issues. It is also expected that the messages can be conveyed successfully.

According to Breakenridge (2009), analyzing the target audiences is paramount because it relates to the campaign needs, which is a profound understanding of the target audiences' problem. The target audience is the people who are set to become campaign targets of the brands and want to be reached in the web community. The community here means that a community of acne fighters which &friends firstly finding facts of people willingly share their acne problems on social media. Based on the community data, finally, the positioning 'proud supporter of acne fighters' is perceived to be very different and exciting for the target audiences of the #AlamiLawanJerawat campaign.

After making the planning of the target audience, the next step is determining the budget. The budget will be helpful to support advertising activities. In the process of determining the budget for the #AlamiLawanJerawat campaign, in general, &friends as a creative agency is still conducting discussions with Himalaya as a client.

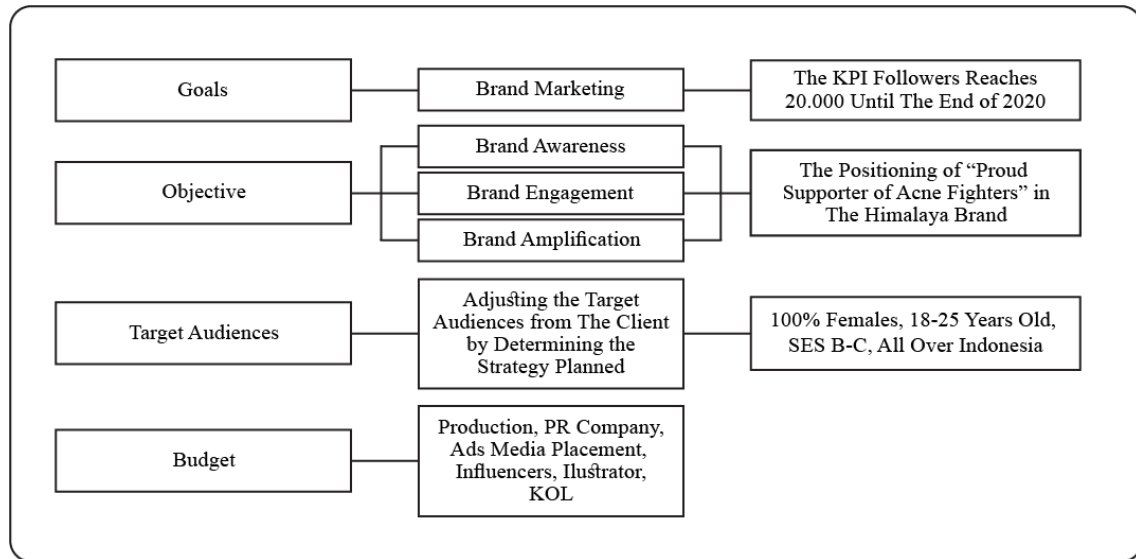


Figure 4. 2 Planning stages & friends for the #AlamiLawanJerawat Campaign
(Source: Researcher’s Processed Data)

After determining the strategy planning of #AlamiLawanJerawat campaign, &friends developed a strategy based on the Strategy Development stage in the third layer of the Social Media Strategy Wheel, which was divided into several stages that correspond to the four sub-categories of the active approach in social media marketing expressed by (Constantinides, 2014), 1)—using social media as direct marketing tools and public relations, 2). Engaging social media users as product and brand supporters, 3). Using social media to personalize customers' online experience and allow products customization, 4). It involved customers as contributors to product reviews, advertising concepts, and the innovation process.

The third layer of Breakenridge’s (2009) Social Media Strategy Wheel namely the strategy development stage, helps &friends in formulating strategies and tactics that may succeed #AlamLawanJerawat campaign activities. This stage consists of four stages, namely 1) Tracking and Monitoring Strategy, 2) Distribution/Channels Strategy, 3) Communication/Content Optimization Strategy, 4) Engagement Strategy, 5) Measurement Strategy.

In the tracking and monitoring strategy stage, the communication providers are encouraged to prepare the appropriate strategy to better engage the audience's participation on social media through the #AlamiLawanJerawat campaign. Carefully determining the goals, objectives and target audiences will lead to successful tracking & monitoring strategy. The following step after determining the plan for the second layer is research and tracking and monitoring trends that take

place on social media. This process is related to the future stage of the campaign that will be carried out. The result of the monitoring process suggested an insight that the real problem of acne fighters is not solely from the acne itself but their unpleasant experience of acne shaming they experienced.

The insight found by &friends during the tracking and monitoring strategy process eventually influences &friends in deciding a plan of the distribution process to reach broader target audiences. In the distribution strategy, &friends utilize influencer channels (Mardial and Yacko) which are expected to help increasing the engagements of #AlamiLawanJerawat campaign on the @himayaherbalsindo account. Elli mentioned that brands indeed take advantage or benefit from audiences (Elli, 2017). As a result of this collaboration with influencers, the social media account of @himayaherbalsindo gained a huge number of followers. It had only a few followers, approximately 15,000 followers, however, it has been followed by thousands of new followers afterward. Besides collaborating with influencers, &friends used KOL (Key Opinion Leader) for #AlamiLawanJerawat campaign to effectively distribute the products to a wider range of customers. In this campaign, &friends uploaded the main activity of the campaign, namely voicing the issue of acne shaming experienced by acne fighters in the rap music video "Win The Fight," which was uploaded on several influencer social media platforms. &friends work together with influencers who have many followers on Instagram, such as Mardial as a composer, Yacko as a rapper, and Wastana Haikal as an illustrator. The creative process in finding influencers in this campaign is 'lots of creativity comes from feeling'. Some things in the creative process are done by &friends spontaneously and not through a structured procedure.

In the following step, &friends determined the editorial plan which involved a communication/content optimize strategy. The editorial plan consists of the day and date, the theme and topic, the type of content and the person in charge, and the copywriting of each content created. In the process of optimizing communication and content strategies, &friends has carried out 5 main goals of a campaign according to Reddi (2009) in (Indrawan et al., 2012), those are: 1). Informing and being aware of the activities of the campaign communication process to influence the audience, 2). Persuading, educating and motivating the audience to participate, 3). Developing public opinion through ideas and actions, 4). Attracting target audiences using the use of media and methods, 5). Delivering the desired results through the

implementation of the campaign program within a certain or predetermined time.

In the communication/content optimization process, &friends executed the strategy based on the insights discovered during the tracking & monitoring stage and the process of distribution/channels strategy. By Ruslan's statement (2015), &friends has carried out stages starting from attracting attention (campaign introduction), intensifying campaign themes, motivating and encouraging to take action (challenge), and participation of target audiences to take concrete actions. Hence, the editorial plan is established based on the needs of the target audiences to engage effectively with them through every communication and content.

The purpose of the research was to find out what the target audiences frequently get from social media, what they like, need and want when using social media, their concerns, and issues during the breakouts. &friends obtained the idea of content optimize concept from research on its target audiences. The research results are used by &friends for optimizing communication and content for the #AlamiLawanJerawat campaign, besides the insights created by &friends.

The researchers found out that the contents posted on the @himayaherbalsindo account have different levels of engagement. The content with the highest engagement proceeds to the next stage, namely the engagement strategy. This content with the highest engagement involves direct engagement with audiences, such as giveaways and honest reviews. Therefore, the &friends team decided that this kind of interaction is the best possible strategy for engaging with target audiences for the #AlamiLawanJerawat campaign.

After the engagement strategy stage, a measurement strategy is carried out to successfully implement it as a criterion to assess the outcome of the #AlamiLawanJerawat campaign on Instagram. This strategy is used to reveal the value of the campaign activities, whether the campaign meets its objectives or not. At this stage, the &friends team will conduct a monthly evaluation by observing the social media marketing activities on the @himayaherbalsindo account. The results of this strategy development are different from the research conducted by Yunny (2019), saying that the Social Media Marketing strategy carried out by Zalora is following the objectives. It is just that the content optimization strategy is not tailored to the target audience as a whole.

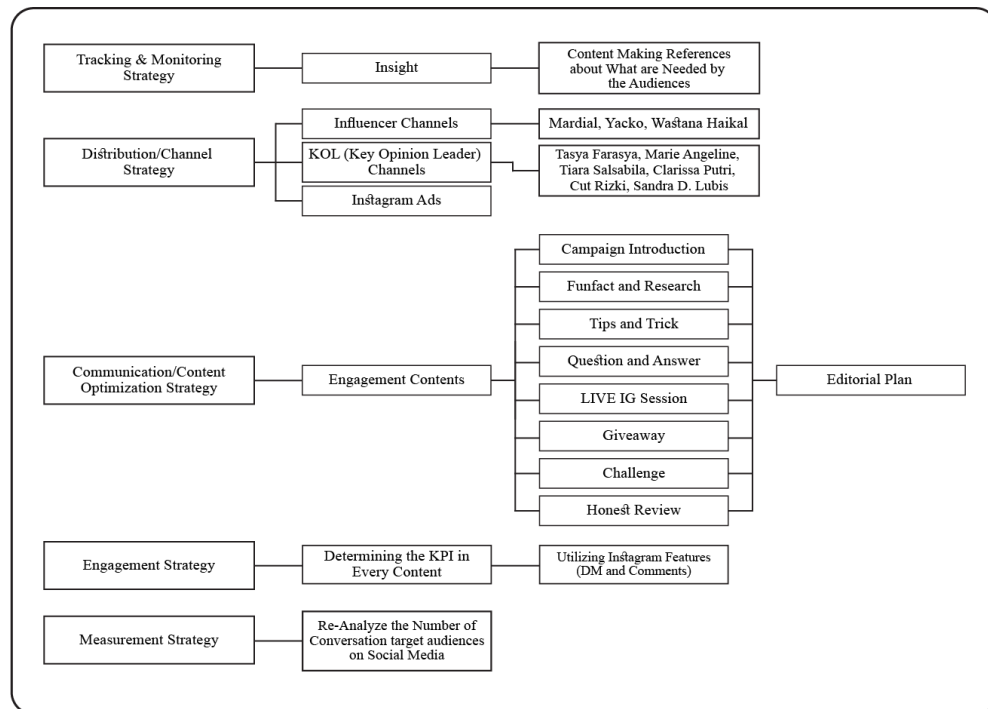


Figure 4. 3 Strategy Development Stages for the #AlamiLawanJerawat Campaign
(Source: Researcher’s Processed Data)

The last stage of the social media marketing strategy in the Social Media Strategy Wheel theory is evaluating the executed strategy development, namely tracking & monitoring software, distribution channels, optimize content creation, engagement/2-way conversation-experience-sentiment, engagement leads/sales-brand lift/awareness-height value interactions. At this evaluation stage, &friends can focus on a more detailed developing strategy for any respective months. This process is conducted to determine the progress or results of campaign activities carried out on the @himayaherbalsindo Instagram account.

The first step of the evaluation stage is tracking and monitoring by using the software. &friends performed this evaluation by using programs/software for tracking and monitoring campaign activities to observe target audiences’ behavior on social media. The software used by &friends is *Social Bakers* and *Instagram Insight*. Meanwhile, the social media manager is the one who has the responsibility for conducting tracking and monitoring. This stage will undoubtedly help &friends gain the most accurate data about trends on social media to understand the audiences thoroughly.

The next is the evaluation of distribution channels in which &friends utilize influencer channels to spread the #AlamiLawanJerawat campaign. The researchers have observed that

influencer channels are efficient and appropriate because it helps to spread the campaign widely. Although the &friends eventually realized that the distribution is quite challenging, the result is quite satisfying since Himalaya only had a small number of followers before the campaign, roughly only 15,000 followers in total.

The selection of suitable influencers and KOL (key Opinion Leader) in the social media marketing strategy is one of the essential process in this stage. In doing so, Breakenridge (2012) has mentioned several criteria that a good influencer should possess, such as, 1). Trust, 2). Deep Knowledge, 3). Industry Expertise, 4). Strong motivation, 5). Pure Passion, 6). Winning Attitude, 7). Spirit of Giving. Breakenridge stated that with the help of devoted and motivated individuals who share the same vision and strategy, brands will take steps to achieve long-term goals. This means that the selection of influencers and KOL is very influential on the brand's portrayal in every activity.

The third process of the evaluation stage is the reporting. The &friends presents the reports to the clients in a week or no later than two weeks before being approved by the clients, in this case, is Himalaya. The optimum content creation evaluation activity aims to monitor how the campaign takes place and analyze better content creation. Reporting to clients is carried out regularly to avoid unplanned requests from the client which might change the editorial plan. The researchers notice that &friends is a creative agency that puts forward a good relationship between agency and clients. The &friends' principle can be seen from their belief that ideas come from anywhere, including the discussion process with clients. In addition, reporting as one of activity at the optimizing content creation stage is important to find out which content is the best and which content needs improvement. The findings will be used as a reference of editorial plan for the following month.

The fourth stage of the evaluation stage is engagement/2-way conversation, experience & sentiment. In this stage, &friends can assess the campaign's impact, such as feedback, sentiment generated during the campaign, engagement, and sales during the campaign period. The positive sentiment from the #AlamiLawanJerawat campaign resulting from very positive response from followers of Himalaya Herbals Indonesia. The brand interestingly encourages its followers to speak up about the issue of acne shaming which other beauty brands in Indonesia have never discussed. The issue of acne shaming voiced by Himalaya, has had a great impact to its followers by boosting their enthusiasm and self-esteem, especially support for acne fighters in

overcoming the unpleasant experience of acne shaming. However, the negative sentiment during the #AlamiLawanJerawat campaign was unavoidable due to big conversations that occurred on social media. One of the consequences of this negative sentiment is the insufficient supply of Himalaya Purifying Neem Face Mask products. Previously, before the campaign, the product is typically easy to find in store, either in the counter or e-commerce. The unbalanced demand and supply eventually lead to the shortage of the product and the increase of price. Consequently, this #AlamiLawanJerawat campaign cannot run smoothly since the Himalaya Purifying Neem Mask products are not always available in the market. Finally, at this stage, &friends can assess whether the campaign is effective or not. This assessment is based on the three objectives: brand awareness, brand engagement, and brand amplification.

Brand engagement is one of the brand marketing strategies in managing a product. This engagement plays an important role in customer loyalty. Thus, brands' good service quality will give satisfaction outcomes for the audiences who are currently the consumers or potential consumers. If the brand can maintain its good service, it will automatically earn its customer's loyalty. This behavior is beneficial because they will likely repurchase the products and persuade the others to buy the same products (Aris, 2016). Maintaining good brand engagement is important. Good brand engagement will give a good impression to the customers that will make them loyal to the brand. Loyalty is the highest level of brand engagement (Perreault & Mosconi, 2018). This kind of loyalty is similar to a devotion to a particular object. Customer behavior is the focus of this concept of loyalty. Therefore, the combination of good service and good brand engagement will keep customers loyal for a long time. Therefore, this means that customers will continue to make purchases of the product.

Advertisement is one of the efforts to gain good brand engagement. A good advertising strategy is needed as a part of marketing strategy. Thus, good communication and coordination among the management board is important. This requires the integration and unification of various functions of the available resources. For the case of &friends, the team enhances social media marketing strategies in which there are many interrelated parts, such as influencers, campaign quality, the use of social media, and paid advertising.

The last stage of evaluation activities is measurement leads/sales, brand lift/awareness, and high-value interactions. The &friends have decided that the indicator of the campaign achievement is the number of followers in its client's social media account. The increase of

followers' number is significant after the social media marketing strategy conducted by &friends team. The campaign of #AlamiLawanJerawat on @himalayaherbalsindo has gained thousands of new followers. Actually, the increase of followers on the @himayaherbalsindo account on Instagram has exceeded the client's goal. This result is also confirmed by &friends as the team reported that 23,000 people now follow the client's Instagram account in October 2020. This number has exceeded the target of 20,000 followers that they had set before the campaign. In conclusion, the campaign initiated by &friends is quite successful.

The evaluation of the campaign produced a good result as there was a significant increase of social media followers. Moreover, as another indicator of a successful campaign, there is an increase of sales up to 214% within four months of the campaign period. The evaluation also revealed that the effort of the positioning of "proud supporter of acne fighters" and voicing the acne shaming issue have been successful. This can be seen from the evaluation of brand lift/awareness and high-value interactions as the audiences have started to talk about brands during the ongoing campaigns. The campaign indeed encourages many Indonesian audiences, especially female acne fighters, as they began to speak up and were motivated after the #AlamiLawanJerawat campaign. The result of an interview with several followers of Himalaya Herbals Indonesia proves the claim of this successful campaign. The in-depth interviews were performed with four random @himayaherbalsindo followers at random locations in big cities in Indonesia, such as, Bekasi, Semarang, Tangerang, and Medan. They relatively have a good level of loyalty to Himalaya Purifying Neem Face Mask product after being involved in the campaign.

According to the framework of customer engagement on social media, according to Perreault and Mosconi (2018), One of the Himalaya customers and followers whom the researchers interviewed has achieved all levels of engagement. Her satisfaction first initiated this kind of engagement with Himalaya Purifying Neem Face Mask product which leads her to involve her to other eleven levels of customer engagement factors, such as loyalty, participation, promotions, recommendations, intention to continue using, purchase intention, eWOM, cooperation, commitment, and conversational and responsive. These results align with other research conducted by (Raharjo & Samuel, 2010), which says that Social Media Marketing has a significant and positive effect on Purchase Intention from his research on e-commerce Lazada. So that promotion or the course of a campaign influences increasing the intention to buy.

In addition, according to the four female followers' opinions regarding the

#AlamiLawanJerawat campaign, this campaign gives them a positive impression and empowerment since the campaign brings up unusual and sensitive issues. Acne was quite sensitive, and no beauty brands in Indonesia have brought up this topic in any campaigns. The four followers also explained that in fact Himalaya Purifying Neem Face Mask product already has strong brand awareness on social media. Fortunately, after the #AlamiLawanJerawat campaign, audience engagement with the brand is established because of the rise of interest in the issues, excellent visualization, and interesting campaign activities. Therefore, this study proves that female audiences positively respond to the #AlamiLawanJerawat campaign after these audiences could experience the directly engaged brand on Instagram @himayaherbalsindo. This notion is not done by social media marketing Zalora proven by Yunny (2019) in his research asserting that Zalora did not include audiences in responding to the 2018 Harbolnas campaign because Zalora analyzed the success of the campaign only through Forum Group Discussions (FGD) by all divisions of the marketing department internally. Thus, the campaign evaluation process in this study was determined with the objectives of increasing sales, increasing impressions or traffic, and growing followers.

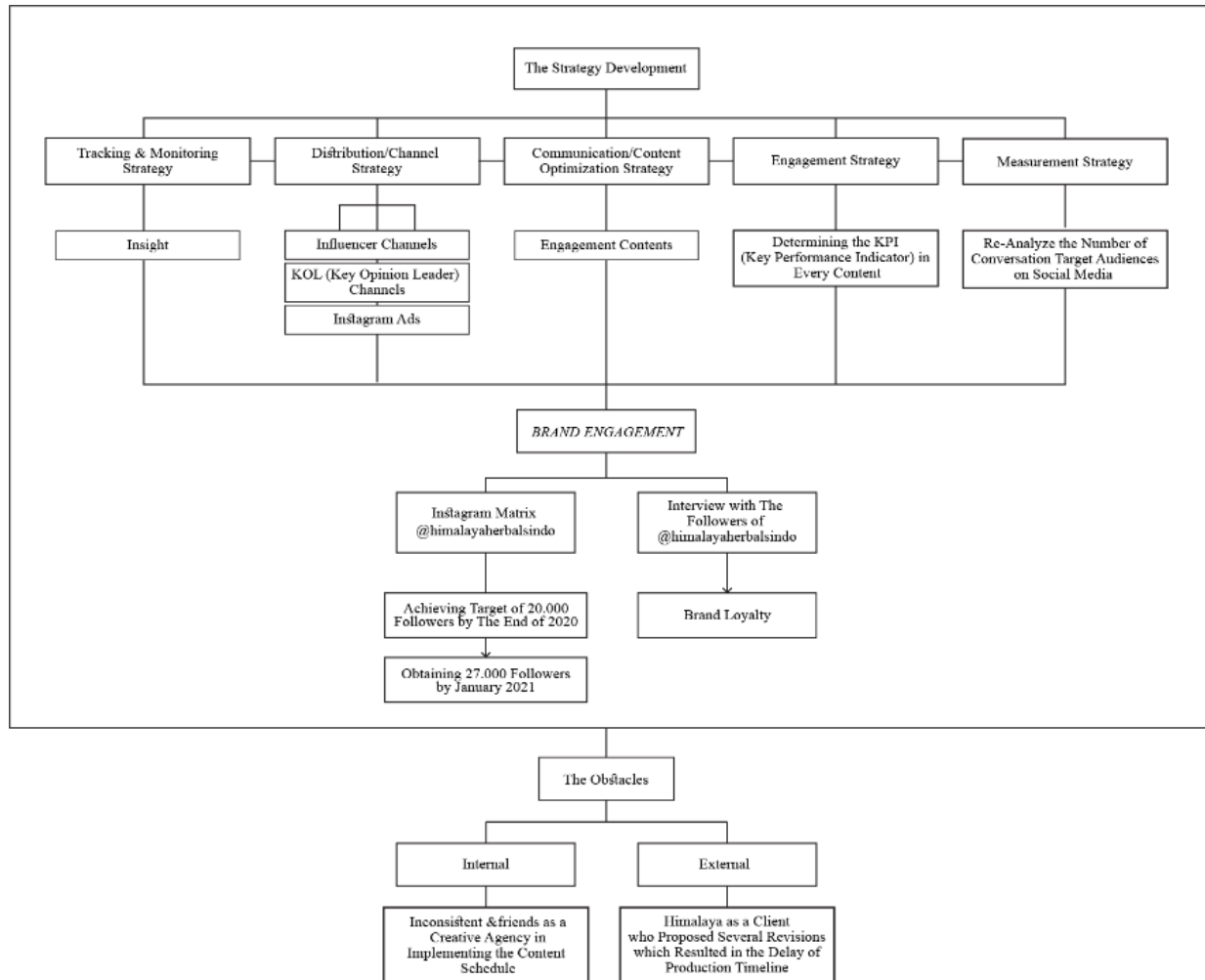


Figure 4. 4 Social Media Marketing Strategy for the #AlamiLawanJerawat Campaign
(Source: Researcher’s Processed Data)

On the next step of this research, the researchers summarized the result of the study as shown in Figure 4.4. As the study showed, the first step of strategy development carried out by the creative agency the &friends was to create insights from research on target audiences as references for content creations in the #AlamiLawanJerawat campaign on Instagram. The &friends team then conducted the distribution/channel strategy by focusing on influencer channels as the most influential distribution media in this campaign. On the next step, the team created engagement content, such as introduction campaign, fun fact and research, tips and tricks, question and answer, LIVE IG Session, Giveaway, Challenge, sharing experience, and honest review, which were based on the insights they have obtained previously. The &friend

team collaborated with Himalaya as the client executed the strategy in creating engagement by determining the KPI (Key Performance Indicator) in every content and activity of the campaign to find out how much effort is needed to achieve a specific target. The last was to re-analyze the number of conversation target audiences on social media on Instagram and Twitter (social listening). Finally, the results of brand engagement that the researchers summarized showed that they have managed to reach the highest level of each Perrault and Mosconi's (2018) framework factor. The first indicator was Instagram Metrics which showed the highest level of increase in followers, with a KPI of Himalaya followers of 20,000 until the end of 2020, which has been achieved earlier in October 2020. Then the second indicator was customer engagement which has succeeded in reaching the level of loyalty as the interview with the client's followers indicating a positive response. However, the researchers also found out some obstacles, both internally and externally. There was an inconsistency in implementing the content schedule from the internal aspect, which sometimes suddenly change without prior notification. Meanwhile the external obstacles came from the client. The client did not stick to the schedule or timeline of the production and impromptu revision, which caused the delay of previously agreed timeline.

In conclusion, the &friends has performed all stages of the social media marketing strategy as listed on the Social Media Strategy Wheel theory by Breakenridge (2009). &friends has successfully achieved the loyalty level in terms of customer engagement which was obtained through the #AlamiLawanJerawat campaign. Based on Perreault and Mosconi (2018), in measuring the success of engagement from the activities, the measurement was applied to the target of followers and the objectives achieved, additionally the Instagram metrics such as likes, views, comments, shares, fans, Click-through-rate, number of posts, and the intensity of conversations on Instagram. To confirm the result, the researchers also enclosed a statement from the advertising practitioner as proof of the data validity regarding the advertising strategy carried out by &friends. He stated that the &friends have already been at the big win level, which succeeded in increasing conversations about the brand and voicing the message the agency wanted to bring to Himalaya Herbals Indonesia. According to Lintang, in the #AlamiLawanJerawat campaign, the object of acne is well represented in the lyrics of the song "Win the Fight" and is resonated with the problems in the beauty industry today, especially in Indonesia. The success of social media marketing is also stated in the research conducted by Raharjo (2010), which says that Social Media Marketing is an important part of the company to

keep growing and facing the competition in the business world.

Conclusions

This study has found that Himalaya campaign activities want to introduce the concept that it's natural to have acne to women by first popularizing the term acne shaming and brand positioning “proud supporter of acne fighters” in Indonesia through the #AlamiLawanJerawat campaign on Instagram.

During the process of determining the strategy, &friends conducted manual research in social listening on social media such as Twitter and Instagram. From the manual research, a hypothesis was constructed, stating that the real problem experienced by acne fighters is not in acne itself but in acne shaming.

By bringing up issues that other beauty brands in Indonesia have never discussed, the #AlamiLawanJerawat campaign has made a big impact in the form of enthusiasm, positive influence, and change in the audiences, especially the respondents. The four followers are already at the highest level of customer engagement: the level of loyalty and know the Himalaya Purifying Neem Face Mask product through the #AlamiLawanJerawat campaign on Instagram. One of the four respondents is at the twelve levels of engagement. Only one of the four respondents did E-wom (Electronic Word of Mouth) after the #AlamiLawanJerawat campaign. The other results of the campaign is that they became more confident, less stressed, and more positive in fighting acne. This positive sentiment has made Himalaya able to produce an engagement rate of 5.77%, which is 3x greater than the current beauty industry benchmark engagement rate of 1.88%.

During the #AlamiLawanJerawat campaign, three phases of the campaign objectives have been successfully carried out with the initial KPI achievement: an increase of 20.000 followers in the end of 2020. The KPI is achieved meaning that the target or achievement of the campaign has reached 23.000 in October 2020 and has been exceeded by 27.000 followers in January 2021. This is used as a benchmark for &friends as a form of a successful campaign.

Internal obstacles found is inconsistent &friends as a creative agency in implementing the content schedule that has been created. It refers to things that suddenly attract &friends' attention in the content creation process, so that sometimes they change the approved content schedule. The external obstacles come from Himalaya as a client who proposed several revisions, resulting

in the delay of the production timeline. However, &friends understand that the level of client participation in the #AlamiLawanJerawat campaign is substantial and meaningful. During the creative process, &friends mentioned that the discussions and repeated questions, such as a two-way conversation between Himalaya and &friends, are a good point in making the campaign and its content better. This process generates the best possible agreement for both parties.

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