COMMUNICATION STRATEGY OF THE AGILITY TRANSFORMATION COMPANY IN BUSINESS NETWORKING

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ABSTRACT

Networking is a critical strategy for business growth, yet specific methods for attracting and retaining clients often need to be better understood. This research addresses this gap by investigating Agility Transformation's (AT) successful networking use to expand its business. The study aims to reveal how AT effectively develops and utilizes business networks to enhance client acquisition and retention, focusing on their strategic communication methods. The research employs a qualitative methodologies within a case study framework. Data were collected through in-depth interviews and detailed analysis of AT's marketing frameworks and networking strategies. The findings demonstrate that AT utilizes marketing models, such as funnel and flywheel frameworks, to monitor client behavior and refine acquisition strategies. AT empathizes with clients at the awareness and discovery stages of the marketing funnel and engages clients throughout the flywheel. The company effectively uses various communication channels—including interpersonal, group, and public methods—and highlights attributes like open-mindedness, humility, proactivity, and personal alignment. To sustain client loyalty, AT offers ongoing training, shares relevant information and updates, and maintains active interaction on social media platforms. Agility Transformation's networking strategy integrates modern marketing frameworks with strategic communication techniques. The company's focus on the early stages of the marketing funnel and proactive client engagement significantly contribute to its success in acquiring and retaining clients. This study offers practical insights for businesses on optimizing networking strategies through contemporary marketing models and proactive communication. Theoretically, it enhances the understanding of how specific networking techniques and client engagement strategies can drive business growth.

Keywords: agile, business networking, communication strategy, gen Z, marketing frameworks

STRATEGI KOMUNIKASI PT. AKSI TRANSFORMASI INOVATIF DALAM BERJEJARING BISNIS (Studi kasus pada PT. Aksi Transformasi Inovatif di Kota Bandung)

ABSTRAK

Berjejaring menjadi salah satu strategi untuk pertumbuhan bisnis, namun metode spesifik untuk menarik dan mempertahankan klien sering kali kurang dipahami dengan baik. Penelitian ini mengatasi kesenjangan tersebut dengan menyelidiki kegiatan berjejaring yang sukses oleh perusahaan Agility Transformation (AT). Penelitian ini bertujuan untuk mengungkap bagaimana AT secara efektif mengembangkan dan memanfaatkan jaringan bisnis untuk meningkatkan perolehan dan retensi klien, dengan fokus pada metode strategi komunikasi. Penelitian ini menggunakan metodologi kualitatif dalam kerangka studi kasus. Data dikumpulkan melalui wawancara mendalam dan analisis rinci terhadap kerangka pemasaran serta strategi jaringan AT. Temuan menunjukkan bahwa AT memanfaatkan model pemasaran, seperti kerangka funnel dan flywheel, untuk memantau perilaku klien dan menyempurnakan strategi akuisisi. AT melakukan strategi emphatizing dengan klien pada tahap kesadaran dan penemuan dalam marketing funnel, serta melibatkan klien secara berkelanjutan melalui marketing flywheel. Perusahaan ini efektif menggunakan berbagai saluran komunikasi—termasuk metode

interpersonal, kelompok, dan publik—serta menonjolkan atribut seperti keterbukaan pikiran, kerendahan hati, proaktivitas, dan keselarasan personal. Dalam mempertahankan loyalitas klien, AT memberikan pelatihan berkelanjutan, berbagi informasi dan pembaruan relevan, serta menjaga interaksi aktif di platform media sosial. Strategi berjejaring bisnis AT mengintegrasikan kerangka pemasaran modern dengan teknik komunikasi strategis. Fokus perusahaan pada tahap awal marketing funnel dan keterlibatan proaktif dengan klien berkontribusi signifikan terhadap kesuksesannya dalam memperoleh dan mempertahankan klien. Penelitian ini memberikan wawasan praktis bagi bisnis tentang optimalisasi strategi berjejaring melalui model pemasaran kontemporer dan komunikasi proaktif. Secara teoritis, penelitian ini memperkaya pemahaman tentang bagaimana teknik jaringan spesifik, strategi komunikasi, dan strategi keterlibatan klien dapat mendorong pertumbuhan dan kesuksesan bisnis.

Kata Kunci: *agile, jejaring bisnis, gen Z, model marketing, strategi komunikasi*

INTRODUCTION

Agility Transformation (AT), also known as *PT. Aksi Transformasi Inovatif* is a forward-thinking company that has distinguished itself in the competitive organizational development and transformation field. Founded in October 2020 during the tumultuous COVID-19 pandemic, Agility Transformation emerged to address the pressing need for businesses to adapt and enhance their organizational effectiveness through an agile, innovation-driven approach. Despite the unprecedented challenges posed by the global crisis, AT has demonstrated remarkable adaptability and resilience, quickly establishing itself as a beacon of change in a rapidly evolving business landscape.

The core offerings of Agility Transformation encompass a comprehensive suite of training and mentoring services specifically designed to assist organizations in navigating the complexities of evolving market dynamics. These services are aimed to reshape internal structures, processes, and cultures to align with the demands of the modern business world. Given the unprecedented nature of the pandemic, Agility Transformation's services were meticulously crafted to address the unique challenges faced by businesses during this tumultuous period.

The company's approach is grounded in agile mindset, prioritizing client satisfaction, active team involvement, and simplifying complex processes (Forte & Kloppenborg, 2017). This agile mindset has resonated deeply with many businesses struggling to cope with the pandemic's repercussions, leading to heightened interest in AT's innovative solutions. The COVID-19 pandemic profoundly impacted small and medium enterprises (SMEs) globally, including a staggering 30 million micro, small, and medium enterprises (MSMEs) in Indonesia, which confronted severe operational hurdles (Mustain, 2021). The crisis precipitated widespread business closures, scaled-back operations, and a significant drop in consumer demand due to lockdowns, supply chain interruptions, and other restrictive measures. In such a high-pressure environment, adapting swiftly and effectively became crucial for survival.

However, amidst these challenges, the pandemic also fostered opportunities for companies willing to pivot and embrace new business models. Many organizations recognize the need to

adopt agile methodologies and innovative technologies to stay competitive and respond to rapid market changes. Government data from 2020 revealed a significant uptick in new business registrations, with over 10,000 new applications filed monthly (Altun, 2021). Agility Transformation capitalized on this shift by providing solutions that catered explicitly to businesses grappling with the demands of this new and volatile environment.

Agility Transformation's approach involves adapting to change and driving transformation through proactive and strategic interventions. The company's training and mentoring programs empower businesses to navigate uncertainty with confidence and agility. AT has delivered value and supported its clients in achieving their organizational goals by focusing on core principles such as flexibility, collaboration, and continuous improvement.

The company's success is a testament to its ability to turn adversity into opportunity. By leveraging its agile methodology and fostering a culture of innovation, Agility Transformation has helped its clients overcome the immediate challenges posed by the pandemic and positioned itself as a leader in organizational transformation. The company's ability to adapt and thrive in such a challenging environment underscores the importance of agility and resilience in today's business landscape.

As businesses continue to face uncertainties and navigate an increasingly complex global environment, the insights and strategies employed by Agility Transformation provide valuable lessons for others. Embracing agility, leveraging innovative technologies, and focusing on client-centric solutions are crucial for achieving sustained success and growth. Agility Transformation's experience highlights the potential for companies to transform challenges into opportunities and underscores the importance of adopting a forward-thinking approach in the face of adversity.

Agility Transformation operates within the agile framework, a methodology that surged in popularity during the pandemic due to its emphasis on flexibility, collaboration, and continuous improvement. The agile framework has become a pivotal strategy for managing change and fostering innovation in a business landscape that is increasingly dynamic and unpredictable. Agility Transformation's primary mission is to assist businesses in adopting and implementing agile methodologies to navigate and manage organizational change more effectively. This approach is grounded in the belief that agile practices provide a robust mechanism for businesses to respond more adeptly to disruptions, enabling them to innovate in real-time and maintain competitive advantage (Firhansyah, 2021; Fitrianingrum, 2022; Sujono et al., 2020).

Over the past two years since its founding, Agility Transformation has achieved remarkable success, completing approximately 50 projects. These projects have involved collaboration with various clients, ranging from burgeoning startups to established large corporations. The positive feedback from these clients has been overwhelmingly favorable, with several clients returning for additional services. The feedback is a testament to the company's ability to deliver substantial value through its bespoke approach to organizational transformation. Agility Transformation has established itself as a reliable and effective partner for businesses striving

to excel in a fluctuating business environment by meticulously focusing on each client's specific needs and fostering a collaborative environment.

A significant factor contributing to Agility Transformation's success is its strategic approach to partnerships across various sectors. Unlike many of its competitors, Agility Transformation has cultivated its client base through merit rather than relying on familial connections. The company has adeptly built relationships with a diverse range of businesses. It has secured financial support from investors, which has enabled it to scale its services and extend its reach. These strategic partnerships have expanded the range of services Agility Transformation offers and amplified its capacity to make a meaningful impact across multiple industries.

For instance, Agility Transformation has collaborated with TLE Research, a forward-thinking startup specializing in virtual dialogues and industry insights. This partnership has significantly enhanced Agility Transformation's service offerings, providing clients with cutting-edge tools and insights. Additionally, Agility Transformation has joined forces with the Transformation & Digital Directorate of Bio Farma to organize a hackathon program. This initiative aimed at generating innovative solutions for the medical sector has been instrumental in broadening the scope of services offered by Agility Transformation. It has made a notable contribution to advancements in healthcare.

Furthermore, Agility Transformation has strategically partnered with its competitors, such as Linx Brain Indonesia and Lewrick & Company. By viewing these competitors not merely as rivals but as potential collaborators, Agility Transformation has been able to tap into new markets and enhance its global footprint. A notable example of this approach was in 2023, when the company hosted a series of workshops in Singapore, solidifying its reputation as a leading entity in organizational transformation.

Collaboration has increasingly emerged as a crucial element in today's business environment. Working effectively with partners, competitors, and clients is vital for navigating an ever-evolving dynamic of constant change. High-profile collaborations, such as the partnership between Pfizer and BioNTech to develop a COVID-19 vaccine, highlight the immense value of collaborative efforts in achieving shared objectives and addressing complex challenges (Lavers, 2022).

Collaboration can be particularly advantageous for startups and small business with limited resources. By pooling resources and leveraging collective expertise, these companies can achieve levels of success that might be unattainable on their own. Agility Transformation is a prime example of how collaboration can be a powerful driver of success. Through its diverse range of partnerships, Agility Transformation has provided unique and valuable services and positioned itself as a thought leader in organizational transformation.

A significant strategy Agility Transformation employs to expand its business is the strategic use of business networking. Networking has proven to be a vital component of the company's marketing and business development efforts. According to the company's CEO, Fadlurrahman Anandia (Alu), networking plays a pivotal role in the success of their marketing operations.

Networking involves exchanging information, ideas, and resources among professionals with shared interests and objectives. It is especially critical for small and medium-sized enterprises (SMEs), as they often rely heavily on the expertise, experience, and connections of key individuals within their organization to access new markets or establish partnerships (Masiello & Izzo, 2019).

Agility Transformation has used networking not only as a means of broadening its organizational scope but also as a tool to facilitate its global growth. By engaging in meaningful professional networks, the company has created strong relationships, established credibility, and built trust with potential clients. This trust is an essential foundation for client acquisition, and Agility Transformation has seen measurable success from this approach. Networking has allowed the company to penetrate new markets, form strategic partnerships, and expand its global presence, resulting in an overall boost to its business growth.

One of the key factors contributing to Agility Transformation's successful networking strategy is its reliance on Generation Z team members. As digital natives who have grown up in a world where technology is ever-present, these young professionals bring a unique perspective and a distinct set of skills to the table. Generation Z employees at Agility Transformation are remarkably proficient with digital tools, which gives them a significant advantage when navigating the increasingly digital world of professional networking. Their adaptability and familiarity with rapidly evolving technologies have enabled them to develop innovative and effective networking methods that resonate with the modern business landscape (Dill, 2016).

Despite the substantial body of research on business networks, there is still needs to be a notable gap in understanding how Generation Z approaches networking within the context of ongoing digital disruption. As digital technologies evolve rapidly, they reshape how professionals communicate, collaborate, and build relationships. With its natural affinity for digital platforms and a deep understanding of emerging technologies, Generation Z has pioneered innovative and highly effective networking stategies. This new approach to networking has facilitated client acquisition, cross-sector collaboration, and business development in ways that more traditional methods may not. Their ability to leverage social media platforms, virtual meeting tools, and other digital resources illustrates the potential of Gen Z-style networking to drive future growth and transformation in the business world.

Business networking, at its core, is a social process. It involves various actions and events designed to achieve specific business outcomes. Networks serve as platforms for communication, collaboration, and resource sharing, fostering long-term cooperation and mutually beneficial stakeholder relationships. The effectiveness of business networking hinges on several critical elements: the communicator, the message being conveyed, the recipient, the media through which the message is delivered, and the feedback received (Effendy, 2017). Each component is crucial in ensuring that networking efforts are productive, meaningful, and aligned with the intended goals.

Agility Transformation's successful networking strategy has exemplified the importance of these elements. The company's innovative approach to networking has allowed it to

build a solid and expansive network of partners, clients, and collaborators across industries. As a result, Agility Transformation continues to be well-positioned to capitalize on opportunities for future growth and expansion in an increasingly interconnected and competitive global market. By understanding the unique role of networking in business development, mainly through the lens of Generation Z, Agility Transformation has positioned itself as a forward-thinking organization ready to thrive in the digital age.

Agility Transformation's remarkable success in overcoming the challenges posed by the pandemic and establishing itself as a thriving business is a testament to the power of agility, collaboration, and innovation. Amid the disruption, this company has delivered substantial value to its clients and expanded its global reach. With their strategic approach to business networking, these young professionals bring fresh perspectives and digital fluency, which have been instrumental in the company's ability to adapt and thrive in an ever-evolving business landscape.

As businesses navigate the uncertainties of the modern world, the insights gained from Agility Transformation's experience provide valuable lessons for startups and small enterprises. Their innovative approaches and adaptability highlight the potential for new strategies and methodologies to drive growth and success in the years ahead. By understanding and integrating these networking practices, businesses can better prepare themselves to meet the challenges and opportunities of the future.

This research identifies and analyzes critical phenomena related to Agility Transformation's successful communication strategies in developing business networks. This research advances communication science, particularly business communication, by offering valuable insights for small enterprises and startups. Furthermore, it comprehensively analyzes Generation Z's role and engagement in business networking practices.

METHODS

The research employs a qualitative methodology to delve into the business networking strategies utilized by Agility Transformation. The research adopts a constructivist paradigm to shape and interpret multiple realities through interactive engagement between researchers and participants. This approach is further supported by case study research, which examines real-life instances of Agility Transformation's business networking processes. The research provides detailed case descriptions and identifies recurring themes by gathering data from diverse sources. The research employs a single holistic case design for two primary reasons: to test a specific theory and to explore an extreme or unusual situation of significant importance.

Purposive sampling was employed to select five informants, following Dukes' recommendation of 3 to 10 participants as outlined by Creswell (Creswell & Poth, 2018). The informants provide specialized insights and data crucial for understanding various organizational functions. They are categorized into key and supporting roles, each offering distinct perspectives based on their professional expertise and responsibilities within the company. Their inclusion in the research represents their individual roles and provides firsthand knowledge relevant to the research objectives.

Table below provides a comprehensive overview of the research

informants. Key informants, such as the Business Navigator Agilist/CEO, Company Culture Enabler, and Product Manager, provide crucial insights into strategic leadership, cultural development, and product management. Their contributions are essential for understanding how leadership, marketing, and product strategies align with the organization's objectives. Supporting informants, including the Hacking Director and Digital Specialist, provide expertise in IT systems and digital marketing, which is vital for exploring the organization's technological and promotional elements.

Fadlurrahman Anandia, S.Pt., ICP-ACC	Business Navigator Agilist/CEO
Sri Muji Rahayu, S.P. MT.	Company Culture Enabler
Renaldi Sanjaya, S.Pt., MT.	Product Manager
Riswan Hakim, S.Pt	Hacking Director
Akbar Mahulana, S.Pt	Digital Specialist

Source: Research Data, 2023

Interviews for this research commenced in April 2023, with further observations made in June 2023 during a corporate training session. The research utilizes a range of data collection methodologies, including direct observation and semi-structured interviews. External references are also used to source secondary data. The semi-structured interviews are designed to capture critical information and address pertinent questions, while observations provide additional contextual insights.

The research methodology comprises three main components: data reduction, data presentation, and conclusion derivation, as outlined by Miles and Huberman (Silalahi, 2010). The quality of the research is assessed based on criteria such as reliability, validity, authenticity, and trustworthiness, which include intensity, credibility, transferability, dependability, and confirmability (Christine & Holloway, 2008). Intensity measures the research's capacity to reflect participants' perspectives accurately. Credibility is evaluated by the participants, reflecting the trustworthiness and believability of the findings. Transferability assesses how well the research principles can be applied to other contexts. Dependability ensures consistency and accuracy in research processes and outcomes, while confirmability addresses the traceability of data to its sources.

In addition to ensuring the validity and reliability of the collected data, this research also integrates cross-checking with external experts. Dr. Ida Hindarsyah, a Business Administration lecturer and Board Director at Founder Stellent (FOTA), applies her business strategy and administration expertise to critically evaluate the organizational practices discussed by the informants, adding practical depth to the analysis through her dual academic and practitioner experience. Prof. Dr. H. Engkus Kuswarno, a distinguished lecturer from Padjadjaran University, provides academic rigor through his interpersonal and organizational communication expertise. These experts provide a robust framework for validating and aligning the findings with established academic and business principles.

RESULTS AND DISCUSSION

Agility Transformation (AT) Overview

Agility Transformation (AT) provides training and mentorship to help

companies adopt agile concepts, transforming their culture and management practices to respond swiftly to challenges. The company targets large, traditional organizations, including private enterprises, government bodies, educational institutions, and other entities aiming for organizational transformation. Their niche marketing strategy targets specific market segments, allowing AT to maintain a competitive edge by effectively identifying and reaching its audience.

Although headquartered in Bandung, AT uses modern segmentation strategies to minimize the impact of geography on client acquisition, successfully attracting clients from significant hubs like Jakarta and beyond. The company focuses on client attributes rather than location, emphasizing client-centered marketing. According to Sheth et al., this approach prioritizes agile strategies and audience segmentation to enhance the client experience (Sheth et al., 2000). AT's market segmentation and empathizing sessions focus on client traits and needs, ensuring tailored service delivery that meets specific concerns. Their use of the theory of change framework enables them to analyze organizational data and offer customized solutions that maximize transformation potential, as mentioned in the literature (United Nations, 2017).

AT adapts its services to fit the Indonesian market, contextualizing its products to align with local corporate culture. This differentiation from competitors enables AT to meet the unique needs of Indonesian clients. AT's positioning is marked by innovative service delivery and a focus on engaging young talent, particularly Gen Z. The company fosters a collaborative environment that includes younger and older generations. According to Pandita,

Gen Z has ambitious career goals, unique work styles, traits, educational preferences, and a creative mindset (Pandita, 2022). It could drive the need for continuously updated programs emphasizing their distinctiveness in the market.

AT company is a business accelerator, helping slow-moving companies quickly adapt to rapid industry changes. The involvement of Gen Z in operations ensures that AT stays aligned with the latest technological trends. Dr. Ida Hindarsyah, a Business Administration lecturer and board member of Founder Stellent, highlights Gen-Z's role in transformation as valuable but stresses that young professionals must showcase their skills to avoid age-related biases. By emphasizing Gen Z's involvement and tailoring products to Indonesian culture, AT strengthens its position and enhances its appeal within the business landscape, driving organizational growth through agile practices.

Marketing Models: Funnel and Flywheel

The company uses the funnel and flywheel marketing models to track client movement and sustain its client base. The funnel model guides clients through initial brand recognition to purchase a product or service based on the AIDA framework (Awareness, Interest, Desire, Action) (Hanlon, 2023). On the other hand, the flywheel model facilitates reintegration into the sales funnel, enhances client experience, and fosters clients as advocates for the company's offerings (Payne, 2022). Both models are widespread across various business sectors for their client-centric and agile approaches.

AT employs a funnel marketing strategy with four components:

awareness, discovery, appeal, and revenue. Awareness introduces clients to the company, while discovery and appeal involve more profound interest and proactive information requests. AT assesses the client's needs using the theory of change during the appeal stage, presenting results in a proposal followed by meetings. Once a contract is finalized and revenue is generated, clients are reintegrated into the flywheel model, which includes attraction, engagement, and satisfaction. This model promotes recurring engagement and transforms clients into advocates.

The funnel model helps establish and maintain client connections, while the flywheel promotes re-engagement through repeat orders and influence. Each stage of the marketing model employs different tactics to attract and retain clients based on their position and response. Dr. Ida Hindarsyah notes that combining funnels and flywheels allows businesses to address client acquisition and satisfaction. The funnel model focuses on the AIDAS stages (Awareness, Interest, Desire, Action, and Satisfaction), while the flywheel ensures ongoing client satisfaction and engagement.

The success of merging these models relies on effective client segmentation, targeting, and positioning. The flywheel model may be less effective if clients do not reach the satisfaction stage in the funnel. AT's competence as a startup has advanced to the client satisfaction stage, allowing it to effectively utilize both marketing models as part of its strategy to attract and retain clients.

Client Acquisition Through Interpersonal Channels

Since its inception, AT company has relied extensively on interpersonal channels, leveraging mentor acquaintances and members of The Local Enablers (TLE) business ecosystem. This strategy enables AT to utilize various interpersonal contact methods beyond traditional approaches, including third-party intermediaries like client acquaintances. Implementing the flywheel marketing model has further enhanced AT's ability to acquire prospective clients through client recommendations, where existing clients act as influencers.

For AT, engaging with the older generation—one of their key segments—often involves less formal and more relaxed settings such as cafés, coffee shops, and restaurants. This dynamic approach requires multiple meetings to effectively introduce AT to prospective clients and spark their interest in the company's offerings. The nature of business interactions necessitates a flexible and engaging strategy to facilitate meaningful connections.

AT uses group channels to identify potential clients with similar business characteristics, streamlining the process of establishing contact. Participation in the TLE ecosystem provides reciprocal benefits for AT, connecting them with groups that match their target client profile. The company avoids random or unfocused participation in public channels, instead engaging with media and forums that align with its objectives. For instance, AT promoted the "Essential MBA" program during a university reunion, exchanging contact information with potential clients to enhance future interactions, as seen in Figure below.

Source: Research Data, 2023

AT members had the opportunity to engage with prominent figures, including the wife of the Governor of West Java and the Dean of the Faculty of Animal Husbandry at Padjadjaran University. The reunion event served as a platform for AT to interact with their target audience and explore potential networking opportunities during the event. This public communication channel effectively facilitated connections for AT, offering prospects for expanding their professional networks.

Prof. Dr. H. Engkus Kuswarno, MS., a lecturer from Padjadjaran University, underscores the importance of interpersonal connections, stating that communication remains fundamentally human despite technological advances. He cites Maslow's hierarchy of needs to emphasize the essential role of social interaction. Interpersonal tactics in client persuasion are more effective at inducing behavior change, which helps AT maintain a substantial and engaged clientele. It is supported by empirical research, which shows that interpersonal approaches significantly influence client trust, perceptions, customer relationships, and purchasing decisions (Gilboa et al., 2019; Hossain et al., 2021; Ma et al., 2023; Zhou et al., 2023)

Dr. Ida Hindarsyah emphasizes that the effectiveness of interpersonal communication is contingent upon the target audience's involvement in cooperative or collaborative efforts. Enterprises must assess the influence exerted by prospective targets based on their environmental impact to optimize their communication strategies. This approach ensures that AT's interpersonal tactics are strategic and impactful, aligning with client needs and fostering strong business relationships. By combining these strategies, AT company effectively manages client interactions and sustains a robust client base.

Emerging Media Channels

AT Company utilizes conventional and digital media to support commercial networking and brand recognition. The choice of media is tailored to achieving specific networking goals. For brand enhancement, AT Company uses visual media like posters, billboards, and event banners to raise public awareness. Social media platforms such as LinkedIn and Instagram are employed to build and maintain connections with potential clients. AT Company maintains profiles on various digital channels to improve client engagement, including their website, LinkedIn, Instagram, Facebook, and YouTube. Communication platforms like WhatsApp and Zoom are also used to streamline interactions with prospects.

Social media channels are crucial for brand recognition. Research indicates that websites and platforms like Instagram and LinkedIn significantly impact brand awareness (Seth, 2022; Simbolon et al., 2022; Vinyals-Mirabent et al., 2019). New media is generally more effective than traditional media in attracting clients due to its extensive reach in the digital age. The internet-savvy nature of modern audiences influences this

preference. Researchers found that many individuals today are receptive to new media technologies (Yujie et al., 2022).

AT Company also uses social media strategically to improve brand perception and reputation. LinkedIn offers detailed information about the company's operations and affiliations, while platforms like Instagram and websites allow for portfolio showcasing to attract potential clients. Researchers have extensively documented the impact of social media on brand image, consumer trust, and purchasing decisions (Budiman et al., 2019; Hanaysha, 2022; Haudi et al., 2022).

Emerging media channels help AT build a comprehensive company profile, particularly during the "awareness" and "discovery" stages of the marketing funnel. These platforms support online and offline networking, enhancing communication speed and efficiency. According to the informants, WhatsApp is effective for client contact, offering a personalized and intimate connection. AT Company increasingly uses this tool to engage potential clients efficiently, saving time and reducing costs. Empirical studies show that WhatsApp is effective in client acquisition due to its responsiveness (Mrad et al., 2022). However, its effectiveness depends on communication ease, interaction quality, and user experience.

AT Company members are also considering using other platforms, such as Zoom. Zoom has become significant, especially during the COVID-19 pandemic, offering direct interaction that enhances client persuasion. AT's use of traditional and digital media channels strengthens brand recognition, enhances client relationships, and improves communication efficiency, positioning the company to effectively engage with a broad audience and foster long-term client connections.

Attributes of Company Members as Communicators

The study reveals that AT Company excels in mobilizing its workforce to build new networks and engage in sales activities. This effectiveness stems from the belief that potential clients can be sourced from various avenues, motivating the company to establish extensive networking channels within their organization to expand opportunities. This enthusiasm is driven by a shared goal of organizational growth, reflected in the entrepreneurial spirit of AT Company's members. Their ambition for business expansion through strategic networking aims to increase clientele and financial returns, supported by research indicating that an entrepreneurial mindset positively impacts company performance (Erlangga et al., 2021).

AT Company members demonstrate several vital traits: integration, proactivity, modesty, adaptability, and openness. Observations show that the CEO actively engages with influential figures at events, exemplifying the "mingling" behavior. Similarly, company representatives participate in discussions with partner businesses, showcasing their proactive approach by initiating public introductions and engaging in various networking activities.

A modest disposition is evident in how AT Company members refrain from dominating conversations and avoid displaying superiority or inferiority. They consistently use polite

language, such as "please" and "thank you," and adjust their communication style to connect effectively with diverse audiences. This adaptability extends to their ability to tailor their language and understanding to different generational groups. The company's commitment to a transparent and inclusive environment is further reflected in its efforts to foster a feedback culture and conduct agile retrospectives with clients and partners. This approach allows for the exchange of constructive feedback among internal and external stakeholders.

Dr. Ida Hindarsyah emphasizes the importance of certain entrepreneurial qualities. Entrepreneurs should cultivate harmonious relationships with people from diverse backgrounds, adapt to changing circumstances, communicate effectively, and engage in various activities. Dr. Ida Hindarsyah asserts that reluctance to participate in social interactions can hinder organizational progress, as innovation is crucial to avoid stagnation. Practical communication activities are vital for performance improvement and fostering creativity. By encouraging inclusive discussions and dialogues with diverse individuals, AT Company members can gain valuable insights and perspectives contributing to company development.

AT Company emphasizes building business networks and earning client trust by focusing on personal attributes and overall credibility, including competence. The company uses several strategies to boost its public image, such as updating LinkedIn profiles, effectively showcasing its portfolio during networking events, and acquiring extensive knowledge about its products and services. Members participate in training, certification programs, and patent acquisitions, adhering to a modest and neat dress code while maintaining a cheerful demeanor.

Members of AT company actively participate in training and certification programs and acquire patents to bolster their credibility. They follow a modest, neat dress code to maintain a professional image and always present a positive demeanor. As communicators, they oversee internal and external communication efforts, including networking activities, understanding that poor communication can negatively affect the company.

Prof. Dr. H. Engkus Kuswarno emphasized that communicators need honesty, trustworthiness, and expertise to build trust. Honesty is crucial for establishing credibility, as communication barriers often arise from a lack of transparency. Employees who are open and share resources effectively enhance trust. Frequent deception and refusal to accept responsibility can severely undermine a communicator's credibility.

During networking, trust is demonstrated through personality traits, verbal skills, and attitudes. It aligns with Berlo's assertion, as a communication specialist affiliated with Michigan State University, that the establishment of credibility is contingent upon the communicator possessing practical communication abilities, extensive knowledge, a sincere and amiable demeanor, and the capacity to adapt to the socio-cultural attributes encountered (Cangara, 2017). AT members further strengthen their service provider roles by improving their public image on social media, expanding their expertise, and engaging in training and certifications.

Prof. Dr. H. Engkus also highlighted the importance of

showcasing unique abilities, making it easier for the audience to recognize each person's contributions. The foundation of a communicator's credibility lies in being perceived as trustworthy by others. Trust is also essential for effective communication and evaluating the competencies and reliability of individuals within AT company, ensuring success in networking and client engagement efforts.

Soft-Selling and Persuasive Messaging

AT Company employs both verbal and non-verbal communication methods to convey essential information, focusing on three primary components: the company profile, core values, and products. The interpretation of these messages depends on the context and circumstances in which they are delivered. Message transmission occurs through various channels and mediums.

Researchers also found that AT Company utilizes multiple forms of messaging—informative, persuasive, and instructional—depending on its networking objectives. The company carefully crafting these messages ensures they align with its marketing strategy. The company strategically leverages its website and various social media platforms to communicate these messages effectively, enhancing brand recognition and engagement with potential clients. This approach allows AT to guide prospects seamlessly through the marketing funnel, from awareness to conversion, ensuring that each interaction builds trust, fosters relationships, and contributes to long-term business growth and success.

In the digital age, social media platforms have emerged as key information sources for consumers, making them highly effective tools for B2B organizations to enhance sales facilitation, engage potential clients, integrate communication, and collaborate across business relationships (Cartwright et al., 2021; McGrath et al., 2023). These platforms are ideal for guiding prospects through the sales funnel by addressing their inquiries in real-time and providing relevant, value-driven content. The preference for digital channels is primarily driven by their convenience, accessibility, and ability to offer immediate responses. It helps to capture users' interest and foster more profound engagement with the company's services, ultimately moving them closer to conversion.

The company's website and social media vary in content. Social media provides real-time updates, past achievements, infographics, and interactive content, while the website offers comprehensive details about the company's vision, goals, and activities. Advertising messages—text, images, or videos—enhance awareness and interest. It aligns with electronic word of mouth (eWOM) marketing, where online information spreads to support marketing (Kotler et al., 2009).

Creating profiles on these platforms facilitates interactive engagement, allowing clients to act as information sources, reviewers, and influencers, thus affecting other clients' preferences and purchases (Gómez et al., 2019). This strategy encourages audience involvement in message dissemination and interaction, aiming to increase familiarity with and utilization of the company's services. Research by Tien et al., shows that eWOM significantly influences client purchase intentions through social media endorsements (Tien et al., 2019).

Messages are crafted to be compelling across various channels, including social media and the

company's website. AT employs soft selling methods such as subtle copywriting, emotional appeals, and compelling communications that underline its fundamental values and market positioning. Weedmark suggests that a product or brand explanation, followed by an offer for more information on the official website, is an effective soft-sell tactic (Weedmark, 2021).

AT Company uses soft selling to create positive connections and communicate goals. Effective communication includes light discussions to build rapport and empathetic analysis of client's needs, leading to tailored program suggestions. Humorous appeals also create a sense of closeness and bridge generational gaps. In contrast, thankful or reward appeal demonstrate the company's commitment and assurance in serving reformed client organizations. A comprehensive portfolio showcasing their knowledge and skills is also presented to potential clients to substantiate their offerings with factual evidence.

According to Cangara, effective persuasive messaging involves various strategies, including emotional, humorous, and appreciative appeals (Cangara, 2017). For AT, clear and comprehensive information is crucial to ensure prospective clients understand the benefits of their services. This approach not only aids in understanding but also builds client confidence in the company's offerings. Effective communication is essential when a potential client shows interest in AT company's services.

Interpersonal Engagement for Client Retention

AT company utilizes the flywheel marketing model for network maintenance, ensuring client connections continue after the service is completed. This approach is designed to exceed client expectations and consistently maintain ongoing engagement. Researchers found that several company-related factors significantly impact client satisfaction, emphasizing the importance of effective interpersonal strategies (Barnes & Krallman, 2019).

AT company prioritizes interpersonal engagement by investing substantial time and effort into communication. It includes using platforms like WhatsApp to initiate and maintain conversations, organizing in-person meetings such as group lunches, and hosting casual social events to build connections beyond work-related interactions. Social media also plays a crucial role in sustaining networks. AT company engages with clients by interacting with their social media posts, commenting, and sharing, thus fostering reciprocal relationships.

Researchers demonstrate that companies employing friendly, knowledgeable staff who effectively address client issues following service failures can significantly improve client satisfaction (Arnold et al., 2005; Meyer et al., 2017; Torres et al., 2014). AT company reflects this by providing up-to-date materials on organizational changes and offering optional reinforcement sessions after program completion. These strategies aim to convert clients into advocates who promote AT's services through positive testimonials.

CONCLUSION

Based on the findings of this research, Agility Transformation (AT) Company employs contemporary mapping strategies that prioritize identifying prospective client gathering sites over merely focusing on audience

locations. This approach underscores AT Company's commitment to catering to large corporations and organizations that adhere to traditional business practices. The company utilizes the funnel and flywheel marketing models to achieve its goals. These models help monitor client behavior and devise practical methods for client acquisition. Specifically, AT Company aims to engage prospective clients at the awareness stage and stimulate their interest in learning more about the company.

AT Company adopts a multifaceted communication strategy, incorporating conventional and digital media to enhance brand visibility. This approach ensures that the company effectively reaches and engages a broad audience. Conventional media may include print advertisements, direct mail, and event sponsorships, while digital media encompasses various online platforms such as social media and the company's website. By integrating these channels, AT Company maximizes its outreach and impact.

Central to AT Company's strategy is fostering a company culture that emphasizes open-mindedness, humility, and proactivity among its employees. This cultural framework is vital for improving client engagement, as it ensures that employees are receptive and actively involved in client interactions. Employees are encouraged proactively address client needs, display humility in their communications, and remain open to feedback and new ideas.

AT Company offers detailed profiles and portfolios through its website and several social media channels to enhance client engagement. These digital platforms are crucial in showcasing the company's offerings, capabilities, and expertise. The website provides comprehensive information about the company's vision, goals, and activities, while social media platforms allow for real-time updates and interactive content such as infographics and videos. This combination of online resources helps to build a robust and informative presence that can attract and retain clients.

Maintaining client loyalty is another critical aspect of AT Company's strategy. The company employs several techniques to achieve this, including conducting voluntary empathizing sessions, providing relevant information, and actively engaging with clients on social media. Voluntary empathizing sessions allow for a deeper understanding of client needs and concerns, while the active participation in social media discussions helps build a strong relationship with clients. These efforts contribute to a positive client experience and reinforce the company's commitment to client satisfaction.

This research offers valuable insights for entrepreneurs, particularly those from Generation Z embarking on establishing new enterprises. It highlights the importance of effectively identifying and understanding target clientele, which is crucial for the success of a new business. By providing a framework for client identification and engagement, this research assists new entrepreneurs in navigating the complexities of starting and growing a business.

Furthermore, this research emphasizes the need for stakeholders, including governmental entities, to engage with business acceleration service providers like Agility Transformation in innovative ways. Such engagement can foster a supportive environment for startups, contributing to their growth and success. The findings are expected to significantly contribute to academic discussions on business networking, particularly for startup companies. This research provides a fresh perspective on how modern

mapping and communication strategies can improve client acquisition and retention in a competitive market.

This research illustrates how AT Company's strategic use of contemporary mapping techniques, diverse communication channels, and proactive client engagement methods can serve as a model for other businesses. These strategies enhance client acquisition and retention efforts, offering valuable lessons to new and established organizations. The research's insights into practical strategies for client engagement and the benefits of a multi-channel approach provide actionable guidance for improving business practices and achieving tremendous success in today's dynamic business landscape. By adopting these strategies, businesses can strengthen their market presence and better navigate the challenges of a competitive environment.

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