



Designing a Cloud Computing Marketing Strategy: A Case Study of Provider ABC, 2026–2028

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Received: 28-04-2026

Accepted: 09-05-2026

Published: 17-06-2026



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Abstract: Rapid digital transformation has driven substantial growth in cloud computing adoption across emerging markets. In Indonesia, the cloud market is projected to expand at a CAGR of 14.32% from 2025 to 2031 (Mordor Intelligence, 2026). Despite this growth, marketing literature addressing how local cloud providers can compete against global hyperscalers in developing economies remains limited. This study aims to design an evidence-based marketing strategy for Provider ABC, a domestic cloud service provider in Jakarta, for the period 2026–2028, with the goal of achieving a revenue target of IDR 192 billion by end-2028. A descriptive qualitative approach was employed, utilising in-depth interviews with key internal stakeholders and systematic document analysis. The 4C framework (Context, Customer, Competitor, Company) guided the situational analysis, with findings synthesised into a 4P marketing mix strategy (Mullins & Walker, 2013; Kotler & Keller, 2016). The findings reveal that Provider ABC holds competitive advantages in 24/7 customer service, domestic data centre location, and transparent pricing, yet underperforms relative to global competitors in service-level agreements (SLA), compliance certifications, and digital marketing, yielding the lowest Competitive Profile Matrix score of 2.42 among evaluated rivals (David, 2011). The

recommended strategies include: (1) targeting medium-to-large start-up companies as a new market segment, (2) developing Managed Cloud and Big Data as a Service offerings, and (3) intensifying digital promotion through SEO, Google Ads, and LinkedIn Ads. This study contributes a replicable strategic framework for local cloud providers competing in B2B emerging markets.

Keywords: 4C Analysis, B2B Marketing Strategy, Cloud Computing, Marketing Mix, Marketing Strategy

Introduction

Digital transformation has emerged as one of the most significant strategic imperatives for organisations across all sectors. The accelerating adoption of digital technologies encompassing enterprise resource planning systems, collaboration platforms, and data analytics tools, has created substantial demand for scalable, reliable, and cost-effective infrastructure. Cloud computing has become the foundational layer upon which this transformation is built, enabling organisations to deploy applications and services accessible from any location via the internet. The technology encompasses three principal service models: private cloud, hybrid cloud, and public cloud, each offering distinct trade-offs in terms of control, scalability, and cost ([Hurwitz et al., 2012](#)).

The Indonesian cloud market presents a particularly compelling growth environment. According to [Mordor Intelligence \(2026\)](#), the market is projected to expand from USD 2.46 billion in 2025 to USD 5.5 billion by 2031, representing a CAGR of 14.32%. This trajectory is supported by sustained corporate digital transformation expenditure,

major investment commitments from global hyperscalers, and government policy directives under the Digital Indonesia 2025 framework. Furthermore, Indonesia ranks sixth globally in terms of the number of active start-up companies, with 3,161 registered firms ([Startup Ranking, 2025](#); [Universitas Gadjah Mada, 2025](#)), generating considerable demand for scalable cloud infrastructure and services.

Provider ABC is a cloud service provider headquartered in Jakarta, Indonesia, operating across four core market segments: Infrastructure, Cloud, Security, and DevOps. Despite the strong and growing market, the company's cloud division contributes only approximately 5% of total corporate revenue. In response to this underperformance relative to market opportunity, management has established an ambitious target of 100% annual growth for the cloud business line, with a projected revenue of IDR 192 billion by end-2028.

Provider ABC faces a range of significant competitive challenges. In terms of service quality, the company's service-level agreement (SLA) stands at 99.9%, substantially below the 99.99%–99.999% levels offered by global competitors including Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP), and Alibaba Cloud. From a promotional standpoint, Provider ABC has yet to fully leverage available digital channels, and its official website lacks an online transaction capability that competitors have long provided. The company's baseline pricing also remains comparatively high relative to several global alternatives (Kotler & Armstrong, 2017). Existing research on marketing strategy for cloud providers in emerging markets is limited, creating a notable research gap that this study seeks to address. This paper therefore formulates a comprehensive and evidence-based marketing strategy for Provider ABC for the period 2026–2028, grounded in established analytical frameworks and primary empirical data.

Methodology

This study employs a descriptive qualitative research design ([McDaniel & Gates, 2012](#)). Primary data were collected through in-depth interviews with key internal informants, comprising the product team, marketing manager, sales team, operations team, and cloud division head. Secondary data were sourced from internal company reports, industry white papers, government regulations, and market research publications. Interview data were analysed using a systematic coding approach, while documentary evidence was examined through content analysis. Data validity was ensured through source triangulation.

The analytical framework applied is the 4C model, encompassing: Context analysis (PEST), Customer analysis (Organisational Decision Making Process or ODMP), Competitor analysis (Competitive Profile Matrix or CPM), and Company analysis (TOWS Matrix). The outcomes of each analytical layer were subsequently synthesised to formulate a marketing strategy grounded in the 4P marketing mix framework.

Result and Discussion

Context Analysis

The contextual analysis was conducted using the PEST framework to identify macro-environmental factors shaping the Indonesian cloud computing industry. From a political perspective, government policy strongly supports national digital transformation through the Digital Indonesia 2025 initiative. Economically, the Indonesian cloud market is projected to achieve a CAGR of 14.32% through to 2031 ([Mordor Intelligence, 2026](#)). Socially, the growing adoption of hybrid working arrangements and the rapid expansion of the start-up ecosystem are stimulating demand for cloud services. Technologically, advances in artificial intelligence and big data analytics are creating new product development opportunities. In aggregate, the external analysis identified 14 opportunities and 13 threats within the macro-environment.

Customer Analysis

Customer analysis was conducted using the ODMP framework, examining three stages: (1) problem recognition, (2) information search, and (3) evaluation and selection. According to PwC survey data, the primary drivers of cloud adoption among corporate buyers are: improvement of IT operational effectiveness (80%), conversion of IT expenditure to an OPEX model (53%), and enhancement of organisational productivity (33%). Key information sources for customers include company-organised events, LinkedIn, partner referrals, and direct engagement with the sales force.

Table 1. Market Segmentation of Cloud Computing Customers

Variable	New Tech-Adopter	Mature Company	Tech-Savvy Company
Needs	Improve operational effectiveness	Enhance IT operations	Achieve easy scalability
Company Size	Small and medium enterprises (SMEs)	Large corporations	Start-up companies
User Status	Non-cloud users	Cloud users (several to many products)	Non-cloud to partial cloud users
Purchasing Approach	Centralised	Decentralised	Centralised or decentralised
Purchasing Criteria	Competitive pricing	High-quality products	Competitive pricing and product quality
Specific Application	SaaS, IaaS	IaaS, DR, BaaS	SaaS, IaaS, DR, BaaS
Order Size	Small value	Small to large value	Small to large value
Attitude Toward Risk	Risk-avoiding	Risk-taking	Risk-taking
Loyalty	Low	High	Low to high

Source: Authors' Analysis (2026)

As presented in Table 1, three primary market segments are identifiable within the cloud computing market: *New Tech-Adopters* (SMEs newly transitioning to cloud technology), *Mature Companies* (large enterprises with complex IT requirements), and *Tech-Savvy Companies* (technology-oriented start-ups). Notably, all four global competitors, AWS, GCP, Azure, and Alibaba Cloud, currently serve all three segments simultaneously through differentiated product portfolios.

Competitor Analysis

A Competitive Profile Matrix (CPM) was constructed to benchmark Provider ABC against its principal competitors across the identified key success factors (KSFs). These KSFs encompass: targeting and positioning, product attributes (SLA, product mix, compliance certifications), pricing structure, distribution channels, and digital marketing performance.

Table 2. Competitive Profile Matrix (CPM)

No.	Key Success Factor	Weight	ABC (WxR)	AWS (WxR)	GCP (WxR)	AliCloud (WxR)	Azure (WxR)
I Targeting & Positioning							
1	Targeting	0.05	0.05	0.20	0.20	0.20	0.20
2	Positioning	0.05	0.05	0.20	0.20	0.20	0.20
II Product							
1	Product Mix	0.06	0.06	0.18	0.12	0.18	0.24
2	Customer Service	0.06	0.24	0.24	0.18	0.24	0.24
3	SLA	0.10	0.20	0.40	0.40	0.40	0.40
4	Data Centre Location	0.08	0.32	0.16	0.16	0.24	0.16
5	Compliance Certifications	0.08	0.08	0.32	0.32	0.32	0.32
6	Local Language Support	0.02	0.08	0.02	0.02	0.02	0.02
III Place							
1	Online/Offline	0.04	0.10	0.10	0.10	0.10	0.10
IV Price							
1	Base Pricing	0.06	0.12	0.24	0.06	0.18	0.18
2	Hidden Costs	0.08	0.24	0.16	0.16	0.16	0.16
3	Bandwidth & Service Costs	0.12	0.36	0.24	0.24	0.24	0.24
4	Discount Rate	0.10	0.30	0.20	0.20	0.20	0.20
V Promotion							
1	Digital Promotion	0.10	0.22	0.28	0.30	0.20	0.14
	TOTAL	1.00	2.42	3.10	2.84	3.04	2.84

Source: Authors' Analysis (2026)

The CPM results (Table 2) indicate that Provider ABC records the lowest total weighted score (2.42) among all evaluated competitors. AWS achieved the highest score (3.10), followed by Alibaba Cloud (3.04). Notwithstanding its overall lower ranking, Provider ABC demonstrates competitive superiority across six KSFs, notably in domestic data centre location, local-language support, pricing transparency, and discount flexibility.

Marketing Strategy Formulation

1. New Target Market and Positioning

Provider ABC is recommended to broaden its target market beyond large enterprises to include medium-to-large start-up companies. The proposed new positioning statement is: "The Best Local Managed Cloud Provider in Indonesia",

emphasising the company’s strengths in localised service delivery, domestic infrastructure, and comprehensive managed cloud capabilities.

2. Product Development

The following new service offerings are recommended for development:

- a. Customised Product: A high-customisation service enabling clients to add leased lines through the meet-me room (MMR), targeting large enterprise and large start-up segments.
- b. Managed Cloud: A fully managed server service delivered by certified engineers, encompassing backup, disaster recovery, security, and monitoring, targeting medium-to-large enterprises and start-ups.
- c. Bonded Zone and Banking Association Solutions: Integrated ERP and customs solutions for bonded zones, and BI-FAST-compatible services for banking association members.
- d. Auto-Scale Feature: A self-service server specification adjustment function accessible through the customer portal, eliminating the need for manual support requests.
- e. Big Data as a Service: A partner-developed analytics service designed to address the growing demand for large-scale data processing capabilities.

3. Pricing

Table 3. Proposed Pricing for New Provider ABC Services

Product / Service	Starting Price
Customised Product	IDR 10,000,000/month
Managed Cloud	IDR 30,000,000/month
Financial Association Service	IDR 30,000,000/month
BI-FAST with Banking Association	IDR 50,000,000/month
Big Data as a Service	IDR 120,000,000/month

Source: Authors’ Analysis (2026)

4. Promotion

The recommended annual promotional budget is summarised in Table 4:

Table 4. Estimated Promotional Budget for Provider ABC

Promotional Activity	Annual Budget	Description
Bonded Zone Association	IDR 200,000,000	Event support (seminars, workshops, gatherings)
Banking Association	IDR 500,000,000	Event support (seminars, workshops, gatherings)
Financial Association	IDR 100,000,000	Membership registration fee
Google Ads	IDR 150,000,000	Paid search advertising on Google platform
LinkedIn Ads	IDR 60,000,000	Paid advertising on LinkedIn platform

Source: Authors’ Analysis (2026)

In addition to external partnership activities, Provider ABC should undertake internal promotional improvements, including: (1) revitalising its Instagram presence through enhanced visual design, compelling captions, and diversified

content formats (videos, reels, and static posts); and (2) optimising the company website’s search engine optimisation (SEO) elements, with particular attention to page loading speed and script structure.

5. Place (Distribution Channels)

From 2026, Provider ABC will resume in-person commercial activities, including seminars and workshops. The primary sales channel will remain offline; however, digital communication tools—including instant messaging platforms, telephone, and video conferencing will continue to be employed to facilitate engagement with prospective clients.

6. Implementation Timeline

Table 5. Marketing Strategy Implementation Timeline, 2026–2028

Programme Activity	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027	2028
Join Bonded Zone & Banking Associations	✓					
Customised Product Development	✓	✓				
Managed Cloud Development		✓	✓			
Financial Association Partnership					✓	
Big Data as a Service Development					✓	✓
Auto-Scale Portal Feature		✓	✓			
Instagram Revamp & SEO Optimisation	✓	✓				
Google Ads & LinkedIn Ads	✓	✓	✓	✓	✓	✓

Conclusion

The findings of this study carry significant implications for both practitioners and researchers in the cloud computing industry. The Indonesian cloud market presents a highly attractive environment, with 14 identified opportunities outweighing 13 threats, signalling considerable room for growth among local providers. Although Provider ABC records the lowest Competitive Profile Matrix score (2.42) among evaluated competitors, the company retains meaningful competitive superiority in six of fourteen key success factors particularly in domestic data centre location, local-language support, and pricing transparency providing a viable foundation for strategic repositioning (David, 2011).

The recommended strategies, encompassing target market expansion to medium-to-large start-ups, a new positioning as The Best Local Managed Cloud Provider in Indonesia, development of innovative offerings such as Managed Cloud and Big Data as a Service, and intensification of digital promotional activities through SEO, Google Ads, and LinkedIn Ads, collectively constitute a coherent and implementable roadmap toward the IDR 192 billion revenue target by end-2028. From a managerial standpoint, priority should be accorded to closing the SLA and compliance gaps, as these factors carry the highest weight in competitive evaluations and directly influence enterprise purchasing decisions (Kotler & Keller, 2016). For future research, scholars are encouraged to extend this analysis to SME and early-stage start-up segments, which remain underexplored in the Indonesian cloud

marketing literature, and to employ longitudinal or quantitative methods to validate the strategic framework's impact on firm performance (Mullins & Walker, 2013).

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