



# The Role of Platform Consistency and Consumer Behavior in Driving Campaign Effectiveness: A Strategic Control Perspective on Telkomsel

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Article Info	Abstract
<b>Article History</b> Received: 2025-11-05 Revised: 2025-12-19 Published: 2026-01-26  <b>Keywords:</b> <i>Gen Z Behavior;</i> <i>Platform Consistency;</i> <i>Digital Marketing;</i> <i>Telkomsel;</i> <i>Social Media Campaigns;</i> <i>Engagement;</i> <i>Conversion;</i> <i>AI-Driven Personalization.</i>	This study examines the impact of Gen Z consumer behavior on the effectiveness of Telkomsel's digital marketing platforms and the role of platform consistency in enhancing campaign performance. Gen Z's fast-paced, mobile-first habits—characterized by short attention spans, rapid platform switching, and preference for visual, authentic content—necessitate real-time, concise messaging. Through qualitative semi-structured interviews with Telkomsel marketing professionals, the research finds that platforms such as TikTok, Instagram Reels, and short-form video channels are most effective for engaging this audience. While Telkomsel maintains a unified brand story strategically, operational consistency varies across divisions and regions due to differences in team structure, platform requirements, and regional localization. Platform consistency is shown to significantly improve engagement, brand recall, and conversion, as evidenced by the 2024 Ramadan TikTok campaign. The findings underscore that aligning content, targeting, and engagement channels with evolving consumer behavior is critical for digital marketing success, positioning platform consistency as a strategic advantage in the competitive telecom sector.

Artikel Info	Abstrak
<b>Sejarah Artikel</b> Diterima: 2025-11-05 Direvisi: 2025-12-19 Dipublikasi: 2026-01-16  <b>Kata kunci:</b> <i>Perilaku Gen Z;</i> <i>Konsistensi Platform;</i> <i>Pemasaran Digital;</i> <i>Telkomsel;</i> <i>Kampanye Media Sosial;</i> <i>Keterlibatan;</i> <i>Konversi;</i> <i>Personalisasi Berbasis AI.</i>	Penelitian ini mengkaji pengaruh perilaku konsumen Gen Z terhadap efektivitas platform digital Telkomsel dan peran konsistensi platform dalam meningkatkan kinerja kampanye pemasaran. Kebiasaan Gen Z yang cepat, mobile-first, dengan rentang perhatian pendek, berpindah platform secara cepat, dan preferensi terhadap konten visual dan autentik, menuntut penyampaian informasi secara singkat dan real-time. Melalui wawancara semi-terstruktur dengan profesional pemasaran Telkomsel, penelitian ini menemukan bahwa platform seperti TikTok, Instagram Reels, dan saluran video pendek paling efektif untuk menjangkau audiens ini. Meskipun Telkomsel mempertahankan narasi merek yang seragam secara strategis, konsistensi operasional bervariasi antar divisi dan wilayah karena perbedaan struktur tim, kebutuhan platform, dan lokalisasi regional. Konsistensi platform terbukti meningkatkan keterlibatan, kesadaran merek, dan konversi, seperti terlihat pada kampanye Ramadan TikTok 2024. Temuan ini menegaskan bahwa penyesuaian konten, target, dan saluran dengan perilaku konsumen yang dinamis sangat penting untuk keberhasilan pemasaran digital.

## I. INTRODUCTION

Consumer platform consistency in the fast-changing digital marketplace is fundamental for sustaining engagement and conversion because it represents a continuous and strategic alignment between consumer behavior and the digital touchpoints they use. Unlike one-time platform adoption or reactive shifts, platform consistency emphasizes a business's proactive adaptation to evolving behavioral patterns across multiple digital contexts. This idea aligns with Technium Business & Management (2024), which stresses that in the digital age, *omnichannel marketing* requires delivering consistent, personalized, and interconnected experiences across apps, social media, websites, and offline channels to preserve trust and engagement. The relevance of this

concept becomes even stronger with digital-native users such as Gen Z and Millennials, who continuously adjust their media habits and content preferences. As noted by Putri et al. (2023), Gen Z in particular gravitates toward personalized, authentic, and *mobile-first* marketing, with a strong preference for short-form and interactive content shaped by rapid social trends.

Existing scholarship reinforces these behavioral tendencies. Raji et al. (2024) argue that AI-driven personalization has transformed digital commerce by enabling companies to tailor experiences dynamically based on real-time user behavior. Through predictive analytics and deep learning, brands can reduce cognitive fatigue, heighten relevance, and increase conversion

rates through methods such as collaborative filtering. However, the effectiveness of these AI systems relies heavily on consistent platform deployment, meaning that platforms must not only capture consumer preferences accurately but must also sustain alignment over time. A clear illustration can be seen in Telkomsel, the leading Indonesian mobile operator, which in 2023 partnered with Microsoft to integrate Azure AI into its marketing ecosystem. By 2024, Telkomsel expanded its DigiAds Predictive AI capabilities and transitioned to propensity-based targeting, moving away from conventional interest-based models.

One of the strongest demonstrations of platform consistency is found in Telkomsel's Ramadan 2024 TikTok campaign. As documented in *TikTok for Business* (2024) under "How Telkomsel Leveraged TikTok + TV Integration and Full-Funnel Marketing for Ramadan Success," the company seamlessly adapted its TV commercials into cohesive TikTok formats such as TopView, Reach & Frequency, and App Promotion placements. This integrated strategy produced measurable results, including increased reach, higher awareness, and significantly elevated app-driven transactions, reaffirming the strategic value of selecting the right platform to match user behavior in an increasingly fragmented digital environment.

In comparison, XL Axiata—Telkomsel's indirect competitor—has positioned itself as a low-cost, youth-centric provider through its AXIS brand and application-based bundling ecosystem. APJII (2024) reports that Gen Z constitutes the largest internet user segment in Indonesia at 34.40%, surpassing Millennials. XL Axiata capitalizes on this through customizable Suka Suka packages, as highlighted in XL Axiata's 2021 announcement, enabling users to freely configure data volume, validity period, and application-specific quotas through the AXISnet app. This personalized and budget-friendly approach has resonated strongly with Gen Z. By early 2025, XL Axiata reported an 18% increase in monthly active users and 35.7 million combined users on AXISnet and MyXL, supported by app-exclusive promotions during Ramadan and Eid (XL Axiata, 2025).

Despite these successes, Telkomsel maintains a strategic advantage by leveraging more advanced AI-driven integration across its digital services. AI capability strengthens platform consistency, elevating it from a tactical choice to a strategic necessity. Businesses that continuously synchronize their content, targeting, and

engagement channels with evolving user preferences can cultivate deeper loyalty and long-term efficiency. This study therefore examines Telkomsel's approach to sustaining such consistency.

In Telkomsel's broader digital transformation, the main issue lies not in the availability of advanced tools such as Predictive AI and Azure integration but in aligning these tools with real-time shifts in user behavior. Millennials and Gen Z, who frequently switch platforms and experiment with diverse content ecosystems, pose a particular challenge. As Raji et al. (2024) emphasize, AI-driven personalization is only effective when it remains synchronized with constantly shifting behavioral trends influenced by algorithms, social velocity, and cultural dynamics. The Telkomsel 2024 Annual Report illustrates the consequences of inconsistency: while total data traffic increased and ARPU remained relatively stable, not all campaigns achieved proportional engagement, indicating misalignment between platform selection and consumer behavior.

IDN Media's *Indonesia Gen Z Report* (2022) highlights TikTok as the primary platform of Gen Z, emphasizing the fluid and nonlinear nature of their digital journey. Sharma (2024) further reinforces this trend by reporting that 86.3% of consumers research products through digital channels and 94.1% complete purchases after encountering digital advertisements. These patterns underscore the importance of appearing consistently on the platforms most relevant to the audience's behavior.

Even with powerful tools such as Predictive AI and DigiAds, Telkomsel often struggles when platform decisions rely on outdated assumptions rather than dynamic behavioral mapping. Telkomsel's Predictive AI results, as reported in *MarketingTNT* (2025), demonstrate significant performance improvements—including 6× conversion lifts and substantial CTR gains across industries—yet these outcomes cannot be fully optimized if execution remains siloed or if strategic platform selection does not match consumer movement.

The contrast between highly successful campaigns, such as the Ramadan TikTok initiative, and other inconsistent efforts underscores the need for a coherent and sustained platform strategy. Zain ul Hassan Shah (2023) affirms that digital marketing effectiveness is strongly and measurably connected to consumer behavior, indicating that organizations are not passive recipients of behavioral shifts but can

actively respond through evidence-based, adaptive strategies. By tracking behavioral trends closely, companies can implement responsive campaigns supported by real-time analytics and continuous feedback loops, refining their messaging, media choices, and value propositions in alignment with evolving user expectations.

Based on the background above, this research aims to: (1) To examine how evolving Gen Z consumer behavior affects the effectiveness of digital platforms used by Telkomsel. (2) To assess the consistency of Telkomsel's platform selection in targeting Gen Z audiences. (3) To evaluate the impact of platform consistency on marketing performance metrics such as engagement, brand recall, and conversion.

## **II. METHOD**

The methodology of this study adopts a qualitative approach designed to examine the relationship between consumer behavior dynamics, platform consistency, strategic control, and the effectiveness of Telkomsel's digital campaigns. The research design begins with identifying Telkomsel's core issue: the disconnect between advanced tools such as Predictive AI and DigiAds and the rapid shifts in Millennial and Gen Z consumer behavior. From this foundation, research questions were formulated and framed by literature on consumer behavior, source credibility, platform consistency, and strategic control. Works by scholars such as Sukmawati, Salmia, and Sudarmin (2023), Constantinides (2014), Bolton et al. (2013), Masrianto et al. (2022), Zahara et al. (2023), and Al Jabri and Lahrech (2025) shaped both the conceptual basis and the interview framework. Primary data was then gathered through semi-structured interviews with Telkomsel managers and digital marketing practitioners to enrich the theory with real organizational insights.

The population of the study consists of Telkomsel employees actively involved in digital marketing, consistent with Sukmawati, Salmia, and Sudarmin's (2023) definition of population as all individuals sharing relevant characteristics. From this group, a purposive sample was selected following the approach suggested by Palinkas et al. (2015), focusing on employees with direct involvement in campaign strategy, platform management, and behavioral analysis. This sample includes marketing managers, digital strategists, and analysts who work closely with tools such as DigiAds and Predictive AI, ensuring

access to data grounded in hands-on experience rather than abstract observation.

Semi-structured interviews were selected as the sole data collection method because they allow depth while maintaining focus, a balance emphasized by Adeoye-Olatunde and Olenik (2021). Interviews were conducted with 10–12 employees from divisions such as Mobile Sales Digitalization Planning & Design, Consumer Business, Data Analysis Performance, and GTM & Growth. The interview questions were derived from established literature, such as Masrianto et al. (2022) for platform consistency and performance indicators, Constantinides (2014) for platform challenges, Bolton et al. (2013) for generational engagement patterns, Zahara et al. (2023) for campaign adaptability, and Piotr Hadrian et al. (2021) for strategic control and performance measurement. Though guided by a structured set of questions, the interviews allowed participants freedom to elaborate on issues central to digital marketing operations.

The data analysis applies qualitative content analysis, beginning with verbatim transcription and repeated reading to ensure familiarity with the material. Statements were coded and grouped into categories that reflected the study's main themes, such as behavioral dynamics, platform alignment, and campaign performance. Thematic analysis followed the principles of Nowell et al. (2017), involving the iterative refinement of themes until stable patterns emerged across interviews. Direct quotations support key interpretations to maintain authenticity and represent participant perspectives accurately. The findings were then compared with existing literature to reveal convergences or divergences between Telkomsel's internal practices and theoretical understanding.

Through this qualitative design, the study provides a clear, contextualized view of how Telkomsel's professionals respond to shifting consumer trends, maintain platform consistency, and apply strategic control to improve campaign outcomes. The approach ensures that the conclusions are grounded in both established theory and real organizational experience, offering a credible foundation for recommendations supporting Telkomsel's digital marketing performance.

## **III. RESULTS AND DISCUSSION**

### **1. Content Analysis**

The study employed a sequence of semi-structured interviews to obtain a detailed understanding of how Telkomsel maintains

platform consistency, responds to rapidly shifting consumer behavior, and applies strategic control mechanisms to ensure campaign effectiveness. These interviews were designed to uncover internal workflows related to digital campaign development, cross-platform coordination, measurement of key performance indicators, and the way organizational alignment shapes decision-making. Each participant represented a different functional domain—strategic management, marketing execution, data analytics, and regional operations—allowing the research to capture a comprehensive picture of how strategic control is integrated into day-to-day campaign performance processes.

Data collection took place from October to November 2025. Each interview lasted approximately 30 to 45 minutes and was conducted with prior consent to record the conversation. The recordings were transcribed verbatim to preserve accuracy, after which the transcripts underwent thematic analysis through a structured coding procedure. The coding process was guided by three central constructs of the study: platform consistency, which reflects how Telkomsel maintains coherent branding and messaging across diverse digital platforms; consumer behavior, which highlights how generational, regional, and behavioral variations shape digital marketing decisions; and strategic control, which reveals how systems of performance assessment and agile coordination ensure that campaign outcomes remain aligned with corporate objectives.

Following transcription and coding, content analysis was conducted to organize the findings across the four analytical dimensions—platform consistency, consumer behavior, strategic control, and campaign effectiveness. The resulting interview excerpts are presented in their original Bahasa Indonesia alongside English translations to preserve the authenticity of respondents' perspectives while ensuring clarity for broader academic interpretation. This dual-language presentation supports a richer understanding of the contextual nuances embedded in the participants' statements, thereby maintaining both the integrity and depth required for qualitative analysis.

## 2. Cross-Interview Pattern Analysis

Across all interviews with Telkomsel's digital, brand, GTM, and regional teams, several consistent themes appeared, showing how the organization manages platform consistency, responds to consumer behavior, applies strategic control, and evaluates campaign effectiveness. Despite coming from different divisions, respondents revealed similar experiences, indicating strong internal alignment. The most dominant pattern was Telkomsel's emphasis on maintaining a unified brand narrative across all platforms. Respondents repeatedly stressed that every execution must remain within Telkomsel's overarching brand identity, as highlighted by statements such as Mas Saki's explanation that each product has its own positioning but must still reflect the larger brand, and the marketing team's emphasis that creative leads ensure consistent tone across campaigns.

Alongside the need for a unified narrative, all teams agreed that platform-specific adaptation is essential. Content must differ across platforms while keeping the core message intact. This was expressed clearly by Kak Sandra, who noted that By.U content is always adjusted for each platform, and supported by regional perspectives like Pak Adi's, who explained that regional teams follow central direction but adapt it to local conditions. These responses show that Telkomsel balances centralized messaging with platform-native and localized executions.

Another recurring theme was the shared understanding of Gen Z behavior. Respondents consistently described younger audiences as requiring communication that is fast, simple, and immediately clear. Comments such as Mas Denny's—stating that Gen Z wants content to get straight to the point—reflect a common recognition that lengthy or indirect messaging quickly loses engagement among younger users.

Interviews also revealed a clear pattern of centralized control combined with distributed execution. Teams acknowledged that brand direction is controlled centrally, while regional teams are responsible for on-the-ground delivery. This was evident in statements from By.U and regional employees who noted that messaging comes from the center, while local teams execute based on their area needs.

Finally, there was strong agreement regarding campaign performance measure-

ment. Respondents across departments emphasized that Telkomsel increasingly prioritizes engagement and activation metrics over vanity metrics. This shift was captured in remarks such as Denny's note that TikTok performance is judged by interaction rather than mere reach, showing that meaningful user actions have become central indicators of effectiveness.

In summary, the interviews revealed tightly connected themes: strong commitment to a unified brand identity, consistent need for platform-native adaptation, shared understanding of Gen Z's preference for fast and clear communication, a hybrid system of centralized narrative control with localized implementation, and a collective shift toward engagement-focused performance metrics. These aligned patterns demonstrate that the opportunities and challenges identified are not isolated but are systemic within Telkomsel's digital marketing environment.

### 3. Cross-Theme Integration

The findings show that Consumer Behavior Dynamics, Platform Consistency, and Strategic Control are tightly interconnected and together shape Telkomsel's campaign outcomes. These themes do not operate separately; instead, they continually influence one another, explaining why some campaigns succeed while others underperform. The relationship between consumer behavior and platform consistency appears strongest, as the interviews reveal that Gen Z's rapid platform-switching forces Telkomsel to adjust formats and messaging across TikTok, Instagram, Meta, and MyTelkomsel within a single decision cycle. This supports Phirake and Bhambure (2025), who note that digital innovations heavily reshape Gen Z behavior. When Telkomsel fails to maintain consistent messaging across these shifts, user experience becomes fragmented and brand recall weakens, making consumer behavior both a pressure and a prerequisite for platform consistency.

Strategic Control is equally intertwined with platform execution. Literature such as Darvidou (2024) emphasizes that omnichannel marketing requires unified branding, but the interviews reveal that Telkomsel's inconsistency stems not from weak strategy but from gaps between central creative teams and regional executors. In practice, consistency only holds when

strategic control clearly defines governance, roles, and execution boundaries. Thus, platform consistency depends heavily on how effectively Telkomsel exercises strategic control.

A similar dynamic appears between Strategic Control and Campaign Effectiveness. Although Telkomsel regularly uses KPIs and advanced systems such as AI and DigiAds, interviews indicate that insights are not always translated into coordinated execution. This aligns with Akude et al. (2025), who argue that smooth omnichannel experiences directly enhance retention. When strategic control channels insights into unified creative planning and regional activation, campaigns perform strongly; when control is limited to media-buying metrics rather than guiding cross-platform execution, campaign results become uneven.

Ultimately, the effectiveness of Telkomsel's campaigns emerges from the alignment of all three dimensions. Fast-changing consumer behavior demands consistent cross-platform communication, and such consistency is only achievable when strategic control is strong and integrated. Any misalignment—slow decisions, regional misinterpretation of creative direction, or content that ignores Gen Z consumption patterns—disrupts the entire campaign pipeline. The overall analysis shows that Telkomsel's primary challenges are organizational rather than technological; despite having advanced AI tools and a solid brand ecosystem, fragmented coordination between behavioral insights, platform adaptation, and internal management prevents campaigns from reaching full potential. These inter-theme relationships underscore the need for a cohesive digital marketing framework that synchronizes teams, data, and platforms in response to evolving consumer behavior.

### 4. Method Analysis

#### a) Marketing Mix (4P) Analysis

The analysis shows that Telkomsel's Marketing Mix in the digital ecosystem is shaped not only by the traditional 4P framework but also by the intertwined influences of platform consistency, consumer behavior dynamics, strategic control, and campaign performance. As noted by Tiago and Veríssimo (2014), digital marketing requires integrating classical marketing principles with

platform-adaptive execution—a reality that becomes especially relevant given Telkomsel's Gen Z-dominant audience whose interactions occur rapidly across TikTok, Instagram, Meta, and MyTelkomsel.

The findings demonstrate that Telkomsel's Marketing Mix functions less as a static framework and more as an adaptive system influenced by four forces. Platform consistency determines whether product messages, price framing, and promotional narratives remain coherent across channels despite their differing formats. Consumer behavior dynamics—especially Gen Z's short attention span and platform-hopping habits—require that messages adapt to each platform's native style while retaining strategic alignment. Campaign effectiveness acts as a real-time evaluation tool through engagement-based KPIs, while strategic control ensures that all marketing decisions across divisions remain coordinated and measurable. Collectively, these forces show that Telkomsel's Marketing Mix is constantly evolving in response to behavioral shifts and performance feedback.

In terms of Product, the interviews highlight that Telkomsel's diverse offerings—data packages, apps, and digital services—can only succeed when communicated under a unified brand identity. Although each product has its own positioning, respondents such as Mas Saki stressed that all executions must remain within the overarching Telkomsel brand. This becomes even more crucial considering Gen Z's need for instant clarity, reflected in Denny's observation that audiences expect messages to “go straight to the point.” Thus, product success hinges not merely on technical features but on the consistency and speed with which value is communicated across platforms.

Regarding Price, the research indicates that Gen Z's perception is shaped less by technical breakdowns and more by emotional resonance, visual simplicity, and contextual relevance. Price communication must therefore adapt to each platform's psychological function—for instance, emotionally framed value cues for TikTok or rational comparison formats for Meta. Price messaging affects conversion directly: when prices are overly complex or

insufficiently relatable, engagement drops despite competitive offers.

For Place, distribution is no longer geographical but algorithmic. TikTok serves as a discovery channel, Instagram as a validation hub, Meta as a retargeting environment, and MyTelkomsel as the final conversion point. The interviews reveal that when content format does not match platform behavior—for example, long-form explanations placed on short-form platforms—friction occurs and campaign efficiency declines. Effective distribution therefore requires shifting from a channel-centric to a behavior-centric model that aligns content with real-time platform consumption patterns.

Finally, Promotion emerges as both the most influential and the most challenged aspect of the Marketing Mix. The issue is not content volume but narrative fragmentation, slow approvals, and inconsistent execution across teams. As emphasized by Mas Pilar, promotional activities require a unified campaign concept to prevent programs from “running independently,” while Denny noted that effectiveness is measured through activations rather than vanity metrics. Promotional success depends on speed, coherence, and KPI-driven adaptation; without these, trend-relevant messages become outdated and cross-platform inconsistencies dilute impact.

Overall, the analysis shows that Telkomsel's 4P strategy is inseparable from the dynamics of platform behavior, generational shifts, and internal governance. The Marketing Mix functions effectively only when product clarity, price communication, platform-aligned distribution, and agile promotion are unified under strong strategic control. In Telkomsel's digital environment, the 4P is therefore not a fixed model but a responsive ecosystem requiring continuous synchronization between consumer insights, creative execution, and organizational alignment.

#### b) Business Solution

Combined outcomes of consumer behavior dynamics, platform consistency issue, and gaps between the strategic controls are clear evidence that the main challenges to Telkomsel are not technological constraints, but misalignment and fragmentation between insights, creative

execution, and cross-platform strategy. Though Telkomsel already has an exceptionally developed marketing technology stack, including Predictive AI, DigiAds, and massive digital ecosystem, the organization cannot transfer its advantages into regularly high-performing campaigns. Thus, the business solutions presented below are focused on structural, strategic, and operational modifications to integrate the marketing system of Telkomsel in order to make all teams inside the company, platforms, and creative works pull the same way.

5. Strengthening Centralized Cross Platform Content Governance

Among the most powerful interview results is the existence of inconsistency in the interpretation of messages in different regions, platforms, and internal teams. Some units uphold strict creative norms whereas others alter or twist ideas to fit their purposes, which creates disjointed stories. To illustrate, it is the rigid creative control possessed by the team of Kak Sandra which allows By.U to excel in consistency, which confirms consistency can be achieved when the overall message is controlled and imposed. This model is expected to be duplicated with all Telkomsel brands and products.

The definition of campaign umbrellas, tonality guidelines, platform adaptations, and required phrasing structures should be done by a centralized content governance board. Standardization of these elements will allow Telkomsel to be sure that, in cases when regional staffs modify executions to suit local culture, the main message is preserved. This is essential due to the fact that Gen Z tends to judge brands as a whole, as they quickly switch between Tik Tok, Instagram, Meta, and MyTelkomsel and any inconsistency can undermine credibility and brand recognition.

**Table 1.** Proposed Roles in Content Governance

Role	Key Responsibility	Expected Output
Central Brand Strategy Team	Define brand narrative and umbrella message	Unified messaging guideline
Creative Lead	Maintain tone consistency and creative standards	Visual & copy templates

Platform Specialists	Adapt message for each platform's behavior	TikTok/IG/Meta content blueprint
Regional Teams	Modify only execution details, not message	Localized culturally relevant content

6. Establish a Real Time Consumer Intelligence

Among the fundamental problems, found on the results of the interview, is that the knowledge of Telkomsel is separated into various departments: analytics teams, regional teams, DigiAds, Predictive AI, and marketing divisions which leads to differences in the quality of decisions made and unequal implementation of campaigns. Despite the development of analytical capability, Telkomsel does not have a central unit of operation that takes into consideration behavioral analytics, platform trends, and performance data, and transforms them into a single decision-making engine. This disintegration leads to delays, misalignment of the platform and ineffective targeting.

To solve this, Telkomsel must develop a Real-Time Consumer Intelligence (RTCI) Hub, a centralized hub, which will form the brain to integrate all the marketing, behavior, and platform data into one functioning command center. This hub will help Telkomsel base quick, evidence-based choices that synchronize creative, campaign, and platform mix with the very current consumer behavior and market dynamics.

Moreover, the creation of the RTCI Hub is closely justified by the latest studies that explore the disruptive potential of real-time data analytics in increasing the strategic decision-making process. The journal uploaded by Amosu et al. (2024) emphasizes the fact that real-time analytics enable organizations to detect changing customer behavior in real-time, create dynamic customer segments, and make immediate strategic adjustments features that are impossible to offer through traditional batch-processing analytics. The paper illustrates how major digital businesses leverage real-time systems to perfect marketing approaches, enhance the accuracy of personalization, and prompt responsiveness to market dynamics, with the end result being augmented engagement rates and conversion rates. Applying these lessons to the context of Telkomsel, the RTCI Hub could be the functional nerve center in which the brand will be able to pin the Gen Z movement in Tik

Tok, Instagram, Meta, and MyTelkomsel in real time and make sure that the campaigns are always adjusted to the latest operations of the behavioral indicators. This enables Telkomsel to move beyond a stagnant campaign-by-campaign approach toward a dynamic, behavior-reactive marketing ecosystem, the agility that the digital environment of today demands, where attention on consumers and trends on platforms change by the hour instead of the day.

**Table 2.** Real Time Consumer Intelligence Hub Framework

RTCI Component	Description	Output
Behavioral Analytics Unit	Tracks consumer patterns (scroll time, watch time, platform switching)	Behavioral Heatmap
Platform Insights Cell	Monitors TikTok, Instagram, Meta, and YouTube trends	Weekly Platform Pulse Brief
Campaign Intelligence Desk	Evaluates ongoing campaigns & issues optimization alerts	Real-Time Optimization Report
Creative Intelligence Team	Translates insights into creative recommendations	Creative Direction Memo

a) Behavioral Analytics Unit

The Behavioral Analytics Unit is the analytical core of the RTCI Hub as it strives to keep track of the minute details of consumer interaction across the digital touchpoints of Telkomsel, particularly Gen Z. This unit examines the micro-behaviors, which include scroll depth, swipe speed, watch-time distribution, rewatch frequency, tap-through sequence, and platform switch (e.g., TikTok to Instagram to YouTube). These granular signals are aggregated into a Behavioral Heatmap that visually displays the time of maximum attention, where people engage, and the performance of the content according to the time of the day or style of creativity. Through such behavioural cues, the unit assists Telkomsel to notice an early change - in terms of falling popularity of certain formats or an increase in popularity of certain types (e.g., gaming, lifestyle) or new scrolling patterns due to platform changes. The intelligence generated on this basis serves as a diagnostic predictor of other RTCI elements, allowing an adaptation of content faster and making more accurate predictions of performance.

b) Platform Insights Cell

Platform Insights is a systematic survey of the changing landscape of the leading platforms - Tik Tok, Instagram, Meta and YouTube - to determine the external variables that influence the performance of content. Weekly trends, algorithmic indicators, viral content formats, audio characteristics, format inclinations (e.g., short-form content and long-form content), updates by creators, influencers, or official channels are scanned by this cell. The Weekly Platform Pulse Brief, a core product, is a digest of these observations that has identified which trends are gaining momentum, which formats are fading, and what brands should expect to undergo in order to remain relevant. It also compares these trends to the Gen Z behavioral patterns extracted out of the Behavioral Analytics Unit so that information is based on both platform-level trends and audience-level reactions. This means that the groups at Telkomsel have a constantly evolving overview of the outside digital environment, which allows the groups to prevent old-fashioned implementations, exploit emerging trends at the earliest opportunity, and ensure platform-native narratives.

c) Campaign Intelligence Desk

The Campaign Intelligence Desk functions as the real-time performance evaluator of all ongoing Telkomsel digital campaigns. It monitors key indicators such as engagement depth (comments, saves, shares), attention retention curves, click-through behavior, ad fatigue signals, cost efficiency (CPC, CPM), and conversion pathways. Instead of waiting for end-of-campaign reports, this unit assesses performance continuously detecting underperforming creatives within the first 24 to 48 hours. Once anomalies or opportunities are identified, the desk produces a Real-Time Optimization Report, containing specific instructions: adjusting the opening hook, shortening video duration, modifying captions, switching posting windows, shifting budget allocations, replacing thumbnails, or applying platform-specific creative best practices. This rapid intervention mechanism prevents campaigns from stagnating and ensures that Telkomsel responds to audience behavior *as it happens*, not after

results decline. The desk essentially acts as Telkomsel’s “early warning system,” safeguarding performance across all platforms.

d) Creative Intelligence Team

The Creative Intelligence Team ensures that insights generated by the RTCI Hub translate into concrete creative decisions that improve real-world campaign performance. This team reviews behavioural data, platform trends, and optimization alerts, then synthesizes them into Creative Direction Memos containing actionable creative guidance. These memos may specify recommended visual styles, narrative structures, pacing adjustments, colour choices, tone of voice, hook variations, caption formats, sound selection, and platform-native execution techniques. The team also identifies when certain creative approaches are no longer effective such as repetitive hooks or outdated trends and proposes new narrative angles aligned with the latest consumer signals. By bridging analytical insight with creative execution, the Creative Intelligence Team prevents campaigns from becoming data-rich but creativity-poor. It ensures that Telkomsel’s creative output remains culturally relevant, platform-appropriate, and behaviour-responsive while maintaining consistency with the broader brand narrative.

7. Designing a Multi-Platform Funnel That Mirrors Gen Z’s Non-Linear Journey

One of the key lessons of the thematic analysis is that the purchase funnel of Gen Z and Millennials is not linear and predictable. Rather, their path looks more like a multi-directional stream and discovery, validation, consideration, and conversion take place in several platforms in just a few minutes. The obtained information during interviews revealed that this group usually finds a campaign on Tik Tok, checks credibility on Instagram, is retargeted personally in Meta, and makes their final purchase in MyTelkomsel. This cross-platform trend is motivated by habit, speed, necessity to get instant confirmation, proving that Telkomsel cannot bet on single-platform strategies or platform-independent messaging.

To counter this, Telkomsel needs to come up with a Multi-Platform Funnel Framework (MPF Framework) clearly stating the strategic

intent of each platform and coordinating content, message forms and stimuli behavior to position that platform appropriately in the funnel. In the absence of this understanding, the campaigns may be disjointed, not in line with consumer expectations, or unable to make conversions.

a) Why the Multi Platform Funnel Is Essential

The interviews have shown that there are a number of problems that necessitate the Multi-Platform Funnel. The most common platform mismatch, which was mentioned by the respondents, is the tendency to push long-form campaign content on Instagram despite Tik Tok being the main discovery engine used by Gen Z, which undermines the impact of the message. They also mentioned the discontinuity of the messages transitions, and they said that one might observe an awareness message on Tik Tok, and then they would look at a totally different tone or visual identity on Instagram or Meta, which causes cognitive dissonance. Moreover, the idea of rapid switching, which Gen Z performs, also complicates the process of delivering a campaign as they do not spend much time within a platform to form a complete message but continuously switch due to algorithms, habits, content types, et cetera. This practice leads to a disjointed conversion journey, with the lack of a well-defined cross-platform funnel making the process of switching channels, like Tik Tok, Instagram, Meta, and MyTelkomsel, rather irritating, which greatly decreases the number of activations.

b) Designing a Multi-Platform Funnel That Mirrors Gen Z’s Non-Linear Journey

**Table 3.** Detailed Multi-Platform Funnel Table

Funnel Stage	Platform	Psychological Expectation	Content Style	Strategic KPI
Awareness	TikTok	“Entertain me first.”	Fast hooks, creator-led, humor, micro narratives	Engagement rate, reach, watch time
Consideration	Instagram	“Show me proof & details.”	Carousels, testimonials, Reels, breakdown visuals	Saves, shares, profile visits
Conversion	Meta Ads	“Give me a reason to	CTA(Call To Action)	CTR(Click Through

	buy now.”	banners, retargeting ads, personalized promos	Rate), ROAS(Return on Ad Spend), CVR(Conversion Rate)
Activation	MyTelkom sel	“Make it easy for me.”	App banners, simplified flows
			Redemption rate, purchase completion

Behavior-Responsive KPIs	Content iteration speed (hours/days)	Enable agility & rapid optimization	Time-based metrics, iterations frequency	Trend relevance + Gen Z resonance	Creative + Analytics + Social Teams
Performance KPIs	CTR (Click-Through Rate)	Drive measurable outcomes	Quantitative media & conversion metrics	ROI, sales, app activation	Media + Growth + Analytics

### 8. Expanding Strategic Control Through a KPI-Governance System

Among the most evident problems, which can be identified in the context of the thematic and cross-thematic analysis, is that the application of KPIs by Telkomsel is still not even and across-teams. The performance KPIs that media teams will strongly depend on include CTR, ROAS, and activation rates, whereas creative teams, platform specialists, and regional execution units will lack the same performance logic and measurement framework. It leads to a fractured ecosystem in which various teams may measure success based on various elements and it becomes hard to ensure consistency of campaigns and consistency of strategy across platforms. Because of this, the content can be quite visually strong but not consistent with behavioral insights, or a campaign can be quite successful in Tik Tok but not in Instagram because of the inconsistency of the messages or improper sequence. To fill this gap, Telkomsel should consider a KPI-Governance System, which is an organization-wide control mechanism, where a structured approach is used to measure campaign performance, content consistency and behavioral responsiveness. This system makes sure that all the units engaged in the execution of the campaign have an equivalent understanding of success, and they are working under a single logic of performance.

**Table 4.** KPI Governance Matrix

KPI Category	Indicator	Strategic Purpose	Measurement Type	Impact Area	Responsible Team
Platform Consistency KPIs	Cross platform message alignment	Ensure unified narrative	Alignment scoring, qualitative audits	Brand equity + message reinforcement	Brand Strategy + Creative

## IV. CONCLUSIONS AND SUGGESTIONS

### A. Conclusion

The study shows that Gen Z consumer behavior strongly determines the success of Telkomsel’s digital marketing platforms. Gen Z’s fast-paced, mobile-first habits—characterized by short attention spans, rapid platform switching, and preference for visual and authentic content—require campaigns to deliver concise, real-time information. Platforms like TikTok, Instagram Reels, and other short-form video channels are most effective for engaging this audience, as even advanced tools like DigiAds and Predictive AI cannot compensate for misalignment with behavioral patterns. Thus, responsiveness to Gen Z behavior is critical for campaign performance.

Telkomsel maintains platform consistency at a moderate but uneven level across divisions and regions. Strategically, the company implements a unified brand story and creative direction to ensure all campaigns reflect the larger Telkomsel identity. However, operational implementation varies: some units like By.U maintain strict alignment, while others are slower or interpret guidelines differently. Regional localization allows content to suit local customer conditions but can introduce differences in tone, visual identity, and timing. Consequently, while the core brand narrative remains intact, operational consistency across platforms fluctuates based on team structure, platform requirements, and the pace of consumer trend changes.

The research confirms that platform consistency significantly enhances engagement, brand recall, and conversion. Coordinated implementation across TikTok,

Instagram, YouTube, and MyTelkomsel creates a seamless experience as consumers navigate platforms during their purchase journey. The 2024 Ramadan TikTok campaign exemplifies this, showing that aligned platform execution, messaging, and creative tone lead to higher reach, increased unaided awareness, and greater app-based transactions. Interview insights indicate that consumers respond positively when messaging, tone, and value proposition remain coherent across locations. Therefore, platform consistency serves as a competitive advantage, improving user experience, strengthening brand memory, and ultimately increasing conversion rates by reducing friction in the consumer journey.

## B. Suggestion

The study recommends several strategic actions for Telkomsel to enhance digital marketing performance, focusing on platform consistency, consumer behavior alignment, strategic control, and campaign effectiveness. First, establishing a Cross-Platform Campaign Governance Council would centralize narrative decisions across TikTok, Instagram, Meta, and MyTelkomsel, ensuring coherent campaign concepts and preventing message misalignment. Second, implementing a 24-48 hour fast-track approval process for trend-based content would allow Telkomsel to respond quickly to Gen Z's demand for timely, relevant content. Third, a company-wide KPI Governance System should standardize performance metrics—including platform consistency, behavioral responsiveness, CTR, ROAS, and activation rates—to unify decision-making and optimize campaigns. Fourth, shifting to a behavior-centric funnel strategy, mapping content to consumer stages (emotional awareness on TikTok, validation on Instagram, conversion on Meta, activation on MyTelkomsel), would reduce drop-offs and improve the user journey. Finally, investing in live behavioral insight systems and real-time dashboards would enable weekly adjustments to content and media, keeping campaigns responsive to rapidly changing Gen Z behavior. Collectively, these measures promote a more agile, integrated, and behavior-driven digital marketing ecosystem, improving campaign consistency, relevance, and overall effectiveness.

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