

## Marketing Communications Strategy In The Process Of Commercialization Of Innovative Products Start-Up Company "Mobilmantan.id"

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### Abstract

*The start-up company mobilmantan.id's marketing communications strategy for bringing innovative products to market is the subject of this study. The company wants to effectively engage investors, and customers, and conduct market research by utilizing channels like crowdsourcing, pitching, networking, and social media. The research employs a literature review method with a qualitative approach to explore the complexities of innovation commercialization, which involves transforming innovations into marketable products through substantial financial investment and risk. Drawing from a comprehensive analysis of 194 articles across 62 journals, a framework outlining the innovation commercialization process has been developed, highlighting three main phases: discovery, development, and implementation. Analyzing the company's approach to marketing communications and its effect on the commercialization process were the initial methods. According to the findings, using digital channels and third-party collaborations significantly increased sales and customer engagement. Throughout the process, difficulties like establishing credibility, acquiring patents, and running out of funds were identified and addressed. The study concludes that during the commercialization process, effective marketing communications are crucial in increasing product awareness and sales. While impediments in example size and generalizability exist, the exploration offers important bits of knowledge for new businesses exploring the intricacies of development commercialization.*

**Keywords:** Start-Up Company, Marketing Communications Strategy, Crowdsourcing

## INTRODUCTION

In contemporary media information and research, the dynamics of entrepreneurship and business growth in commercial media and innovation processes are evident. This observation supports the notion of ongoing structural transformations in economic and industrial activities (Chen et al., 2018). A noticeable trend is emerging where certain patterns of change are shifting from larger corporations to smaller enterprises. To achieve leading positions in global markets, a calculated approach to the economic growth in emerging environments of new businesses is necessary. This has become crucial for nations such as Indonesia, where the size of the domestic market remains restricted, prompting the pursuit of expansion through international markets (Neilson, 2017).

Growing start-ups and increasing interest in entrepreneurship have begun to emerge in Indonesia in this new era. The success of Go-Jek, Tokopedia, and Traveloka as the first three start-ups to be called unicorns is able to be a boost to the pioneer company (Adawiyah, 2021). These trends have affected colleges, both universities and polytechnics, various forms of start-ups and entrepreneurial activities encountering them through the start-up community. Ideas pitching events, business plan competitions and various other business-related programs become commonplace (Shawal, 2023).

Indonesia has emerged as a nation embracing innovation and demonstrating significant potential in the realm of start-up development. This is evident from the country's determination

to compete with other nations in establishing start-up enterprises (Purbasari et al., 2019). According to TECHFOR ID on December 31, 2019, the Indonesian government initiated the 1000 start-up program to identify promising ventures. The country is actively working to enhance its current innovation ecosystem through continued research and development efforts (Siota & Prats, 2021).

Companies in the private sector also provide substantial backing for both research and innovative development. While most innovations originate from industry and the public sector, startup companies serve as a significant wellspring of new ideas. Nevertheless, these pioneering firms rarely operate in complete isolation. The success of innovation often necessitates collaboration with various stakeholders, including those providing financial support, guidance on existing regulations and standards, and other forms of assistance (Botelho et al., 2021).

The aspiration is for Indonesia to be recognized as the world's most innovative nation, boasting numerous high-growth enterprises and globally acclaimed success stories. Consequently, when companies develop groundbreaking innovations, they must successfully introduce them to consumers through an effective commercialization strategy (Gafni, 2022). Commercialization serves as a means for businesses to monetize an innovation by refining it into a marketable product, process, or service. In the current era dominated by information technology, company Startups are quite big competitors in the field of innovation. Start-up is often seen as a source of new innovation because it is considered more innovative than more established companies. (Criscuolo, Chiara, 2012) found that start-ups are different from established companies in their innovation activities, because start-ups have a higher probability to produce product innovations than established companies.

While startups are often lauded for their innovative achievements, the process of commercialization is crucial in demonstrating the potential value of their innovations (Schaufeld, 2015). This complex procedure demands a diverse skill set, which can pose difficulties for pioneering firms as they attempt to effectively utilize their capabilities. The magnitude of this challenge is evident in the statistic that merely one out of every three thousand innovations successfully reaches the market. The concept of marketing is often described as a blend of four elements, known as the 4P's: products, prices, places, and promotions. This article concentrates on marketing communication, which falls under the promotion aspect of the 4P's. It's important to note that companies are constantly communicating, whether intentionally or not. While products, places, and prices all convey messages to the recipient, marketing or promotional communication specifically refers to deliberate communication with a planned objective. These objectives may include generating interest in a product, encouraging purchases, cultivating a positive corporate image, or sustaining relationships with stakeholders (Ko et al., 2013).

Previous research conducted by Sharma & Goyal., (2020) stated that Startup companies see marketing as a vital function for their growth and sustainability, as effective marketing strategies help build brand awareness, attract customers, and increase market share amidst intense competition. They tend to adopt entrepreneurial marketing, which allows for innovation and a proactive approach in reaching out to audiences. Various entrepreneurial marketing techniques, such as digital marketing, social media, and content marketing, are used to reach consumers in a more efficient way, and utilise data analysis to measure the effectiveness of campaigns. Thus, marketing not only helps startups acquire new customers, but also build strong relationships and create loyalty, which is essential for their long-term sustainability in the market.

The author decided to focus on marketing communication due to their interest in understanding how companies could improve their outreach to potential clients and other interested parties. The writer believes that marketing communication plays a crucial role in the commercialization process itself, as the challenges in bringing new innovations to market often involve creating demand and generating sales. While start-ups play a crucial role in fostering

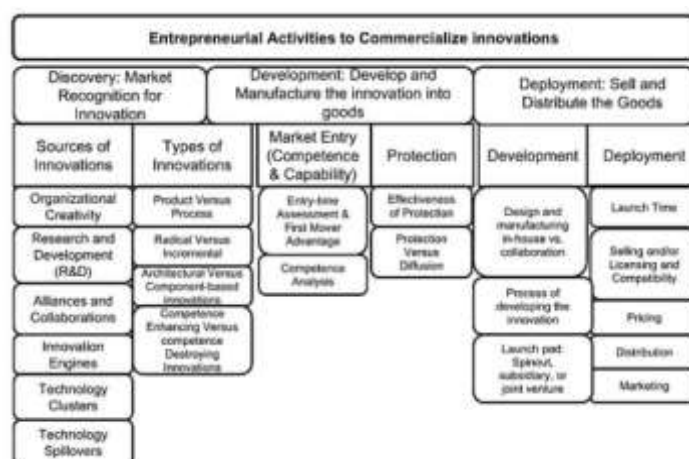
innovation, they often struggle to bring their innovations to market. This challenge prompted the researcher to examine the process of commercializing innovation, with a particular focus on the function of marketing communications. The study will examine cases from a start-up company founded in 2018 in Samarinda called "Mobilmantan.id". Despite the CEO's background in marketing, the company is currently grappling with internal obstacles in commercializing its products. This research aims to shed light on these challenges and explore potential solutions.

"Mobilmantan.id" operates similarly to platforms like Tokopedia and Shopee, but currently exists only as a website rather than a mobile application. This online marketplace specializes in the sale of pre-owned vehicles, aiming to simplify the process for potential buyers and serve as an intermediary between car sellers and purchasers. Given this context and the current business landscape, the author will explore Marketing Communication Strategies for the Commercialization of Innovative Products by the Start-Up Company "Mobilmantan.id". The objective is to provide direction for new businesses on how to effectively employ marketing communication tools during the process of commercializing innovative products.

## RESEARCH METHODS

The method used is the literature review method with a qualitative approach. The literature review method is a research method used to collect, examine, and analyse literature or written sources relevant to a particular research topic (Yang et al., 2022). Meanwhile, a qualitative approach is a research method that focuses on an in-depth understanding of social phenomena, culture, or human behaviour through the collection and analysis of non-numerical data (Smith, 2024).

The process of turning innovations into marketable products is widely recognized as a crucial yet complex phase in the innovation journey, often involving substantial financial investments and potential risks. A framework for the innovation commercialization process has been created by (Datta, Avimanyu, Richard Reed, 2013), drawing from existing scholarly works. Their literature review encompassed 194 articles from 62 journals to construct a model of the innovation commercialization process. This framework incorporates several crucial entrepreneurial activities involved in bringing new innovations to market (as illustrated in Figure 1).



**Figur. 1. Entrepreneurial steps towards commercialization of innovation: themes from existing literature**

Innovation commercialization involves three primary phases: discovery, development, and implementation. These phases encompass six key aspects: (i) innovation origins and (ii) categories, (iii) market introduction, (iv) safeguarding, (v) advancement, and (vi) distribution. The researcher notes that integrated marketing communication is crucial in the overall innovation commercialization process. Consequently, integrated marketing communication is positioned between the innovation commercialization process and marketing communication activities.

The process of commercializing innovation involves three distinct roles for marketing communication: planning, targeting, and executing. These roles correspond to specific stages in the commercialization journey. Within each role, various communication activities are necessary to implement practical marketing strategies. These diverse activities serve to validate that the intended actions can be effectively applied at any point during the innovation commercialization process.

The responsibility for marketing communication extends beyond the marketing department, encompassing the entire organization without departmental constraints. To effectively convey a unified message externally, it is crucial that all employees successfully internalize and adopt common marketing communication practices and messages throughout the company. The concept of integrated marketing communications must be deeply embedded within the organization itself.

## **RESULT AND DISCUSSION**

In the previous year, "Mobilmantan.id" had its device ready physically, but didn't fully utilize the software. Given these circumstances, they opted to evaluate market potential through a crowdsourcing initiative. Crowdsourcing enables companies to optimize customer involvement for service enhancement. This approach also reduces time and expenses, as hiring professionals typically incurs higher costs. In contrast, digital collaboration allows for broader input parameters and cost reduction. Throughout the innovation commercialization process, marketing communication plays a vital role, although its significance varies across different stages. During the initial phase of commercialization, marketing communications aim to capture the attention of various stakeholders, with a particular emphasis on investors.

The full potential of marketing communications actions has not been realized, as the current focus is primarily on preparing for future communications, including investor relations. As a company progresses to the development stage, marketing communication becomes more critical, aiming to capture consumer attention and establish product awareness. "Mobilmantan.id" employs an initial strategy by implementing some customer-focused marketing communication at this point, while also creating a detailed plan for the subsequent commercialization phase. In the final stage of commercialization, marketing communication plays a vital role. Without effective communication, there's no guarantee that customers will be aware of new innovations and their features. Marketing communication serves to boost sales and distribute product information to customers. At this stage, it's crucial to execute marketing communications thoroughly and at full capacity. Even if product, pricing, and distribution are optimized, inadequate product introduction and promotion will hinder the company's ability to generate sales.

The framework outlines a three-step process: innovation discovery, development, and dissemination. "Mobilmantan.id" primarily focuses on the innovation discovery phase, which involves analyzing competitors, safeguarding innovations, and assessing customer needs. This aligns with the theoretical framework's assertion that situation analysis forms the foundation for marketing communications planning during the discovery stage. Interestingly, "Mobilmantan.id"

incorporates innovation protection, typically associated with the development phase, into the discovery stage. This indicates that the company considers protecting its innovations as soon as they are conceived, rather than waiting for the development phase.

Companies recruit personnel based on their expertise to secure the required human capital. The development phase primarily involves planning marketing communications, crafting marketing messages, and devising marketing strategies. During this stage, "Mobilmantan.id" begins to consider marketing resources. The activities undertaken by "MobilMantan.ed" align with the established framework. At this point, marketing and communication strategies should be more thoroughly planned, although some communication has already occurred. The innovation implementation stage is not commonly associated with marketing communication activities. "Mobilmantan.id" views the development and implementation stages as concurrent. This aligns with the framework, which does not place any marketing activities below the innovation application level, as this stage is intended for executing and monitoring marketing communication efforts.

Marketing communications is the process of delivering messages designed to promote products or services to consumers with the aim of building relationships, increasing brand awareness, and driving sales. Through various channels, such as advertising, sales promotion, public relations, and digital marketing, marketing communications serve to inform, convince, and remind consumers of the value and benefits offered by a product or service. It is important to understand the target audience so that the message delivered can be well received and achieve the desired goals.

In the development and implementation stages, marketing communications play a more important role than the discovery stage. The discovery stage involves various preparatory activities for future marketing communications, including maintaining innovation, formulating corporate strategies, conducting situation analyses, and establishing initial target groups. Although a formal marketing communications plan may not yet exist, companies can start implementing marketing communications during the development stage. This explains why 'Mobilmantan.id' can operate without any start-up activities while initiating marketing communication efforts. The development stage includes planning marketing strategies, allocating marketing resources, designing and implementing a marketing communications plan, refining target groups, and crafting marketing messages.

At this stage, marketing communications operates optimally with a focus on implementing activities rather than planning. The main objective is to identify new audiences and implement various marketing communication actions while monitoring the progress made. A reassessment of the target group is necessary as there is a shift in attention from investors to other stakeholders, especially customers. This demanded adjustments in the marketing approach to make it more relevant and effective in reaching a wider audience.

The marketing communication strategy implemented involves the use of four main instruments: public relations, direct selling, promotional activities, and advertising. By appropriately utilising these components at each phase of the commercialisation process, the chances of marketing communications success will increase. Coherence and consistency in consumer messaging are key to achieving better results in launching innovations into the market. Ultimately, this approach not only strengthens customer relationships but also contributes to the long-term success of the company.

This research examines the marketing communication strategies used by companies during their innovation commercialisation journey. 'Mobilmantan.id' reportedly utilised crowdsourcing, pitching, and networking to attract potential investors during the innovation discovery phase. These methods were also applied to conduct market research related to their innovation process. In the early stages of innovation commercialisation, securing financial



support and expertise from investors is crucial for companies to progress to the development phase. Given that the different stages of innovation commercialisation may not follow a linear path, crowdsourcing and pitching are also mentioned in the development stage. Companies need not have all the resources needed during the discovery stage.

Despite starting the development of innovations with existing resources, companies must continue to seek investors and explain their market potential. Social media emerged as an important platform during the development and distribution stages. The advent of digitalisation has significantly changed the marketing communications landscape, allowing companies to engage with audiences more efficiently and cost-effectively. By leveraging digital platforms, organisations can now reach potential customers without geographical limitations, and can deliver their messages more quickly and directly. Digitalisation also facilitates the use of data analytics to understand consumer behaviour and preferences, allowing companies to tailor their marketing strategies according to audience needs.

Various digital channels, such as social media, email and websites, provide opportunities for companies to communicate more interactively and build closer relationships with customers. With the ability to adapt and innovate using digital platforms, lean organisations can remain relevant and competitive in a changing market. The utilisation of digital technology not only increases the effectiveness of marketing communications, but also opens up new opportunities to collaborate and interact with a wider range of stakeholders. In addition, social media tends to amplify the effects of viral marketing. All businesses are advised that third-party channels serve as effective conduits for targeted customer communications during the implementation phase.

Collaborating with external partners can be highly beneficial for 'Mobilmantan.id' due to their potentially wider network and superior client base. The company recognises telemarketing as an important pathway to reach customers and generate sales. 'Mobilmantan.id' uses various channels in its marketing communication strategy. Today, digital platforms are favoured by retailers for their cost-effectiveness, even at minimal or no cost. The channels used during the different stages of innovation are somewhat similar, although a greater variety of methods are used in the development and implementation phases when marketing communication efforts are more extensive. In the early stages of innovation commercialisation, techniques such as crowdsourcing and pitching are more commonly used, while social media and third-party partnerships become more prominent in later phases.

'Mobilmantan.id' views building credibility as a significant hurdle. Additional barriers in the innovation commercialisation process include patent-related issues, financial constraints, schedule setbacks, and accurate assessment of customer needs. The absence of patents discourages investors from providing financial support. At the invention stage, the main challenge is insufficient funding, as 'Mobilmantan.id' does not have the necessary resources to advance their innovation to the development stage. To facilitate a smoother commercialisation process, 'Mobilmantan.id' needs capital to maintain their innovation and acquire external expertise. In the later stages of commercialisation, challenges usually stem from limited resources.

Financial constraints often prevent companies, especially small or medium-sized ones, from hiring the necessary experts to address issues that go beyond their internal capabilities. The inability to recruit experts can result in companies losing access to crucial knowledge and skills, thus slowing down the product development and marketing processes. In an increasingly competitive world, this limitation can result in falling behind competitors who are able to utilise external resources. In addition, inadequate support from existing networks, such as business partners or suppliers, can lead to significant knowledge gaps. These gaps can impede the smooth process of commercialisation and marketing communications, making it difficult for companies to deliver effective messages to their target audiences. Without access to relevant information

and resources, companies may not be able to develop appropriate marketing strategies or respond quickly to changes in the market. Therefore, it is important for companies to build strong networks and find ways to overcome financial constraints in order to optimise the marketing and commercialisation process.

These factors can significantly delay the commercialisation of innovations, potentially increasing the pressure to establish the first engineering company. As innovations enter the market, uncertainty can pose major challenges. 'Mobilmantan.id' cannot be sure of their commercialisation success until they start generating sales revenue. Generally, new companies have to overcome resource limitations during the commercialisation journey. This affects the smoothness of the process, especially in developing and executing effective marketing communications. Resource scarcity poses various restrictions, such as adjusting commercialisation timelines and marketing communication strategies to align with available resources.

## CONCLUSION

This study contributes to the study of commercialization processes and marketing communications, as the study is done in this specialized start-up context that combines commercialization and marketing communication. For that reason, the findings can be interpreted to extend the theoretical literature and associate different fields of study. Moreover, this research can trigger a dialogue between different areas of research and produce more multidisciplinary studies driven by this study. From a theoretical point of view, the results of this study highlight the repetitive nature of the stages of the commercialization process. The emergence of this theme suggests that commercialization is not a simple process. On the contrary, the commercialization process of a sluggish company is influenced by a fast-growing trend and thinking that seeks to maximize customer value with few resources. A verified framework for start-ups can provide guidance and guidance to cutting-edge companies on information models for the commercialization process of innovation, making their work easier and more understandable. Similarly, the verified start-up framework presents a broad line for discussions about marketing communications and how it can be linked to the commercialization process. The ultimate aim of this study is that the firm will use the framework as a useful tool to help them plan and leverage marketing communication activities and actions during the process of bringing innovation to the market. The framework takes into account the specific features of a wealthy company, such as a lack of resources and a limited quality of knowledge. Thus, the framework can be modified to suit the needs of any cutting-edge enterprise, depending on the context and depth of understanding of the processes available. The framework is simple, but still quite explicit, so framework users can easily interpret its contents. Furthermore, one can plan marketing communications activities and implement actions, as well as arrange their implementation later. Even though a startup firm or other reader of a verified start-up framework is not interested in investing in making the most of the framework, one can still use it to gain quick insight into potential marketing communication tools, channels, activities, and actions. A startup company can take advantage of the features of this commercialization process and make customers part of it.

The limitations of this research, first of all, empirical data that has the size of the sample uses only one case study, which makes us believe that this study does not reach the appropriate level of validity to make generalizations. It's a common feature of qualitative case studies, like this study. At the same time, making generalizations was never the goal of this study. Rather, the objective is to offer a framework to retail companies that can take advantage of in their own

commercialization processes. This study is limited to the commercialization process, which inherently has no clear endpoint. The final phase is to bring innovation to the market, but has consciously ignored anything that happens after that point. For example, whether the company grew into a high-growth company or not. Interesting to study how a start-up company will continue to grow if we know that the commercialization process has been successfully carried out.

This study contributes to study of processes commercialization and marketing communications, because this study was made in the context of a start-up special Which combine commercialization And communication marketing. For this reason, these findings can be interpreted to expand the theoretical literature and associate various fields of study. Additionally, this research can be triggering dialog among various research fields and earn more multidisciplinary studies driven by this study. From a theoretical point of view, results studies This highlighting characteristic repeated from stages process commercialization.

Appearance theme This show that commercialization it's not simple process. In contrast, the process of commercialization of start-up companies influenced by rapid development trends and enterprising thinking maximize customer value with few resources. Framework Verified start-ups can provide guidance and guidance to company stub about model information For process commercialization innovation, make their work more easy And more understood.

Likewise, the start-up verified framework presents a line big For discussion about marketing communications and how that matter can be linked to the commercialization process. The ultimate goal of this study is that startups will use the framework as tool Which useful help they plan And utilise marketing communications activities and actions during the process of bringing innovation to market.

The framework takes into account the specific features of the company stub, like lack of source Power And quality knowledge Which limited. With thereby, framework Work can modified so that in accordance to the needs of any startup, depending on the context and depth understanding about process Which available. Framework the simple, but still explicit enough, that users of the framework can with easy interpret the content. More Far Again, somebody can plan activity communication marketing And implementation action, as well as arrange its implementation Later.

Although startups or other readers of the framework verified start-up not interested in investing in leveraging framework Work in a way maximum, someone can still make use of it For get outlook fast about tool, channel, activity, And action communication marketing Which potential. Company stub can utilise feature process commercialization This And make customer as part from him.

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