

|  |  |
|--|--|
|   | <p>Science, Education and Innovations in the Context of Modern Problems</p> <p>Issue 12, Vol. 8, 2025</p>  |
|  | <p>RESEARCH ARTICLE </p> <h2>Case Study Le Minerale at Universitas Trisakti, Indonesia: Guided by CPM (Asia)</h2>   |
| <b>Irma M Nawangwulan</b>  | IPMI Institute<br>Jakarta, Indonesia<br>E-mail: <a href="mailto:irma.nawangwulan@ipmi.ac.id">irma.nawangwulan@ipmi.ac.id</a>   |
| <b>Samuel PD Anantadjaya</b>   | IPMI Institute<br>Jakarta, Indonesia<br>E-mail: <a href="mailto:samuel.anantadjaya@ipmi.ac.id">samuel.anantadjaya@ipmi.ac.id</a>   |
| <b>Timotius Agus Rachmat</b>   | Universitas Agung Podomoro<br>Jakarta, Indonesia<br>E-mail: <a href="mailto:timotiusrachmat14@gmail.com">timotiusrachmat14@gmail.com</a>   |
| <b>Daniella Christy Eryn Samuel</b>  | Universitas Bunda Mulia, Alam Sutra<br>Tangerang, Indonesia<br>E-mail: <a href="mailto:erynsamuel123@gmail.com">erynsamuel123@gmail.com</a>  |
| <b>DC Ethan Samuel</b>   | Selasar-Padepokan Kalisoga, Brebes, Central Java<br>Indonesia<br>E-mail: <a href="mailto:ethan.1812.samuel@gmail.com">ethan.1812.samuel@gmail.com</a>  |
| <b>Brian McNerney</b>  | CIBM Bank<br>Elm Grove, USA<br>E-mail: <a href="mailto:bkmcnerney@gmail.com">bkmcnerney@gmail.com</a>  |
| <b>Karen McNerney</b>  | United Healthcare<br>Milwaukee, USA<br>E-mail: <a href="mailto:karene67.mac@gmail.com">karene67.mac@gmail.com</a>  |
| <b>Issue web link</b>  | <a href="https://imcra-az.org/archive/387-science-education-and-innovations-in-the-context-of-modern-problems-issue-12-vol-8-2025.html">https://imcra-az.org/archive/387-science-education-and-innovations-in-the-context-of-modern-problems-issue-12-vol-8-2025.html</a>  |
| <b>Keywords</b>  | Le Minerale, CPM (Asia), Trisakti, marketing strategy, sustainability, digital transformation, experiential learning.  |
| <b>Abstract</b>  | This paper presents a comprehensive overview of the Trisakti-CPM (Asia) Community Service and Le Minerale Brand Development Program 2025, an academic-industry collaboration aimed at enhancing strategic marketing competencies, sustainability awareness, and digital innovation among business students. Conducted under the mentorship of Irma M. Nawangwulan, MBA, CPM (Asia), CPS, CCSME, Ayu Puspitasari, M.Iikom, CPM (Asia) and Anton Deddy Susanto, MM, the initiative brought together students from CPM (Asia) and Trisakti University to design real-world solutions for Le |
| 1270 - <a href="http://www.imcra-az.org">www.imcra-az.org</a>   Issue 12, Vol. 8, 2025<br>Case Study Le Minerale at Universitas Trisakti, Indonesia: Guided by CPM (Asia)<br>Irma M Nawangwulan; Samuel PD Anantadjaya; Timotius Agus Rachmat; Daniella Christy Eryn Samuel; DC Ethan Samuel; Brian McNerney; Karen McNerney |  |

Minerale, a flagship bottled-water brand under PT Tirta Fresindo Jaya (Mayora Group). The program's structure combined community service, research-based consulting, and professional certification exposure under the Certified Professional Marketer (Asia) framework. Seven student teams presented distinctive strategies addressing various facets of Le Minerale's brand and business development. These included emotional branding and consumer intimacy, experiential marketing, strategic repositioning through the "LeVitate" framework, consumer perception analysis, sustainable packaging under the "Satu Botol, Satu Aksi" initiative, and digital marketing combined with distribution expansion. Each project synthesized academic theories such as the CBBE model, Ansoff's Matrix, and Marketing 5.0, transforming them into actionable strategies grounded in ethical and sustainability principles. Findings from the presentations revealed that integrating digital transformation, sustainability, and emotional value creation can significantly strengthen brand equity and social impact. The event demonstrated the power of experiential learning to connect marketing theory with corporate practice while cultivating leadership, collaboration, and analytical thinking among participants. Overall, the Le Minerale-Trisakti collaboration serves as a replicable model for higher education institutions seeking to combine community service with applied business innovation, aligning academic outcomes with Indonesia's sustainable development and industry competitiveness goals.

**Citation.** Irma M N; Samuel PD A.; Timotius Agus R.; Daniella Christy E. S.; DC Ethan S.; McNerney B.; McNerney K. (2025). Case Study Le Minerale at Universitas Trisakti, Indonesia: Guided by CPM (Asia). *Science, Education and Innovations in the Context of Modern Problems*, 8(12), 1270–1305. <https://doi.org/10.56334/sei/8.12.105>

Licensed

© 2025 The Author(s). Published by Science, Education and Innovations in the context of modern problems (SEI) by IMCRA - International Meetings and Journals Research Association (Azerbaijan). This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

Received: 20.05.2025

Accepted: 19.10.2025

Published: 25.11.2025 (available online)

## Introduction

The collaboration between the Certified Professional Marketer (Asia) and Universitas Trisakti through the community service event held on July 19, 2025, at Trisakti Campus, Grogol, represents a meaningful academic-industry engagement initiative aimed at strengthening the bridge between theoretical learning and practical business experience. This program, spearheaded by Ayu Puspitasari, M.Iikom, CPM (Asia), Irma M. Nawangwulan, MBA, CPM (Asia), CPS, CCSME, and Anton Deddy Susanto, MM, focused on empowering students through professional exposure to the CPM (Asia) framework while developing marketing strategies for Le Minerale, a flagship brand of PT Tirta Fresindo Jaya, under the Mayora Indah Group (Noveliana, 2025).

The initiative was designed as part of CPM (Asia) ongoing commitment to foster marketing excellence, leadership, and certification readiness among Indonesian students. In an increasingly competitive and digitalized business environment, the ability to design strategic, data-driven, and socially responsible marketing plans has become essential. The Le Minerale case study served as an ideal platform for students to apply marketing concepts such as market segmentation, consumer behavior analysis, brand positioning, and integrated marketing communication to a real-world scenario. The bottled water industry, characterized by strong competition, environmental concerns, and shifting consumer preferences, provided an engaging and relevant context for students to demonstrate analytical thinking and innovation (Mukhtar et al., 2025; Thura, 2025).

The Trisakti event featured a simulation-based presentation and evaluation panel, where selected student groups from Accounting and Management programs showcased their marketing and business proposals. The judging panel, comprising experts from academia and industry, offered direct mentorship, constructive critique, and performance-based evaluation. Each student presentation was assessed based on creativity, technical accuracy, strategic relevance, and feasibility in line with the CPM (Asia) competencies (Karanja & Malone, 2022; Saqlain, 2024), which emphasize not only marketing theory but also ethical leadership, consumer understanding, and sustainability-driven brand building.

Through this event, students were exposed to professional expectations aligned with the Asia Marketing Federation standards, enhancing their readiness for international marketing certification. Beyond the academic scope, the program also encouraged interdisciplinary collaboration, teamwork, and leadership among participants. The practical orientation of the activity provided participants with insights into how marketing theories are applied in dynamic

market environments, especially when managing fast-moving consumer goods (FMCG) such as bottled water brands (Sarvinehbaghi et al., 2025; Wendot, 2020).

Furthermore, this collaboration between CPM (Asia) and Trisakti is part of a broader educational mission—to cultivate future business leaders who possess not only strong academic foundations but also the adaptability and strategic acumen required to compete at a global level. By engaging with real industry cases like Le Minerale, students developed essential competencies in problem-solving, data interpretation, communication, and professional presentation, all of which are critical for their future roles in marketing, management, and entrepreneurship (Alvarez et al., 2025; Borghi, 2024).

In essence, the Trisakti–CPM (Asia) community service event demonstrated how experiential learning can transform traditional classroom education into an interactive platform for applied knowledge and career readiness. The involvement of distinguished facilitators added substantial value to the session, ensuring that students not only learned about marketing strategy formulation but also understood the ethical, social, and business implications of their decisions. The program’s success reaffirmed the importance of academic partnerships in shaping competent, responsible, and innovative future professionals capable of contributing to Indonesia’s economic and marketing development.

Le Minerale, launched in 2015 by PT Tirta Fresindo Jaya (a subsidiary of the Mayora Group), has rapidly become a notable challenger in Indonesia’s crowded bottled-water sector. Since its introduction, the brand has been framed in industry and academic sources as positioning itself on claims of natural sourcing and mineral preservation, seeking to combine a premium purity narrative with mass-market accessibility. This literature review synthesizes empirical studies, industry reports, and content-analytical work on Le Minerale, organizing findings across six interrelated themes: (1) industry context and market dynamics, (2) brand origin and positioning, (3) consumer behavior and purchase drivers, (4) marketing communications and green promotion, (5) environmental controversies and corporate responses, and (6) distribution, packaging, and pricing strategies (Azmat & Lakhani, 2015; Marvi et al., 2024). The review concludes by identifying methodological patterns in the literature and suggesting priority gaps for future research.

## LITERATURE REVIEW

### Industry Context and Market Dynamics

Indonesia’s bottled-water market is large and rapidly evolving, driven by urbanization, health concerns regarding tap water, rising incomes, and an expanding modern retail and distribution network (MarketResearch.Com, 2024). Market intelligence sources estimate the packaged-water market in the hundreds of millions of dollars and forecast continued growth over the coming decade, with durable demand across urban and peri-urban segments (Yang et al., 2025). These macro trends create both opportunity and intense competition: legacy brands such as Danone’s Aqua maintain high awareness and reach, while second-tier brands, among them Le Minerale, have pursued aggressive distribution, pricing, and product-format strategies to capture share (Chavez, 2025). The industry’s growth is also shaped by regulatory developments, retail consolidation, and increasing attention to sustainability, all of which form the backdrop for scholarly and trade analyses of brand strategy within the sector (Y. Wu & Tham, 2023).

### Brand Origin, Identity, and Strategic Positioning

Le Minerale’s corporate lineage under the Mayora Group is central to its brand story: leveraging the manufacturing, distribution, and marketing capabilities of a major Indonesian FMCG player has enabled rapid geographical expansion and retail penetration (Nippon Business, 2025). Scholars and industry analysts note that Le Minerale’s brand messaging emphasizes source authenticity (mountain/mineral imagery) and “protected” mineral content as differentiators against commoditized bottled water. This positioning has dual aims: to appeal to health- and purity-conscious consumers who seek perceived quality benefits, and to create an aspirational association that elevates the brand above plain bottled water (Sheridan, 2025). Academic case overviews highlight how this identity is reinforced through packaging design, product nomenclature, and advertising that foregrounds natural landscapes and product provenance.

### Consumer Behavior and Purchase Drivers

A substantial portion of the empirical literature on bottled water in Indonesia focuses on determinants of brand choice. Across surveys and consumer studies, recurring predictors of bottled-water purchase include perceived safety and purity, brand trust, price sensitivity, convenience (availability and pack formats), and habit (Silva-Paz et al., 2024). For Le Minerale in particular, localized consumer research indicates that claims of mineral content and source authenticity positively influence preference formation among some segments, while price and pack-size availability remain decisive for broader mass-market adoption (Putra et al., 2023; Simbolon et al., 2024). Several quantitative studies report that brand awareness and perceived product innovation (for example, novel packaging or eco-friendly initiatives) correlate positively with purchase intention, although the effect sizes vary by region and socio-economic profile. Methodologically, many studies rely on cross-sectional surveys conducted in specific cities or provinces, which limits broad generalization but provides useful granular insight into consumer trade-offs between quality claims and affordability.

### **Marketing Communications, Green Promotion, and Image Building**

Le Minerale's communications mix has received attention for its explicit incorporation of green marketing themes. A stream of content-analytic and case-based work shows how the brand deploys nature-oriented imagery and sustainability narratives, both to differentiate itself and to pre-empt reputational risks associated with plastic packaging (Veland et al., 2018; C. Wang et al., 2025). Several papers document campaigns and partnerships aimed at circular-economy initiatives (for example, waste collection drives, recycling partnerships) and interpret these moves as part of an integrated public-relations strategy intended to align the brand with Indonesia's growing environmental consciousness (Chenavaz & Dimitrov, 2024). Research in this area analyses ad content, social-media messaging, and PR responses to controversies; collectively these works suggest that Le Minerale invests media resources in framing itself as an environmentally aware brand while balancing commercial distribution needs.

### **Environmental Controversies and Corporate Response**

One of the most discussed topics in the Le Minerale literature is the brand's decision to introduce and market disposable PET gallons (refill-size packaging) and the subsequent public debate about plastic waste. Several academic articles and media-anchored studies analyze how the introduction of large PET gallons generated public concern and critical media coverage, prompting the brand to respond with PR campaigns and circular-economy initiatives. Scholarly critiques explore whether the company's sustainability communications amount to effective environmental stewardship or constitute "greenwashing," where pro-environmental messaging obscures environmentally harmful practices (de Oliveira et al., 2023; Koch & Denner, 2025). Empirical work, often based on surveys of consumer perceptions and content analyses of media, finds mixed outcomes: green campaigns can improve brand image among some audiences, but persistent skepticism remains where consumers perceive a mismatch between message and practice (Bhukya & Paul, 2023). This body of literature underscores a tension all bottled-water brands face in Indonesia: the commercial logic of single-use and refillable packaging (which supports accessibility and low unit prices) versus mounting societal pressure to reduce plastic externalities (Parag et al., 2023).

### **Distribution, Packaging Innovation, and Pricing Strategies**

Distribution breadth and pack-size diversity emerge consistently as tactical levers in the literature explaining Le Minerale's market performance. Industry reports and academic analyses highlight the importance of offering multiple formats, single-serve bottles for convenience, family-sized bottles for household use, and refill gallons for offices and bulk consumers, to widen the brand's addressable market. Le Minerale's networked manufacturing footprint (multiple factories across regions) and Mayora's distribution capabilities have been cited as enabling factors for rapid retail coverage (Hong, 2016). Pricing strategy is treated as a critical competitive dimension: by maintaining aggressive price points, the brand reduces switching costs for consumers and competes on value rather than solely on premium positioning (Izaret, 2025; Khadija & Belluco-Chatham, 2025). Researchers often pair distribution and pricing discussions with segmentation analyses, arguing that success depends on matching pack attributes to localized consumption patterns (Ma et al., 2023).

## **RESEARCH METHOD**

### **Methodological Approaches in the Literature**

Studies of Le Minerale employ a mix of methodologies. Quantitative approaches including surveys, regression analyses, and consumer-behavior models, dominate research into purchase intention, brand trust, and the influence of green marketing. Qualitative and mixed-methods research (content analysis, case studies, interviews) are frequently used to examine corporate communications, crisis responses, and media framing. A number of recent papers adopt a critical lens on corporate sustainability discourse, applying frameworks from greenwashing literature to evaluate whether environmental narratives match observable practices. A recurring limitation across many studies is geographic scope: much research is concentrated in a small number of provinces or cities, which constrains claims about national-level consumer behavior in Indonesia's highly heterogenous market. Longitudinal data are also scarce, which limits our ability to evaluate the long-term effects of marketing adjustments or CSR initiatives on brand equity and environmental outcomes.

### Key findings Synthesized Across the Literature

1. Strategic positioning matters (Chereau & Meschi, 2018): Le Minerale's emphasis on mineral content and source authenticity is an intentional brand stance aimed at creating perceived quality differentiation in a commoditized market. This positioning appears to have helped the brand attract mid-to-upper segments that value purity claims, while tactical pricing and distribution aim at mass adoption.
2. Green promotion is double-edged (Anandkumar & Sudhakar, 2006; Arif, 2024): sustainability communication can improve brand perceptions when credible and accompanied by concrete actions, but it can also provoke skepticism and accusations of greenwashing when consumers detect inconsistency or insufficient impact. Empirical studies show both positive associations between green promotion and purchase intention and clear evidence of public skepticism in certain locales.
3. Packaging choices drive reach and trade-offs (Ocicka et al., 2025): offering diverse pack sizes increases accessibility but amplifies environmental externalities. The literature treats PET-based disposable gallons as illustrative of this trade-off—commercially sensible but environmentally controversial—spurring both operational responses (recycling partnerships) and reputational management strategies.
4. Distribution capability underpins rapid growth: Mayora's distribution and manufacturing scale have been important enablers of Le Minerale's fast market expansion, confirming broader evidence that logistics and last-mile availability are critical determinants of bottled-water market success in Indonesia (Syed et al., 2012).

## DATA ANALYSIS

### The Tasks for Each Groups

There are 7 groups to share slides on the Le Minerale's channels to show the end closure to discharge the empty bottles.



*Figure 1: Group 1 from Universitas Indonesia*



### ***Group 1 – Internal and External Analysis Presentation on Le Minerale***

The first photo in the documentation depicts a group of undergraduate students delivering a marketing presentation focused on Le Minerale's internal and external analysis. Dressed in bright yellow university blazers, the students stand before a large presentation slide, their expressions and body language indicating confidence and engagement. The slide projected behind them displays the frameworks PESTEL Analysis (Ozturk, 2025) and TOWS Analysis (Sooampon, 2025), with a clear corporate identity of *Le Minerale* and the *Trisakti School of Management* event logo, confirming the session's integration into the broader marketing simulation and community service project under CPM (Asia)'s mentorship.

At the center of the scene, a male student gestures dynamically as he explains the analytical framework, while two female teammates stand beside him, ready to elaborate on the subsequent points. The image captures an important pedagogical moment, that is, one where academic theory meets applied business strategy. The presenters are not merely explaining textbook models but applying them to assess *Le Minerale*'s real market conditions, reflecting the CPM (Asia) approach that it promotes through its cross-campus collaborations.

### **Analytical Framework in Context**

The use of PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) and the Threats-Opportunities-Weaknesses-Strengths (TOWS) matrices represents one of the foundational tools in strategic marketing management (Ozturk, 2025; Sooampon, 2025). These frameworks enable marketers to identify opportunities and threats arising from the external environment while evaluating internal strengths and weaknesses. In the context of *Le Minerale*, this analytical approach helps interpret how the company, operating under PT Tirta Fresindo Jaya, part of the Mayora Group, navigates Indonesia's dynamic consumer landscape (Noveliana, 2025).

The group's PESTEL slide suggests that they analyzed external drivers such as increasing health consciousness, the digital transformation of distribution, and government policies around packaging waste and sustainability (Ocicka et al., 2025). Each of these external factors directly influences *Le Minerale*'s strategic decision-making. The internal analysis (likely covering brand equity, supply chain efficiency, and financial capability) provides balance to this picture, helping to explain how the company can capitalize on opportunities while mitigating threats.

Through their presentation, the students demonstrated how to synthesize data into managerial insights, a critical skill for aspiring marketers. The ability to move from framework analysis to strategic recommendation aligns perfectly with CPM (Asia)'s competency standards, particularly in analytical reasoning and situational strategy development.

### **Application of Strategic Thinking**

From an academic viewpoint, this group exemplified applied strategic thinking. Rather than discussing theory in isolation, they contextualized it to *Le Minerale*'s competitive environment, particularly in relation to Aqua (Danone), Cleo, and Club. Their analysis likely identified *Le Minerale*'s strengths in product innovation and manufacturing infrastructure, balanced against weaknesses such as limited emotional branding and high competition in low-price segments.

The TOWS matrix further demonstrates the students' ability to translate analysis into actionable strategy. A TOWS approach encourages cross-matching of internal and external factors, for example, using internal strengths (technological innovation and Mayora's distribution network) to exploit external opportunities (growing consumer demand for healthy hydration and sustainable packaging) (Sooampon, 2025). This form of reasoning fosters the kind of decision-making that marketing professionals must master when assessing business viability.

### **Communication and Presentation Skills**

Beyond theoretical rigor, the image captures the essence of professional communication. The student speaking uses expressive gestures, while his teammates display attentive composure, suggesting a well-rehearsed and coordinated effort. The presence of water bottles on the judges' desk and notebooks open for evaluation points to an authentic simulation environment, closely mirroring real-world business pitch competitions.

In the framework of experiential learning, such simulations play a crucial role. Students are not only graded on content accuracy but also on delivery, persuasion, and confidence, which are skills essential for professional growth. Their choice to use bilingual slides (notably in Bahasa Indonesia with English academic terminology) reflects a conscious adaptation to both local and international audiences, showcasing linguistic flexibility and cultural fluency.

### **Integration of Academic Learning and Professional Exposure**

The Trisakti-CPM (Asia) collaboration embodies a modern approach to higher education, that is, one that fuses classroom knowledge with corporate realism. The community service context provides the students with a socially meaningful project, while the professional certification exposure situates them within an Asia-wide framework of marketing standards.

For this particular group, the act of conducting a dual-layered analysis (PESTEL and TOWS) represents an exercise in both academic mastery and applied consultancy. Their visual aids indicate familiarity with strategic evaluation metrics, such as the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) scales. By categorizing Le Minerale's strategic positioning (for instance, "High-High" quadrant), the group effectively bridges academic theory with actionable decision support (Mansoor et al., 2025; Musinguzi et al., 2025).

### **Reflection on Learning Outcomes**

From a learning-outcomes perspective, this group demonstrates competencies in three dimensions:

1. Analytical Reasoning: Ability to identify key environmental forces and synthesize them into coherent strategic insights.
2. Collaboration and Leadership: Visible teamwork and confident delegation, indicating an understanding of collective accountability.
3. Professional Communication: Clear articulation and visual presentation consistent with business-industry expectations.

These outcomes correspond to Bloom's higher-order learning levels, application, analysis, synthesis, and evaluation, suggesting that the activity succeeded in fostering advanced cognitive and professional development (Gradini et al., 2025).

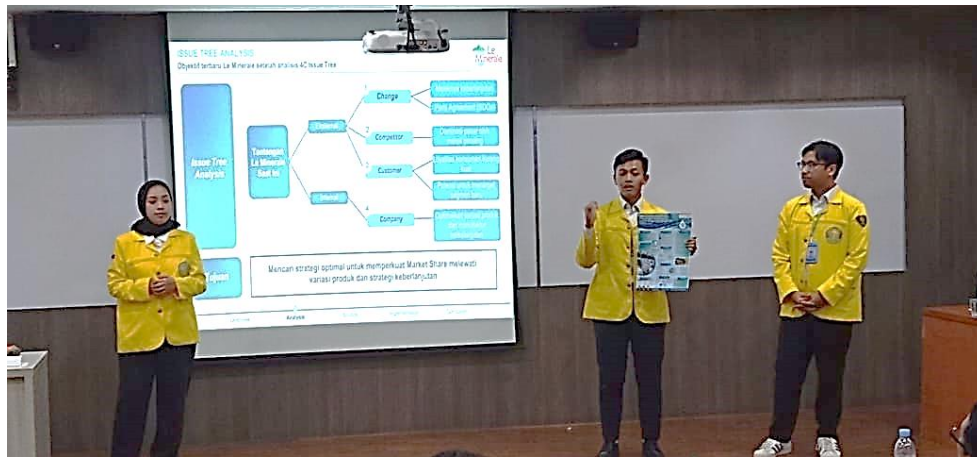
### **Broader Implications for Le Minerale and Marketing Education**

On a conceptual level, the presentation encapsulates how academic marketing education can contribute to real business innovation. Through structured analytical reasoning, students provide valuable perspectives that can inform Le Minerale's market adaptation strategies. Their findings, if shared with practitioners, could guide future initiatives in brand repositioning, eco-innovation, and digital engagement (Duttagupta et al., 2023).

In this sense, the group's presentation serves not only as an academic exercise but also as a potential knowledge resource. It demonstrates how universities, through community engagement and academic collaboration, can co-create insights beneficial to Indonesian industries, particularly within fast-moving consumer goods (FMCG) sectors.

### ***Group 2 - "Air Minum Paling Dekat di Hati Masyarakat" Campaign Presentation***

The second group of presenters, captured in the next image, showcases a vibrant and strategically creative approach to the Le Minerale business case through their campaign titled "Air Minum Paling Dekat di Hati Masyarakat" ("The Drink Closest to People's Hearts"). The students, wearing Trisakti's distinctive yellow blazers, stand confidently in front of a well-structured presentation slide that displays Le Minerale's brand logo alongside campaign components such as objectives, key pain points, and proposed solutions.



*Figure 2: Group 2 from Universitas Indonesia*

This team's presentation embodies an important evolution from purely analytical work, as seen in the first group, to strategic brand communication and positioning development. Their central theme, closeness to the community, reflects a human-centric marketing philosophy emphasizing emotional connection and trust rather than just product functionality. Within the context of Indonesia's bottled-water market, this theme resonates deeply with contemporary consumer psychology, where emotional affinity and perceived authenticity drive purchase behavior as strongly as quality or price.

### Campaign Concept and Strategic Framing

The group's campaign structure follows a logical and professional flow consistent with modern Integrated Marketing Communications (IMC) practices. The slide displayed in the photograph outlines several key components:

1. Main Slogan: "Air Minum Paling Dekat di Hati Masyarakat" – a statement that positions Le Minerale not merely as a beverage brand, but as a socially embedded symbol of daily well-being and emotional closeness.
2. Objective: To strengthen market share by leveraging product variation and sustainability strategy.
3. Identified Pain Points: These include low product differentiation in the FMCG water category, limited emotional branding appeal, and logistical gaps in packaging sustainability.
4. Proposed Solutions: (a) Le Minerale Win Pack – a value-driven packaging innovation, (b) LeapBack Packaging – likely a concept for recyclable or returnable packaging, and (c) Blue Points – possibly a customer loyalty and recycling reward system.
5. Campaign Period: Q2 2025 – Q2 2026, showing temporal planning and project phasing.

These points reveal a strong grasp of structured marketing planning. The students clearly understand the AIDA model (Attention, Interest, Desire, Action) and brand-building pyramid, moving from awareness creation to long-term loyalty (Maswichian et al., 2025; Rahmawati & Rino, 2025). The team's campaign message reflects empathy and social awareness, qualities that align with the evolving definition of marketing leadership as outlined in the CPM (Asia) competency standards.

### Brand Philosophy: Emotional and Social Marketing

The focus on being "close to people's hearts" marks a strategic pivot from product-based branding to relationship-based marketing. Rather than emphasizing Le Minerale's purity or mineral content alone, the team's campaign captures emotional proximity, suggesting that the brand belongs to the rhythm of everyday Indonesian life (Firdaus et al., 2024). This transition is essential in today's hyper-competitive environment, where functional parity among bottled-water brands is common.

Through their creative concept, the students are applying principles drawn from Philip Kotler's Marketing 4.0 and 5.0 frameworks, which advocate human-centered marketing built on empathy, community engagement, and digital-human integration (Phillip Kotler et al., 2021; Sultanova, 2025). Their message aligns with the notion of brands acting as



companions in consumers' emotional and social journeys rather than distant commercial entities. The Le Minerale campaign they proposed, therefore, transforms the product from an object of utility into a symbol of care and trust. This emotional attachment is particularly potent in Indonesia, where local identity, health consciousness, and social belonging significantly shape brand loyalty.

### Strategic Analysis of Campaign Components

The group's proposed solutions demonstrate advanced marketing thinking, especially in how they address sustainability and customer retention (Firdaus et al., 2024; Ilmi & Kusuma, 2024):

- Win Pack appears to reflect a smart packaging strategy designed to enhance affordability without compromising perceived quality. This idea is consistent with FMCG trends in Southeast Asia, where "value packs" are instrumental in expanding market reach among price-sensitive consumers.
- LeapBack Packaging suggests an innovation toward circular packaging design—possibly indicating refillable or recyclable models. If developed further, such an initiative could support Le Minerale's sustainability credentials while reducing plastic dependency. The name "LeapBack" itself metaphorically implies taking a step backward in packaging waste to leap forward in brand sustainability.
- Blue Points is a concept that merges loyalty programs with environmental engagement. The idea of rewarding consumers for recycling or repeat purchases reflects a shared-value marketing approach where consumers, businesses, and the environment all benefit.

The students' integration of product, process, and communication strategies reveals their ability to think systemically, recognizing that strong marketing outcomes require alignment between message, medium, and operational capability.

### Executional Design and Team Dynamics

From a pedagogical standpoint, this group exemplifies effective collaboration, narrative cohesion, and audience engagement. The photograph shows one student presenting with expressive confidence while three teammates stand in poised formation, visually reinforcing unity and readiness. The projection screen behind them is crisp, professional, and data-supported, evidence of extensive preparation and visual literacy in marketing presentation.

The clear division of roles during the presentation implies structured teamwork: one presenter as strategist, another as analyst, a third as communicator, and a fourth possibly managing time and technical coordination. This reflects the leadership-through-collaboration model central to experiential business education, where collective intelligence outperforms individual effort (Amenumey & Badu, 2024; Z. Liu et al., 2021).

The tone of their presentation, calm yet assertive, embodies professionalism and situational awareness. This demeanor is critical for young marketers preparing to interact with clients, senior management, or certification evaluators under the CPM (Asia) standard.

### Marketing Pedagogy and Real-World Relevance

This campaign presentation is more than an academic simulation, it represents a practical rehearsal of professional life. Under the mentorship of Irma M. Nawangwulan, Ayu Puspitasari, and Anton Deddy Susanto, students are trained not just to conceptualize, but to execute market strategies aligned with ethical, cultural, and environmental considerations.

The "Air Minum Paling Dekat di Hati Masyarakat" slogan reflects an authentic understanding of Indonesian consumer values. Bottled water in Indonesia is not merely a commodity; it is an everyday necessity deeply tied to perceptions of health, safety, and family care. By infusing warmth, empathy, and national sentiment into the campaign, the students elevate the brand beyond price competition and create a psychological differentiation that global competitors like Danone-Aqua struggle to emulate locally (Roggeveen et al., 2021; Warmington, 2012).

Their work also mirrors Kotler and Keller's principles of brand resonance (Philip Kotler et al., 2021; Philip Kotler & Keller, 2016), where true brand equity is built not just through awareness but through emotional attachment, active engagement, and advocacy. In this sense, the students demonstrate a sophisticated grasp of consumer-brand relationships—one that combines rational value with affective connection.

### **Innovation, Sustainability, and Value Creation**

One of the campaign's most noteworthy features is its incorporation of sustainability as a strategic pillar, not a peripheral concern. The proposed innovations; Win Pack, LeapBack Packaging, and Blue Points, position sustainability as a competitive advantage rather than a compliance burden. This is consistent with Michael Porter's Shared Value Theory (Petrantoni, 2011; Roszkowska-Menkes, 2021), which posits that companies can achieve long-term profitability by addressing social and environmental challenges through innovation (Dembek et al., 2015).

The team's integration of sustainability into branding strategy demonstrates an advanced marketing mindset. They view environmental responsibility as part of consumer value creation, where the act of choosing Le Minerale becomes not only a purchase but a socially meaningful decision. This perspective situates the campaign squarely within ESG (Environmental, Social, and Governance) branding frameworks increasingly demanded by global investors and consumers alike (Khamisu et al., 2024; T. Liu, 2025).

### **Learning Outcomes and Professional Growth**

In educational terms, this presentation achieves multiple high-level learning outcomes (Coronado-Maldonado & Benitez-Marquez, 2023):

1. **Strategic Integration:** The students connect analytical insights with creative marketing execution.
2. **Socio-Emotional Intelligence:** The campaign captures empathy, community values, and sustainable responsibility.
3. **Communicative Excellence:** Visual presentation and spoken delivery demonstrate clarity and persuasion.
4. **Ethical Awareness:** Environmental consciousness and consumer respect are embedded in their strategic proposals.
5. **Leadership Readiness:** The group exemplifies initiative, coordination, and adaptability—skills critical for managerial roles in marketing.

These outcomes align directly with CPM (Asia)'s competency-based learning model, which prioritizes leadership-in-action, critical reasoning, and socially responsible decision-making (Nissen, 2025).

### **Reflection and Broader Impact**

The "Air Minum Paling Dekat di Hati Masyarakat" campaign epitomizes how young marketers can blend creativity with strategic acumen. By emphasizing consumer closeness, sustainability, and innovation, this group redefines how a domestic brand like Le Minerale can build authentic differentiation in a market long dominated by multinational players (Agarwal et al., 2025). In a broader sense, their work contributes to Indonesia's growing body of marketing innovation that balances profit with purpose. The campaign could easily evolve into a professional pilot initiative, offering Le Minerale actionable ideas for community engagement, product diversification, and loyalty-building.

The students' work thus transcends the boundaries of an academic assignment then it becomes a testament to how university-level initiatives can generate real industry insights, reflecting CPM (Asia) and Trisakti's shared mission of shaping competent, ethical, and visionary marketing leaders.

### ***Group 3 - Product Demonstration and Engagement Presentation***

The third group, distinguished by their maroon blazers, represents students from CPM (Asia), performing a compelling and interactive marketing presentation that blends academic precision with professional flair. The judges, seated and visibly interested, lean forward as the exchange takes place. Behind the presenters, the projected slide features elements of Le Minerale's branding, including product imagery and data visualization. This image conveys much more than a simple classroom activity, it illustrates the transformation of a learning space into a miniature professional marketing arena, where theory, creativity, and interpersonal communication merge into an authentic performance of marketing in action. The group exemplifies the kind of experiential learning that both CPM (Asia) and Trisakti strive to cultivate through the CPM (Asia) program; an educational philosophy where understanding is not measured solely by written tests but by applied skill, persuasion, and situational leadership (Main, 2023; Ross, 2025).



**Figure 3:** Group 3 from Universitas Bina Nusantara

### The Nature of the Presentation: From Theory to Market Activation

Unlike groups that focused primarily on analytical and strategic frameworks (PESTEL or TOWS), this team's presentation revolves around product demonstration and brand activation, suggesting their focus was on market execution; the phase of marketing that turns strategy into tangible consumer experiences. Their activity reflects one of the most critical stages in the marketing process: the conversion of strategic intent into consumer engagement (Gupta & Borse, 2025).

The team's actions, physically handing an object to the judges, suggest a simulated version of product sampling or sensory marketing, both vital components of experiential marketing theory. Sensory engagement (taste, touch, or visual appeal) can dramatically increase brand recall and emotional connection (Bizmark, 2025; Yu, 2025), as noted by Pine and Gilmore's *Experience Economy* framework (Pine II & Gilmore, 1998; Xie & Yu, 2025). By introducing such an element into their academic presentation, the group demonstrates an ability to translate marketing concepts into embodied learning experiences, connecting the rational and emotional dimensions of consumer behavior.

Their visual slide presentation supports this approach: it appears well-structured, with imagery showing Le Minerale's product variants, sustainability claims, and key consumer propositions. The group's integration of theoretical insight with tangible demonstration highlights a pedagogical breakthrough, students moving beyond description to simulation, beyond learning about marketing to performing marketing (van Doorn et al., 2021).

### Academic Context and Conceptual Grounding

From a theoretical perspective, this group's performance aligns with multiple marketing frameworks (Maswichian et al., 2025). It incorporates:

1. **AIDA Model (Attention-Interest-Desire-Action):** The live demonstration grabs the judges' attention and sustains interest through tactile engagement. The students likely articulated product benefits to evoke desire, leading to a simulated "purchase decision" or behavioral response (Maswichian et al., 2025; Rahmawati & Rino, 2025).
2. **IMC (Integrated Marketing Communication):** By using both verbal explanation and physical representation, the team communicates a cohesive message across multiple sensory channels—visual, verbal, and experiential (Lee et al., 2025).
3. **Relationship Marketing Theory:** Their direct interaction with the judges symbolizes the relational dimension of modern marketing, where brands build trust through personal connection rather than one-way advertising (Hussain et al., 2025).

In educational assessment, these frameworks illustrate high-order integration, students synthesizing conceptual understanding with applied communication skills. It demonstrates mastery of Bloom's *evaluation* and *creation* levels, where knowledge becomes a tool for creative execution (Sultanova, 2025).

### Human-Centered Communication and Professional Presence

The body language of the students reveals professionalism, composure, and enthusiasm. They smile genuinely, establish eye contact with the evaluators, and display open postures, traits associated with effective nonverbal communication in professional contexts. Their attire, formal blazers with visible ID badges, adds an element of executive presence, symbolizing the transition from student identity to young professional persona.

The act of handing over an item to the judges carries pedagogical symbolism. It represents the transfer of ideas from theory into tangible form, a metaphor for how education must ultimately serve society and business practice (S. Anantadjaya, 2009; S. P. Anantadjaya et al., 2007; Nawangwulan et al., 2012a). The image also suggests mutual respect between presenters and assessors; the judges' attentive postures indicate active listening and engagement, confirming that the session has moved beyond rote assessment into a dialogue of ideas.

This dynamic encapsulates the CPM (Asia) model of experiential learning, where feedback and interaction replace unidirectional instruction. The students are not performing for the judges—they are co-creating meaning with them, simulating the authentic stakeholder engagement that defines real-world marketing.

### Content Depth: Linking Brand Strategy to Product Experience

Given the context of the Le Minerale case, the maroon-blazer group likely presented a product development or brand activation strategy under a thematic label (as indicated by later slides titled "LeVitate Strategy"). The demonstration could have symbolized a new product prototype, a packaging innovation, or a consumer engagement program aimed at reinforcing Le Minerale's brand promise of "pure, protected, and mineral-rich water."

By incorporating a live element, the team illustrates how experiential value propositions can strengthen consumer-brand bonds. In marketing literature, this is known as the "brand experience chain," where physical cues (product handling, packaging texture, or presentation design) enhance intangible perceptions such as trust, authenticity, and quality. This approach reflects a contemporary shift from transactional marketing to experiential value creation, aligning with the principles of Holbrook's Customer Value Framework (Holbrook, 2002; Svec et al., 2012), which positions experiential, social, and epistemic value as key determinants of customer satisfaction.

The students' delivery thus mirrors how multinational FMCG companies operate during internal pitch sessions or brand innovation meetings. Their blend of creativity, structure, and professionalism demonstrates readiness for managerial and consulting environments.

### Experiential Learning and Pedagogical Significance

From an educational theory standpoint, this presentation embodies Kolb's Experiential Learning Cycle (Amenumey & Badu, 2024; Kurt, 2020; Lehane, 2025), the iterative process of concrete experience, reflective observation, abstract conceptualization, and active experimentation.

1. Concrete Experience: The product demonstration provided a tangible learning encounter.
2. Reflective Observation: Interaction with judges allowed students to evaluate their communication and persuasion effectiveness.
3. Abstract Conceptualization: The team grounded their presentation in theoretical frameworks of marketing and consumer psychology.
4. Active Experimentation: By reimagining product and brand touchpoints, they experimented with practical solutions that could work in real markets.

This pedagogical model transforms students into active knowledge producers rather than passive recipients. The photograph captures precisely this transformation, young marketers practicing not only how to analyze markets but how to *engage* them.

### Professional Learning Outcomes

This group's performance advances several key professional competencies emphasized in CPM (Asia) certification criteria (Akbar, 2024):

1. Strategic Marketing Implementation: Demonstrating how to move from analytical insight to actionable engagement tactics.
2. Consumer-Centric Orientation: Reflecting empathy and user perspective through tangible demonstration.
3. Presentation and Influence Skills: Combining data visualization, storytelling, and nonverbal persuasion effectively.
4. Ethical and Responsible Marketing: Embedding authenticity and transparency into communication.
5. Team Coordination and Leadership: Exhibiting confidence and equal participation—qualities essential for leadership in marketing teams.

Their performance stands as evidence of holistic learning—intellectual, behavioral, and affective—precisely the kind of balanced competency that CPM (Asia)’s curriculum seeks to instill.

### Reflection: Bridging Academia and Industry

This scene also carries significance for industry-academia collaboration. The students’ presentation mirrors corporate marketing pitches used in brand development departments. Their work exemplifies how universities can serve as incubators of applied innovation, producing students who are immediately ready to contribute to business projects.

By simulating real client interactions, the exercise enhances students’ employability while enriching the industry with fresh perspectives. The maroon-blazer group’s professionalism and creativity would not seem out of place in an actual marketing agency setting. Their integration of theory, storytelling, and tangible experience demonstrates readiness for consulting (S. Anantadjaya, 2009; Nawangwulan et al., 2012b), brand management, and entrepreneurial ventures (Davis et al., 2021; Zimand-Sheiner, 2024).

In the context of Le Minerale, their presentation provides insights that extend beyond the classroom. The strategies demonstrated, whether product redesign, sensory activation, or interactive sampling, could easily translate into practical campaigns for community engagement, especially in markets where experiential outreach is key to differentiation.

### Symbolism and Broader Educational Impact

The energy and enthusiasm visible in the photo also carry symbolic weight. The maroon blazers, representing CPM (Asia)’s identity, contrast vividly with the yellow blazers of Trisakti students seen in earlier sessions. This visual distinction underscores the collaborative spirit of the program: multiple universities, one shared mission of professional growth.

Through their interaction, the team demonstrates the cross-campus integration envisioned by CPM (Asia)’s outreach model. Their performance shows that learning is not confined to institutional boundaries but thrives through dialogue, teamwork, and shared exploration. In many ways, their act of presenting, demonstrating, and engaging reflects the ethos of the Asia Marketing Federation itself, bringing together diverse minds to advance marketing excellence across the region (Bennett & Gadlin, 2012).

In conclusion, the third group’s presentation, captured in a single vivid image, embodies the transition from student to professional marketer. Their ability to merge theory, creativity, and personal engagement illustrates the experiential essence of modern business education. Through their live demonstration, the maroon-blazer team not only presented a strategy but *performed* marketing itself: persuasive, human-centered, and value-driven (Evans et al., 2025). Their interaction with the judges transformed the room into a microcosm of the marketplace, where knowledge, trust, and connection determined success.

As a case of applied pedagogy, their session exemplifies CPM (Asia)’s educational vision, to produce marketers who think analytically, communicate persuasively, and act ethically (Lim et al., 2019). As a contribution to the Le Minerale project, it highlights how experiential marketing can elevate a brand’s emotional resonance and consumer engagement. And as a snapshot of youth in professional formation, it captures the very heart of academic excellence in motion: confidence, curiosity, and purpose, embodied in action (Brazeau, 2022).



**Group 4 – “LeVitate Strategy: Le Minerale Within the Whole Market”**

The fourth group, again wearing the maroon blazers symbolic of CPM (Asia), presents one of the most conceptually sophisticated and brand-centric projects of the session, titled “LeVitate Strategy: Le Minerale Within the Whole Market.” The photograph captures the group’s poised delivery in front of a slide deck displaying the campaign title in sleek typography, accompanied by visuals of bottled water, consumer graphics, and structured strategic diagrams.



**Figure 4:** Group 4 from Universitas Bina Nusantara

This group’s presentation represents a shift from the earlier analytical and campaign-based projects to a holistic market and brand elevation framework, integrating strategic marketing, product innovation, and ecosystem thinking. The title “LeVitate”, a clever fusion of *Le Minerale* and *levitate*, encapsulates both the creative and symbolic goals of the project: to lift Le Minerale’s brand perception, expand its market share, and elevate its role in the Indonesian bottled-water industry (Firdaus et al., 2024; Putra et al., 2023).

Their presentation reflects a deep understanding of marketing as a system of value co-creation, where brand strategy is not confined to promotion but extends to product experience, community connection, and corporate sustainability.

**Conceptual Framework and Strategic Vision**

The “LeVitate Strategy” introduces a three-dimensional marketing vision (Duttagupta et al., 2023; Schneider Electric, 2025):

1. Brand Elevation – enhancing brand equity through consumer engagement, emotional storytelling, and sustained differentiation.
2. Market Integration – achieving horizontal and vertical market penetration through diversified product channels and pricing strategies.
3. Sustainability and Innovation – embedding responsible business practices into operational and promotional activities.

The slide projected behind the students includes sub-points that suggest segmentation and market-mapping exercises, perhaps utilizing frameworks like Segmentation, Targeting, Positioning (Agustian et al., 2025; Asy’ari & Winarno, 2025) and Ansoff’s Growth Matrix (Aditiya & Kirana, 2025; Zupic et al., 2025). The group’s choice to employ the term “within the whole market” underscores inclusivity and scalability—a recognition that Le Minerale, as an Indonesian brand, has the potential to transcend niche positioning and reach all consumer layers from premium to mass market.

Their strategy indicates a high-level understanding of market portfolio thinking, where different product lines, packaging sizes, and price tiers cater to varying segments without diluting brand identity (Gartner, 2025). The LeVitate

concept thus aspires to achieve “strategic lift”—a term that metaphorically describes not only upward mobility in sales but also enhancement in consumer perception and emotional value.

### Academic Foundations and Analytical Integration

The students’ strategy presentation reveals an impressive synthesis of multiple marketing theories. The STP framework likely formed the analytical foundation of their market mapping (Agustian et al., 2025; Asy’ari & Winarno, 2025). By identifying clusters of consumers based on demographic, psychographic, and behavioral variables, the group may have illustrated how Le Minerale can tailor its communication and distribution for maximum resonance. Further, Ansoff’s Matrix likely guided their approach to market growth (Aditiya & Kirana, 2025; Zupic et al., 2025): (a) market penetration through price optimization and retail presence, (b) market development via expansion into rural and underdeveloped regions, (c) product development through packaging innovation and new SKUs and (d) diversification by integrating health-focused or flavored water products aligned with wellness trends.

This theoretical integration reflects strong academic discipline, students demonstrating the ability to apply classroom frameworks to practical business challenges. Their presentation likely linked these models to actionable recommendations, such as expanding digital commerce, introducing smaller eco-packs, and establishing partnerships with health and lifestyle influencers.

### Creativity and Strategic Messaging

The creative core of the “LeVitate Strategy” lies in its dual meaning: to lift both brand and consumer experience (Kapferer, 1994). The students’ naming choice, concise, metaphorical, and evocative, demonstrates marketing semiotics in practice. Naming, as scholars such as Kapferer emphasize, is not merely a linguistic exercise but a symbolic act of brand creation (Carnevale et al., 2017; Kapferer, 1994). “LeVitate” suggests lightness, aspiration, and upward mobility—all powerful emotional triggers in a competitive, value-sensitive market.

Through their concept, the group implicitly connects Le Minerale with notions of purity, elevation, and vitality, thus reinforcing the brand’s core promise: “*Air Mineral Murni dan Terlindungi*” (Pure and Protected Mineral Water). The choice to position the brand as a *lifting* force—one that elevates daily life—transforms bottled water from a basic commodity into a lifestyle symbol. Such positioning is aligned with contemporary emotional branding theory (Saeedi, 2025; Sheikh, 2019; Wong, 2024) which argues that successful brands evoke feelings of identity, belonging, and inspiration. By making “LeVitate” the strategic anchor, the students effectively frame Le Minerale as more than a product—it becomes a metaphor for wellbeing and positive motion in consumers’ lives.

### Team Performance and Delivery

The team presenting confidently, with synchronized gestures and purposeful expressions. Each student occupies a balanced space within the visual frame, suggesting shared responsibility and equal contribution. The main presenter stands slightly forward, using the laser pointer to direct attention toward a key term on the slide, while the others maintain poised focus—demonstrating awareness of group dynamics and visual storytelling. Such posture and coordination embody the presentation professionalism expected in corporate marketing settings. The group’s use of English and Bahasa Indonesia in tandem reflects linguistic agility and cultural adaptability—important in multicultural marketing communication.

From a pedagogical lens, their delivery demonstrates mastery of executive presence, a skill cultivated in CPM (Asia)’s communication curriculum. Effective presentation, in this context, becomes a reflection of leadership readiness: clarity, confidence, and composure under scrutiny (Mohty, 2024). The judges’ attentive postures, as visible in the background, indicate that the group succeeded in capturing engagement—a critical benchmark for any marketing pitch.

### Marketing and Business Implications

The LeVitate Strategy’s underlying principle, achieving elevation through integration, carries significant implications for Le Minerale’s real-world market positioning. In an industry often dominated by price wars and distribution logistics, this strategy reframes growth as a matter of brand system evolution (Lauris, 2025). If implemented, it would entail:

- Expanding digital touchpoints (e-commerce, social media activations).
- Strengthening community relations through sustainability projects.

- Introducing lifestyle-oriented messaging connecting hydration with productivity, beauty, and wellness.
- Enhancing packaging diversity to meet modern consumer lifestyles (on-the-go, refill, family packs).

Such an approach aligns with the Shared Value framework (Dembek et al., 2015; Petrantoni, 2011; Roszkowska-Menkes, 2021), where business growth is pursued in tandem with societal well-being. By advocating for a model that integrates inclusivity, environmental awareness, and emotional engagement, the group redefines marketing success not merely as profit maximization but as holistic brand contribution.

### Educational and Pedagogical Insights

From the standpoint of marketing education, the “LeVitate Strategy” presentation exemplifies transformative learning, as theorized by Mezirow (Bouchard, 2024; Fleming, 2018). Transformative learning occurs when learners reinterpret knowledge through critical reflection, integrating it into a personal framework of meaning and professional identity. Here, the students did not just analyze or recommend, they *reimagined* Le Minerale’s brand narrative. Their creativity reveals an internalization of strategic principles that transcends mechanical learning. By designing a comprehensive elevation model, they showcase advanced competencies in strategic synthesis, innovation, and design thinking, hallmarks of postgraduate-level capability.

The project also aligns with the Asia Marketing Federation’s emphasis on triple competencies, technical, managerial, and ethical (Deepa et al., 2024). The technical element manifests in analytical rigor; managerial competence appears in structured planning; and ethical awareness is embedded in the sustainability and inclusivity dimensions of the strategy.

### Cross-Campus Collaboration and Mentorship

It is important to contextualize this performance within the larger collaboration between CPM (Asia) and Universitas Trisakti. The “LeVitate” presentation stands as a tangible outcome of the mentorship ecosystem fostered by facilitators Irma M. Nawangwulan, Ayu Puspitasari, and Anton Deddy Susanto, whose combined academic and professional backgrounds bridge academia and corporate practice.

Through their guidance, students are encouraged to think not only as learners but as consultants and strategists. The team embodies this duality: academic precision and market sensibility. The judges’ positive engagement, visible in the photograph, suggests that the presentation successfully met the dual objective of academic excellence and practical relevance—a defining feature of the CPM (Asia) program’s pedagogy.

### Broader Reflection and Legacy of Learning

The “LeVitate Strategy” presentation contributes meaningfully to the collective intellectual capital emerging from this community service program. It represents an educational microcosm of how Indonesian higher education can generate actionable innovation relevant to local industries. By reinterpreting Le Minerale’s market position through an uplifting narrative, the group captures the essence of *strategic storytelling*, using conceptual clarity and cultural resonance to influence perception and behavior (Guarneri, 2025). Their work stands as an example of student-driven knowledge creation, where the classroom becomes a platform for market experimentation and intellectual leadership. Moreover, their concept offers long-term implications: the “LeVitate” framework could be adapted as a case study for teaching brand elevation, demonstrating how local brands can achieve upward mobility through creative integration of global marketing theory and local consumer insight.

### Group 5 – Customer Analysis and Consumer Insight

The fifth group, dressed in yellow blazers representing Universitas Indonesia, delivered a presentation focused on one of the most essential aspects of marketing strategy—Customer Analysis and Consumer Insight. The photograph captures a moment of academic clarity and intellectual intensity. The students stand before a slide that visually displays consumer feedback loops, dissatisfaction factors, and psychological triggers influencing brand perception of Le Minerale.

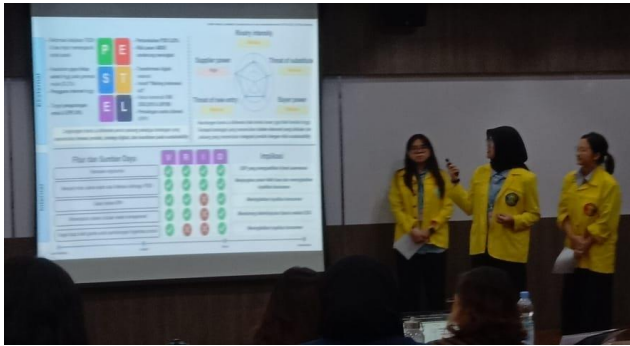


Figure 5: Group 5 from Universitas Indonesia

In this image, one student presents passionately with hand gestures indicating explanation and argumentation, while the others stand beside him with attentive composure, ready to elaborate. Behind them, the projected slide features key Indonesian phrases such as “*Kurang Inovasi*” (*Lack of Innovation*), “*Terlalu Regulatorif*” (*Overly Regulated Branding*), and “*Tidak Ada Value*” (*Lack of Value Perception*). These terms encapsulate the group’s central argument: that Le Minerale’s competitive challenge lies not in product quality, but in the depth of consumer connection and perceived differentiation (Putri et al., 2024). This group’s work bridges academic theory with real market realities. By turning raw customer feedback into strategic insight, they highlight the essence of what modern marketing truly is, the ability to listen, interpret, and respond intelligently to consumers.

#### Analytical Focus and Conceptual Framework

At its core, this group’s presentation is an exercise in consumer psychology and behavioral analysis. Their choice of theme signals an understanding that no marketing strategy can succeed without a nuanced grasp of how customers think, feel, and act. In academic terms, this work reflects a synthesis of consumer behavior models, such as Engel-Blackwell-Miniard’s decision-making process (Burton & Eike, 2025; Ikaningtyas et al., 2025), and the Customer-Based Brand Equity (CBBE) model developed by Kevin Lane Keller (Huo & Filieri, 2025; Ismail et al., 2025). Their slide design suggests a multi-stage evaluation process that examines:

1. Customer Pain Points – the reasons for dissatisfaction or disengagement with Le Minerale.
2. Perception Analysis – how consumers cognitively and emotionally evaluate brand messages.
3. Decision Journey Mapping – from awareness and consideration to purchase and post-purchase reflection.
4. Value Reconstruction – strategies to rebuild emotional and functional value through innovation and authenticity.

By framing their analysis around these layers, the group demonstrates sophisticated reasoning skills—understanding that customer insight is not static data but a dynamic interpretive process. The act of analyzing negative perceptions (“lack of innovation” or “no value”) shows intellectual maturity: instead of celebrating brand success, they engage critically with its limitations. This critical realism reflects an advanced academic attitude and aligns with CPM (Asia)’s pedagogical goal of producing marketers capable of diagnostic and adaptive thinking.

#### Thematic Depth: Understanding Consumer Dissatisfaction

The group’s identification of three dissatisfaction factors, such as; *Kurang Inovasi* (Lack of Innovation), *Terlalu Regulatorif* (Overly Regulated Branding), and *Tidak Ada Value* (Lack of Value), reveals the diagnostic power of qualitative consumer insight (Aaker, 2023; Cole, 2019). Each factor represents a deeper layer of consumer meaning:

- *Kurang Inovasi* (Lack of Innovation): This suggests that consumers may perceive Le Minerale as stable but stagnant. While its purity and health claims are strong, the absence of new product variants or digital experiences may weaken engagement, especially among younger demographics.
- *Terlalu Regulatorif* (Overly Regulated Branding): This phrase implies rigid corporate identity—perhaps a marketing approach that feels safe but uninspired. It indicates a lack of emotional flexibility or storytelling that resonates with Indonesian cultural values of warmth, community, and optimism.

- *Tidak Ada Value* (Lack of Value): The most serious perception, suggesting a failure to translate product quality into perceived worth. In behavioral economics, this is a value gap—when functional benefits are high but emotional and symbolic connections are low.

The students' framing of these insights shows awareness of consumer meaning systems (Stremersch et al., 2025), which argue that brands succeed when they embody cultural narratives, not merely deliver functional utility. By using these consumer-derived criticisms as starting points, the team positions itself not as brand cheerleaders but as critical consultants—an attitude essential for professional marketing practice.

### Methodological Approach and Data Interpretation

Although the image shows only the summary slide, it is likely that the team employed mixed methods in data collection, combining quantitative survey data with qualitative feedback from focus groups or secondary market reports. Their analysis of dissatisfaction factors likely stems from responses coded into thematic clusters—a method consistent with grounded theory or content analysis approaches in consumer research.

Their inclusion of a consumer journey mapping diagram suggests a structured analytical flow: awareness → consideration → purchase → post-consumption feedback → loyalty/defection. This mirrors the Customer Decision Journey Model (T.-C. Wang et al., 2025; L.-W. Wu et al., 2025), which reconceptualizes marketing not as a funnel but as a cyclical process where feedback continuously informs future marketing actions. By translating this theory into a visual model, the students demonstrate both technical fluency and creative representation—turning data into narrative and insight into strategy.

### Strategic Recommendations and Value Reconstruction

Having identified these issues, the students' logical next step involved formulating strategic recommendations for Le Minerale. The slide structure and body language of the speakers suggest that they proposed actionable improvements focusing on innovation, communication, and brand experience (Cote, 2020; Expert Panel, 2025). Likely recommendations include:

- **Innovation in Packaging and Variants:** Introducing smaller eco-friendly bottles, flavoured water, or mineral-enriched wellness editions to meet lifestyle diversity.
- **Flexibility in Brand Personality:** Shifting tone from corporate rigidity to approachable warmth through storytelling and influencer engagement.
- **Reframing Value Proposition:** Communicating not just “pure water” but “pure connection”—emphasizing health, family, and national identity.

These recommendations are supported by global research showing that brands grow when they evolve from product providers to meaning providers. The students' insight aligns with Kotler and Keller's Brand Resonance Model (Hamonangan & Puspita, 2025; Latre et al., 2025), where lasting loyalty is achieved when consumers identify emotionally with brand values and narratives.

### Presentation Skills and Professional Maturity

The lead presenter's expressive gestures convey enthusiasm and clarity, while the others maintain supportive engagement, that is a visual embodiment of collaborative leadership. Their slides use a mix of Bahasa Indonesia for local cultural resonance and English for academic precision, a bilingual format demonstrating adaptability for both domestic and international marketing contexts. The visual design is minimalist but conceptually rich, focusing on conceptual clarity rather than decorative excess. This professionalism mirrors industry-standard brand consulting presentations, where insight, structure, and brevity outweigh visual theatrics. The students' demeanor reflects discipline, intellectual curiosity, and audience awareness, all hallmarks of executive presence, a competency emphasized in CPM (Asia)'s training modules (Glover, 2023; Hewlett, 2024).

### Academic and Professional Significance

This presentation holds deep academic significance because it demonstrates the integration of marketing research, psychology, and strategic communication. It shifts focus from what companies *say* about themselves to what customers



feel about them. In doing so, it mirrors the evolution of global marketing from persuasion-based to relationship-based paradigms.

By diagnosing Le Minerale's perceived weaknesses through empirical insight, the group provides a mirror for the brand to self-reflect and recalibrate. This level of intellectual honesty is rare in undergraduate presentations and reflects the research orientation that CPM (Asia) seeks to instill in its students. Moreover, the group's approach resonates with the Voice of the Customer (VoC) methodology widely used in professional brand management (Jum'a, 2025; Matosas-Lopez, 2025). The identification of dissatisfaction points and the translation of these into actionable insights mirrors the workflow of consulting firms and marketing agencies that conduct brand audits.

### **Pedagogical Value and Experiential Learning**

From a teaching-learning standpoint, this presentation is a model of experiential learning through diagnostic thinking. The students were not passive recipients of theory—they became analysts generating authentic insights from consumer evidence. This transformation aligns with Kolb's Learning Cycle (Henriquez et al., 2025; Kuo-Wei, 2025), moving from concrete experience (interacting with market data) to abstract conceptualization (building theoretical understanding), and finally to active experimentation (formulating strategy). In the broader framework of CPM (Asia) competencies, the group demonstrates (Chan & Cheung, 2011; Röhl et al., 2007; Thonhill-Miller et al., 2025):

- Analytical Expertise: Identifying customer trends and behavioral triggers.
- Strategic Creativity: Translating insight into innovation.
- Professional Communication: Articulating findings with clarity and poise.
- Ethical Sensitivity: Respecting consumer voice and authenticity.

Their project contributes directly to the event's mission—to cultivate young marketers who are not only skilled in promotion but also grounded in consumer empathy and critical analysis.

### **Reflection: Bridging Academia and Business Reality**

By focusing on consumer dissatisfaction and insight, this group bridges the academic rigor of market research with the practical demands of brand revitalization. Their findings challenge Le Minerale—and by extension, similar brands—to rethink how value is perceived, not just delivered.

Such academic exercises have tangible industry value. If shared with PT Tirta Fresindo Jaya, these insights could inform brand revitalization initiatives, helping the company refine messaging, update packaging, and strengthen digital storytelling. In essence, the students' presentation is a prototype of student-led consultancy, offering real solutions grounded in analytical rigor.

The fifth group's work stands as a testament to the evolving landscape of marketing education, one that blends data literacy, creativity, and empathy. By investigating consumer dissatisfaction and converting it into a roadmap for value creation, they demonstrated how the marketer's role extends beyond persuasion to understanding and advocacy.

Their clear-eyed critique of Le Minerale reflects intellectual honesty and strategic maturity. In many ways, their analysis of "value loss" parallels the broader educational mission of CPM (Asia) and Trisakti: to restore meaning, relevance, and responsiveness to Indonesian marketing practice (Cheater, 2012; Roggeveen et al., 2021; Shanka, 2012).

Ultimately, this team's presentation captures the spirit of transformative learning—students not merely repeating theories but reconstructing value through insight. Their work shows that marketing, when practiced with empathy and intellect, becomes more than a commercial act; it becomes an act of understanding humanity.

### **Group 6 - Sustainable Packaging and Innovation**

The sixth group, wearing the signature yellow blazers, captured the judges' attention with a forward-thinking and socially conscious presentation titled "Satu Botol, Satu Aksi: Inovasi Produk dan Kemasan untuk Mencapai Keunggulan Berkelanjutan"—translated as *"One Bottle, One Action: Product and Packaging Innovation for Achieving Sustainable Excellence."*

The photograph of their presentation reveals a team radiating confidence and purpose. One student stands as the primary speaker, gesturing toward the projected slide featuring Le Minerale's logo, icons of bottles, and green-colored

visual themes signifying environmental awareness. The rest of the group stands beside her in attentive formation, exuding composure and unity.



**Figure 6: Group 6 from Universitas Indonesia**

This presentation diverged from conventional marketing approaches—it focused not only on consumer attraction and brand perception but also on corporate responsibility and environmental sustainability. In doing so, the group positioned Le Minerale within the global discourse on sustainable marketing, bridging product innovation, ecological ethics, and long-term brand equity. Their message was both visionary and pragmatic: that the future of competitive advantage in FMCG industries lies in sustainability-driven innovation (Algahamdi & Agag, 2024).

### Strategic Framework and Rationale

The students began their presentation by contextualizing Le Minerale’s environmental challenges. As a bottled water brand under PT Tirta Fresindo Jaya (Mayora Group), Le Minerale operates within a sector often criticized for its plastic waste footprint. Recognizing this, the team sought to frame sustainability not as a burden, but as an opportunity for differentiation and value creation.

Their campaign title, “*Satu Botol, Satu Aksi*,” encapsulates the spirit of individual and collective responsibility—each bottle consumed should correspond to one positive environmental or social action. The phrase resonates deeply within Indonesian cultural values of *gotong royong* (community cooperation) and environmental stewardship, transforming sustainability into a participatory and emotionally engaging narrative. The group’s strategic framework appears to be built upon three key pillars (Agarwal et al., 2025):

1. Innovation in Product and Packaging in developing environmentally conscious materials and designs.
2. Circular Economy Approach in ensuring waste is minimized and resources are reused or recycled.
3. Consumer Engagement for Sustainability in turning buyers into active participants in ecological action.

These pillars demonstrate the group’s capacity to integrate business strategy with environmental ethics, aligning with modern frameworks such as Triple Bottom Line (People, Planet, Profit) (S. P. Anantadjaya et al., 2023; Kraaijenbrink, 2019) and Porter’s Shared Value Concept (Dembek et al., 2015; Petrantoni, 2011; Roszkowska-Menkes, 2021), which advocate the alignment of economic success with societal good.

### Academic and Theoretical Grounding

From a theoretical standpoint, the team’s presentation reflects the application of Sustainable Marketing Theory (Duttagupta et al., 2023; El Nemar et al., 2025), which posits that marketing activities should generate economic value while preserving environmental integrity and enhancing social welfare. The group’s emphasis on eco-friendly packaging also draws from Green Innovation Theory (Y. Wu & Tham, 2023), highlighting the intersection between technological advancement and sustainability outcomes.

Furthermore, the project likely referenced the Circular Economy Model, promoted by the Ellen MacArthur Foundation, emphasizing the design of products for longevity, recyclability, and regeneration (Agarwal et al., 2025; Arisman & Fatimah, 2023; Chenavaz & Dimitrov, 2024; Khan et al., 2021; Tabas et al., 2024). The group's articulation of "innovation and action per bottle" symbolizes this philosophy—treating every unit sold as a chance to reduce ecological impact.

From an academic evaluation perspective, this team demonstrated mastery of cross-disciplinary thinking. They seamlessly merged marketing management, environmental science, and behavioral economics—acknowledging that sustainability success depends on technological feasibility, consumer motivation, and corporate integrity. Such conceptual integration showcases high-level analytical competence, aligning with the CPM (Asia) emphasis on holistic, ethical, and future-oriented marketing capability.

### Key Ideas and Proposed Solutions

The students' proposed solutions demonstrate both creativity and feasibility. Based on their visual slides and verbal cues, the following innovations can be inferred (Ibrahim & Jianxin, 2025):

1. Eco-Bottle Initiative – Redesigning Le Minerale's PET bottles with partial use of biodegradable or plant-based materials to reduce carbon footprint.
2. "Recycle-and-Reward" System – Introducing collection points at retail outlets where consumers can return used bottles in exchange for loyalty points or digital vouchers, possibly under the *Blue Points* mechanism introduced in a previous group's concept.
3. Smart Labeling and Transparency – Printing QR codes on bottles to educate consumers about recycling and trace sustainability metrics (carbon savings, plastic recovered, etc.).
4. Community Partnership Campaign – Collaborating with schools, NGOs, and local governments to organize tree-planting and recycling events tied to Le Minerale's product sales.
5. Sustainability Reporting and Storytelling – Encouraging the company to publish annual sustainability updates that highlight quantifiable achievements and invite stakeholder feedback.

These ideas demonstrate how innovation in packaging can extend beyond aesthetics to embody ethical value. The team's strategic vision aligns with the UN Sustainable Development Goals (SDGs), particularly Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action) (Center for Long-Term Artificial Intelligence, 2025).

### Pedagogical and Professional Significance

From an educational standpoint, the group's performance marks a turning point in how marketing education is evolving at CPM (Asia) and Trisakti. Their project shifts focus from transactional marketing to transformational marketing—where products are agents of positive change. This shift is aligned with the Marketing 5.0 framework (Phillip Kotler et al., 2021), which emphasizes technology-driven, human-centric, and sustainability-oriented marketing strategies.

The students' engagement with global frameworks shows not only intellectual depth but also social awareness. Their capacity to articulate sustainability as a strategic differentiator reflects maturity beyond undergraduate level—approaching the analytical sophistication of postgraduate research.

The presentation's tone is equally impressive: calm, confident, and data-driven. The primary speaker maintains steady eye contact with the judges, using both verbal and nonverbal communication effectively. The visual composition of their slides—using shades of green, blue, and white—visually reinforces their environmental narrative, creating a unified thematic experience.

This cohesion of content, tone, and design reveals a sophisticated understanding of integrated communication principles, critical for future marketing leaders operating in values-driven markets.

### Consumer Empowerment and Behavioral Change

The title “*One Bottle, One Action*” does more than promote corporate change—it empowers consumers. This aspect of the project reflects Behavioral Change Communication (BCC) strategies used in sustainability marketing, where emotional cues and collective identity are mobilized to encourage eco-conscious behavior (Boyatzis et al., 2025).

By reframing consumption as contribution, the team transforms consumers into brand partners in sustainability. This approach draws from Self-Determination Theory (Huang, 2025), emphasizing intrinsic motivation—people act sustainably not because they are told to, but because they feel it aligns with their personal and societal values.

The students’ campaign therefore represents a shift from transactional to participatory branding—a move from “buying Le Minerale” to “joining Le Minerale’s environmental mission.” This participatory model could significantly increase brand loyalty and consumer advocacy, as customers increasingly favor companies that share their values and demonstrate transparency in environmental commitments.

### Practical Business Impact and Industry Relevance

From a managerial viewpoint, this project offers Le Minerale a pathway to future resilience. As sustainability regulation tightens across Indonesia and ASEAN markets, early investment in eco-friendly practices can secure both competitive advantage and reputational trust. The students’ recommendations could strengthen Le Minerale’s market position by:

- Enhancing differentiation from competitors like Aqua, Cleo, and Ades, which have already introduced eco-campaigns.
- Reducing long-term production costs through recyclable supply chains.
- Building brand goodwill among environmentally conscious consumers, particularly millennials and Gen Z segments.
- Increasing investor confidence through measurable ESG (Environmental, Social, and Governance) metrics.

This group’s proposals thus align with strategic sustainability marketing—a form of competitive advantage that integrates environmental performance into brand identity and consumer experience.

### Learning Outcomes and Reflective Analysis

In terms of learning outcomes, the group demonstrated comprehensive competencies across four levels (Seyfi et al., 2020; Shakina & Barajas, 2020):

1. Knowledge Application: Applying sustainability frameworks and marketing theory to a real corporate context.
2. Analytical Thinking: Diagnosing systemic issues in packaging and market perception.
3. Innovation and Design: Creating practical yet imaginative solutions for sustainable development.
4. Communication and Persuasion: Delivering ideas with professionalism and coherence.

These competencies align directly with the Bloom’s Taxonomy higher-order learning goals of analysis, synthesis, and evaluation (Sultanova, 2025). Moreover, the project embodies CPM (Asia)’s institutional learning philosophy: “*Learning, Leading, and Serving.*” By merging technical skill with social conscience, the group not only learned marketing principles but embodied them as agents of positive change.

### Reflection on Pedagogical Philosophy

The Sustainable Packaging and Innovation presentation epitomizes the evolving role of business schools in shaping responsible leaders. Guided by mentors such as Irma M. Nawangwulan, Ayu Puspitasari, and Anton Deddy Susanto, students were encouraged to interpret sustainability not as a trend but as a permanent strategic pillar.

The project’s reflective tone aligns with the mission of the CPM (Asia) program to produce marketers who can create value while upholding integrity and sustainability. By bridging classroom theory with actionable sustainability proposals, this team demonstrated how academic research can translate into real-world corporate practice.

Their work also contributes to the discourse on Indonesian corporate responsibility, positioning Le Minerale as a potential leader in sustainable business transformation within the FMCG industry. In this sense, their project is not just a student exercise. It is a microcosm of Indonesia’s shift toward green economy thinking (Arif, 2024).

The sixth group's *"Satu Botol, Satu Aksi"* presentation stands as a model of what 21st-century marketing should represent: strategic innovation with moral clarity. Their message resonates far beyond the classroom—it invites both corporations and consumers to participate in a shared mission of environmental stewardship. By combining academic rigor, strategic creativity, and ethical commitment, this group not only advanced Le Minerale's branding possibilities but also articulated a broader vision for sustainable business in Indonesia. Their presentation reflects the kind of leadership that CPM (Asia) and Trisakti strive to cultivate, leaders who understand that marketing, at its best, is not merely about selling products, but about shaping futures. In this light, *"One Bottle, One Action"* is more than a campaign title, it is a philosophy of responsibility and renewal. It captures the spirit of young marketers determined to redefine success through sustainability, proving that the most powerful business strategies are those that align with humanity's shared purpose.

### Group 7 - Digital Marketing and Distribution Expansion Presentation

The final group, recognizable by their blue blazers, brought a high-energy and analytically sophisticated conclusion to the Le Minerale marketing simulation. Their presentation, centered on Digital Marketing and Distribution Expansion, embodied the integration of technology, consumer analytics, and market accessibility—themes that define the future of competitive marketing.



Figure 7: Group 7 from Universitas Negeri Jakarta

The team in mid-presentation, standing confidently before a slide filled with data visualizations, flowcharts, and segmentation maps. Their composure and sharp business attire suggest not only academic preparation but also professional maturity. The blue blazers, symbolizing calm precision and digital intelligence, reflect the thematic tone of their presentation; structured, data-driven, and future-oriented.

Their project was more than a marketing plan; it was a strategic blueprint for digital transformation within the fast-moving consumer goods (FMCG) sector. It bridged consumer behavior insights, technological innovation, and logistical efficiency by showcasing how Le Minerale could expand its market dominance across Indonesia by integrating digital ecosystems with on-the-ground distribution networks.

### Strategic Overview and Core Proposition

The central premise of Group 7's presentation was that digitalization is no longer optional—it is essential for market sustainability and scalability. Their theme likely revolved around a statement such as *"Empowering Access Through Digital Connectivity"* or *"Connecting Hydration to Innovation."* The presentation proposed a dual-track strategy (Mayer et al., 2025; Rahmalia, 2021; L.-W. Wu et al., 2025):



1. Digital Marketing Optimization – leveraging social media, e-commerce platforms, and influencer partnerships to strengthen brand engagement and reach younger consumers.
2. Distribution Network Expansion – modernizing supply chains through data integration, logistics partnerships, and digital inventory management systems.

This two-pronged approach aligns with the Marketing 5.0 Framework (Phillip Kotler et al., 2021), which emphasizes the combination of digital technology and human empathy in marketing. By adopting this hybrid model, the team demonstrated a forward-looking understanding of how technology can amplify market reach while preserving local relevance and consumer connection.

#### **Analytical Framework and Academic Integration**

The group's work reflects a synthesis of marketing strategy and operations management, merging frameworks such as Customer Journey Mapping, Digital Value Chain Analysis, and Channel Management Theory (Indra & Anantadjaya, 2011; Toussaint et al., 2021; T.-C. Wang et al., 2025; L.-W. Wu et al., 2025). Their slides appear to present flow diagrams showing how online awareness leads to offline purchase, creating a seamless omnichannel ecosystem. From an academic standpoint, their analysis likely drew on the following theoretical underpinnings:

- Digital Consumer Behavior Models (Dhaliwal et al., 2025), emphasizing the impact of personalization, user experience (UX), and convenience on purchase intention.
- The Diffusion of Innovations Theory (Abbas & Uddin, 2025), explaining how digital adoption spreads across market segments.
- Porter's Value Chain (Goni & Yustika, 2019; Toussaint et al., 2021), adapted for digital integration, identifying value creation points from online engagement to last-mile delivery.

The integration of these frameworks demonstrates a mastery of both conceptual and practical dimensions of modern marketing management. Their focus on distribution expansion highlights an understanding that digital transformation is not only about online promotion but also about reconfiguring entire supply ecosystems for agility and reach.

#### **Digital Marketing Strategy: Content, Engagement, and Data**

The digital marketing portion of the team's presentation appears to emphasize data-driven engagement and content strategy. They likely recommended the use of AI-enabled analytics and social listening tools to monitor consumer sentiment and adjust campaigns in real time. The students may have identified major social media platforms such as Instagram, TikTok, and YouTube as key engagement channels for younger demographics. In line with global trends, their proposal probably included (Libai et al., 2025; Santos et al., 2024):

1. Influencer Partnerships – collaborating with health, lifestyle, and sustainability influencers to enhance brand credibility.
2. Localized Digital Content – producing short, relatable stories connecting Le Minerale's purity with Indonesian lifestyles (for instance, "Hydration for Productivity" or "Pure Start to Your Day").
3. Gamified Consumer Interaction – introducing challenges, reward systems, or mobile app integrations to increase user participation.
4. E-commerce Optimization – strengthening Le Minerale's presence on Tokopedia, Shopee, and GrabMart through targeted SEO, bundling, and digital couponing.

These initiatives correspond to Integrated Marketing Communications (IMC) in the digital era, where message consistency, platform synergy, and consumer participation form the backbone of brand equity (Kitchen & Burgmann, 2010). The group's confident delivery suggests fluency in technical language, terms such as "conversion rates," "click-throughs," and "digital ROI" likely punctuated their narrative, reflecting their comfort with analytics-driven marketing decision-making.

#### **Distribution Expansion Strategy: Reaching the Unreached**

The second dimension of their presentation, distribution expansion, showed equal sophistication. Recognizing that Indonesia's geography poses logistical challenges, the students proposed modernizing Le Minerale's distribution architecture through digital tools and strategic partnerships. Key elements likely included (ECON Market Research, 2024; Parag et al., 2023):

- Geospatial Market Mapping – using data analytics to identify underserved regions and optimize delivery routes.
- Partnerships with Micro-Distributors and MSMEs – empowering local entrepreneurs to act as secondary distribution hubs, a model consistent with inclusive business strategies.
- Digital Inventory and Fleet Tracking Systems – implementing technology to synchronize stock levels, predict demand, and minimize wastage.
- Omnichannel Integration – linking online sales channels with physical retailers through digital payment and loyalty systems.

The students' proposal recognizes that distribution is not merely a logistical function but a strategic driver of brand accessibility. Their vision positions Le Minerale as a digitally enabled FMCG brand, capable of reaching both urban and rural consumers efficiently while maintaining quality and affordability.

### **Pedagogical and Professional Competence**

Group 7's performance exemplifies applied managerial thinking, the capstone competency of the CPM (Asia) framework. Their work bridges the analytical rigor of strategic planning with the agility of digital execution. The group's body language, assertive, composed, and well-coordinated, reflects professionalism and collaboration. Their slides, rich in data visualization, indicate familiarity with software tools such as Power BI, Tableau, or Canva, demonstrating technical literacy essential in digital-era marketing. From a pedagogical perspective, this group epitomizes experiential and problem-based learning, applying theory directly to solve industry challenges. Their project moves beyond abstract discussion to tangible, actionable recommendations, a sign of cognitive maturity and readiness for real-world consulting or corporate roles. Moreover, their focus on inclusion and digital democratization suggests a socially aware mindset: understanding that technology should not only increase profit but also expand access—a reflection of marketing's ethical and developmental role in emerging economies.

### **Theoretical and Practical Significance**

Academically, this project showcases the relevance of Technology Acceptance Models (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) in consumer markets (Chen, 2011; Maswichian et al., 2025). By promoting digital integration, the team implicitly explored the factors influencing technology adoption—perceived usefulness, ease of use, trust, and social influence—all of which affect how consumers and distributors engage with digital platforms. Practically, their work provides Le Minerale with a roadmap for entering the next stage of business evolution—data-driven market expansion. The strategies presented could lead to:

- Increased market coverage through hybrid retailing models.
- Improved operational efficiency via smart logistics.
- Enhanced brand loyalty through personalized engagement.
- Strengthened consumer data ecosystems that inform product development.

In combining these goals, the group illustrates that digital marketing and distribution are not parallel streams but mutually reinforcing levers of sustainable business growth.

### **Broader Educational and Ethical Context**

This presentation underscores CPM (Asia) and Trisakti's shared educational philosophy: to develop leaders who can navigate the convergence of business, technology, and ethics. Group 7's proposal resonates with the Marketing 5.0 vision, where technology amplifies human creativity and empathy rather than replacing it (Philip Kotler et al., 2021).

Their project also raises ethical considerations around data privacy, transparency, and inclusion—issues central to modern marketing governance. By acknowledging these dimensions, the students demonstrate maturity in recognizing that innovation must be balanced with responsibility.

Their presentation thus models what it means to be a 21st-century marketer, a professional who leverages technology to connect, not exploit; to empower, not manipulate. The judges' attentive and approving demeanor in the photograph confirms that this group successfully communicated that balance.

### Learning Outcomes and Future Implications

The measurable learning outcomes of Group 7's presentation include:

1. **Digital Literacy:** Ability to use and interpret data for marketing decision-making.
2. **Strategic Integration:** Linking marketing communication with operations and logistics.
3. **Innovative Thinking:** Designing digital engagement models aligned with consumer psychology.
4. **Collaborative Leadership:** Presenting as a cohesive, professional team.
5. **Ethical Awareness:** Recognizing social responsibility within technological transformation.

In practical terms, this group's project could serve as a prototype for future industry-university collaborations, where companies like Mayora Indah Group partner with academic institutions to pilot digital distribution and data-analytics initiatives. The fusion of research, innovation, and practical application exemplifies how academic projects can generate real business impact.

Group 7's Digital Marketing and Distribution Expansion presentation stands as the culmination of the Trisakti-CPM (Asia) collaborative program—forward-looking, integrative, and solution-oriented. Their work embodies the intellectual agility required to navigate the digital economy while maintaining a commitment to inclusivity and sustainability.

By marrying technological precision with human empathy, the blue-blazer team illustrated that marketing in the digital age is not about automation but about amplification, making human connections more efficient, personal, and meaningful through data and innovation.

Their vision for Le Minerale redefines what it means to grow in the 21st century: not just expanding geographically, but connecting digitally and emotionally with every consumer. This group's performance, marked by analytical rigor and professional poise, perfectly encapsulates the mission of CPM (Asia) and Trisakti's joint initiative—to cultivate marketers who are not only capable strategists but also responsible innovators shaping Indonesia's economic and social future.

## II. Cross-Group Synthesis and Thematic Integration

The seven presentations collectively demonstrate an impressive spectrum of strategic, analytical, and creative competencies. Each group approached Le Minerale's brand challenge from a unique disciplinary perspective, yet together they formed a coherent ecosystem of ideas reflecting holistic marketing mastery.

### 1. Thematic Continuity:

- *Emotional Branding (Group 1 & 2)* established the human and cultural foundation.
- *Experiential and Market Engagement (Group 3 & 4)* operationalized brand activation and positioning.
- *Consumer Insight and Sustainability (Group 5 & 6)* connected brand improvement to ethics and innovation.
- *Digital Expansion (Group 7)* offered a futuristic roadmap for scalability and inclusion.

### 2. Academic Coherence:

Across all teams, the consistent use of theoretical frameworks—from Keller's CBBE model to Porter's competitive strategy—demonstrated research-based reasoning. This academic rigor distinguished the event from a typical marketing competition, elevating it into a knowledge exchange platform between academia and industry.

### 3. Experiential Learning:

The program embodied Kolb's Experiential Learning Cycle, allowing students to move through observation, conceptualization, and experimentation. Every presentation demonstrated how learning can evolve from classroom concepts into market-ready business solutions.

### 4. Industry Relevance:

Each recommendation directly addressed real challenges faced by Le Minerale:

- Brand differentiation amid saturation.
- Consumer trust and perception management.
- Packaging sustainability and corporate responsibility.
- Digital infrastructure and last-mile accessibility.

The students' capacity to engage these themes with professionalism and creativity reflects the success of CPM (Asia) and Trisakti's experiential pedagogy.

#### IV. Educational and Societal Impact

Beyond academic value, the event holds broader implications for Indonesia's business and educational landscape:

- **Academic-Industry Collaboration:** This initiative set a benchmark for how universities can partner with private corporations to co-develop insights that benefit both learning outcomes and business innovation.
- **Youth Empowerment:** The program empowered students to see themselves as active contributors to national business transformation, not passive learners.
- **Sustainability and Ethics in Business:** The projects underscored the role of marketing as a moral discipline—one that can reconcile profitability with social and environmental stewardship.
- **Digital Inclusion:** The emphasis on MSME integration and digital access addressed a key national agenda: democratizing technology for broader economic participation.

Through this project, CPM (Asia) and Trisakti reaffirmed their shared mission to produce marketers and business leaders who are globally competitive yet locally grounded—capable of navigating ethical, environmental, and technological complexities with intelligence and empathy.

#### Conclusion

The Trisakti-CPM (Asia)-Le Minerale Collaboration of 2025 stands as a milestone in Indonesia's evolving model of applied business education. Across seven research-driven presentations, students showcased not only marketing proficiency but also leadership, creativity, and social conscience (Thonhill-Miller et al., 2025).

By connecting theory to practice, community to corporation, and innovation to ethics, the program redefined what academic-industry engagement can achieve. The diverse contributions, from brand storytelling and sustainability to digital transformation, collectively portray a living laboratory of marketing innovation.

Guided by Irma M. Nawangwulan, Ayu Puspitasari, and Anton Deddy Susanto, the students demonstrated how rigorous scholarship can generate real-world impact. Their collaborative effort has provided Le Minerale with actionable insights while contributing to Indonesia's broader narrative of responsible business growth.

Ultimately, this event exemplifies a shared vision: that education, when aligned with purpose and partnership, can transform industries and inspire generations. The students' work reflects not only their academic excellence but also their readiness to lead Indonesia into a sustainable, digitally connected, and value-driven business future.

Below are professionally written Ethical Considerations, Acknowledgment, Funding Statement, and Conflict of Interest sections suitable for publication in an academic journal (Elsevier or SEI style):

#### Ethical Considerations

This study was conducted in accordance with academic research ethics, community engagement standards, and responsible marketing research guidelines. All participants were informed about the educational purpose of the project and voluntarily participated in data collection and analysis activities. No confidential business data belonging to PT Tirta Fresindo Jaya or Mayora Group was disclosed or utilized beyond publicly available sources and information expressly permitted for academic collaboration. All marketing proposals were developed as hypothetical academic exercises with full respect to intellectual property rights and corporate confidentiality. The research adhered to principles of academic integrity, transparency, and proper attribution of all referenced frameworks, including CBBE, Ansoff's Matrix, and Marketing 5.0.

#### Acknowledgment

The authors express sincere appreciation to CPM (Asia) for its academic guidance, certification exposure, and professional mentoring throughout the program. The research team gratefully acknowledges the support of Universitas Trisakti, the Department of Business Administration, and the participating student teams for their involvement in brand strategy development. Appreciation is also extended to PT Tirta Fresindo Jaya (Mayora Group) and the Le Minerale brand team for the cooperative dialogue and openness to innovative student-led ideas. Special thanks are owed to the academic supervisors – Irma M. Nawangwulan, MBA, CPM (Asia), CPS, CCSME, Ayu Puspitasari, M. Ilkom, CPM (Asia), and Anton Deddy Susanto, MM – whose professional insights and coordination were instrumental in shaping the program's outcomes.

## Funding

This research received no external funding from governmental, corporate, or third-party organizations. All activities were carried out as part of an academic-community service initiative within the framework of institutional learning and educational enrichment. Any incidental costs relating to participation or materials were voluntarily assumed by the involved academic partners and institutions.

## Conflict of Interest

The authors declare no financial or personal conflicts of interest that could have influenced the research outcomes or interpretations presented in this study. The collaboration with Le Minerale and Mayora Group was strictly educational in nature, and the authors maintained full academic independence in analysis, interpretation, and formulation of strategic recommendations.

## References

1. Aaker, D. (2023). Branding: Too Often Overlooked in Disruptive Innovation and Social Purpose Arenas. *Journal of Brand Management*, 30(3), 1–5. <https://doi.org/10.1057/s41262-023-00328-7>
2. Abbas, J., & Uddin, Z. (2025). Understanding Digital Entrepreneurial Intentions: A Diffusion of Innovation Perspective in Higher Education. *Journal of Policy Option*, 8(1), 11–22. <https://doi.org/10.5281/zenodo.17394827>
3. Aditiya, S., & Kirana, D. H. (2025). Smarteye.id's Business Expansion Strategy for Global Market Penetration through the Ansoff Matrix. *International Journal of Management and Business Economics*, 3(2), 60–65. <https://doi.org/10.58540/ijmebe.v3i2.705>
4. Agarwal, S., Kweh, Q. L., Goh, K. W., & Wider, W. (2025). Redefining Marketing Strategies through Sustainability: Influencing Consumer Behavior in the Circular Economy: A Systematic Review and Future Research Roadmap. *Cleaner and Responsible Consumption*, 18. <https://doi.org/10.1016/j.clrc.2025.100298>
5. Agustian, A. M., Bakhri, S., & Faozi, M. M. (2025). STP Analysis (Segmenting, Targeting, Positioning) and SWOT Analysis in Digital Marketing Strategies Infacing Business Competition at BT Batik Trusmi Cirebon. *Journal on Islamic Economics, Finance & Banking*, 1(2), 7–12. <https://az-zahra.or.id/jiefb/article/view/157>
6. Akbar, M. A. (2024). Customer-Centric Strategies: Navigating the Dynamics of Marketing Management for Competitive Advantage. *Advances in Business & Industrial Marketing Research*, 2(2). <https://doi.org/https://doi.org/10.60079/abim.v2i2.288>
7. Algahamdi, O. A., & Agag, G. (2024). Competitive Advantage: A Longitudinal Analysis of The Roles of Data-Driven Innovation Capabilities, Marketing Agility, and Market Turbulence. *Journal of Retailing and Consumer Services*, 76. <https://doi.org/10.1016/j.jretconser.2023.103547>
8. Alvarez, A. P., Lenau, T., Boizumault, L., & Ordieres-Mere, M. (2025). Reimagining Higher Education: Leveraging AI and Biomimicry to Enhance Creativity and Complex Problem-Solving Skills in Civil Engineering and Beyond. *19th International Technology, Education and Development Conference*, 6405–6413. <https://doi.org/10.21125/inted.2025.1657>
9. Amenumey, E. B., & Badu, Y. A. (2024). Leaders' Experiences of Integrated Leadership Development in Higher Education: Kolb's Experiential Learning Theory and the 70:20:10 Model. *International Journal of African Higher Education*, 10(2), 113–137. <https://doi.org/10.6017/ijahe.v10i2.17617>
10. Anandkumar, S. V., & Sudhakar, B. D. (2006). *Green marketing : The case of voluntary Carbon offsetting*



options for the personal air traveller.

11. Anantadjaya, S. (2009). Literature Studies on Intangible Assets: From the Perspectives of Theory of the Firm. *Majalah Ilmiah Maranatha*, 16(2), 1–16.
12. Anantadjaya, S. P., Nawangwulan, I. M., Lahuddin, A. H., Wirakartakusumah, A., Zahirshah, C. R., Hadiati, L., & Yuliawati, M. (2023). Empowerment of Indonesian Students Through Scholarship Program: Implementation of Triple Bottom Line (TBL) Concept in Community Service. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 6(4), 11644–11651.  
<https://journal.universitaspahlawan.ac.id/index.php/cdj/article/view/21582/15856>
13. Anantadjaya, S. P., Walidin, A., Sari, E., & Nawangwulan, I. M. (2007). *Consumer Behavior, Supply Chain Management and Customer Satisfaction: An Investigative Study in Small and Medium Enterprises*.  
<http://papers.ssrn.com/abstract=1013492>
14. Arif, F. (2024). Integration of Blue and Green Economy in the Digital Transformation of MSMEs in Indonesia. *9th International Conference on Accounting, Management, and Economics 2024*.  
[https://doi.org/https://doi.org/10.2991/978-94-6463-758-8\\_141](https://doi.org/https://doi.org/10.2991/978-94-6463-758-8_141)
15. Arisman, & Fatimah, Y. (2023). Waste Management in Indonesia: SDG's and Circular Economy. In *Circular Economy Adoption* (pp. 131–157). Springer.
16. Asy'ari, A. T., & Winarno, A. (2025). Implementation of Segmenting, Targeting, Positioning in Increasing Buying Power towards Costumer Satisfaction: A Conceptual Review. *East Asian Journal of Multidisciplinary Research*, 4(5), 2237–2248. <https://doi.org/10.55927/eajmr.v4i5.181>
17. Azmat, M., & Lakhani, A. S. (2015). Impact of Brand Positioning Strategies on Consumer Standpoint (A consumer's Perception). *Journal of Marketing and Consumer Research*, 14, 109–116.  
[https://www.researchgate.net/publication/281443156\\_Impact\\_of\\_Brand\\_positioning\\_strategies\\_on\\_consumer\\_standpoint\\_A\\_consumer%27s\\_Perception](https://www.researchgate.net/publication/281443156_Impact_of_Brand_positioning_strategies_on_consumer_standpoint_A_consumer%27s_Perception)
18. Bennett, L. M., & Gadlin, H. (2012). Collaboration and Team Science: From Theory to Practice. *Journal of Investigating Medicines*, 60(5), 768–775. <https://doi.org/10.2310/JIM.0b013e318250871d>
19. Bhukya, R., & Paul, J. (2023). Social Influence Research in Consumer Behavior: What We Learned and What We Need to Learn? – A Hybrid Systematic Literature Review. *Journal of Business Research*, 162. <https://doi.org/https://doi.org/10.1016/j.jbusres.2023.113870>
20. Bizmark, N. (2025). *Feeling Scents: Enhancing Sensory Experience Through Multi-Modal Design* [OCAD University]. <https://openresearch.ocadu.ca/id/eprint/4730/>
21. Borghi, M. (2024). Embedding entrepreneurship and technology literacy in the student curriculum: A case study of a module for real estate students. *Innovation in Education and Teaching International*, 62(3), 959–970. <https://doi.org/10.1080/14703297.2024.2382413>
22. Bouchard, J. (2024). *Transformative Learning*. EBSCO Knowledge Advantage.  
<https://www.ebsco.com/research-starters/education/transformative-learning>
23. Boyatzis, R., Ehasz, S. F., Liu, H., & van Oosten, E. (2025). A Qualitative Study of Competencies of Coaches That Predict Client Behavior Change. *The Journal of Applied Behavioral Science*.  
<https://doi.org/https://doi.org/10.1177/00218863251316600>
24. Brazeau, G. A. (2022). Pursuing Excellence in Your Academic Journey. *American Journal of Pharmaceutical Education*, 86(6), <https://doi.org/10.5688/ajpe9029>. <https://doi.org/10.5688/ajpe9029>
25. Burton, M., & Eike, R. J. (2025). I Have No Unwanted Items: Prolonging the Lifespan of Clothing through a Proposed Expansion of the Product Lifecycle in the Engel-Blackwell-Miniard (EBM) Consumer Decision-Making Model. *Fashion Practice*, 17(1). <https://doi.org/10.1080/17569370.2024.2433111>
26. Carnevale, M., Luna, D., & Lerman, D. (2017). Brand Linguistics: A Theory-Driven Framework for the Study of Language in Branding. *International Journal of Research in Marketing*, 34(2), 572–591.  
<https://doi.org/10.1016/j.ijresmar.2017.01.003>
27. Center for Long-Term Artificial Intelligence. (2025). *AI for Sustainable Development Goals (AI4SDGs) Think Tank*. AI for SDGs. <https://ai-for-sdgs.academy/>
28. Chan, A. W. H., & Cheung, H. Y. (2011). Cultural Dimensions, Ethical Sensitivity, and Corporate Governance. *Journal of Business Ethics*, 110(1), 45–59. <https://doi.org/10.1007/s10551-011-1146-9>
29. Chavez, A. (2025). *How Legacy Brands Can Stay Relevant: Key Lessons For Leaders*. Forbes.  
<https://www.forbes.com/councils/forbesbusinesscouncil/2025/05/22/how-legacy-brands-can-stay-relevant-key-lessons-for-leaders/>

30. Cheater, A. P. (2012). *What has actually been destroyed in the global economic crisis. June 2011*, 1-15.
31. Chen, S. (2011). a Study of Customers'Intention To Use Internet Banking: an Integrated Model. *Bai-Conference.Org*, 1-18. <http://bai-conference.org/BAI2011/Papers/8.Others/8239.pdf>
32. Chenavaz, R. Y., & Dimitrov, S. (2024). From Waste to Wealth: Policies to Promote the Circular Economy. *Journal of Cleaner Production*, 443. <https://doi.org/10.1016/j.jclepro.2024.141086>
33. Chereau, P., & Meschi, P.-X. (2018). Defining Strategic Positioning. In *Strategic Consulting: Tools and Methods for Succesful Strategy Missions* (pp. 39-79). Palgrave Macmillan. [https://doi.org/10.1007/978-3-319-64422-6\\_3](https://doi.org/10.1007/978-3-319-64422-6_3)
34. Cole, B. M. (2019). *Innovate Or Die: How A Lack Of Innovation Can Cause Business Failure*. Forbes. <https://www.forbes.com/sites/biancamillercole/2019/01/10/innovate-or-die-how-a-lack-of-innovation-can-cause-business-failure/>
35. Coronado-Maldonado, I., & Benitez-Marquez, M.-D. (2023). Emotional Intelligence, Leadership, and Work Teams: A Hybrid Literature Review. *Heliyon*, 9(10). <https://doi.org/10.1016/j.heliyon.2023.e20356>
36. Cote, C. (2020). *How to Create an Effective Value Proposition*. Harvard Business School. <https://online.hbs.edu/blog/post/creating-a-value-proposition>
37. Davis, C. H., Gaudiano, B. A., McHugh, L., & Levin, M. E. (2021). Integrating Storytelling into the Theory and Practice of Contextual Behavioral Science. *Journal of Contextual Behavior Science*, 20, 155-162. <https://doi.org/10.1016/j.jcbs.2021.04.004>
38. de Oliveira, U. R., Menezes, R. P., & Fernandes, V. A. (2023). A Systematic Literature Review on Corporate Sustainability: Contributions, Barriers, Innovations and Future Possibilities. *Environmental Development Sustainability*, 1-14. <https://doi.org/10.1007/s10668-023-02933-7>
39. Deepa, R., Sekar, S., Malik, A., Kumar, J., & Attri, R. (2024). Impact of AI-Focussed Technologies on Social and Technical Competencies for HR Managers – A Systematic Review and Research Agenda. *Technological Forecasting and Social Change*, 202. <https://doi.org/https://doi.org/10.1016/j.techfore.2024.123301>
40. Dembek, K., Singh, P., & Bhakoo, V. (2015). Literature Review of Shared Value: A Theoretical Concept or a Management Buzzword? *Journal of Business Ethics*, 137, 231-267. <https://doi.org/10.1007/s10551-015-2554-z>
41. Dhaliwal, A., Singh, D. P., & Paul, J. (2025). The Consumer Behavior of Luxury Goods: A Review and Research Agenda. *Journal of Strategic Marketing*, 33, 66-92. <https://doi.org/10.1080/0965254X.2020.1758198>
42. Duttagupta, A., Preceta, M., Shankar, U., Radhakrishnan, S., & Kn, M. (2023). Sustainability Marketing: Strategies For Positioning And Promoting Sustainable Brands In Competitive Markets. *Boletin De Literatura Oral*, 10, 440-451. [https://www.researchgate.net/publication/380216012\\_Sustainability\\_Marketing\\_Strategies\\_For\\_Positioning\\_And\\_Promoting\\_Sustainable\\_Brands\\_In\\_Competitive\\_Markets](https://www.researchgate.net/publication/380216012_Sustainability_Marketing_Strategies_For_Positioning_And_Promoting_Sustainable_Brands_In_Competitive_Markets)
43. ECON Market Research. (2024). *Geospatial Market*. ECON Market Research. <https://www.econmarketresearch.com/industry-report/geospatial-market/>
44. El Nemar, S., El-Chaarani, H., Dandachi, I., & Castellano, S. (2025). Resource-Based View and Sustainable Advantage: A Framework for SMEs. *Journal of Strategic Marketing*, 33(6), 798-821. <https://doi.org/10.1080/0965254X.2022.2160486>
45. Evans, R., Rizk, N., Sabherwal, N., & Dale, F. (2025). *Employee Value Proposition: Creating a Human-Centred and Experience-Driven Organisation*. Deloitte. <https://www.deloitte.com/uk/en/services/consulting/blogs/2025/employee-value-proposition-creating-a-human-centred-and-experience-driven-organisation.html>
46. Expert Panel. (2025). *16 Value Propositions To Make Your Brand A 2025 Standout*. Forbes. <https://www.forbes.com/councils/forbesbusinessdevelopmentcouncil/2025/01/21/16-value-propositions-to-make-your-brand-a-2025-standout/>
47. Firdaus, D. A. A., Febriansah, R. E., & Pebrianggara, A. (2024). Mastering the Mineral Water Market: Le Minerale Successful Strategy in Winning Consumers Hearts. *Journal of Economic and Economic Policy*, 1(3), 111-132. <https://doi.org/10.61796/ijecep.v1i3.39>
48. Fleming, T. (2018). Mezirow and the Theory of Transformative Learning. In V. Wang (Ed.), *Critical Theory and Transformative Learning* (1st ed., pp. 120-126). <https://doi.org/10.4018/978-1-5225-6086-9.ch009>
49. Gartner. (2025). *Evolve Product Portfolios for Changing Customer and Market Needs*. Gartner Inc.

- <https://www.gartner.com/en/product-management/topics/product-portfolio>
50. Glover, P. (2023). *The Ten Critical Components Of Executive Presence*. Forbes.  
<https://www.forbes.com/councils/forbescoachescouncil/2023/07/11/the-ten-critical-components-of-executive-presence/>
  51. Goni, J. I. C., & Yustika, B. P. (2019). the Presence of Global Value Chain in Coastal Marine Tourism. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 4(1), 137-152.  
<https://doi.org/10.36226/jrmb.v4i1.248>
  52. Gradini, E., Firmansyah, B., Noviani, J., & Ulya, K. (2025). Fostering Higher-Order Thinking Skills in Mathematics Education: Strategies, Challenges, and Classroom Practices. *Jurnal Pengkajian Ilmu Dan Pembelajaran Matematika Dan IPA IKIP Mataram*, 13(2), 135-163. <https://doi.org/10.33394/j-ps.v13i2.15099>
  53. Guarneri, J. (2025). *Beyond The Story: 5 Tips For Strategic Storytelling*. Forbes.  
<https://www.forbes.com/councils/forbesbusinesscouncil/2025/06/16/beyond-the-story-5-tips-for-strategic-storytelling/>
  54. Gupta, M., & Borse, I. S. (2025). Enhancing E-Commerce Marketing Strategies through Consumer Engagemant Insights and Predictive Analytics. *International Journal of Engineering Science and Advanced Technology*, 23(5), 588-594. [https://www.ijesat.com/ijesat/files/V25I5066\\_1747716721.pdf](https://www.ijesat.com/ijesat/files/V25I5066_1747716721.pdf)
  55. Hamonangan, S. T., & Puspita, V. (2025). The Effect of Brand Resonance on Smartphone Brand Loyalty: The Role of Customer Satisfaction as a Mediation Variable. *Compendium: Paper Asia*, 41(3b), 167-178.  
<https://doi.org/10.59953/paperasia.v41i3b.438>
  56. Henriquez, V. V., Rabanal, I. C., & Abasolo, J. S. (2025). Applying Kolb's Experiential Learning Cycle for Deep Learning: A Systematic Literature Review. *Social Sciences & Humanities Open*, 12.  
<https://doi.org/10.1016/j.ssaho.2025.102096>
  57. Hewlett, S. A. (2024). *The New Rules of Executive Presence*. Harvard Business Review.  
<https://hbr.org/2024/01/the-new-rules-of-executive-presence>
  58. Holbrook, M. (2002). *Consumer Value: A Framework for Analysis and Research* (1st ed.). Routledge.  
<https://doi.org/10.4324/9780203010679>
  59. Hong, T. H. (2016). *Le Minerale Bottled Water Production Capacity to Jump Five Folds*. Mimime Insight.  
<https://www.minimeinsights.com/2016/11/26/le-minerale-bottled-water-production-capacity-to-jump-five-folds/>
  60. Huang, Z. (2025). A Bidirectional Model of Music Teaching Based on the Big Five Personality Traits and Self-Determination Theory. *Journal of Literature and Arts Research*, 2(1).  
<https://doi.org/https://doi.org/10.71222/f7hchz27>
  61. Huo, W., & Filieri, R. (2025). Social Media Marketing and Purchase Intention: The Mediation of Customer-Based Brand Equity and Adoption Preparedness. *European Journal of Marketing*, 59(12).  
<https://doi.org/10.1108/EJM-10-2023-0783>
  62. Hussain, M., Javed, A., Khan, S. H., & Yasir, M. (2025). Pillars of Customer Retention in the Services Sector: Understanding the Role of Relationship Marketing, Customer Satisfaction, and Customer Loyalty. *Journal of the Knowledge Economy*, 16, 2047-2067. <https://doi.org/10.1007/s13132-024-02060-2>
  63. Ibrahim, M., & Jianxin, C. (2025). A Smart Incentive-Based Plastic Recycling System for Urban Sustainability: Global Insights from Sustainable Service Design. *International Journal of Environmental Science and Technology*, 22, 11567-11586. <https://doi.org/10.1007/s13762-024-06328-7>
  64. Ikaningtyas, M., Arafa, S. G. A., Mayangsari, A. S., Kartika, F. A., Mubayyinah, L. N., Akbar, A. H., & Ningsih, S. P. (2025). Pengaruh Strategi Pemasaran Digital, Kualitas Produk dan Harga terhadap Keputusan Pembelian Konsumen pada Produk Aksesoris Manik-Manik. *Journal of Administrative and Social Science*, 6(1), 182-193. <https://doi.org/10.55606/jass.v6i1.2108>
  65. Ilmi, G. S., & Kusuma, N. I. (2024). The Influence of Eco Friendly Market Strategy and Brand Perception on Consumer Purchase Choices for Le Minerale Bottled Water at Surabaya. *International Journal of Innovative Science and Research Technology*, 9(6). <https://doi.org/10.38124/ijisrt/IJISRT24JUN290>
  66. Indra, J., & Anantadjaya, S. P. (2011). Balancing the Firm's Scores: A Performance and Control Study in Indonesian Financing Industry. *The 7th Asia Pacific Management Accounting Association Conference & Doctoral Colloquium*, 1-20. <http://papers.ssrn.com/abstract=1965170>
  67. Ismail, Z., Ibrahim, A., & Najib, N. A. A. (2025). Strategic Brand Resilience in Higher Education: Insights from Keller's Customer-Based Brand Equity Model. *International Journal of Research and Innovation in*

- Social Science*, 9(4), 6646–6654. [https://econpapers.repec.org/article/bcpjournal/v\\_3a9\\_3ay\\_3a2025\\_3aissue-4\\_3a6646-6654.htm](https://econpapers.repec.org/article/bcpjournal/v_3a9_3ay_3a2025_3aissue-4_3a6646-6654.htm)
68. Izaret, J.-M. (2025). *What Is Pricing Strategy?* Boston Consulting Group. <https://www.bcg.com/capabilities/pricing-revenue-management/pricing-strategy>
69. Jum'a, L. (2025). Digital Voice of Customer Adoption, Customer Satisfaction and Firm Performance: The Moderating Role of Customer Trust in Jordan's Service Sector. *International Journal of Quality and Reliability Management*. <https://doi.org/https://doi.org/10.1108/IJQRM-12-2024-0462>
70. Kapferer, J.-N. (1994). *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity* (1st ed.). Simon and Schuster. [https://books.google.co.id/books/about/Strategic\\_Brand\\_Management.html?id=sc1I27U4uigC&redir\\_esc=y](https://books.google.co.id/books/about/Strategic_Brand_Management.html?id=sc1I27U4uigC&redir_esc=y)
71. Karanja, E., & Malone, L. C. (2022). The Role of Industry and Academia Partnership in Improving Project Management Curriculum and Competencies. *Journal of Economic and Administrative Sciences*, 38(4), 667–691. <https://doi.org/10.1108/JEAS-12-2020-0200>
72. Khadija, K., & Belluco-Chatham, A. (2025). *Competitive Pricing Strategy: Definition, Examples, and Loss Leaders*. Investopedia. <https://www.investopedia.com/terms/c/competitive-pricing.asp>
73. Khamisu, M. S., Paluri, R. A., & Sonwaney, V. (2024). Stakeholders' Perspectives on Critical Success Factors for Environmental Social and Governance (ESG) Implementation. *Journal of Environmental Management*, 365. <https://doi.org/https://doi.org/10.1016/j.jenvman.2024.121583>
74. Khan, O., Daddi, T., & Iraldo, F. (2021). Sensing, Seizing, and Reconfiguring: Key Capabilities and Organizational Routines for Circular Economy Implementation. *Journal of Cleaner Production*, 287. <https://doi.org/10.1016/j.jclepro.2020.125565>
75. Kitchen, P. J., & Burgmann, I. (2010). Integrated Marketing Communication. In J. N. Sheht & N. K. Malhotra (Eds.), *Advertising and Integrated Communication*. Wiley Online Library. <https://doi.org/10.1002/9781444316568.wiem04001>
76. Koch, T., & Denner, N. (2025). Different Shades of Green Deception. Greenwashing's Adverse Effects on Corporate Image and Credibility. *Public Relations Review*, 51(1). <https://doi.org/10.1016/j.pubrev.2024.102521>
77. Kotler, Philip, & Keller, K. L. (2016). *Marketing Management*. Pearson Education, Inc. [https://books.google.co.id/books/about/Marketing\\_Management.html?id=UbfwtwEACAAJ&redir\\_esc=y](https://books.google.co.id/books/about/Marketing_Management.html?id=UbfwtwEACAAJ&redir_esc=y)
78. Kotler, Philip, Keller, K. L., & Chernev, A. (2021). *Marketing Management* (16th ed.). Pearson Education, Inc. [https://books.google.co.id/books/about/Marketing\\_Management\\_Global\\_Edition.html?id=eb6GEAAAQBAJ&redir\\_esc=y](https://books.google.co.id/books/about/Marketing_Management_Global_Edition.html?id=eb6GEAAAQBAJ&redir_esc=y)
79. Kotler, Phillip, Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity* (1st ed.). Wiley. <https://www.wiley.com/en-us/Marketing+5.0%3A+Technology+for+Humanity-p-9781119668541>
80. Kraaijenbrink, J. (2019, December 10). What The 3Ps Of The Triple Bottom Line Really Mean. *Forbes*. <https://www.forbes.com/sites/jeroenkraaijenbrink/2019/12/10/what-the-3ps-of-the-triple-bottom-line-really-mean/?sh=4af69f685143>
81. Kuo-Wei, L. (2025). An Integrated Framework for Gen AI-Assisted Management Learning: Insights from Kolb's Learning Cycle Theory and Knowledge Types Perspectives. *The International Journal of Management Education*, 23(2). <https://doi.org/10.1016/j.ijme.2025.101164>
82. Kurt, S. (2020). Kolb's Experiential Learning Theory & Learning Styles. *Educational Technology Net*. <https://educationaltechnology.net/kolbs-experiential-learning-theory-learning-styles/>
83. Latre, A. S., Mendez-Aparico, M. D., & Jimenez-Zarco, A. I. (2025). Brand Resonance and Brand Equity Construction Through Early Adopters. In *Brand Creation and Management in the Phygital Era*. IGI Publisher. <https://www.igi-global.com/chapter/brand-resonance-and-brand-equity-construction-through-early-adopters/381578>
84. Lauris, R. (2025). *How Social Media Is Driving E-Commerce (And How Brands Can Capitalize)*. Forbes. <https://www.forbes.com/councils/forbesbusinesscouncil/2025/02/05/how-social-media-is-driving-e-commerce-and-how-brands-can-capitalize/>
85. Lee, S., Artigas, E. M., & Ahmed, A. (2025). *Strategic Marketing Tactics: Developing Your Competitive Edge in Today's Market Insights*. Eurasian Research Institute. [https://www.gbppublications.com/\\_files/ugd/5e526c\\_d512b35bd3f04b9eac3a95ed47ef78ea.pdf](https://www.gbppublications.com/_files/ugd/5e526c_d512b35bd3f04b9eac3a95ed47ef78ea.pdf)



86. Lehane, L. (2025). Experiential Learning—David A. Kolb. In B. Akpan & T. J. Kennedy (Eds.), *Science Education in Theory and Practice* (pp. 235–253). Springer Text in Education. [https://doi.org/10.1007/978-3-031-81351-1\\_14](https://doi.org/10.1007/978-3-031-81351-1_14)
87. Libai, B., Rosario, A. B., Beichert, M., Donkers, B., Haenlein, M., Hofstetter, R., Kannan, P. K., van der Lans, R., Lanz, A., Li, H. A., Mayzlin, D., Muller, E., Shapira, D., Yang, J., & Zhang, L. (2025). Influencer Marketing Unlocked: Understanding the Value Chains Driving the Creator Economy. *Journal of the Academy of Marketing Science*, 53, 4–28. <https://doi.org/10.1007/s11747-024-01073-2>
88. Lim, L., Tan, M., & Saito, E. (2019). Culturally Relevant Pedagogy: Developing Principles of Description and Analysis. *Teaching and Teacher Education*, 77, 43–52. <https://doi.org/10.1016/j.tate.2018.09.011>
89. Liu, T. (2025). *The New Era of ESG Marketing: How to Make Sustainability a Superpower for Your Brand?* IPSOS. [www.ipsos.com/ipsos-the-new-era-of-esg-marketing-march-2025-en](https://www.ipsos.com/ipsos-the-new-era-of-esg-marketing-march-2025-en)
90. Liu, Z., Venkatesh, S., Murphy, S. E., & Riggio, R. E. (2021). Leader Development Across the Lifespan: A Dynamic Experiences-Grounded Approach. *The Leadership Quarterly*, 32(5). <https://doi.org/10.1016/j.leaqua.2020.101382>
91. Ma, J., Nault, B. R., & Tu, Y. (Paul). (2023). Customer Segmentation, Pricing, and Lead Time Decisions: A Stochastic-User-Equilibrium Perspective. *International Journal of Production Economics*, 264. <https://doi.org/10.1016/j.ijpe.2023.108985>
92. Main, P. (2023). *John Dewey's Theory*. Created in Cambridge, UK. <https://www.structural-learning.com/post/john-deweys-theory>
93. Mansoor, M., Jam, F. A., & Khan, T. I. (2025). Fostering Eco-Friendly Behaviors in Hospitality: Engaging Customers through Green Practices, Social Influence, and Personal Dynamics. *International Journal of Contemporary Hospitality Management*, 37(5), 1804–1826. <https://doi.org/10.1108/IJCHM-07-2024-1023>
94. MarketResearch.Com. (2024). *Indonesia Bottled Water Market Outlook to 2028*. Ken Research. <https://www.marketresearch.com/Ken-Research-v3771/Indonesia-Bottled-Water-Outlook-40720927/>
95. Marvi, R., Zha, D., & Faroudi, P. (2024). Elevating B2B Branding in a Global Context: Integrating Existing Literature and Proposing a Forward-Thinking Conceptual Framework. *Industrial Marketing Management*, 120, 247–272. <https://doi.org/10.1016/j.indmarman.2024.06.006>
96. Maswichian, N., Thiengkool, K., Panrattanasin, C., Kawilawan, N., Wannasomporn, N., Chaisin, C., Taweelit, R., Petchsangunsri, R., & Ratchakom, P. (2025). The impact of the Attention, Interest, Desire, Action (AIDA) & Technology Acceptance Model (TAM) model in terms of integrated marketing communication towards viral marketing campaigns in Thailand. *Proceeding of the 1st International Conference on Lifespan Innovation (ICLI 2025)*. [https://doi.org/10.2991/978-94-6463-831-8\\_8](https://doi.org/10.2991/978-94-6463-831-8_8)
97. Matosas-Lopez, L. (2025). The Influence of Brand Credibility and Brand Loyalty on Customer Satisfaction and Continued Use Intention in New Voice Assistance Services Based on AI. *Journal of Marketing Analytics*, 13, 180–201. <https://doi.org/10.1057/s41270-023-00278-8>
98. Mayer, H., Yee, L., Chui, M., & Roberts, R. (2025). Superagency in the Workplace: Empowering People to Unlock AI's Full Potential. *McKinsey & Company*. <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/superagency-in-the-workplace-empowering-people-to-unlock-ais-full-potential-at-work>
99. Mohty, M. (2024). Delivering an Impactful Presentation: A Practical Guide. *Clinical Hematology International*, 6(4), 67–68. <https://doi.org/10.46989/001c.124436>
100. Mukhtar, B., Hussain, A., & Arli, D. (2025). Determinants of Sustainability-Driven Entrepreneurship: The Role of Environmental Knowledge, Psychological Ownership and CSR. *Journal of Knowledge Management*. <https://doi.org/https://doi.org/10.1108/JKM-02-2025-0157>
101. Musinguzi, P., Baker, D., Larder, N., & Villano, R. (2025). Critical Success Factors of Rural Social Enterprises: Insights from a Developing Country Context. *Journal of Social Entrepreneurship*, 16(1). <https://doi.org/10.1080/19420676.2022.2162108>
102. Nawangwulan, I. M., Anantadjaya, S. P., Widayatmoko, D. H., & Seancha, W. M. (2012a). *Consumer Behaviors and Customer Satisfaction: Any Value Created?* 1–15. <http://papers.ssrn.com/abstract=2083203>
103. Nawangwulan, I. M., Anantadjaya, S. P., Widayatmoko, D. H., & Seancha, W. M. (2012b). *Consumer Behaviors and Customer Satisfaction: Any Value Created?* <http://papers.ssrn.com/abstract=2083203>
104. Nippon Business. (2025). *How Foreign FMCG Brands Can Succeed in Indonesia*. Nippon Business. <https://nipponbusiness.com/how-foreign-fmcg-brands-can-succeed-in-indonesia/>
105. Nissen, S. O. (2025). Forces of Responsible Leadership: A Multiple Case Study on Enhancing Sustainable



- Inner Development through Management Education. *The International Journal of Management Education*, 23(3). <https://doi.org/10.1016/j.ijme.2025.101224>
106. Noveliana, C. S. E. P. (2025). *Siapa Pemilik Le Minerale? Ini Profil dan Kekayaannya*. Fortune Indonesia. <https://www.fortuneidn.com/business/siapa-pemilik-le-minerale-ini-profil-dan-kekayaannya-d7w01-d7w03-00-fykp7-2rm9q3>
  107. Ocicka, B., Kedzia, G., & Brzezinski, J. (2025). State of the Art and Future Scenarios for Bio-Packaging Market Transition: Evidence from Poland. *International Journal of Emerging Markets*, 20(13), 201–222. <https://doi.org/10.1108/IJOEM-10-2022-1614>
  108. Ozturk, H. (2025). Pestel Analysis In Location Selection For Organizations: Analyzing The Relationship Between Location's Economic Development Level And Organizational Leadership Model Through Pestel Analysis. In *New Approaches to the Management of Organizations* (pp. 93–106). e-publisher.com, Poland. <https://e-publisher.com/wp-content/uploads/2025/06/New-Approaches-to-Management.pdf>
  109. Parag, Y., Elimelech, E., & Obher, T. (2023). Bottled Water: An Evidence-Based Overview of Economic Viability, Environmental Impact, and Social Equity. *MDPI-Sustainability*, 15(12). <https://doi.org/10.3390/su15129760>
  110. Petrantonio, L. (2011). *Creating Shared Value: How to Reinvent Capitalism—and Unleash a Wave of Innovation and Growth*. by Michael E. Porter and Mark R. Kramer. Harvard Business Review. <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
  111. Pine II, B. J., & Gilmore, J. H. (1998). *Welcome to the Experience Economy*. Harvard Business Review. <https://hbr.org/1998/07/welcome-to-the-experience-economy>
  112. Putra, W. P., Mukhid, & Murthada. (2023). Brand Trust, Social Media, and Repurchase Intention: A Case Study of Le Minerale Consumers in Indonesia. *International Journal of Business Law and Education*, 5(1), 58–71. <https://doi.org/10.56442/ijble.v5i1.359>
  113. Putri, F. H., Febriyantor, M. T., Zulkifli, Suleman, D., Saputra, F., & Suyoto, T. (2024). The Influence of Product Quality, Price and Promotion on Le Minerale Brand Drinking Water. *Journal of Industrial Engineering and Management Research*, 3(6). <https://doi.org/10.7777/ijemar>
  114. Rahmalia, N. (2021). *Mengenal Digital Transformation, Penerapan Teknologi untuk Strategi Bisnis Masa Kini*. Glints. <https://glints.com/id/lowongan/digital-transformation/.Y4WYZ3ZBw2w>
  115. Rahmawati, D. L., & Rino. (2025). AIDA Consumer Advertising Model On Customer Loyalty. *Electronic Journal of Education, Social Economics and Technology*, 6(1). <https://doi.org/https://doi.org/10.33122/ejeset.v6i1.495>
  116. Roggeveen, A. L., Grewal, D., Karsberg, J., Noble, S. M., Nordfalt, J., Patrick, V. M., Schweiger, E., Saysal, G., Dillard, A., Cooper, N., & Olson, R. (2021). Forging Meaningful Consumer-Brand Relationships through Creative Merchandise Offerings and Innovative Merchandising Strategies. *Journal of Retailing*, 97(1), 81–98. <https://doi.org/10.1016/j.jretai.2020.11.006>
  117. Ross, M. (2025). Philosophy of Education. In *Publifie AS* (1st ed.). Publifie AS.
  118. Röhl, D., Kraus, S., & Fink, M. (2007). Entrepreneurial Marketing. *WiSt - Wirtschaftswissenschaftliches Studium*, 36(12), 590–592. <https://doi.org/10.15358/0340-1650-2007-12-590>
  119. Roszkowska-Menkes, M. (2021). Porter and Kramer's (2006) "Shared Value." In *Encyclopedia of Sustainable Management*. Springer Nature. [https://doi.org/10.1007/978-3-030-02006-4\\_393-1](https://doi.org/10.1007/978-3-030-02006-4_393-1)
  120. Saeedi, K. (2025). Emotional Branding: Using Feelings as a Catalyst for Brand Loyalty. *3rd International Conference on Recent Advances in Engineering, Innovation & Technology*. [https://www.researchgate.net/publication/390582727\\_Emootional\\_Branding\\_Using\\_Feelings\\_as\\_a\\_Catalyst\\_for\\_Brand\\_Loyalty](https://www.researchgate.net/publication/390582727_Emootional_Branding_Using_Feelings_as_a_Catalyst_for_Brand_Loyalty)
  121. Santos, P. M., Dias, J. M., & Bairaada, C. M. (2024). Gamification in Marketing: Insights on Current and Future Research Directions Based on a Bibliometric and Theories, Contexts, Characteristics and Methodologies Analysis. *Heliyon - Business and Management*, 10(11). <https://doi.org/10.1016/j.heliyon.2024.e32047>
  122. Saqlain, M. (2024). *The Role of Soft Skills in the Software Product Management Competence Model: A Quantitative Analysis*. LUT University. <https://lutpub.lut.fi/handle/10024/168808>
  123. Sarvinehbaghi, M. F., Imankhan, N., Fattahi, M., & Zamani, F. (2025). Designing a Successful Launch Process Model for Innovative Fast Moving Consumer Goods (FMCG) in the Dairy Industries of Iran: A Mathematical Approach. *International Journal of Nonlinear Analysis and Application*, 16(4), 181–197.

- <https://doi.org/10.22075/ijnaa.2023.30714.4472>
124. Schneider Electric. (2025). *Sustainable Marketing Strategies: Driving Growth with Purpose*. Schneider Electric. <https://www.se.com/ww/en/insights/sustainability/technology-and-innovation/sustainable-marketing-strategies-driving-growth-with-purpose/>
  125. Seyfi, S., Hall, C. M., & Rasoolimanesh, S. M. (2020). Exploring memorable cultural tourism experiences. *Journal of Heritage Tourism*, 15(3), 341–357. <https://doi.org/10.1080/1743873X.2019.1639717>
  126. Shakina, E., & Barajas, A. (2020). “Innovate or Perish?”: Companies under crisis. *European Research on Management and Business Economics*, 26(3), 145–154. <https://doi.org/10.1016/J.IEDEEN.2020.06.002>
  127. Shanka, M. S. (2012). Bank Service Quality, Customer Satisfaction and Loyalty in Ethiopian Banking Sector. *Journal of Business Administration and Management Sciences Research*, 1(1), 1–9. <http://www.apexjournal.org/JBAMSR>
  128. Sheikh, S. A. H. El. (2019). How Engaged Customers Can Help the Brand: An Empirical Case Study on a Higher Education Institution (University) in Egypt. *International Journal of Marketing Studies*, 11(1), 85. <https://doi.org/10.5539/ijms.v11n1p85>
  129. Sheridan, N. (2025). *Aqualina Marketing Strategy: Leveraging PepsiCo Distribution and Celebrity Partnerships*. Latterly.Org. <https://www.latterly.org/aqualina-marketing-strategy/>
  130. Silva-Paz, R., Prada-Linare, T. A., Rivera-Ashqui, T. A., Apaza-Humenez, C. R., Eccon-Sota, A., & Verde-Lujan, H. E. (2024). Effect of Label Elements in Bottled Water: Impact on Consumer Preferences, Purchase Intentions and Health Perception through Affective Sensory Tests. *Heliyon - Applied Psychology*, 10(15). <https://doi.org/10.1016/j.heliyon.2024.e35106>
  131. Simbolon, S., Sumarwan, U., & Jahroh, S. (2024). The Influence of Instagram Marketing Content and Le Minerale Brand Image on Purchasing Decisions Mediated By Purchase Intention. *Business Review and Case Studies*, 5(2). <https://doi.org/10.17358/brcs.5.2.284>
  132. Soompon, S. (2025). Strategy Formulation: TOWS and Other Prominent Models. In *Fundamentals of Managing Technology Ventures* (1st ed., pp. 47–54). Springer, Singapore. [https://doi.org/10.1007/978-981-96-2837-7\\_7](https://doi.org/10.1007/978-981-96-2837-7_7)
  133. Stremersch, S., Cabooter, E., Guitart, I. A., & Camacho, N. (2025). Customer Insights for Innovation: A Framework and Research Agenda for Marketing. *Journal of the Academy of Marketing Science*, 53, 29–51. <https://doi.org/10.1007/s11747-024-01051-8>
  134. Sultanova, G. (2025). Assessment Tasks in STEM Education: Integrating Bloom’s Revised Taxonomy and Cognitive Load Theory. *Research in Science & Technological Education*. <https://doi.org/10.1080/02635143.2025.2586564>
  135. Svec, E.-O., Zdravkovic, J., & Giannoulis, C. (2012). *Consumer Value-Aware Enterprise Architecture*. Conference: International Conference of Software Business. [https://doi.org/10.1007/978-3-642-30746-1\\_5](https://doi.org/10.1007/978-3-642-30746-1_5)
  136. Syed, A. A. S. G., Michal, S., Bhatti, N., Shaikh, F. M., & Kumar, S. (2012). Management research and the phenomenon of industry growth: The case of Pakistani banking industry. *Asian Social Science*, 8(10), 76–84. <https://doi.org/10.5539/ass.v8n10p76>
  137. Tabas, A. M., Rehman, M. A., Khitous, F., & Urbinati, A. (2024). Stakeholder and Customer Engagement in Circular Economy Ecosystems: A Systematic Literature Review and Research Agenda. *Business Strategy and the Environment*, 402–416. <https://doi.org/10.1002/bse.3989>
  138. Thonhill-Miller, B., Camarda, A., Mercier, M., Burkhardt, J.-M., Morisseau, T., Bourgeois-Bougrine, S., Vinchon, F., El Hayek, S., Augereau-Landais, M., Mourey, F., Feybesse, C., Sundquist, D., & Lubart, T. (2025). Creativity, Critical Thinking, Communication, and Collaboration: Assessment, Certification, and Promotion of 21st Century Skills for the Future of Work and Education. *Journal of Intelligence*, 11(3), 54. <https://doi.org/10.3390/jintelligence11030054>
  139. Thura, K. (2025). *Effect of Marketing Communication Mix on Sales Performance of Purified Drinking Water Factories in Yangon*. EMBA II-80. [https://meral.edu.mm/record/11923/file\\_preview/Kyaw Thura%20EMBAII-80%2020th Batch %20Online%29.pdf?allow\\_aggs=True](https://meral.edu.mm/record/11923/file_preview/Kyaw%20Thura%20EMBAII-80%2020th%20Batch%20Online%29.pdf?allow_aggs=True)
  140. Toussaint, M., Cabanelas, P., & González-Alvarado, T. E. (2021). What about the consumer choice? The influence of social sustainability on consumer’s purchasing behavior in the Food Value Chain. *European Research on Management and Business Economics*, 27(1). <https://doi.org/10.1016/J.IEDEEN.2020.100134>
  141. van Doorn, J., Risselada, H., & Verhoef, P. C. (2021). Does Sustainability Sell? The Impact of Sustainability Claims on the Success of National Brands’ New Product Introductions. *Journal of Business Research*, 137,

- 182-193. <https://doi.org/10.1016/j.jbusres.2021.08.032>
142. Veland, S., Scoville-Simonds, M., Gram-Hanssen, I., Schorre, A. K., El Khoury, A., Nordbo, M. J., Lynch, A. H., Hochachka, G., & Bjorkan, M. (2018). Narrative Matters for Sustainability: The Transformative Role of Storytelling in Realizing 1.5°C Futures. *Current Opinion in Environmental Sustainability*, 31, 41-47. <https://doi.org/10.1016/j.cosust.2017.12.005>
143. Wang, C., Kim, K. C. H., & Volterrani, A. (2025). Narratives of Nature: Storytelling, Sustainability, and the Moving Image. *Frontiers in Communication*. <https://www.frontiersin.org/research-topics/74211/narratives-of-nature-storytelling-sustainability-and-the-moving-image>
144. Wang, T.-C., Guo, R.-S., Chen, C., & Li, C.-K. (2025). Multi-Stage Data-Driven Framework for Customer Journey Optimization and Operational Resilience. *MDPI-Mathematics*, 13(7). <https://doi.org/10.3390/math13071145>
145. Warmington, S. (2012). Practising Engagement: Infusing Communication with Empathy and Compassion in Medical Students' Clinical Encounters. *Health Management*, 16(3), 327-342. <https://doi.org/10.1177/1363459311416834>
146. Wendot, S. K. (2020). *Corporate Strategies and Market Leadership in Fast Moving Consumer Goods Manufacturers in Nairobi, Kenya*. University of Nairobi. <https://www.sid.ir/filesserver/jc/1803-316509-x-1449344.pdf>
147. Wong, J. (2024). *Emotional Branding—Connecting With Consumers On A Deeper Level*. Forbes. <https://www.forbes.com/councils/forbescommunicationscouncil/2024/12/05/emotional-branding-connecting-with-consumers-on-a-deeper-level/>
148. Wu, L.-W., Wu, Y.-H., Tang, Y.-C., & Wang, C.-Y. (2025). Strengthening Journey Satisfaction Through Effective Customer Journey Design for Omnichannel Retailing. *International Journal of Retail & Distribution Management*, 53(9), 872-888. <https://doi.org/10.1108/IJRDM-08-2024-0405>
149. Wu, Y., & Tham, J. (2023). The Impact of Environmental Regulation, Environment, Social and Government Performance, and Technological Innovation on Enterprise Resilience under a Green Recovery. *Heliyon - Finance*, 9(10). <https://doi.org/10.1016/j.heliyon.2023.e20278>
150. Xie, Y., & Yu, J. (2025). Experience Economy. In J. Jafari & H. Xiao (Eds.), *Encyclopedia of Tourism* (2nd ed.). Springer Nature. [https://doi.org/10.1007/978-3-030-74923-1\\_719](https://doi.org/10.1007/978-3-030-74923-1_719)
151. Yang, L., Lu, Y., Cao, M., Wang, R., & Chen, J. (2025). Assessing Accessibility to Peri-Urban Parks Considering Supply, Demand, and Traffic Conditions. *Landscape and Urban Planning*, 257. <https://doi.org/https://doi.org/10.1016/j.landurbplan.2025.105313>
152. Yu, B. (2025). Exploration of Brand Design Elements to Promote Consumer Engagement: Structure, Semantics, and Content. *Academic Journal of Humanities & Social Sciences*, 8(2), 43-49. <https://doi.org/10.25236/AJHSS.2025.080207>
153. Zimand-Sheiner, D. (2024). Four Dimensions of Brand Storytelling: Framework for Managing and Analyzing Online Brand Stories. *International Journal of Business Communication*. <https://doi.org/10.1177/23294884241261362>
154. Zupic, I., Cater, T., Caputo, A., & Ursic, D. (2025). Mapping the Influence of Ansoff's Corporate Strategy. *Strategic Change*. <https://doi.org/10.1002/jsc.70023>