Eduvest – Journal of Universal Studies
Volume 6 Number 3, March, 2026
p- ISSN 2775-3735- e-ISSN 2775-3727

Strategic Decision to Expand Market *PT* Kazee Digital Indonesia from Business-to-Business (B2B) to Business-to-Consumer (B2C)

Tamara Cornelia Siallagan
Institut Teknologi Bandung, Indonesia
Email: tamaracorneliaa@yahoo.com

Keywords:
AI-based analytics; Business-to-Business-to-Consumer Shift; growth strategies in the market; user experience design; Process Hierarchy Analytics.

Abstract

The use of artificial intelligence (AI) and big data analytics is increasingly important in creating value in Indonesia's digital economy. PT Kazee Digital Indonesia, an AI-based analytics company that has been operating in a Business-to-Business (B2B) model for government agencies, media, and corporations for more than eight years, is now considering expansion to Business-to-Customer (B2C) due to the rapid growth of social media, the increasing role of individual content creators, and the saturation of the B2B market. This case study aims to identify challenges in the B2B–B2C transition and formulate an effective expansion strategy. The research used a mixed method, starting with in-depth interviews and internal FGDs to explore strategic motivations, risks, and decision criteria, then continued with the preparation of an Analytical Hierarchy Process (AHP) model and paired comparison questionnaires to ten internal participants from various divisions. AHP's results show that Website Development and User Experience (UX) are a top priority compared to Influencer Collaboration/KOL and Digital Education Programs. This confirms that Kazee's B2C success depends on redesigning Fastra.AI platform into an intuitive, mobile-friendly, fast value-delivering freemium interface, and featuring easy onboarding and payment systems. External collaboration remains important yet supportive once the product foundation is strong. Thus, the B2C transition is feasible with a phased approach that focuses on internal readiness, UX improvement, and strategic partnerships, while also making a theoretical contribution to the B2B–B2C transition literature and practical guidance for AI-based companies in emerging markets.

INTRODUCTION

The development of information technology brings various disruptive innovations (Rahman et al., 2022). One of the most transformative is Artificial Intelligence (AI), which refers to the ability of machines to mimic human thinking, including decision-making, learning, and data processing automatically and quickly. Artificial Intelligence has become an essential tool in processing and analyzing tool in processing and analyzing data automatically, quickly, and accurately (Deshpande & Kumar, 2018; Gao, 2023). Nowadays, AI is increasingly utilized in academia and research. AI becoming increasingly relevant because technology can process large and complex amounts of data automatically and quickly, identify patterns that not easily visible to see with human eye, and provide accurate information for decision-making (Silalahi,

2024).

Through the assistance of AI, data can be transformed into insight that reveal hidden trends, predicted consumer behaviour, and provide strategic recommendations for both business actors and the government (Judijanto et al., 2024). For example, AI-based systems can now handle data management, automated scheduling, and employee training through adaptive learning platforms (Silalahi, 2024). With the development of AI, Big Data has emerged as a crucial component. Big Data encompasses large, fast, and diverse datasets (volume, velocity, variety) that cannot be managed with conventional methods (Silalahi & Wardani, 2024; Wahyuni & Wardhani, 2022). This technology is widely used to uncover hidden trends, predict consumer behaviour, and generate accurate analytics-based recommendations for both business and government organizations (Chatterje et al., 2023).

In addition, Indonesia, with its massive digital population, rising internet usage, and high social media penetration, present a significant opportunity for the application of AI and Big Data in both public and private sectors (Herlambang et al., 2022). This makes Indonesia a strategic market for implementation of AI and Big Data, both in the public and private sector (We Are Social, 2024). Government institutions, media, financial entities, and private sectors are increasingly adopting these technologies to enhance services, improve efficiency, and better understand public needs. In this context, companies like PT Kazee Digital Indonesia play a pivotal role in driving information technology advancement and digital transformation in the country.

The research gap is particularly evident in the lack of studies examining the strategic decision-making process for B2B-to-B2C expansion specifically within AI-based technology companies in emerging markets (Zhou et al., 2021). While existing literature addresses business model innovation (Rahman et al., 2022) and competitive dynamics (Budianto, 2023), few studies employ structured multi-criteria decision-making frameworks to evaluate expansion strategies. Furthermore, the application of Analytical Hierarchy Process (AHP) to prioritize strategic alternatives in this context remains underexplored, particularly when integrating qualitative insights from internal stakeholders with quantitative prioritization (Balafif & Hussein, 2024). Perdana and Putro (2024) demonstrated the value of AHP for strategic decision-making in SMEs, yet their study focused on addressing sales decline rather than proactive market expansion.

The urgency of this research stems from the rapidly evolving competitive landscape in Indonesia's digital economy. As AI and Big Data technologies become increasingly accessible, new entrants and substitute products threaten to capture emerging B2C opportunities. The rise of individual content creators, students, and professionals seeking accessible analytics tools represents an underserved market segment that established B2B players are well-positioned to serve, provided they can successfully adapt their offerings. Without a structured approach to understanding transition challenges and prioritizing strategic responses, companies like Kazee risk missing significant growth opportunities or, worse, making costly missteps in unfamiliar market territory. The projected growth of AI adoption among individual users, combined with

increasing price sensitivity and low switching costs in B2C markets, creates an urgent need for evidence-based strategic guidance.

The diversification of information technology especially information technology (AI) as well as Big Data among others has created a disruption in terms of innovations that are transforming how companies are operating and relating to the market. Indonesia is one of the countries with a huge digital population and high internet penetration and social media, and the use of AI and Big Data presents massive opportunities in many industries, governmental or commercial. The local Indonesian technology firm that could be instrumental in this respect in this regard is PT Kazee Digital Indonesia, which is engaged in processing big data through AI and Big Data to compress the relevant and useful information. Kazee has powerful technology skills with the ability to process over 9 billion data across over 12 million sources and is one of the first applications to the Big Data and AI ecosystem in Indonesia.

Kazee Digital Indonesia is a data analytics-based technology company that develops through the use of Big Data and AI, with media intelligence services, research intelligence, to AI product development, and for eight years operating in a Business-to-Business (B2B) model serving governments, financial institutions, media, and large corporations. Backed by more than 8,000 media sources and processing billions of data, Kazee has a strong capacity as a research and R&D-based solutions provider, with a vision of helping decision makers through AI and L-I-V-E enterprise value. However, the huge opportunities of the digital market and the increasing role of individuals in social media prompted Kazee to consider expansion into Business-to-Consumer (B2C), which demanded product adaptation, simplification of UX, strategic segment determination, strengthening branding, and internal readiness. The main challenges include the difference in the character of a rational and tender-based B2B market with a dynamic, emotional and highly dependent on user experience B2C market. Therefore, the study highlights two core questions: Kazee's challenges in expanding into B2C and the best strategies for that transition. The scope of the study focuses on Kazee's business transformation from B2B to B2C, with internal qualitative data and not representative of all AI-based companies, and emphasizes the identification of strategic challenges as well as expansion directions relevant to the company.

METHOD

Research Design

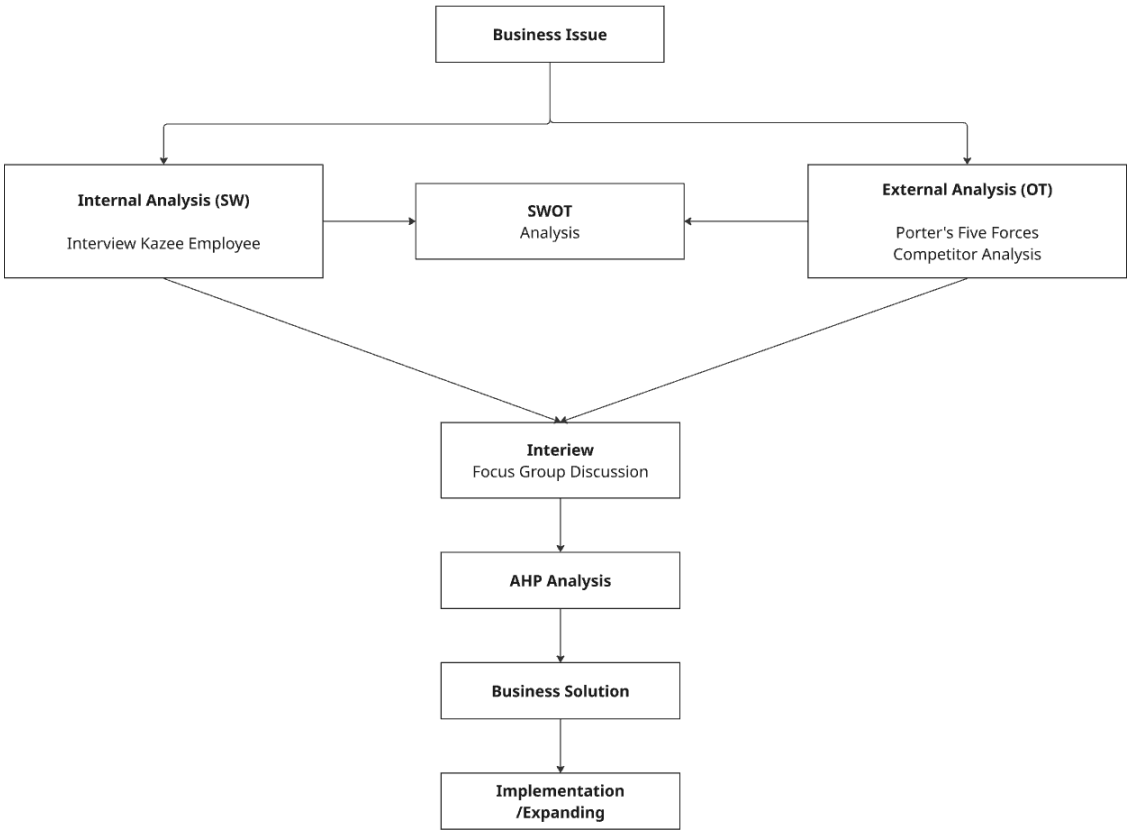

Figure 1. Research Design Source: (Author, 2025)

The proposed study had a mixed-methods design that includes both qualitative and quantitative methods to achieve the overview of the expansion strategy of the company PT Kazee Digital Indonesia in a Business-to-Business (B2B) to Business-to-Consumer (B2C). The qualitative methodology was carried out in terms of detailed interviews with the management and the product development team of Kazee to have the insider idea of the company, the resources prepared, the issues that they encountered, and their vision of expansion and objectives (Budianto, 2023).

The quantitative method in this study uses the Analytical Hierarchy Process (AHP) to prioritize alternative strategies and determine the level of importance of each criterion related to B2C expansion (Krueger & Casey, 2022; Nabila, 2024; Nguyen et al., 2023; Osei & Salifu, 2024). Qualitative findings from interviews and FGDs were used to compile the AHP criteria, which include product feature relevance, monetization potential, market appeal, implementation cost, and suitability with Kazee's internal capabilities (Creswell & Creswell, 2021; Creswell & Creswell, 2023). The AHP allows each alternative strategy to be considered systematically by involving experts such as product managers and digital marketing professionals. Through this mixed research design, data triangulation is carried out through interviews, FGDs, and quantitative analysis so that the resulting strategy recommendations are evidence-based,

realistic, and sustainability-oriented in the B2B to B2C transition process (Bachtiar et al., 2024).

Data collection began with a literature study to establish criteria and alternatives which were then validated through author analysis, in-depth interviews, and Focus Group Discussions with Kazee employees from various divisions. Primary data is collected through interviews with CEOs, product divisions, and marketing to explore internal readiness, differences in needs between institutional and individual customers, and how Big Data and AI products are tailored to the B2C segment. The internal FGD involved eight participants across divisions to assess organizational readiness and formulate collective views on B2C opportunities, challenges, and strategies. In addition, ten respondents from management and technical teams filled out a pairwise comparison questionnaire in AHP to produce a quantitative strategic ranking. The data obtained is then analyzed through the AHP process including goal decomposition, paired comparison, priority synthesis, consistency checking, and Consistency Ratio (CR) calculation to ensure the validity of the results.

RESULT AND DISCUSSION

The research results presented in this chapter are a synthesis of a series of analyses described in Chapter 3 and obtained from three main sources, namely in-depth interviews with Mr. Pujo as Vice President of PT Kazee Digital Indonesia, Focus Group Discussions (FGD) with employees from various divisions, and quantitative analysis using the Analytic Hierarchy Process (AHP) method processed through SuperDecisions software.

Analysis

The contents of the table below are the results of interviews and focus group discussions (FGD) conducted with PT Kazee Digital Indonesia. This process aimed to explore the company's internal views and perceptions regarding its strengths, weaknesses, opportunities, and threats (SWOT) in its efforts to expand from the B2B (Business to Business) market to B2C (Business to Consumer) (Sahetapy et al., 2025; Shifa et al., 2024). The findings reflect the direct understanding of Kazee's management and operational teams regarding the company's current condition, market potential, and strategic challenges that need to be anticipated in future business development.

Table 1. Content Analysis Vice President

Position	Theme	Open Coding (Compact)	Axial Coding (Core Findings)
Vice President	Strength	The B2C team has been formed; Focus on user convenience	Simple B2C & UX strategic readiness
	Weakness	8 years focus on B2B; Complex products	Historical dependencies & simplification needs
	Opportunity	Fast output <15 minutes; Easy Presentation	Product efficiency for consumers
	Threat	Digital competition & influencer marketing needs	Competitive pressures of the digital market
	Power of	Monthly subscription model	Strategi recurring revenue

	Buyer		
Fastra.AI Team	Strength	Fastra is fast, accurate, suitable for individuals	Technology compatible with the B2C market
	Weakness	Need for prioritization and segmentation	Market focus & strategic segmentation
	Opportunity	Many ways to reach consumers; social media	B2C penetration opportunities
	Threat	High traffic risk, scaling needs	Operational capacity challenges
	Competitor	Advantages of an integrated ecosystem	Ecosystem-based differentiation
Sales Team	Strength	Superior language & AI; A powerful data ecosystem	Local advantages & technological capabilities
	Weakness	Differences in B2B vs B2C work models	Culture & operational shifts
	Opportunity	Brand repositioning, influencer collaboration	New marketing strategies
	Threat	Need for networking and industry collaboration	Market access strategy
Finance Team	Strength	Scalable products; Quick & Easy Output	Operational efficiency & product value
	Threat	High operational costs for large scale	Financial sustainability challenges
	Opportunity	Feedback feature; University Collaboration	Strengthening trust and consumer education
Data Team	Strength	Fastra generates unique value	Analytical advantages
	Opportunity	Potential millions of users & global expansions	Scalability & international direction
	Threat	The need for big funds to go global	Funding risks
Product Team	Opportunity	B2C fill the gap of stakeholder	Increased operational agility
	Threat	High initial costs for transitions	Financial and operational risks

Strength, Weakness, Opportunity, Threat

The SWOT analysis shows that *PT* Kazee Digital Indonesia has a strong alignment between internal strengths and external opportunities in its expansion into the B2C market, especially through mature technological capabilities, strong data infrastructure, and Indonesian-language AI capabilities that are difficult for competitors to replicate. However, this expansion was also affected by internal weaknesses such as lack of experience in individual segments, complexity of B2B legacy products, as well as limited operational capacity and unclear market segmentation. On the other hand, the market opportunity is huge as AI is increasingly adopted by individuals, the potential for collaboration with communities and influencers, and the possibility of making Indonesia a test market before global expansion. However, external threats such as high B2C operational costs, price-sensitive consumer behaviour, and the emergence of new AI-based competitors require product differentiation strategies, brand strengthening, and business model optimization so that B2C transformation runs effectively and sustainably.

Table 2. SWOT Table Analysis

Strength	Weaknesses
• Strong technology & extensive B2B data analytics experience. • Fastra.AI fast, accurate, user-friendly. • Integrated data ecosystem. • Strong Indonesian-language AI. • Low-cost strategy & easy payment adaptation to B2C.	• Limited understanding of individual users due to long B2B focus. • Media Intelligence still too complex for B2C. • No clear priority of B2C target segments. • Internal capacity not ready for scale-up. • Pricing & monetization not yet optimized for individuals.
Opportunity	**Threat**
• Rising adoption of AI & analytics by individuals. • Wide market potential (students, professionals, content creators). • Collaboration with influencers & universities to strengthen brand. • Indonesia as test market before global expansion. • Development of feedback & survey features.	• High operational & marketing cost for B2C. • B2C market requires new branding & communication approach. • Price-sensitive consumers prone to switching. • New competitors with similar AI products. • Limited resources may hinder scalability.

Porter's Five Forces

Threat of New Entrants

The industry of data and AI technology has a medium-high threat of entry. According to the interviews, the management of Kazee understands that B2C expansion can allow a great number of new participants as open-source technology is easy to use, and the use of tools based on AI gains interest. Some of the informants stated that expansion support needs new investments or collaborations with universities and communities, meaning that money is a critical element to the market presence. In spite of the integrated data ecosystem that Kazee enjoys, there are threats posed by new entrants who are able to replicate the same services at low prices and with high intensity marketing schemes.

Threat of Substitute Product/Service

The threat of substitute products is also high due to the availability of numerous substitutes with similar features both locally and internationally in terms of the B2C market. According to the interview findings, the Fastra.AI team admitted that individual **users** are likely to seek solutions that are fast and easy, and thus, such products as ChatGPT, Notion AI, or lightweight analytics systems may become the possible alternatives. To counter this, Kazee should enhance its differentiating strengths that include Indonesian language capabilities, local data integration, and slide presentation-like result, which is fast and ready to use. One of the effective methods of reducing the threat of substitution is the strategy of local relevance and ease of access.

Power of Suppliers

The level of supplier bargaining power as far as Kazee is concerned is moderate to low. The main sources of the key inputs of the company are internal including AI development, **cloud** infrastructure, and self-managed data sources. Nevertheless, with an increase in expansion to B2C, the requirement to rely on external technology support (commercial cloud providers) might raise reliance on third parties. In case the technology service costs grow, it may squeeze the margins of the company. Thus, strategic partnerships with the suppliers of technological

equipment need to be managed by Kazee to be efficient and responsive to the changes in operation costs.

Power of Buyers

The B2C segment has a high buyer bargaining power. According to FGD, individual customers are highly price sensitive and will readily change to other products. Mensal based **monetization** model also expects the companies to keep on delivering value in order to sustain its standing with customers. Tim Kazee admits that the costs should be calculated more attentively, since the individual market is extremely heterogeneous, this is why the companies should offer competitive prices and adjust services to the needs of the various segments of users. The buyer bargaining power is mostly dictated by the rapid shifts in consumer behavior and demand of ease of use.

Competitive Rivalry within the Industry

The data analytics and AI business is highly competitive. Kazee team stated in the FGD results that nuFastra.AImpetitors are doing it in different way, yet the primary strength of the company is its integrated data ecosystem which is a hallmark of the company. The competitors are attempting to provide the B2C market with similar solutions at reduced prices or with less complex interfaces. Hence, speed, insight, and user experience differentiation strategies are important. Kazee should also focus on building the Fastra.AI brand through partnerships with influencers and education to be able to retain its competitive advantage in the market.

Hierarchy Structure Analytical Hierarchy Process Analysis

The criteria and options employed in working out the Analytic Hierarchy Process (AHP) model in this paper were acquired based on the processing of qualitative data gathered through in-depth interviews and Focus Group Discussions (FGD) (carried out online with the management and employees of *PT* Kazee Digital Indonesia). The perceptions, experiences, and strategic considerations of the sources on the internal readiness of the company, the needs and priorities in the B2B to B2C expansion were investigated using interviews and FGDs. Through the process, the researchers were able to find the factors that they deemed the most relevant and critical, both at the level of main criteria and the alternative strategies that will be worthy of prioritization.

According to the interview and FGD data analysis, an AHP hierarchy structure was created, as depicted in the figure above. The relation between the research objectives, assessment criteria and strategic alternatives is represented in a systematic hierarchy in that every element of the hierarchy is empirically justified. This way, not only the conceptual model of AHP is applied, but the model is also based on the actual situation of the company and perspectives of its internal stakeholders in the decision-making process.

In order to make a decision, the relationship between criteria and the alternative is constructed as a hierarchical tree as follows:

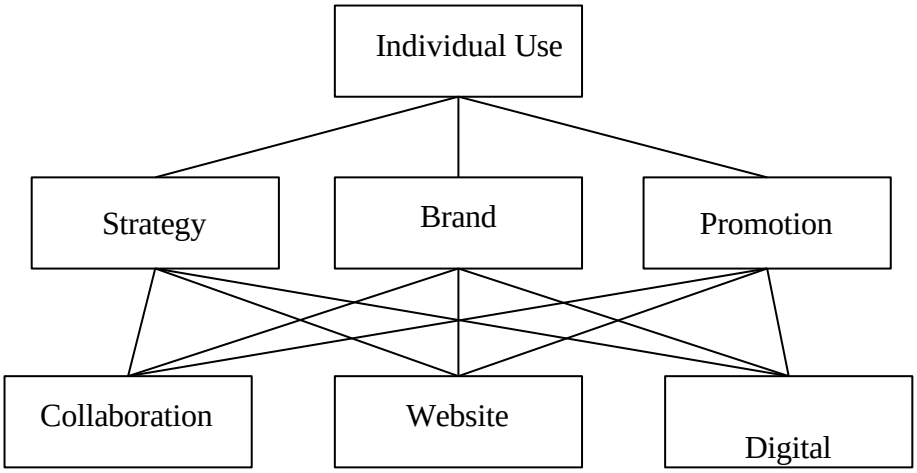

Figure 2. Analytical Hierarchy Process Source: (Author, 2025)

Pairwise Comparison of AHP Model

The assessment process was the next step based on the criteria and alternatives developed based on the inIndividual terviews and the FGDs and within the context of the Analytic Hierarchy Process (AHP) method. This was evaluated by the vice president of *PT* Kazee Digital Indonesia, Pak. Pujo and other employees who participated in the FGDs in the past such that every weighting decision was based in the strategic perspective of the management and the operational perspective of the different functions in the company. In order to obtain homogeneous and quantifiable priority weights, the respondents were requested to make systematic comparisons in the relative importance of the criteria and alternatives in terms of their relative rankings through pairwise comparison.

The two-way comparison was conducted in the headquarters of the *PT* Kazee Digital Indonesia in Bandung. This form of face-to-face establishment enabled the researchers to offer technical clarifications that associated with the AHP instrument, that every respondent comprehends the evaluation scale to be used to complete the assessment, and that there is the slightest possibility of miscommunication in completing the form. In this way, the information obtained with the help of the pairwise comparison is more valid and could be used as the foundation in terms of assigning the priority weights to the AHP analysis during the next phase.

Pairwise Comparison of AHP Model

The *pairwise comparison* process in the AHP model was carried out by five respondents by assessing the relationship of interests between the criteria of Brand Activation, Promotion, and Strategy and comparing three strategic alternatives: Collaboration with Influencers/KOLs, Digital Education & Community Program, and Website Development & User Experience (UX). Each respondent gave an assessment using a Saaty scale (1–9), which indicates the level of preference of one element over another. The results of this comparison illustrate a relatively consistent assessment pattern in which Website Development & UX has a more dominant value tendency than the other two alternatives, especially when compared to Collaboration with Influencers/KOLs and Digital Education & Community Programs. In addition, at the criteria

level, Brand Activation and Promotion are often positioned to have significant weight on strategic decisions, but Strategy remains the criteria considered to be the most decisive in setting B2C expansion priorities.

On the alternative side, all respondents showed a consistent tendency that Website Development & UX was superior to the other two alternatives in most comparison pairs. While Collaboration with Influencers/KOLs and Digital Education & Community Programs are seen as relevant, both are seen as more of a support than a core strategy. This assessment pattern reinforces the results of AHP's analysis that Fastra.AI platform development and user experience improvement are the most priority strategies for PT Kazee Digital Indonesia in B2C expansion. Thus, the results of this *pairwise comparison* provide a solid quantitative basis for establishing the company's strategic focus, while ensuring that the decisions taken are aligned with the preferences of internal experts and the relevance of B2C market needs.

Calculation

To attract individuals to use Kazee (Fastra.AI), the Analytical Hierarchy Process was conducted using the Analytic Hierarchy Process (AHP) with the support of Super Decision software. The analysis was conducted using the data from the questionnaire. Respondents determine the selection of criteria and alternatives based on respondents' own judgment that refers to their knowledge, skills, and experience. The following is the AHP model consisting of criteria and alternatives illustrated using Super Decision software.

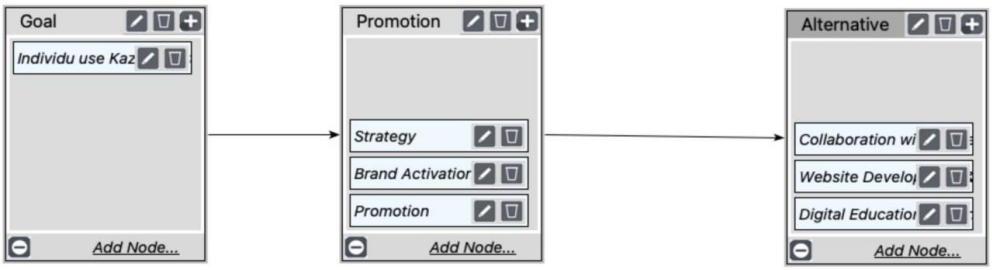

Figure 3. AHP Model using Super Decisions Source: (Author,2025)

A total of ten Subject Matter Experts (SME) helped researchers obtain information through questionnaires. The results of combining expert opinions were carried out using the geomean formulation. Geometric mean or average measurement is used to determine the result of individual assessments from respondents and determine the results of one group.

AHP Priority Results for Strategic Alternatives

Name	Graphic	Ideals	Normals	Raw
Collaboration with Influencers/KOLs		0.442506	0.253408	0.126704
Digital Education & Community Program		0.303712	0.173926	0.086963
Website Development & User Experience (UX)		1.000000	0.572666	0.286333

Figure 4. Prioritize Alternative Source: (Author,2025)

The priority results indicate that the Website Development and User Experience (UX) are at the first position in the alternative appraisal, and the Ideals score of 1.000 indicates that it occupies the dominant position in the alternative evaluation compared to the other two alternatives. Normally (0.572666) and Raw (0.286333) scores support this value, showing that the enhancement of the quality of the website and the improvement of the aspects of the user experience are perceived as the main factors in the success of the B2C expansion strategy.

In the synthesis stage of the SuperDecisions software, in addition to generating priority weights in the form of normal priorities (Normals), the system also presents ideal priorities (Ideals). In this ideal mode, all alternative priority values are normalized by dividing each value by the highest value, so that the alternative with the beSaatylative performance obtains a value of 1.00000, while other alternatives have values less than 1 in proportion to the best alternative. This normalization mechanism for “ideal” alternatives is in line with the concept of idealized priorities in the AHP/ANP framework proposed by (Saaty, 2008), and is widely used to facilitate the interpretation of relative priorities and maintain consistency in comparisons when conducting single alternative selection analyses.

Alternatives Collaboration with Influencers/KOLs and Digital Education and Community Program have less priority with regard to their Ideal scores of 0.442506 and 0.303712 respectively. Both of the alternatives are still strategically applicable, but their impact is comparatively weak in comparison to Website Development and User Experience (UX).

Business Solution

The results of the AHP analysis show that Website Development & User Experience (UX) is the main strategic priority in Kazee's expansion into the B2C market (Perdana & Putro, 2024). This priority can be explained by the basic needs which are predetermined by the specifics of the B2C users as the simplicity, clarity and intuitive online experience could be expected. The change of business model B2B to B2C puts Kazee at the position where the primary challenges are the differences in usage behavior, expectations of services, and the level of technological understanding of the individual consumers. Whereas B2B users are used to sophisticated data visualization and analytical frameworks, B2C users have a higher preference towards simplicity, immediate access and benefit implementation that can be experienced immediately. The lack of compatibility between the existing platform design and these preferences can be considered one of the biggest challenges in terms of attracting and retaining individual consumers.

Website Development and User Experience (UX) are the major factors in creating a product base that might address the B2C market requirements. Proper Website Development and User Experience (UX) presupposes the redesign of the interface to make it more succinct, contemporary, and user-friendly. The information structure must be rearranged with the visual complexity decreased and the concept of the visual hierarchy being prioritized so that the user could get familiar with the functions of the platform in a short period. The navigation framework should be simplified as well to allow easy navigation to each feature such that users do not have

to put their minds in overworking when using the service. The redesign of the landing page where the main advantages of using the platform are emphasized instead of technical details should enable consumers to grasp the platform value at the very first impression.

The UX strategy of B2C also includes a structured freemium model. The UX design should have the capacity to indicate clearly and convincingly the value difference between free and paid services without developing a complicated perception. The introduction of premium features should be done slowly at a gradual rate so that users may be more likely to switch to paid services. Thereby, UX is not just the instrument of the attraction of new users but also a part of the monetization of the B2C segment.

UX strategy has to be iterative and data-driven. Kazee should incorporate continuous improvement processes by use of usability testing, user behavior analysis, A/B testing and continuous feedback gathering. Responsive development cycle to the changes in consumer behavior and preferences helps to present a sustained enhancement in the quality of the user experience; a key consideration in keeping market competitive in the B2C market.

In general, Website Development and User Experience (UX) reinforcement is a business response to the complexities of the shift to B2C that, at the same time, is the strategic framework that allows to successfully enter the individual consumer market. Establishing a simple, relevant and intuitive platform would assist Kazee in increasing the adoption rates, enhancing engagement, and establishing a good base of business in the long term in the B2C segment.

Implementation Plan and Justification

The one-year roadmap of enhancing the strengths of the Website Development and User Experience (UX) at the Fastra.AI is organized as a stepwise roadmap that will prepare Kazee to the B2C expansion. The first quarter is devoted to the involvement of B2C users B2C users In the first quarter, the emphasis will be made on the understanding of B2C users by applying UX audit and user research, and making quick wins and landing page redesign in order to make sure that the value proposition is well-presented. During the second quarter, the team re-organizes information architecture and navigation and begins adopting cleaner and more responsive interface on the primary user flows. In the third quarter, efforts will be focused on designing and implementing a freemium model and onboarding experience to make individual users aware and experience the benefits of the platform in an easy way. During the last quarter, conversion optimization to premium user is optimized with the help of analytics dashboards and A/B testing, and a continuous improvement of the UX process is formalized, so that any further B2C product decision will be data-driven and user-focused.

Table 3. Table Implementation Plan

No	Task	Month												PIC
		1	2	3	4	5	6	7	8	9	10	11	12	
1	Conduct UX audit Fastra.AI (B2C													**Product Manager, UX Researcher**

	perspective)		
2	B2C user research (survey, interview, usability test), persona & journey		**UX Researcher, UX/UI Designer, Marketing**
3	Execute UX "quick wins" (simpler wording, labels, critical flows)		**UX/UI Designer, Front-end Engineer, Product Manager**
4	**Redesign landing page (value proposition B2C)**		**UX/UI Designer, Product Manager, Marketing**
5	Setup basic analytics & event tracking; define baseline metrics		Data/Product Analyst, Engineering, Product Manager
6	Redesign information architecture & navigation (prototype + testing)		Product Manager, UX Lead, UX/UI Designer
7	Implement new UI for main flows (incl. mobile responsiveness)		UX/UI Designer, Front-end Engineer, Engineering Lead
8	Design freemium model (free vs premium, limits, initial pricing logic)		Product Manager, Finance, Marketing, Management Rep
9	Implement freemium in product; clear premium markers in UI		Product Manager, Engineering, UX/UI Designer
10	Design & implement onboarding (tour, tips, empty state) + help center/FAQ		UX Designer, UX Writer, Customer Success, Product Manager
11	Setup B2C analytics dashboard & run initial A/B tests		Data/Product Analyst, Product Manager, UX Designer, Marketing Growth

1 2	Optimize funnel free → premium & formalize continuous UX improvement		Head of Product, UX Lead, Data Analyst, Management Kazee

CONCLUSION

The conclusions in this chapter synthesize qualitative findings (interviews and FGDs) and quantitative results (AHP) to provide a comprehensive understanding of PT Kazee Digital Indonesia's internal and external readiness for market expansion. The study answers the first research question by identifying the key challenges in transitioning from B2B to B2C, including the mismatch between Kazee's complex, institution-oriented products and individual user needs, limited internal preparedness in technology infrastructure and customer support, and the highly competitive, broad B2C landscape characterized by strong buyer power, abundant substitutes, and intense competition. Addressing the second research question, the study concludes that the most effective expansion strategy is prioritizing Website Development and User Experience (UX), as indicated by the highest AHP score, focusing on transforming Fastra.AI into a user-friendly, intuitive platform with a clear freemium model, strong onboarding, and iterative UX improvements based on usability testing and analytics. Managerial recommendations emphasize formalizing UX as the core pillar of B2C strategy, developing a structured product roadmap, redesigning the interface for simplicity and self-serviceability, strengthening internal organizational capabilities through a dedicated cross-functional B2C team, scalable infrastructure, SOPs for customer support, and targeted go-to-market strategies supported by KOL collaboration and digital education programs. For governance, a steering committee is advised to monitor performance, manage risks, and drive continuous experimentation. Future research is recommended to include a larger and more diverse respondent base as well as comparative studies with tech companies that have successfully transitioned from B2B to B2C, ensuring more robust, generalizable insights for strategic decision-making.

REFERENCE

Balafif, M. F., & Hussein, A. S. (2024). Analisis Metode AHP untuk Menentukan Strategi Pemasaran. *Jurnal Kewirausahaan dan Inovasi, 3*(1), 251-265

Bachtiar, N. K., Fariz, M., & Arif, M. S. (2024). Conducting a focus group discussion in qualitative research. *Innovation, Technology, and Entrepreneurship Journal, 1*(2), 1–10. https://doi.org/10.20885/itej.vol1.iss2.art1

Budianto, D. (2023). *Understanding Competitive Pressure in Indonesia's Tech Startup Industry*. JMBE - Journal of Management and Business Environment, 5(2). https://journal.uc.ac.id/index.php/JMBE/article/view/5131

Chatterjee, S., Chaudhuri, R., Gupta, S., Sivarajah, U., & Bag, S. (2023). Assessing the impact of big data analytics on decision-making processes, forecasting, and performance of a firm. *Technological Forecasting & Social Change, 196*, 122824.

Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). Sage Publications. https://doi.org/10.4135/9781071878781

Creswell, J. W., & Creswell, J. D. (2021). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). Routledge. https://doi.org/10.4324/9780429447285

Deshpande, A., & Kumar, M. (2018). *Artificial intelligence for big data: Complete guide to automating big data solutions using artificial intelligence techniques*. Packt Publishing Ltd.

Gao, C. (2023). Efficiency of artificial intelligence automatic control system and data processing unit based on edge computing technology. *International Journal of Emerging Electric Power Systems*, *24*(4), 519–528.

Herlambang, T., Santoso, A., & Wibowo, D. (2022). Competitive advantage through AI- based data analytics adoption in Indonesia's digital industry. *Journal of Business Strategy, 43*(3), 45–57. https://doi.org/10.1108/JBS-03-2021-0046

Judijanto, L., Mayasari, N., Widiastuti, S., Saputri, D. Y., & Muthmainah, H. N. (2024). Artificial Intelligence dan Big Data: Analisis Bibliometrik terhadap Inovasi Teknologi dan Tantangan Penelitian. *Jurnal Multidisiplin West Science*, *3*(9), 1458–1474.

Krueger, R. A., & Casey, M. A. (2022). *Focus groups: A practical guide for applied research* (6th ed.). SAGE Publications. https://doi.org/10.4135/9781071878668

Nabila, A. (2024). *Customer Switching Behavior in Indonesian Digital Platforms*. Journal of Applied Business Studies, 2(1). https://journal.president.ac.id/presunivojs/index.php/JABS/article/view/620

Nguyen, A. M. T., Vo, J., Macaranas, A., & Alarcon, G. M. (2023). Conducting online focus group interviews with two generations. *International Journal of Qualitative Methods*, *22*, 1–13. https://doi.org/10.1177/16094069231182029

Osei, A., & Salifu, H. (2024). Enhancing the potentials of the focus group discussion—Engaging situational factors. *International Journal of Qualitative Methods*, *23*, 1–12. https://doi.org/10.1177/16094069241306332

Perdana, I. K. W. Y., & Putro, U. S. (2024). Applying An Analytical Hierarchy Process For Strategic Decision-Making of Business Solution To Address Sales Decline In SMEs (Case Study: TB. Buyung Mas Putri). *Jurnal Manajemen Bisnis*, *11*(2), 2006–2022

Rahman, M. M., Uddin, M. J., & Sarker, M. A. (2022). Exploring business model innovation through qualitative interviews: Insights from the digital marketing sector. *Journal of Business Research*, *144*, 1125–1137. https://doi.org/10.1016/j.jbusres.2022.02.045

Sahetapy, H., Halik, M. Y., Sino, H. W., & Bokaw, J. R. S. (2025). Big Data and Artificial Intelligence: Implications and Strategies for Business Development in Indonesia. *Journal of Marketing Management and Innovative Business Review, 3*(1), 65–77

Shifa, M., Ardiansyah, Al-Mustaqin, Muliana, & Sari, C. P. (2024). SWOT Analysis of Business Strategies in Indonesian Telecommunications Companies: A Case Study of PT Telkom Indonesia and PT Indosat Ooredoo Hutchison. *Riwayat: Educational Journal of History and Humanities*, *7*(4), 3067–3075

Silalahi, V. A. J. M., & Wardani, F. P. (2024). Application of Artificial Intelligence Technology to Improve Responsiveness and Speed of Operations in Organizations. *Prosiding Seminar Nasional Ilmu Manajemen, Ekonomi, Keuangan dan Bisnis, 3*(2), 145– 164

Wahyuni, S., & Wardhani, P. (2022). *Digital Business Resilience through Supplier Diversification*. JEP - Jurnal Ekonomi dan Pembangunan, 30(1). https://journal.uii.ac.id/JEP/article/view/22776

Zhou, Z., Ding, Y., Feng, W., & Ke, N. (2021). Extending B2B brands into the B2C market: Whether, when, and how brands should emphasize B2B industry background. *Journal of Business Research, 130,* 364–375