



Digital Strategy to Improve Client Acquisition in Mobile Advertising Company: Case Study of Tyrads Pte Ltd

Agung Mahendra¹, Dr. Yos Sunitiyoso², Ardhi Ridwansyah M.Si³

^{1,2,3} School of Business and Management, Institut Teknologi Bandung, Jl. Ganesha No 10, Bandung, 40132, West Java, Indonesia

ABSTRACT: This qualitative research study examines Tyrads, a mobile growth agency, and proposes a digital strategy to help the company gain a competitive advantage as a user acquisition solution. Through in-depth interviews with key stakeholders and analysis of Tyrads' operations, the research provides insights and recommendations for Tyrads and other stakeholders in the mobile growth agency industry.

In today's digital landscape, mobile devices have become indispensable, enabling individuals to engage in various economic and societal activities. However, the increasing reliance on mobile devices has created a greater demand for effective user acquisition solutions. Tyrads, under the leadership of Zino Rost Van Tonningen, aims to address this demand as a mobile growth agency. Nonetheless, Tyrads faces the challenge of attracting clients and differentiating itself from established ad agencies and emerging ad tech companies.

To overcome these challenges and gain a competitive edge, this research proposes a comprehensive digital strategy for Tyrads. The analysis yields key strategies recommended for implementation:

Firstly, Tyrads should leverage digitized solutions and an operational backbone to streamline processes and enhance efficiency. Tyrads can optimize its operations and effectively manage client campaigns by embracing technology and digital tools.

Secondly, forming strategic partnerships with non-gaming platforms is crucial for Tyrads' expansion. These partnerships would grant access to diverse inventories and allow Tyrads to broaden its service offerings to finance, e-commerce, and travel clients.

Addressing regulatory challenges, such as sandbox regulations and diminishing cookie tracking, is essential. Tyrads needs to manage first-party data and diversify its marketing strategies to adapt to changing regulations and ensure compliance.

Furthermore, Tyrads should utilize its own-operated inventory, Tyr Rewards, and first-party data to develop targeted advertising products and solutions for non-gaming industries. This approach enables Tyrads to deliver personalized and effective campaigns to its clients.

To enhance brand presence and attract new clients, Tyrads should invest in marketing outreach, events, and sponsorships. Proactive engagement with potential clients and establishing a strong brand presence will expand Tyrads' reach in untapped markets.

Additionally, continuous investment in AI and technology advancements is paramount. By staying at the forefront of technological innovation, Tyrads can maintain a competitive edge and adapt to evolving industry trends.

Based on the analysis, the research proposes these strategies to Tyrads as recommendations. The insights and recommendations provided are intended to guide Tyrads in optimizing its digital strategies and provide valuable input to other stakeholders in the mobile growth agency industry.

This research contributes to the knowledge base of mobile growth agencies by proposing actionable insights for Tyrads and other stakeholders seeking to gain a competitive advantage as user acquisition solutions. By tailoring the strategies to Tyrads' specific context, the recommendations aim to assist the company in refining its digital approach, adapting to market dynamics, and thriving in the ever-evolving landscape of user acquisition solutions.

This research also sets the groundwork for future research, opening avenues to explore digital strategies in the mobile marketing industry.

KEYWORDS: Competitive, Digital, Growth, Mobile, Strategy, Tyrads, User Acquisition.

INTRODUCTION

Mobile devices have become an indispensable part of modern life. People who do not have access to mobile devices are severely limited in their ability to participate in the full range of today's economic and societal activities. Consumers all over the world can



now use mobile not only to communicate more effectively but also to pay bills, shop, and even remotely control devices in their homes and cars. Also, mobile continues to open up new avenues for market expansion for bold, innovative, and well-informed people. By 2021, there were 4.2 billion mobile internet subscribers worldwide (GSMA 2022). The mobile industry has been critical in bringing connectivity to people all over the world.

Zino Rost Van Tonningen sees the growing number of mobile users as a chance to build Tyrads. Zino previously worked with a Dutch agency and now brings his knowledge and operations to Asia, specifically Kashmir and Bali, as the main operations-based and established representatives across the globe. Zino built Tyrads as a mobile growth agency that could be the solution to mobile user acquisition needs. He develops partnerships with publishers and traffic sources before acquiring clients from the United States, Europe, and Asia. The challenge is gaining more clients in a market with so many big ad agencies and ad tech companies that disrupted the industry.

For a long time, agencies were the go-to companies for all offline marketing efforts. The introduction of the Internet, on the other hand, was a complete game changer for both brands and publishers. Ad tech companies began disrupting and threatening how ad agencies operated, shifting the balance of power away from agencies by offering new opportunities. The rise of the Internet and online advertising technologies has provided agencies with unprecedented access to consumer data and online behavior. The resulting diversification of marketing options has become the primary challenge for brands today, influencing what they expect from agencies. Because digital marketing generates massive amounts of data, new tools are required to interpret and leverage the data. The dilemma is, what strategy does Tyrads need to face the bigger agencies and emerging ad tech companies as competitors

Company profile

Tyrads Pte Ltd (Tyrads.com) is a full-service mobile performance marketing agency that will handle all operational activity related to the promotion of mobile apps. Their main service is Mobile User Acquisition within Asia, Europe, and the Americas. The HQ is in Singapore, and there are offices in Bali-Indonesia, Srinagar-India, Manila-Philippines, Xian-China, Sofia-Bulgaria, and Amsterdam-Netherlands.

Tyrads' full transparency is not just a marketing ploy; they live up to these words because they only integrate with direct inventory, such as app developers, OEMs (Original Equipment Manufacturers), and SDK (Software Development Kit) networks with verified traffic. Their simple yet unique managed services provide their client with simple, easy-to-understand solutions and the ability to scale in a secure environment.

With these value propositions, Tyrads is targeting tech companies that heavily rely on mobile apps as their main business models, such as gaming companies, and mobile apps as lead generation tools, such as fintech companies. The performance marketing model is also part of the selling point where Tyrads deliver the results first and bills the client after the campaign is done every month.

Vision: To be the top agency for mobile marketing globally

Mission: To provide clients with simple solutions that are easy to understand and an opportunity to scale within a safe environment.

Company Value: Transparent, trusted, and effective service. They are helping clients get maximum return on investment for the long term.

Organization Structure

The Company has a functional organization structure where people are divided based on their functions. The management team is made of people with experience in mobile marketing in their previous companies, like Appromoters, MMP Worldwide, PIA Advertising, Expedia, and many more companies in the past.

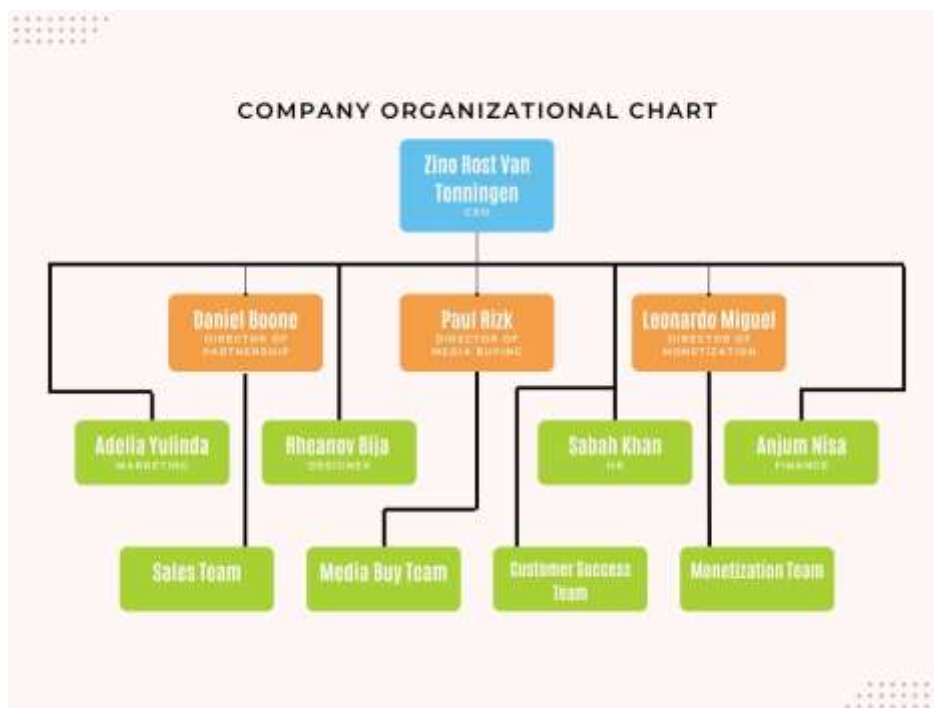


Figure 1

There are some core functions in Tyrad: Partnership and Business Development, Media Buying, Client Success Specialist, and Monetization.

Partnership and Business Development: Responsible for building relationships, acquiring new clients, and working with Client Success to ensure successful integration of the clients.

Client Success: Responsible for developing long-term relationships and increasing client spending with Tyrad, and making sure the campaign is profitable for the client at the same time. Working with the Media Buying team and Monetization to ensure Clients have a proper supply of traffic.

Media Buying: Responsible for handling OEM (Original Equipment Manufacturer) and DSP (Demand Side Platform) platforms such as Xiaomi, Huawei, Oppo, Vivo, Transsion, Appnext, and many others. Buying traffic on CPC (Cost Per Click), CPM (Cost Per Mill), and CPI (Cost Per Install).

Monetization: Responsible for handling direct app and Ad network partnerships and buying traffic on CPI (Cost Per Install) and CPA (Cost Per Acquisition).

Business Issue

While many brands think of ad agencies in traditional terms, specialized ad agencies are increasingly exploring the opportunities provided by social media, display ads, retargeting, and content personalization. Online tracking and data-collection techniques have taken advertising to a whole new level, allowing for efficiency not previously possible with offline methods.

Ad tech companies now create complex technologies for brands and advertisers, allowing them to fully leverage recent ad tech advancements such as demand-side platforms (DSPs). This provides unprecedented targeting and data analytics capabilities in traditional advertising, combining data from previous campaigns, an advertiser's first-party data, and third-party data sources.

Because ad tech platforms, such as DSPs, enable brands to run online advertising campaigns with precise targeting and collect large amounts of user data, brands have seen a higher return on investment and, perhaps more importantly, lower campaign costs than a traditional agency. Today, brands can increasingly afford to bypass ad agencies entirely and instead turn to Ad tech companies. To



remain competitive, ad agencies must combine their experience, knowledge, and creative potential with online technology, thereby improving their client offering.

Running custom, in-house Ad tech solutions may be the only way for agencies to compete with ad tech vendors. Data is the name of the game, and agencies must learn how to use the user data they collect to improve the effectiveness of their campaigns.

Furthermore, having ownership of the technology has become an important asset for the advertising agency—custom solutions allow data to stay in the ad agency and add value to their client offering, making choosing an ad tech vendor over an ad agency a less appealing option.

Based on Interactive Advertising Bureau reports, customer (user) acquisition is by far buyers' top goal for 2023 media investments (61%), followed by increasing brand equity (43%) and improving media efficiency (35%). More than half of buyers (52-55%) expect to focus more time and resources on measurement, marketing mix and modeling (MMM), first party data, and creators in 2023. (IAB 2023)

Tyrads as an ad agency so far only leveraging the networks it has, brokering the traffic, and does not have first party data yet. It is working with Ad tech solutions and direct placements as the main sources, competing with the Ad tech solutions and ad agencies who have their own in-house Ad tech and first party data. Thus, making this the biggest business issue for this final project.

Research Questions and Research Objectives

The objective of this research is to discover the company strategy in the scope of:

1. Why does Tyrads need a digital business strategy?
2. What is the effective digital business strategy for Tyrads?
3. How to implement the strategy for Tyrads?

The research objectives are to answer the research questions above, and the objectives are described as follows:

1. To identify Tyrads effective strategies
2. To discover the best strategies and practices to gain a competitive advantage in digital marketing industries

Research Scope and Limitation

The scope of this study is limited to the digital strategy of Tyrads on developing its own operated inventory to gain a competitive advantage. The analysis of this research is also limited to the digital marketing industry in which Tyrads currently operates. Lastly, the channels and traffic sources being focused on in this research are limited to the one that Tyrads already offer.

CONCEPTUAL FRAMEWORK

Concerning the business issue, the underperformed revenue target and the mobile marketing potential market share to achieve are the ultimate reasons why Tyrads, as an ad agency, must implement the new digital business strategy. This conceptual framework is intended to help Tyrads win businesses.

The following elements are required to achieve the goal:



Figure 2



1. Situational Dimensions

There are some variables related to situational dimensions, namely Customer Situation, Digital Ecosystem, and Business Model.

Customer Situation

The Authors categorize two of the agency's customer segmentations Direct Brand Advertisers and Agencies. This segmentation is used to identify the characteristics of each segment. We also called the customer a client.

Digital Ecosystem

The Mobile Marketing Ecosystem is a digital service that offers direct solutions to a wide range of direct brand advertisers and agencies. Mobile marketing solutions, particularly user acquisitions, will be critical to support almost all sales and marketing activities for mobile-first companies as the digital economy grows. Furthermore, global digitalization is one of the primary economic drivers, which can begin with the development of a regional digital industry, which will activate the digitization of various vertical industries.

Mobile Marketing Agency Business Model

Some digital agencies' business models must be aligned with client demands, the company's capital, and goals. The company may choose to have specific agencies, such as performance marketing or branding agencies. The strategy chosen may have long-term implications.

2. Structure and Process

Related to the structure and process for this issue, the author chose to use digitized solutions as the primary strategy as digitized solutions provide knowledge or expertise to products and services to assist clients in solving challenges. Digitized solutions create value by not only selling a product but also providing continuing value-added services related to its utilization. Firms that implement digitized solution strategies may eventually become service firms, with their products serving as a component of the broader service.

Regardless of their digital strategy—customer engagement or digitized solutions—it was evident that businesses needed an operational backbone as well as a digital services backbone to achieve the efficiency, reliability, speed, and agility that the competitive climate demanded (Ross et al., 2016). On the operational backbone side, we'll look into some elements, such as the single source of truth for critical data, seamless and transparent transaction processing, and standardized back office shared services. In the digital services backbone, there are business and technological capabilities to look at, especially related to marketing technology and inventory development.

Marketing technology has become an essential component of the advertising industry since it enables organizations to automate marketing processes, better data analysis, and increase client interaction. To name few, the marketing technology landscape is large and includes a diverse spectrum of technologies, such as customer relationship management systems, email marketing tools, social media management platforms, and mobile marketing platforms. These technologies collaborate to form an integrated marketing technology structure, allowing organizations to offer targeted and personalized marketing campaigns across different channels. From an advertiser's perspective, there will be a number of factors to consider in choosing which advertising network to use. These may include network reach (i.e., the number of sites and apps they would be able to access and the amount of traffic these sites and apps get, as well as whether the ad network offers search advertising, display advertising, or both); the ability to target ads to a particular audience; price and type of payment; reputation and trustworthiness; ease of use, and what other services are offered by the ad network (OECD, 2019).

Developing an inventory of marketing technology as a mobile marketing business is critical to giving clients the finest service possible. A well-developed marketing technology inventory can assist the agency in automating procedures, increasing efficiency, and lowering expenses. It can also assist the agency in providing a more comprehensive portfolio of services to clients, increasing their return on investment. Mobile marketing-specific technology, such as mobile messaging systems, mobile advertising platforms, and mobile app development tools, should be included in the inventory. Apart from deciding how to access advertisers, attracting desirable content (or offering a desirable service) is also of key importance to publishers. This is what attracts consumers, which is ultimately what will attract advertisers on the other side of the market (OECD, 2020).

The agency must perform a thorough examination of its client's needs and objectives in order to produce an effective inventory. This analysis should include an evaluation of their target audience, the sorts of mobile devices they use, and the channels through which they prefer to interact. Based on the results of this investigation, the agency can decide which marketing techniques to include in its inventory. The cost and complexity of incorporating these technologies into the agency's existing infrastructure should also be considered. Changing the company's nature, not only as intermediary but also as the primary source of supply.

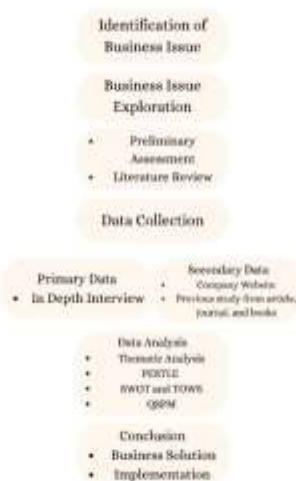


Finally, the success of a mobile marketing firm is primarily contingent on its ability to give clients the best service available. Creating a marketing technology inventory is critical to attaining this goal. The agency may increase its productivity, decrease expenses, and offer targeted and personalized marketing campaigns that help clients achieve their goals by picking the correct technology and integrating them into its operations.

3. Ultimate Goal

Developing a digital business strategy, marketing technology structure, and inventory helps boost revenue and attract new clients. Businesses can deploy targeted advertising and acquire insights into user behavior by automating operations and improving user interaction. This can lead to higher profitability, user loyalty, and a better user experience, making it a win-win situation for both businesses and users. Investing in cutting-edge marketing tools is critical to remaining competitive and ahead of the curve. Thus, achieving the ultimate goal of increasing revenue and winning clients.

RESEARCH METHODOLOGY



The methods for data collecting, data analysis, and research design will all be addressed in this chapter. The main three questions posed in the research questions and business issues may be explored and examined to have the proper explanations by having a thorough research technique.

Research Design

In order to stand out from the competition, a business must have a distinctive value.

Proposition related to digital technology as part of its strategy. Tyrads, a mobile marketing company, must therefore apply the new digital business plan. The ultimate objectives, which include creating a competitive edge and growing income, are supposed to be met by emphasizing the importance of having owned and operated inventories. This study will employ a qualitative methodology to achieve its goals. A thorough interview with the stakeholders will be conducted to gather the information.

Data Collection Method

This study uses in-depth interviews of the stakeholders in Tyrads. The stakeholders are top-level management in Tyrads, who run the strategy portfolio, policymakers, and marketing, and a partnership manager from a brand advertiser who is buying the traffic from agencies and ad tech companies.

In-depth interviews are offered as an effective strategy for collecting rich and detailed qualitative data in the book "Qualitative Interviewing: The Art of hearing data" by (Rubin & Rubin, 2011). The authors emphasize the necessity of developing a deep understanding and connection with participants, allowing them to share their experiences, viewpoints, and meanings associated with the research issue. The book offers step-by-step instructions for conducting in-depth interviews, including techniques for establishing

Figure 2



rapport, formulating open-ended questions, and actively listening to participants' narratives. To conduct in-depth interviews, Fontana emphasizes using open-ended questions to elicit detailed responses, allowing participants to share complete and personal perspectives. Fontana's method stresses the interviewer's role as an active listener, facilitator, and interpretation of interview material (Fontana et al., 2005).

Patton underlines the importance of in-depth interviews as a valuable method for gathering rich and detailed data in qualitative research (Patton, 2015). In-deep interviews, according to Rubin and Rubin (2011), allow researchers to delve into the richness and depth of participants' experiences, shining light on subjective realities and to find underlying meanings. The writers emphasize the interviewer's duty as an active listener seeking to comprehend the participant's perspective and context. They underline the need for interviewers to be flexible and adaptable, allowing the interview to flow naturally while still ensuring that the study objectives are met. The book gives practical insights and procedures for conducting in-depth interviews through a complete analysis of the interview process. It encourages researchers to treat interviews as collaborative dialogues that generate useful material for qualitative research.

Rubin and Rubin (2011) address the issue of sample size in in-depth interviews. They point out that, unlike in quantitative research, the number of people to be questioned is defined by the principle of data saturation rather than a predetermined sample size. Data saturation is the point in the research process when additional interviews no longer yield significant new information or insights. According to the authors, researchers should continue interviewing until they reach this saturation point, where the data acquired is rich and thorough, and future interviews are unlikely to generate significant additional discoveries.

Rubin and Rubin (2011) emphasize the relevance of purposeful sampling in qualitative research regarding participant selection. Rather than aiming for a representative sample, researchers should deliberately choose individuals who may provide relevant and interesting viewpoints on the research issue. The criteria for selection may differ based on the study aims and the population being investigated. To locate individuals with the required characteristics, experiences, or expertise linked to the research topic, researchers may utilize approaches such as snowball sampling, requesting referrals from original participants, or purposive sampling.

In-depth interviews can be used in a number of different research contexts. In-depth interviews, according to Rubin and Rubin (2011), are especially beneficial when the research attempts to explore participants' experiences, perspectives, meanings, and subjective realities related to a certain topic. They are ideal for research that requires precise and nuanced insights and a thorough comprehension of individual or group experiences. In-depth interviews are widely used in qualitative research across many fields, including social sciences, psychology, anthropology, and education. They provide a valuable tool for obtaining participants' lived experiences and creating rich qualitative data that can be used to contribute to theory development or inform practical implementations.

The interview is semi-structured in that the interviewer asks a few essential questions and encourages respondents to react as freely as they can. If more research on the subject is required, several follow-up questions might be raised. It takes thirty minutes to an hour to complete each interview. Each respondent received an email invitation to participate in the discussions at least one week before the allotted time.

This qualitative in-depth interview explores respondents' opinions about the questions asked. Two people from Tyrads management and two people related to Tyrads were interviewed at this stage. The variety of respondents, who come from Tyrads and a brand advertiser company, will enrich to have comprehensive analysis. The list of respondents can be seen below:

Table 1

Name	Name of Company	Roles	Information Types	Work Period
Zino Rost Van Tonningen	Tyrads	CEO	Structure and Process, SWOT, PESTLE	3-4 years
Leonardo Miguel	Tyrads	Director of Monetization	Structure and Process, SWOT, PESTLE	1-2 years



Syarifah Nadirah Alaydrus	Mapan as Tyrads' Client	Digital Marketing Manager, Digital Marketing Instructor	Demands, PESTLE	1-2 years
Aat Pangestu Hadi	ShareIt as Tyrads' Publisher Partner	Country Manager	Demands, PESTLE	3-4 years

Some critical questions for respondents are given as follows:

Table 2

Tyrads Managements	
Questions	Objectives
How do macro-environmental factors, such as industry trends and changes, impact your mobile marketing agency's operations and strategies?	To understand macro and micro-environment issues
What are the key micro-environmental factors that directly influence your agency's day-to-day operations and decision-making, and how do you manage them to ensure optimal performance?	
How does your agency stay competitive in the mobile marketing industry, considering the dynamic technological advancements, competitive landscape, and consumer behavior trends?	
What do you consider to be the key strengths of your mobile marketing agency that differentiate you from competitors and contribute to your success in the industry?	To understand the strength, weaknesses, opportunities, and threat
In your view, what are the main weaknesses or areas of improvement within your agency's operations or service offerings? How do you plan to address these weaknesses to enhance your competitive position?	
Can you identify any significant opportunities or untapped markets in the mobile marketing industry that your agency is actively pursuing? How do you capitalize on these opportunities to expand your client base and grow your business?	To understand the structure and process of the company related to digitized solutions, operational backbone, and digital service backbone.
How does your mobile marketing agency leverage digitized solutions to enhance customer experiences? Can you provide examples of mobile marketing campaigns or services that showcase the use of digital technologies?	



<p>What investments has your agency made in building a robust operational backbone to support mobile marketing initiatives? How do you ensure efficiency and scalability in delivering mobile marketing services?</p>	
<p>Can you discuss the role of your digital service backbone in enabling the development, deployment, and management of mobile marketing campaigns? What tools or platforms do you utilize to drive mobile marketing success?</p>	
<p>How do you ensure that your mobile marketing strategies align with your client's overall business objectives and marketing goals? How do you measure the impact and effectiveness of your mobile marketing efforts?</p>	
<p>How do you stay updated on emerging mobile technologies and trends to ensure that your agency remains at the forefront of mobile marketing innovation? How do you incorporate these advancements into your mobile marketing strategies and services?</p>	

Table 3

Tyroads Partners and Clients	
Questions	Objectives
<p>How do macro-environmental factors, such as industry trends and changes, impact your mobile marketing operations and strategies?</p>	<p>To understand macro and micro-environment issues</p>
<p>What are the primary challenges and demands you face as a client in the mobile marketing industry? How do you envision the role of a mobile marketing agency in meeting those demands and addressing the challenges effectively?</p>	<p>To understand the demands of the market</p>
<p>What are the key market demands and trends you observe as a publisher partner in the mobile marketing industry? How do you envision a successful partnership with a mobile marketing agency to meet these demands and leverage the market trends effectively?</p>	
<p>From your perspective, what are some essential digitized solutions or capabilities that you believe a mobile marketing agency should have in order to deliver effective and impactful mobile marketing campaigns for clients?</p>	<p>To understand the customer perspective related to digitized solutions.</p>



Data Analysis Method

The author used the thematic analysis method to analyze the data gathered from in-depth interviews. Thematic analysis is the process of detecting and categorizing themes or patterns in interview data. Researchers carefully review the interview transcripts and code data segments that indicate reoccurring ideas, thoughts, or issues. These codes are then arranged into bigger themes that encapsulate the core of the experiences and perspectives of the participants. The thematic analysis identifies commonalities, variances, and crucial insights among participants (Rubin et al., 2011).

Fontana (2005) also highlights the necessity of carefully transcribing and documenting interview material regarding data analysis. To discover key themes and patterns in the data, the author advises utilizing a coding system. Fontana encourages researchers to participate in a constant comparison process, assessing data systematically by comparing different responses and detecting similarities and differences.

Thematic analysis is a versatile and widely used method that can be applied to various research contexts, including business studies. It allows for identifying key themes and patterns in the data, which can provide valuable insights into participants' perspectives, experiences, and attitudes. Thematic analysis is particularly useful when the aim is to explore and understand participants' views on specific business-related topics or phenomena. (Rubin et al., 2011)

Combining thematic analysis with frameworks like PESTLE, SWOT, TOWS, and Impact/Effort matrix can provide a robust and comprehensive analysis of in-depth interview data.

Begin by carrying out the thematic analysis provided in Rubin and Rubin's book. This entails familiarizing with the data, coding meaningful segments, establishing preliminary themes, reviewing and refining the themes, identifying and labeling the themes, and interpreting the data. Once the thematic analysis is complete, overlay the findings with a PESTLE analysis. Assess how the identified themes from the in-depth interviews relate to the Political, Economic, Sociocultural, Technological, Legal, and Environmental factors. Consider the implications of these external factors on the themes that emerged from the interviews.

Integrate a SWOT analysis to further analyze the identified themes. Identify the Strengths, Weaknesses, Opportunities, and Threats within the themes. Explore how the external factors in the PESTLE analysis influence the themes and identify the internal factors from the in-depth interviews that contribute to the strengths and weaknesses. This analysis helps in understanding the internal and external factors that impact the identified themes.

Utilize the insights from the SWOT analysis to conduct a TOWS analysis. Identify potential strategic actions by considering how the themes can be leveraged to capitalize on opportunities and mitigate threats. Explore how weaknesses can be addressed and turned into strengths and how strengths can be utilized to seize opportunities. This analysis provides strategic perspectives based on the identified themes and internal and external factors.

Findings: Business Solution

This section presents a qualitative analysis of the research, focusing on in-depth interviews conducted to gather valuable insights from respondents regarding the addressed subject. Specifically, four individuals were interviewed, representing key stakeholders involved in the strategy portfolio and decision-makers within the mobile marketing business line. The inclusion of diverse perspectives and roles enhances the richness and comprehensiveness of the analysis. By exploring various categories of responses, this analysis aims to provide a comprehensive understanding of the research topic and shed light on key findings and patterns that emerged from the interviews.

Analysis

This qualitative analysis focuses on addressing the following three research questions through in-depth investigation:

Why does Tyrads need a digital business strategy?

What is the effective digital business strategy for Tyrads?

How should the strategy be implemented for Tyrads?

To answer these questions, the analysis will be divided into three parts: macro-environment analysis, thematic analysis, and micro-environment analysis. These assessments aim to formulate comprehensive business solutions that align with Tyrads' objectives and ensure successful implementation of the digital business strategy.

Chapter 2 provided a literature review and conceptual framework, exploring the Mobile Marketing Ecosystem and its significance for Direct Brand Advertisers and Agencies. Additionally, the role of mobile marketing solutions, particularly user acquisitions, in



supporting sales and marketing activities was discussed, alongside the impact of global digitalization on the development of regional digital industries.

Building upon the insights gained in Chapter 2, Chapter 4 delves into the analysis and practical applications of harnessing the potential of digitized solutions. This chapter draws upon the concepts put forth by Jeanne Ross, specifically the notions of digitized solutions, operational backbone, and digital service backbone, to structure and streamline processes towards the ultimate goal.

Based on the Interview and Jeanne Ross's concepts, it can be inferred that digitized solutions are more fitting to focus on than customer engagement. The agency emphasizes the importance of technology and digitization in its operations. They have their own technology and systems in place, which allow them to automate processes, manage plans efficiently, and operate with lower margins. This indicates a strong emphasis on leveraging technology to streamline their operations and deliver effective solutions to clients. By focusing on digitized solutions, the agency can capitalize on its technological capabilities, enhance operational efficiency, and offer innovative and scalable services.

As mentioned in the interview by the CEO of Tyrads: *"Our first investment was in our own technology, which may not directly increase revenue but improves efficiency. With our technology, we require fewer people to perform the same amount of work compared to traditional agencies."*

While customer engagement is crucial for any business, it is not the primary focus mentioned in the interview. The agency's strength lies in its technological infrastructure and digitized solutions, such as leveraging first-party data for targeted advertising and developing new product lines. The interview primarily highlights the agency's capabilities in utilizing technology, AI, and data to drive their business. This suggests that their core competence and competitive advantage lie in providing effective digitized solutions rather than solely focusing on customer engagement.

Based on these factors, it is evident that the agency's strategic emphasis leans more toward developing and delivering digitized solutions. They prioritize leveraging technology and data-driven approaches to optimize their operations, offer unique products, and stay ahead in the market. While customer engagement remains important, it may not be the primary driver of their success as compared to their expertise in digitized solutions.

In line with Ross's framework, the analysis in Chapter 4 focuses on the operational backbone, which serves as the core structure supporting the mobile marketing agency model. It entails the efficient and effective use of technology, data, and processes to deliver value to clients. The implementation of digitized solutions acts as a catalyst for enhancing the operational backbone, providing knowledge, expertise, and value-added services that extend beyond mere product offerings. By leveraging digitized solutions, mobile marketing agencies can address clients' challenges, optimize processes, and deliver superior experiences.

Additionally, Chapter 4 examines the digital service backbone, which encompasses the broader ecosystem of digital services that complement and enhance the operational backbone. The Mobile Marketing Ecosystem serves as a vital component of the digital service backbone, offering direct solutions to Direct Brand Advertisers and Agencies. It provides a platform for accessing and utilizing a wide range of digital services, facilitating the digitization of various vertical industries and supporting the growth of mobile-first companies.

While the customer situation and digital ecosystem serve as situational dimensions, the ultimate goal is achieved by aligning the mobile marketing agency model with the principles of digitized solutions, operational backbone, and digital service backbone. By adopting digitized solutions and leveraging the operational and digital service backbones, mobile marketing agencies can enhance their capabilities, create enduring value for clients, and position themselves as service-oriented organizations within the digital ecosystem.

By integrating Jeanne Ross's concepts into the analysis, Chapter 4 offers readers a comprehensive framework for leveraging digitized solutions to achieve strategic objectives. The practical strategies and approaches outlined in this chapter empower mobile marketing agencies to optimize their operations, deliver exceptional client experiences, and thrive in the digital landscape.

PESTEL for Macro Environment Analysis

Strategic management involves the development of strategies and plans to guide an organization. This process encompasses defining the mission, objectives, strategies, and policies of a corporation. The initial step in this process is strategic scenario analysis, which examines the alignment of external opportunities and internal strengths while addressing external threats and internal weaknesses (Wheelen & Hunger, 2012, p. 176).



PESTEL, an acronym for Political, Economic, Social-Cultural, Technological, Environmental, and Legal factors, pertains to the elements that influence business conditions and their impact. This analysis focuses on each of these environments separately and considers potential future developments that could significantly affect the organization. Conducting a PESTEL analysis brings benefits to the organization by aiding decision-making, preparing for forthcoming challenges, and identifying opportunities and threats.

PESTEL analysis evaluates the market environment, whether it is emerging or well-established, and provides a comprehensive overview of external factors that can affect an industry or the companies within it.

Political Factors

The implementation of the General Data Protection Regulation (GDPR) and Google's decision to phase out third-party cookies will have a profound impact on mobile marketing agencies like Tyrads. GDPR, enacted in 2018, aims to protect user privacy and regulate the processing of personal data. It imposes strict requirements for obtaining user consent, handling data, and ensuring transparency. As a result, mobile marketing agencies need to reassess their data collection and processing practices to comply with GDPR guidelines and maintain trust with their users (IAB, 2018)

Zino, the CEO of Tyrads, when asked if there are any political factors impacting Tyrads:

"Oh yeah, for example, GDPR is something that came from outside our industry. The EU regulations required the industry to adapt and change. Privacy concerns are a significant issue that we cannot control, but what we do in that sense is ensure our systems are built in a way that does not necessarily rely on private data to function."

Furthermore, Google's plan to eliminate third-party cookies in its Chrome browser by 2023 poses a significant challenge for mobile marketing agencies. Third-party cookies have been instrumental in targeting and tracking user behavior across websites, enabling personalized advertising campaigns. With their impending removal, agencies like Tyrads will need to explore alternative approaches to deliver targeted ads and measure campaign performance accurately. This may involve leveraging first-party data, contextual targeting, and adopting privacy-centric solutions that prioritize user consent.

Zino also mentioned Google Privacy Sandbox as a big threat:

"We have the Google Privacy Sandbox coming into play, which limits the data available for marketing. By having our own inventory and first-party data, we can survive in this ecosystem and target specific user profiles, offering them a personalized brand or product instead of relying solely on global services and hoping for results."

"One of the biggest threats is the introduction of a sandbox, which can restrict our industry. Another threat comes from the decline of cookies, leading to reduced trackability. This poses a challenge for our business."

According to a report by eMarketer, the combination of GDPR and the demise of third-party cookies will reshape the mobile advertising landscape, forcing agencies to adapt their strategies. Mobile marketing agencies will need to focus on building direct relationships with users, providing valuable content, and implementing privacy-centric solutions to navigate the evolving landscape successfully.

Economic Factors

Economic factors play a crucial role in the operations of mobile marketing agencies. Market cycles and downturns are inevitable in any industry, and the agency understands the need to maintain a robust balance sheet and cash flow to navigate economic challenges effectively. During economic downturns, businesses tend to reduce their marketing budgets, which can impact the demand for mobile marketing services. The agency must adapt its strategies and offerings to remain competitive in a cost-sensitive market (HBR 2008).

Zino mentioned the economic downturn and the cyclical nature of the industry in the interview:

"Having a good balance sheet and cash reserves provide me with flexibility and leverage to make decisions even during macroeconomic downturns.... Understanding the cyclical nature of the industry helps us make informed decisions."

Inflation and fluctuations in purchasing power also have an impact on the mobile marketing industry. As the cost of goods and services increases due to inflation, businesses may become more cautious about their marketing expenditures, leading to potential adjustments in advertising budgets. Fluctuations in purchasing power can affect the affordability and willingness of target markets to



engage with mobile marketing campaigns. This necessitates constant monitoring and adjustment of pricing models and campaign strategies to ensure cost-effectiveness and reach the intended audience effectively.

Nadira, the Digital Marketing Manager of Mapan, also mentioned how the economy affects the decision:

“Economic factors have a significant impact on Mapan's business, especially since our target market consists of middle to lower-income individuals. The purchasing power of our target audience is already weakened due to the economic situation. For example, during Ramadan or Eid al-Fitr, people tend to spend more on food rather than buying other items. As a result, our CPI (cost per install) may increase while user acquisition may decrease.”

The overall economic conditions of a region or country have a direct influence on the purchase ability of target markets, particularly in the middle-low segment. Mobile marketing agencies must consider the economic indicators of their target markets to determine the feasibility and potential returns of campaigns. Understanding the economic landscape helps in tailoring marketing efforts to cater to specific consumer needs and preferences, taking into account the purchasing power and consumer behavior influenced by economic factors.

Moreover, economic factors have an impact on campaign optimization efforts and cost per install. During periods of economic growth, competition among businesses intensifies, resulting in increased advertising costs. Mobile marketing agencies must closely monitor cost-per-install metrics and optimize campaigns to maximize efficiency and return on investment. Economic factors such as consumer confidence, disposable income, and market stability directly affect the success and profitability of mobile marketing campaigns.

Social-Cultural Factors

Socio-cultural factors significantly impact mobile marketing agencies. Adapting to evolving consumer behavior and preferences is crucial to offer relevant services. Rapidly changing industry trends pose challenges and require staying updated. Consumer behavior during specific events influences marketing campaigns and results. Understanding cultural nuances and values helps agencies create resonating campaigns.

Nadira also mentioned from the client's perspective:

“Well, when it comes to macro-environmental factors, particularly industry trends, they have a significant impact on our marketing operations. One major aspect affected is the cost and affordability of optimizing campaigns. For instance, in the case of Mapan, industry trends change rapidly, resulting in highly fluctuating costs.”

“Furthermore, industry trends necessitate constantly refreshing our creative materials to align with the current trends.”

According to Nielsen, understanding consumer behavior in a changing world is essential for mobile marketing agencies. The report emphasizes the need to adapt to evolving consumer preferences influenced by technological advancements and cultural shifts. The ability to stay attuned to these changes enables agencies to meet consumer expectations and deliver impactful campaigns.

Forbes highlights the importance of culture in marketing success. Cultural sensitivity, inclusivity, and relevance play a crucial role in shaping effective mobile marketing strategies. Agencies that grasp cultural nuances and values can create campaigns that connect with their target markets, driving engagement and achieving marketing objectives.

Technological Factors

Technological factors play a vital role in the success of mobile marketing agencies. The agency recognizes that staying competitive requires a focus on continuous improvement, particularly in the field of artificial intelligence (AI) and other technological advancements. Failure to keep pace with these advancements could pose a threat to the agency's digital service backbone. Embracing AI technology can enhance targeting capabilities, optimize campaigns, and improve overall efficiency, enabling agencies to deliver more effective and personalized mobile marketing solutions.

Zino mentioned in the interview how newer technology could be a threat and opportunity:

“Whenever there is a new technology, like AI or image generation, for example, we explore how to utilize it. Our creative department, for instance, explores ways to use image generation to enhance processes, centralize new ideas, and improve storytelling.”

“Additionally, the rapid advancements in AI technology are a threat. If we fail to update and adapt our technology at the same pace, we risk being left behind as an agency.”



Additionally, keeping up with technological advancements is essential for aligning creative content with current trends. As technology evolves, consumer preferences and behavior change accordingly. Mobile marketing agencies must leverage emerging technologies to create innovative and engaging content that resonates with their target audiences. By incorporating the latest technological advancements into their strategies, agencies can stay ahead of the curve and deliver creative content that captures the attention of consumers and drives successful marketing campaigns.

Overall, embracing AI and other technological advancements, and aligning creative content with current trends, are crucial technological factors that enable mobile marketing agencies to remain competitive and deliver impactful results.

Environmental Factors

As a mobile marketing agency, Tyrad may not have direct environmental impacts in its day-to-day operations. Unlike industries that involve manufacturing or heavy resource consumption, the environmental impact of a mobile marketing agency is relatively limited. This factor is not mentioned explicitly in the interview due to its common practice in this industry.

While the direct environmental impact of Tyrad as a mobile marketing agency may be relatively minimal, the agency can still make a positive difference by promoting sustainable practices and considering the environmental implications of its operations and partnerships.

Being environmentally conscious can significantly enhance branding for mobile marketing agencies like Tyrad. Consumers are increasingly concerned about sustainability and expect businesses to demonstrate a commitment to environmental responsibility. By adopting eco-friendly practices, Tyrad can showcase its dedication to sustainability, which can positively influence its brand image and reputation (HBR, 2023).

Legal Factors

Data privacy and protection are critical legal factors that mobile marketing agencies must consider. The agency must ensure compliance with data privacy regulations to safeguard the integrity and security of the first-party data they possess. Protecting user information and maintaining data privacy is not only a legal obligation but also a crucial aspect of the agency's digital service backbone.

Data privacy regulations, such as the General Data Protection Regulation (GDPR) in the European Union and the California Consumer Privacy Act (CCPA) in the United States, impose stringent requirements on the collection, processing, and storage of personal data. Mobile marketing agencies like Tyrad need to have robust data protection policies and procedures in place to ensure compliance with these regulations. This includes obtaining proper consent for data collection, implementing secure data storage and transfer protocols, and providing individuals with the ability to access, correct, and delete their personal information.

Zino recognizes GDPR as an important factor:

“The EU regulations required the industry to adapt and change. Privacy concerns are a significant issue that we can't control, but what we do in that sense is ensure our systems are built in a way that doesn't necessarily rely on private data to function.”

By prioritizing data privacy and protection, mobile marketing agencies can build trust with their clients and users. Respecting individuals' privacy rights enhances the agency's reputation and helps establish long-term relationships based on trust and transparency. Compliance with data privacy regulations not only mitigates legal risks but also demonstrates the agency's commitment to ethical and responsible data practices.

IV.1.2 Thematic Analysis

Combining the Rubin method of thematic analysis with Jeanne Ross's concepts, the following themes emerge:

Agency's Unique Strengths:

Digitized Solutions: Utilization of own operated inventory specialized in gaming (Tyr Rewards) as a digitized solution to target and engage gaming clients effectively.

Operational Backbone: Emphasis on technology and automation to streamline agency operations, manage plans, and operate efficiently.

Digital Service Backbone: Possession of first-party data for app reviews, user behavior, and usage patterns, enabling the development of innovative and targeted digital services.



Key Success Factors:

Digitized Solutions: Ability to adapt to industry trends and changes, leveraging digitized solutions to optimize performance and revenue numbers for clients.

Operational Backbone: Maintaining a good balance sheet, strong cash flow, and financial stability to navigate industry cycles and downturns effectively.

Digital Service Backbone: Understanding the cyclical nature of the industry and preparing for future disruptions, leveraging first-party data and digital service offerings.

Weaknesses and Areas for Improvement:

Digital Service Backbone: Lack of own operated inventory for non-gaming industries (e.g., finance, e-commerce, travel) as a weakness in the digital service backbone.

Operational Backbone: We need to strengthen the agency's overall brand presence and awareness through marketing efforts to address the weakness in the operational backbone.

Digital Service Backbone: Limited brand recognition in the total market hampers the agency's ability to attract non-gaming clients and expand its digital service offerings.

Threats and Challenges:

Digitized Solutions: Regulatory changes and sandbox regulations pose a threat to the agency's digitized solutions and their effectiveness.

Operational Backbone: Diminishing the effectiveness of cookies and reduced trackability challenges the operational backbone's ability to track and measure performance accurately.

Digital Service Backbone: Risks of technological obsolescence if the agency fails to keep up with advancements in AI and technology, impacting its digital service backbone.

Opportunities for Growth and Expansion:

Digitized Solutions: Leveraging first-party data to develop targeted advertising solutions for non-gaming industries, expanding the agency's digitized solutions to new market segments.

Operational Backbone: Strengthening the agency's brand presence and reputation through marketing outreach, events, and sponsorships, enhancing the operational backbone and attracting a wider client base.

Digital Service Backbone: Building strategic partnerships with existing non-gaming platforms to access their operated inventories, enabling the agency to offer comprehensive digital service solutions.

Operational Backbone & Digital Service Backbone: Diversifying service offerings beyond gaming to mitigate risks associated with economic downturns, expanding the agency's operational and digital service backbones.

By combining the thematic analysis using the Rubin method with Jeanne Ross's concepts, a comprehensive understanding of the agency's strengths, weaknesses, opportunities, and threats emerges. This analysis provides insights into areas for improvement and potential strategies for growth and success.

IV.1.3 SWOT for Micro Environment Analysis

SWOT analysis results from interviews can be summarized as follows:

Strengths

Own operated inventory specialized in gaming vertical (Tyr Rewards)

Strong focus on technology and automation

First-party data for targeted advertising

Emphasis on giving ownership and autonomy to team members

Willingness to embrace failure as a learning opportunity

As Zino from Tyrads mentioned:

"..our key strength lies in our technology. We have our own system, which sets us apart from agencies that rely on manual processes. This makes us more efficient in serving our clients. The automation of our operations and management enables us to work with lower margins, ultimately providing better value to our clients. Another strength is our proprietary operating inventory, known



as Tyr Rewards. It's particularly valuable for our gaming clients and larger clients. This is a significant advantage for us and adds to our strength. Additionally, we have our own first-party data, which is a crucial asset. We can leverage this data to develop new product lines and enhance our offerings.”

“..within the team and the company itself, I strongly believe in giving people ownership over their work. This means they have full control and authority over their tasks and can make their own decisions. They are not solely reliant on someone else's decision-making process. They have the autonomy to make decisions and are held accountable for the outcomes. They are not connected to other departments or influenced by them. Even if another department disagrees with their decision, they have the freedom to make it as long as the results are positive. If they achieve good results, that's great. If they don't, we question what happened, how we can prevent it, and what we can learn from it.”

Weaknesses

- Lack of own-operated inventory for non-gaming industries
- Limited brand presence outside of South Asia
- Reliance on margin from other people's solutions
- Need for improvement in marketing outreach and client acquisition
- Potential threats from sandbox regulations and diminishing cookie tracking

Zino, when asked about areas of improvement needed:

“..one of our main weaknesses, especially on the non-gaming side, is the lack of owned and operated inventory that we can utilize. This restricts our ability to provide exclusive services that differentiate us from competitors. As an agency, we take a margin on top of other people's solutions, and not having our own operated inventory is a weakness on our non-gaming side. We have yet to develop this aspect, and it's a key area of focus for us to address. Secondly, our brand presence is another weakness. While we have a better presence in South Asia, overall, our brand is not the strongest in the market. To tackle this, we are investing in outreach activities, podcasts, events, and sponsorships to enhance our brand awareness. So those are the two main weaknesses we're working on.”

“In terms of marketing, another weakness lies in our past approach, which was more cold and email-focused. We haven't fully utilized Tyrads as a source of knowledge and engagement. We need to view it as a platform where people can go to gain insights and potentially become interested in working with us. This weakness impacts our sales process, as instead of clients coming to us, we have to reach out to them, making the process less efficient.”

Opportunities

- Utilizing first-party data to develop new product lines and expand the client base
- Exploring untapped markets in the mobile marketing industry
- Leveraging digitized solutions to streamline processes and improve efficiency
- Strengthening brand presence through outreach, events, and sponsorships
- Capitalizing on the growing demand for targeted advertising and personalized marketing

Zino, when about the opportunity:

“One of our key strengths lies in our first-party data. We see an opportunity here to develop a new product that we are currently working on, which focuses on branding. With our unique first-party data, we can approach brands and offer them valuable insights. For example, we can provide Shopee with information about users who use Lazada, including how often and how much they use it. This allows us to target those specific users with tailored ads. This new product leveraging first-party data provides us with a unique way to monetize our app and differentiate ourselves from competitors. It enables us to be more efficient and aggressive in our marketing efforts, maximizing the potential of our first-party data.”

Threats

- Regulatory challenges, such as sandbox regulations and limitations on cookie tracking
- Advancements in AI and technology that could render outdated solutions ineffective
- Intense competition in the mobile marketing industry
- Potential economic downturns affecting client spending in advertising
- Shifting consumer behavior and preferences in mobile usage and advertising



Threats for Tyrads based on the interview:

“...there are significant threats on the horizon. One of the biggest threats is the introduction of a sandbox, which can restrict our industry. Another threat comes from the decline of cookies, leading to reduced trackability. This poses a challenge for our business. Additionally, the rapid advancements in AI technology are a threat. If we fail to update and adapt our technology at the same pace, we risk being left behind as an agency. These are the primary threats we are currently monitoring and addressing to stay ahead in the industry.”

BUSINESS SOLUTION

TOWS Matrix Analysis and Impact/Effort Matrix

Table 4

<p>TOWS ANALYSIS</p>	<p>Strengths:</p> <p>S1. Own operated inventory specialized in gaming vertical (Tyr Rewards)</p> <p>S2. Strong focus on technology and automation</p> <p>S3. First-party data for targeted advertising</p> <p>S4. Emphasis on giving ownership and autonomy to team members</p> <p>S5. Willingness to embrace failure as a learning opportunity</p>	<p>Weaknesses:</p> <p>W1. Lack of own-operated inventory for non-gaming industries</p> <p>W2. Limited brand presence outside of South Asia</p> <p>W3. Reliance on margin from other people's solutions</p> <p>W4. Need for improvement in marketing outreach and client acquisition</p>
<p>Opportunities:</p> <p>O1. Utilizing first-party data to develop new product lines and expand the client base</p> <p>O2. Exploring untapped markets in the mobile marketing industry</p> <p>O3. Leveraging digitized solutions to streamline processes and improve efficiency</p> <p>O4. Strengthening brand presence through outreach, events, and sponsorships</p> <p>O5. Capitalizing on the growing demand for targeted advertising and personalized marketing</p>	<p>SO1: Utilize own operated inventory (Tyr Rewards) and first-party data to develop targeted advertising products and solutions for non-gaming industries.</p> <p>SO2: Leverage digitized solutions and operational backbone to streamline processes and enhance efficiency, allowing for expansion into new markets.</p> <p>SO3: Capitalize on the agency's technology focus to explore untapped opportunities in the mobile marketing industry.</p>	<p>WO1: Form strategic partnerships with existing non-gaming platforms to access their operated inventories, expanding service offerings to finance, ecommerce, and travel clients.</p> <p>WO2: Capitalize on the agency's strong focus on technology and automation to develop digitized solutions tailored to the specific needs of non-gaming industries.</p> <p>WO3: Utilize marketing outreach, events, and sponsorships to enhance brand presence and attract new clients in untapped markets.</p>



<p>Threats</p> <p>T1. Regulatory challenges, such as sandbox regulations and limitations on cookie tracking</p> <p>T2. Advancements in AI and technology that could render outdated solutions ineffective</p> <p>T3. Intense competition in the mobile marketing industry</p> <p>T4. Potential economic downturns affecting client spending in advertising</p> <p>T5. Shifting consumer behavior and preferences in mobile usage and advertising</p>	<p>ST1: Mitigate the impact of sandbox regulations and diminishing cookie tracking by managing first-party data and diversifying marketing strategies.</p> <p>ST2: Continuously invest in AI and technology advancements to stay ahead of competitors and mitigate the threat of technological obsolescence.</p> <p>ST3: Leverage the agency's emphasis on autonomy and ownership to adapt quickly to changing consumer behaviors and preferences.</p>	<p>WT1: Collaborate with industry associations and regulatory bodies to influence sandbox regulations in a way that minimizes their impact on the agency's operations.</p> <p>WT2: Enhance the agency's brand presence and reputation to mitigate the threat of intense competition in the mobile marketing industry.</p> <p>WT3: Diversify service offerings beyond gaming by leveraging the agency's existing strengths and partnerships to mitigate the risk of economic downturns affecting client spending.</p>
---	--	--

List of strategies from TOWS Analysis:

SO1: Utilize own operated inventory (Tyr Rewards) and first-party data to develop targeted advertising products and solutions for non-gaming industries. (Digitized Solutions and Digital Service Backbone)

SO2: Leverage digitized solutions and operational backbone to streamline processes and enhance efficiency, allowing for expansion into new markets. (Digitized Solutions and Operational Backbone)

SO3: Capitalize on the agency's technology focus to explore untapped opportunities in the mobile marketing industry. (Digitized Solutions and Digital Service Backbone)

ST1: Mitigate the impact of sandbox regulations and diminishing cookie tracking by managing first-party data and diversifying marketing strategies. (Digital Service Backbone)

ST2: Continuously invest in AI and technology advancements to stay ahead of competitors and mitigate the threat of technological obsolescence. (Digitized Service Backbone)

ST3: Leverage the agency's emphasis on autonomy and ownership to adapt quickly to changing consumer behaviors and preferences. (Operational Backbone)

WO1: Form strategic partnerships with existing non-gaming platforms to access their operated inventories, expanding service offerings to finance, ecommerce, and travel clients. (Operational Backbone)

WO2: Capitalize on the agency's strong focus on technology and automation to develop digitized solutions tailored to the specific needs of non-gaming industries. (Digitized Solutions)

WO3: Utilize marketing outreach, events, and sponsorships to enhance brand presence and attract new clients in untapped markets. (Customer Engagement)

WT1: Collaborate with industry associations and regulatory bodies to influence sandbox regulations in a way that minimizes their impact on the agency's operations. (Digitized Solutions)

WT2: Enhance the agency's brand presence and reputation to mitigate the threat of intense competition in the mobile marketing industry. (Customer Engagement)

WT3: Diversify service offerings beyond gaming by leveraging the agency's existing strengths and partnerships to mitigate the risk of economic downturns affecting client spending. (Digitized Solutions)



Table 5

Impact/Effort Matrix	High Effort		Low Effort
High Impact	SO1. WO2. WO3. WT2. WT3. ST2.		SO2. SO3. WO1. ST1.
Low Impact	WT1.		ST3.

In the context of the strategies derived from the TOWS Analysis, let's break down the criteria for determining high or low impact and effort:

Impact Criteria:

Market Expansion and Revenue Generation: Strategies that have the potential to tap into new markets, attract new clients, and increase revenue are considered to have high impact.

Competitive Advantage: Strategies that provide a competitive edge, such as leveraging technology advancements, exploring untapped opportunities, and enhancing brand presence, contribute to high impact. These actions help the agency stay ahead of the competition and establish a strong market position.

Risk Mitigation: Strategies aimed at reducing risks and addressing potential threats are also deemed impactful. This includes measures like diversifying service offerings to minimize the impact of economic downturns or managing first-party data to adapt to changing regulations and consumer behaviors.

Effort Criteria:

Resource Allocation: Strategies that demand a significant allocation of resources, including time, finances, and personnel, are categorized as high effort. Initiatives involving technology investments, development of tailored digitized solutions, and influencing regulatory changes typically require substantial effort.

Complexity of Implementation: Strategies that are complex to implement due to technical, operational, or regulatory intricacies are considered high effort.

Change Management: Strategies that require substantial organizational change or restructuring often entail high effort.

Based on the Impact/Effort matrix, here's a prioritization of the strategies:

High Impact, High Effort:

SO1: Utilize own operated inventory (Tyr Rewards) and first-party data to develop targeted advertising products and solutions for non-gaming industries. (Digitized Solutions and Digital Service Backbone)

WO2: Capitalize on the agency's strong focus on technology and automation to develop digitized solutions tailored to the specific needs of non-gaming industries. (Digitized Solutions)

WO3: Utilize marketing outreach, events, and sponsorships to enhance brand presence and attract new clients in untapped markets. (Customer Engagement)

WT2: Enhance the agency's brand presence and reputation to mitigate the threat of intense competition in the mobile marketing industry. (Customer Engagement)

WT3: Diversify service offerings beyond gaming by leveraging the agency's existing strengths and partnerships to mitigate the risk of economic downturns affecting client spending. (Digitized Solutions)

ST2: Continuously invest in AI and technology advancements to stay ahead of competitors and mitigate the threat of technological obsolescence. (Digitized Service Backbone)

High Impact, Low Effort:

SO2: Leverage digitized solutions and operational backbone to streamline processes and enhance efficiency, allowing for expansion into new markets. (Digitized Solutions and Operational Backbone)



SO3: Capitalize on the agency's technology focus to explore untapped opportunities in the mobile marketing industry. (Digitized Solutions and Digital Service Backbone)

WO1: Form strategic partnerships with existing non-gaming platforms to access their operated inventories, expanding service offerings to finance, ecommerce, and travel clients. (Operational Backbone)

ST1: Mitigate the impact of sandbox regulations and diminishing cookie tracking by managing first-party data and diversifying marketing strategies. (Digital Service Backbone)

Low Impact, Low Effort:

ST3: Leverage the agency's emphasis on autonomy and ownership to adapt quickly to changing consumer behaviors and preferences. (Operational Backbone)

Low Impact, High Effort:

WT1: Collaborate with industry associations and regulatory bodies to influence sandbox regulations in a way that minimizes their impact on the agency's operations.

The prioritization is based on balancing the potential impact and the effort required for each strategy. Strategies with high impact and low effort can be prioritized early on to capitalize on the quick wins. High-impact strategies with high effort may require significant investment, but their potential benefits make them worthy of prioritization. Low-impact, low-effort strategies can be pursued to maintain steady improvements and optimize existing capabilities. Lastly, strategies categorized as low impact but high effort may not provide the desired return on investment, considering the significant resources and effort required. It would be more prudent to reassess and potentially reconsider these strategies in order to avoid wasting valuable resources.

Based on the above explanation, the priority strategies would be listed below:

1. Leverage digitized solutions and operational backbone to streamline processes and enhance efficiency, allowing for expansion into new markets. (Digitized Solutions and Operational Backbone)

2. Form strategic partnerships with existing non-gaming platforms to access their operated inventories, expanding service offerings to finance, e-commerce, and travel clients. (Operational Backbone)

3. Mitigate the impact of sandbox regulations and diminishing cookie tracking by managing first-party data and diversifying marketing strategies. (Digital Service Backbone)

4. Utilize own operated inventory (Tyr Rewards) and first-party data to develop targeted advertising products and solutions for non-gaming industries. (Digitized Solutions and Digital Service Backbone)

5. Utilize marketing outreach, events, and sponsorships to enhance brand presence and attract new clients in untapped markets. (Customer Engagement)

6. Continuously invest in AI and technology advancements to stay ahead of competitors and mitigate the threat of technological obsolescence. (Digitized Service Backbone)

7. Leverage the agency's emphasis on autonomy and ownership to adapt quickly to changing consumer behaviors and preferences. (Operational Backbone)

Implementation

Task 1: Leverage digitized solutions and operational backbone

- Assess current processes and identify areas for improvement
- Research and select appropriate digital tools and software
- Implement digitized solutions to streamline operations
- Train team members on the use of new digital tools
- Monitor and evaluate the impact of digitized solutions on efficiency

The tech team will be responsible for implementing digitized solutions and leveraging the operational backbone of the mobile marketing agency. This task will take place in the office over a period of 1-3 months. The objective is to streamline processes and enhance efficiency within the agency. By implementing software and digital tools, the agency aims to optimize its operations and improve overall performance.



Task 2: Form strategic partnerships with non-gaming platforms

- Identify potential non-gaming platforms for partnership
- Reach out to platform representatives and schedule meetings
- Present the agency's capabilities and discuss potential collaboration opportunities
- Negotiate partnership agreements and terms
- Develop a plan for integrating non-gaming platforms' inventories into service offerings

The monetization team will engage in meetings and negotiations with non-gaming platforms to form strategic partnerships. This task will span from month 2 to month 6. The purpose is to expand the agency's service offerings to finance, e-commerce, and travel clients. By partnering with established platforms, the agency can access their operated inventories and provide a wider range of marketing solutions to clients in different industries.

Task 3: Mitigate the impact of sandbox regulations and cookie tracking

- Develop a data storage and management plan for first-party data
- Ensure compliance with data privacy regulations
- Explore alternative tracking methods to compensate for diminishing cookie tracking
- Test and implement new data management systems or technologies
- Regularly review and update data privacy policies and practices

The media buying team and data team will work together to address the challenges posed by sandbox regulations and diminishing cookie tracking. This task will be ongoing. The agency will focus on storing first-party data securely and implementing effective data management practices. By doing so, the agency aims to mitigate the impact of regulatory changes and ensure data privacy while continuing to provide targeted and personalized marketing solutions.

Task 4: Utilize own operated inventory and first-party data

- Analyze first-party data to identify audience segments and preferences
- Develop targeted advertising products based on audience insights
- Create advertising campaigns tailored to non-gaming industries
- Utilize the agency's own operated inventory (Tyr Rewards) for targeted placements
- Create a feature inside Tyr Rewards for non-gaming
- Monitor campaign performance and optimize based on data analysis

The media buying team and data team will collaborate to utilize the agency's own operated inventory, Tyr Rewards, and leverage first-party data. This task will take place from month 4 to month 6. The objective is to develop targeted advertising products and solutions for non-gaming industries. By analyzing the first-party data available and combining it with the agency's inventory, the agency can offer more precise and effective ad campaigns to clients in finance, e-commerce, and travel sectors.

Task 5: Enhance brand presence and attract new clients

- Identify relevant events, conferences, and industry gatherings
- Develop a sponsorship strategy to increase brand visibility
- Conduct outreach activities through email campaigns, social media, and content marketing
- Collaborate with industry influencers and thought leaders for endorsements
- Track and analyze the effectiveness of marketing efforts in attracting new clients

The marketing team and sales team will work together to enhance the agency's brand presence and attract new clients. This task will be ongoing. The agency will participate in events, and sponsorships and conduct outreach activities to increase brand awareness and reach untapped markets. By actively engaging with the target audience and showcasing the agency's expertise, the agency aims to expand its client base and attract new partnerships.

Task 6: Invest in AI and technology advancements

- Stay updated on the latest advancements in AI and technology relevant to mobile marketing



- Conduct research and evaluate potential technologies for implementation
- Secure necessary resources and budget for technology investments
- Collaborate with tech team to test and integrate new technologies
- Monitor industry trends and assess the impact of technology investments on business performance

The tech team and management will collaborate to invest in AI and technology advancements. This task will be ongoing. The agency aims to stay ahead of competitors and maintain its innovative edge by continuously researching and implementing the latest AI and technology upgrades. By embracing technological advancements, the agency can offer cutting-edge solutions and provide clients with the most effective and efficient marketing strategies.

Task 7: Adapt to changing consumer behaviors and preferences

- Conduct market research to identify emerging consumer trends
- Analyze data on consumer behavior and preferences
- Implement feedback mechanisms to gather insights from clients and target audience
- Regularly review and update marketing strategies based on changing consumer needs
- Collaborate with all teams to ensure alignment with evolving consumer expectations

All teams, supported by the market research team, will be involved in adapting to changing consumer behaviors and preferences. This task will be ongoing. The agency will conduct market research, analyze trends, and gather insights to understand evolving consumer preferences. By monitoring and responding to changes in consumer behavior, the agency can tailor its marketing approaches to meet client expectations and remain relevant in the dynamic mobile marketing industry.

No	Strategy	Action	Team in Charge	Duration (months)															
				1	2	3	4	5	6	7	8	9	10	11	12				
1	Leverage digitized solutions and operational backbone	Assess current processes and identify areas for improvement	Technology team and Management	█															
		Research and select appropriate digital tools and software			█														
		Implement digitized solutions to streamline operations				█													
		Train team members on the use of new digital tools					█												
		Monitor and evaluate the impact of digitized solutions on efficiency						█	█	█	█	█	█	█	█	█	█	█	█
2	Form strategic partnership with non-gaming platforms	Identify potential non-gaming platforms for partnership	Monetization team			█													
		Reach out to platform representatives and schedule meetings					█												
		Present agency's capabilities and discuss potential collaboration opportunities						█											
		Negotiate partnership agreements and terms							█										
		Develop a plan for integrating non-gaming platforms' inventories into service offerings									█								
3	Mitigate impact of sandbox regulation and cookie tracking	Develop a data storage and management plan for first-party data	Data and Media buying team				█												
		Ensure compliance with data privacy regulations						█											
		Explore alternative tracking methods to compensate for diminishing cookie tracking							█										
		Test and implement new data management systems or technologies									█								
		Regularly review and update data privacy policies and practices										█	█	█	█	█	█	█	
4	Utilize own operated inventory and first party data	Analyze first-party data to identify audience segments and preferences	CSS and Media buying team																
		Develop targeted advertising products based on audience insights																	
		Create advertising campaigns tailored to non-gaming industries																	
		Utilize the agency's own operated inventory (Tyr Rewards) for targeted placements																	
		Create a feature inside Tyr Rewards for non-gaming																	
5	Enhance brand presence and attract new clients	Monitor campaign performance and optimize based on data analysis	Marketing team																
		Identify relevant events, conferences, and industry gatherings																	
		Develop a sponsorship strategy to increase brand visibility																	
		Conduct outreach activities through email campaigns, social media, and content marketing																	
		Collaborate with industry influencers and thought leaders for endorsements																	
Track and analyze the effectiveness of marketing efforts in attracting new clients																			



6	Invest in AI and technology advancements	Stay updated on the latest advancements in AI and technology relevant to mobile marketing	Management and Tech team																						
		Conduct research and evaluate potential technologies for implementation																							
		Secure necessary resources and budget for technology investments																							
		Collaborate with tech team to test and integrate new technologies																							
		Monitor industry trends and assess the impact of technology investments on business performance																							
7	Adapt to changing consumer behaviours and preferences	Conduct market research to identify emerging consumer trends	All team																						
		Analyze data on consumer behavior and preferences																							
		Implement feedback mechanisms to gather insights from clients and target audience																							
		Regularly review and update marketing strategies based on changing consumer needs																							
		Collaborate with all teams to ensure alignment with evolving consumer expectations																							

Figure 3

CONCLUSION

The primary objective of this research is to devise an effective business strategy for Tyrads, a mobile marketing agency with a particular emphasis on leveraging digitized solutions. Drawing inspiration from the work of Ross et al. (2016) on developing exceptional digital strategies, this study explores the two fundamental approaches that guide organizations in integrating their existing capabilities with emerging digital technologies to generate innovative value propositions: Customer Engagement and Digitized Solutions. The present research narrows its focus to investigate how Tyrads can effectively employ digitized solutions as a key component of its digital business strategy.

This study adopts a qualitative analysis approach to obtain comprehensive data for evaluating the mobile marketing agency industry's landscape and identifying the most effective solution for a digital business strategy. The data analysis encompasses three main components: assessment of the macro-environment analysis, thematic analysis, and evaluation of the micro-environment analysis. These analytical stages collectively provide a comprehensive understanding of the industry, enabling the formulation of an optimal digital business strategy solution.

Upon examining the three key research questions outlined in Chapter 1, the following conclusions can be drawn:

1. Why does Tyrads need a digital business strategy?

According to Jeanne Ross, a renowned expert in digital strategy, Tyrads would greatly benefit from adopting a digital business strategy. Jeanne Ross emphasizes the following points that align with Tyrads' needs:

1. **Gaining Competitive Advantage:** Jeanne Ross emphasizes that a digital business strategy is instrumental in gaining a competitive edge. By leveraging digital technologies effectively, Tyrads can differentiate itself from competitors, deliver unique value propositions, and offer innovative solutions to clients. This positions Tyrads as a leader in the mobile marketing industry, giving them a distinct advantage over rivals.
2. **Winning Clients:** Jeanne Ross emphasizes the importance of a digital business strategy in attracting and winning clients. By showcasing their digital capabilities, expertise, and successful track record, Tyrads can demonstrate their ability to deliver results and meet clients' digital marketing needs. This builds trust and confidence, making Tyrads a preferred choice for clients seeking effective digital marketing solutions.
3. **Higher Profitability:** Jeanne Ross highlights that a well-executed digital business strategy contributes to higher profitability. By optimizing internal processes, implementing digital tools and automation, and effectively utilizing resources, Tyrads can reduce costs and enhance operational efficiency. This leads to improved profitability and financial performance, ensuring long-term sustainability and growth.
4. **Increasing Revenue:** Jeanne Ross emphasizes that a digital business strategy opens doors to new revenue streams. By staying ahead of digital trends, Tyrads can identify opportunities to expand its service offerings, develop innovative solutions, and tap into emerging markets. This diversification of revenue sources allows Tyrads to increase overall revenue and create new avenues for business growth.

Incorporating Jeanne Ross's insights into the answer, it is evident that a digital business strategy is crucial for Tyrads to gain a competitive advantage, win clients, achieve higher profitability, and increase revenue in the mobile marketing industry. By embracing



digital transformation and aligning its strategy with market demands, Tyrads can position itself as an industry leader and drive sustained success.

2. What is the effective digital business strategy for Tyrads?

Based on the Interview and Jeanne Ross's concepts, it can be inferred that digitized solutions as a digital business strategy are more fitting to focus on than customer engagement. The agency emphasizes the importance of technology and digitization in its operations. They have their own technology and systems in place, which allow them to automate processes, manage plans efficiently, and operate with lower margins. This indicates a strong emphasis on leveraging technology to streamline their operations and deliver effective solutions to clients. By focusing on digitized solutions, the agency can capitalize on its technological capabilities, enhance operational efficiency, and offer innovative and scalable services.

Based on the analysis, the priority strategies would be listed below:

1. Leverage digitized solutions and operational backbone to streamline processes and enhance efficiency, allowing for expansion into new markets. (Digitized Solutions and Operational Backbone)
2. Form strategic partnerships with existing non-gaming platforms to access their operated inventories, expanding service offerings to finance, e-commerce, and travel clients. (Operational Backbone)
3. Mitigate the impact of sandbox regulations and diminishing cookie tracking by managing first-party data and diversifying marketing strategies. (Digital Service Backbone)
4. Utilize own operated inventory (Tyr Rewards) and first-party data to develop targeted advertising products and solutions for non-gaming industries. (Digitized Solutions and Digital Service Backbone)
5. Utilize marketing outreach, events, and sponsorships to enhance brand presence and attract new clients in untapped markets. (Customer Engagement)
6. Continuously invest in AI and technology advancements to stay ahead of competitors and mitigate the threat of technological obsolescence. (Digitized Service Backbone)
7. Leverage the agency's emphasis on autonomy and ownership to adapt quickly to changing consumer behaviors and preferences. (Operational Backbone)

While customer engagement is still needed for any business, it is not the primary focus mentioned in the interview. The agency's strength lies in its technological infrastructure and digitized solutions, such as leveraging first-party data for targeted advertising and developing new product lines.

3. How should the strategy be implemented for Tyrads?

The successful implementation of the proposed digital business strategy for Tyrads relies on a structured and organized approach. Each task will be carefully executed to ensure seamless integration and maximum impact. The implementation process will involve key stakeholders, teams, and resources working collaboratively toward the shared objective of transforming Tyrads into a digital powerhouse.

To begin, Tyrads will assign dedicated teams responsible for executing each task. Clear roles and responsibilities will be defined, ensuring accountability and effective coordination throughout the implementation process. Regular communication channels will be established, facilitating the exchange of information and progress updates and addressing any challenges or roadblocks that may arise.

Implementation will involve a combination of strategic planning, resource allocation, and continuous evaluation. Each task will have a specific timeline, milestones, and measurable goals. Regular monitoring, analysis, and reporting will be conducted to assess the impact of the implemented tasks. Key performance indicators (KPIs) will be established to measure the progress, success, and effectiveness of each task. Data-driven insights will inform decision-making, allowing for course corrections and adjustments as needed.

By emphasizing meticulous planning, effective communication, investment in technology, comprehensive training, continuous monitoring, and adaptive management, Tyrads will ensure a robust and successful implementation of its digital business strategy, positioning the agency for long-term growth, profitability, and success in the mobile marketing industry.



RECOMMENDATION

To effectively implement the digital business strategy, Tyrads should follow the strategies identified in the analysis and tailor them to their specific needs. The recommended strategies include leveraging digitized solutions and optimizing the operational backbone, forming strategic partnerships with non-gaming platforms, mitigating the impact of sandbox regulations and cookie tracking, utilizing their own operated inventory and first-party data, enhancing brand presence, and attracting new clients, investing in AI and technology advancements, and adapting to changing consumer behaviors and preferences.

Each strategy should be approached with a clear action plan, timeline, and designated team responsible for its execution. Tyrads should prioritize allocating the necessary resources, including budget and personnel, to support the implementation of the strategies. Regular communication and collaboration among different teams within the organization will be essential to ensure a seamless and coordinated implementation process.

It is also crucial for Tyrads to continuously monitor and evaluate the progress and impact of the implemented strategies. This will involve tracking key performance indicators, analyzing data, and soliciting feedback from clients and stakeholders. By regularly assessing the effectiveness of the strategies, Tyrads can make informed adjustments and refinements to optimize their outcomes.

Additionally, Tyrads should foster a culture of innovation and adaptability within the organization. Encouraging employees to embrace digital technologies, providing ongoing training and development opportunities, and promoting a mindset of continuous learning will be vital for the successful implementation of the digital business strategy.

When paired with the concepts proposed by Jeanne Ross, the outcomes of this study provide useful insights for academic suggestions and future research possibilities. By connecting the findings with Ross' principles, future studies can delve deeper into the specific elements of digital strategies in the mobile marketing business and contribute to the growth of knowledge in this subject.

REFERENCES

1. Baden-Fuller, C., & Volberda, H. W. (1997). Strategic Renewal: How Large Complex Organizations Prepare for the Future
2. Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. V. (2013). Digital Business Strategy: Toward a Next Generation of Insights. *MIS Quarterly*, 37(2), 471-482. Available at SSRN: <https://ssrn.com/abstract=2742300>
3. Bradley, R., Pratt, R., Byrd, T.A., and Simmons, L. 2011 "The Role of Enterprise Architecture in the Quest for IT Value," *MIS Quarterly Executive*.
4. Carpenter, M. A., & Sanders, W. G. (2009). *Strategic Management*. Pearson.
5. Day George S. (1990), *Market-Driven Strategy: Processes for Creating Value*. New York: The Free Press.
6. Desfray, Phillippe, Raymond, Gilbert. (2014). *Modeling enterprise architecture with TOGAF: a practical guide using UML and BPMN*. Waltham
7. Fontana, A., & Frey, J. H. (2005). *The interview: From structured questions to negotiated text*. Sage Publications.
8. Fortune Business Insights. (n.d.). Mobile Advertising Market Size. <https://www.fortunebusinessinsights.com/mobile-advertising-market-102496>.
9. GDPR.eu. (n.d.). GDPR: General Data Protection Regulation. Retrieved from <https://gdpr.eu/>
10. Haffar, M., Oscan, R., Radulescu, M., and Nicoleta, I. (2021). Hegemony of Network Capabilities, Frugal Innovation and Innovation Strategies: The Innovation Performance Perspective. Retrieved from https://www.researchgate.net/publication/357203732_Hegemony_of_Network_Capabilities_Frugal_Innovation_and_Innovation_Strategies_The_Innovation_Performance_Perspective
11. Harvard Business Review. (2023, June). How Brands Can Sell to Environmentally Conscious Nonconsumers. Retrieved from <https://hbr.org/2023/06/how-brands-can-sell-to-environmentally-conscious-nonconsumers>
12. Interactive Advertising Bureau Europe (IAB Europe). (n.d.). The GDPR: A Practical Guide for the Advertising Industry. Retrieved from https://www.iabeurope.eu/wp-content/uploads/2018/02/IAB_Europe_GDPR_Publisher_Guide_v1_1.pdf
13. Jahanmir, S. F., & Cavadas, B. (2018). Factors affecting late adoption of digital innovations. Retrieved from <https://doi.org/10.1016/j.jbusres.2018.01.058>
14. Kusumasari B. (2015). The business model of social entrepreneurship in indonesia. *Bisnis & Birokrasi*. doi: 10.20476/jbb.v22i3.6438



15. Massanell, R., & Ricart, J. E. (2011). How to Design a Winning Business Model. Harvard Business Review. Retrieved from <https://www.hbs.edu/faculty/Pages/item.aspx?num=38951>
16. Mata, F., Fuerst, W., and Barney, J. 1995. "Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis," MIS Quarterly
17. Mocker, M., Ross, J. W., and Hopkins, C. 2015. "How USAA Architected its Business for Life Event Integration," MIS Quarterly Executive
18. Nadheem. (2018). Editorial: Digital Transformation - Digital Business Strategy in Electronic Commerce - The Role of Organizational Capabilities. Retrieved from https://www.researchgate.net/publication/324866930_Editorial_Digital_Transformation_Digital_Business_Strategy_in_Electronic_Commerce_-_The_Role_of_Organizational_Capabilities
19. OECD (2019), Online advertng: trends, benefits and risks for consumers, retrieved from <https://doi.org/10.1787/1f42c85d-en>
20. OECD (2020), Competition in digital advertising markets, retrieved from <http://www.oecd.org/daf/competition/competition-in-digital-advertising-markets-2020.pdf>
21. Osterwalder, A., & Pigneur, Y. (2010). Business Model Canvas.
22. Patton, M. Q. (2015). Qualitative research and evaluation methods: Integrating theory and practice (4th ed.). Sage Publications.
23. Ross, J. W., et al. (2016). Designing and Executing Digital Strategies. Dublin: Thirty Seventh International Conference on Information Systems.
24. Ross, J. W., Sebastian, I. M., Beath, M. C., & Cynthia, M. (2017). How to Develop Great Digital Strategy. MIT Sloan Management Review.
25. Rowles, D. (2017) Mobile Marketing: How Mobile Technology is evolutionizing Marketing, Communications, and Advertising. Kogan Page.
26. Rubin, H. J., & Rubin, I. S. (2011). Qualitative interviewing: The art of hearing data (3rd ed.). Sage Publications.
27. Shamizanjani, M. A., Ziaie, A., and Manian, A. (2021). Systematic review of digital value propositions in the retail sector: New approach for digital experience study. Retrieved from https://www.researchgate.net/publication/351409477_Systematic_review_of_digital_value_propositions_in_the_retail_sector_New_approach_for_digital_experience_study
28. Small Business - Chron.com. (n.d.). How Economic Factors Influence Marketing Decisions. Retrieved from <https://smallbusiness.chron.com/economic-factors-influence-marketing-decisions-25058.html>
29. Tamm, T., Seddon, P. B., Shanks, G., Reynolds, R., and Frampton, K. 2015. "How an Australian Retailer Enabled Business Transformation Through Enterprise Architecture," MIS Quarterly Executive
30. Teece, D. J. and Linden, G. (2017). Business models, value capture, and the digital enterprise. Retrieved from <https://link.springer.com/article/10.1186/s41469-017-0018-x>
31. Venkatesh, V., Bala, H., Venkatraman, S., and Bates, J. 2007. "Enterprise Architecture Maturity: The Story of the Veterans Health Administration," MIS Quarterly Executive
32. Weill, P. (2013). Optimizing Your Digital Business Model. Retrieved from <https://sloanreview.mit.edu/article/optimizing-your-digital-business-model/>
33. Westerman, G., et al. (2014). Leading Digital: Turning Technology Into Business Transformation. Boston: Harvard Business Review Press.
34. Westerman, G., Bonnet, D and McAfee. (2014). The Nine Elements of Digital Transformation. MIT Sloan Management Review. Retrieved from <https://sloanreview.mit.edu>
35. Westerman, G., Bonnet, D. (2021). The New Element of Digital Transformations. Retrieved from <https://sloanreview.mit.edu/article/the-new-elements-of-digital-transformation/>
36. Wheelen, T. L., & Hunger, J. D. (2012). Strategic Management and Business Policy Towards Global Sustainability. Pearson. Retrieved from <http://www.mim.ac.mw/books/Wheelen's%20Strategic%20Management.pdf>

Cite this Article: Agung Mahendra, Dr. Yos Sunitiyoso, Ardhi Ridwansyah M.Si (2023). Digital Strategy to Improve Client Acquisition in Mobile Advertising Company: Case Study of Tyrads Pte Ltd. International Journal of Current Science Research and Review, 6(8), 5752-5777