Influencer Network Analysis in Digital Marketing Startup Development (Case Study at FNCT Management)

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Abstract

Research aim: *This study aims to analyze the extent to which the influencer network owned by FNCT Management influences the growth of the client's business, as well as evaluate the impact of collaboration with influencers on increasing the client's brand awareness.*

Design/Methode/Approach: *The study used a qualitative approach with a case study at FNCT Management. Data collection methods were carried out through in-depth interviews, online non-participatory observation, and document analysis. The selected purposive sample included 6 informants from agency management, influencers across categories (beauty, sports, games, lifestyle), and clients. Data analysis used the Miles and Huberman interactive model with source triangulation techniques to ensure the validity of the research findings.*

Research Finding: *These findings suggest that FNCT Management has great potential in leveraging influencer networks to support client growth and increase brand awareness. However, strategies that focus on content relevance, adapting to changing technologies, and ongoing relationship management are essential to maintaining their competitive edge in the digital marketing industry.*

Theoretical contribution/Originality: *This research develops an understanding of the three-way relationship between agencies, influencers and clients in digital marketing, highlighting the dynamics of strategic collaboration such as trust and goal alignment. It also provides new insights into the relevance of influencer content and the role of agencies in marketing strategy. Its originality lies in its focus on startups such as FNCT Management, which offers a fresh perspective on digital marketing challenges and strategies at scale.*

Practitionel/Policy implication: *The study encourages agencies like FNCT Management to match influencers with client needs, provide strategic direction for relevant content, and use data analytics to monitor campaign effectiveness. Additionally, building long-term relationships with influencers and ensuring transparency and ethics in collaboration can increase the success and credibility of marketing campaigns..*

Research limitation: *This study has several limitations that need to be considered. First, the study only focuses on FNCT Management as a case study, so the results may not be fully generalizable to other digital marketing agencies. Second, the qualitative approach used provides in-depth insights, but is less able to measure quantitative impacts, such as increased revenue or ROI from influencer marketing campaigns. Third, this study relies on interview and observation data, which are susceptible to subjective bias from informants and researchers. Furthermore, rapid changes in social media algorithms and digital trends may affect the relevance of the findings in the future. Further studies are needed to explore other contexts and integrate quantitative approaches to strengthen the validity of the findings.*

**Keywords :** *Influencer network, Brand awareness, Digital marketing.*

1. Introduction

Agency or management is an entity that plays an important role as a strategic liaison in ensuring the efficiency, effectiveness, and successful implementation of various organizational goals. They are responsible for managing relationships between various parties such as clients, customers, and other partners, while providing creative solutions that support the business vision. In the context of marketing, agencies act as partners who design strategies to increase brand visibility, build customer loyalty, and help companies face changing market dynamics.

The success of an agency depends largely on its ability to leverage resources and technology to create adaptive and relevant solutions. Agency theory provides a powerful framework for understanding the relationship between a company (as principal) and an agency (as agent) in a marketing context. This relationship is often characterized by the need to align business interests with agency operations in order to achieve optimal results[1]. Agencies provide professional services to help clients achieve their specific goals, especially in the areas of marketing, communication, branding, and project management. Agencies act as strategic partners that manage various important elements such as resources, creative strategies, and operations to support the success of clients' businesses. A study emphasized that the value of agencies lies not only in technical execution, but also in their ability to create strategic partnerships with clients[2]. Agencies come in different forms such as creative agencies, digital agencies, media agencies and public relations (PR) agencies.

In the last two decades, the development of technology and digitalization has changed the business landscape completely. Agencies that previously focused on traditional marketing are now transforming into entities that dominate the digital ecosystem. This change is driven by the increasing role of technology in consumer life, including social media, e-commerce, and mobile devices. As technology and digitalization develop, it has created major changes in the way companies conduct their business activities, especially in marketing strategies. Social media, which was initially only used as a personal communication platform, is now one of the most significant elements in the world of marketing. Platforms such as Instagram, TikTok, Facebook, and YouTube not only function as a means of disseminating information but also as a means of direct interaction between companies and consumers. In this context, agencies or management play a strategic role in helping companies navigate the ever-evolving digital landscape. With digital marketing, it also utilizes various elements of the digital ecosystem such as social media, SEO, and web analytics to create an end-to-end consumer experience and a well-designed digital marketing ecosystem can provide a significant competitive advantage by integrating elements such as website security, email-based marketing, and social media interactions[3]. In addition, having a global reach allows companies to reach markets that are not geographically limited, providing flexibility in targeting consumers in various regions, as well as personalizing messages as analytical technology and social media algorithms allow for the delivery of messages that are tailored to consumer demographics and behavior, increasing the relevance and impact of campaigns[4]. Digital marketing has evolved into a complex ecosystem, where agencies must integrate elements such as social media, SEO, web analytics, and digital advertising to create successful campaigns[4]. A good digital marketing strategy allows companies to not only increase customer loyalty but also extend their duration in the company's digital ecosystem [3]. Digital marketing continues to transform with technological advancements, such as the

use of artificial intelligence (AI) and automation in marketing. AI plays a vital role in creating a more targeted marketing experience, by integrating customer data, algorithms, and other digital technologies[5]. For digital marketing, the biggest challenge in the digital ecosystem is creating specific advantages that enable companies to compete in the global market due to the dependence on technology, data security, and high competition[6]. Digital marketing is predicted to grow further with the adoption of new technologies and increased integration between companies and consumers. The future digital marketing ecosystem will focus on integrated customer experiences, increased interactivity, sustainability and ethics, demonstrating that digital ecosystems enable multinational companies to address the complexities of the global market with greater flexibility[7]. An integral part of the modern marketing ecosystem, agencies help companies navigate challenges such as changing social media algorithms, global competition, and ever-changing consumer dynamics. Agencies are a vital component of the modern business world, especially in the digital era that is full of dynamics and complexity. With expertise in data analysis, marketing strategy, and the latest technology, agencies can help companies stay competitive, relevant, and effective in reaching audiences for their campaigns. Despite the challenges, their role in supporting businesses through creative and strategic solutions makes them an irreplaceable partner[3]. It is also important to note that poor relationships can hinder campaigns and lead to decreased performance. Therefore, the quality of these relationships is a crucial factor that needs to be considered and understood further for the importance of building trust and close collaboration between agencies, influencers, clients or brands as the key to success in achieving marketing goals[8]. To achieve success, influencers certainly have a very important role with their ability to build authentic relationships with audiences, which shows that consumers tend to trust recommendations from influencers they follow compared to traditional advertising. This is due to the perception that influencers are more relatable and have real experience with the products they promote. Thus, influencer marketing not only serves as a promotional tool, but also as a means to build brand trust and loyalty[9].
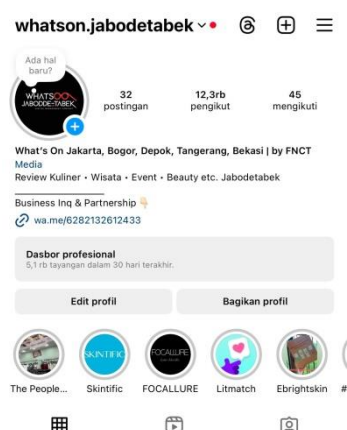
In the case of FNCT Management, a digital marketing agency startup, has adopted this influencer marketing strategy by building a strong influencer network. This strategy aims to expand the client base, increase revenue, and strengthen the effectiveness of their marketing campaigns. FNCT Management does not only work with one type of influencer, but also collaborates with various categories of influencers, including in the beauty, fashion,

and food sectors, which allows them to reach different market segments. By working with influencers from different categories, FNCT Management can create more specific and targeted marketing campaigns, ensuring that each campaign is right on target and reaches the relevant audience. In this context, influencer marketing is not only used to increase sales, but also to build long-term relationships between brands and consumers. When this relationship is built well, the impact will not only be felt in the short term but can also support the brand's growth in the long term. With all aspects that utilize social media as a means of promotion and advertising, not only companies that want to market their businesses globally but also organizations, institutions, foundations and even individuals have used social media to expand and develop their businesses. Therefore, FNCT Management is present as an agency that provides services to make it easier for clients to reach influencers. With FNCT Management, it can help all company needs in social media. In addition, at this time social media has developed rapidly, such as the existence of a marketplace feature that can make it easier for consumers to buy products on the TikTok, Instagram or Facebook platforms. FNCT Management has had more than 500 influencers from various regions, starting from the categories of beauty, sports, games, foodies, lifestyle and others. FNCT Management provides flexibility for clients or companies to choose influencers that are already available according to the target market and needs of the client or company. However. Although the potential of influencer marketing is very large, its effectiveness is highly dependent on the strength of the influencer network owned by FNCT Management. The wider and more diverse the influencer network owned by an agency or management, the wider and more diverse the influencer network owned, the greater the agency's opportunity to offer marketing solutions that suit the client's needs. In addition, good cooperation between influencers and clients can have a significant impact on increasing brand awareness.

Content created by influencers must be designed to be highly engaging, relevant, and able to create emotional appeal for their audience. This is important to ensure that the message delivered can not only reach a wide audience but also create meaningful engagement. For example, several influencers in the FNCT Management network have successfully collaborated with various well-known brands and SMEs to promote their products through creative content that includes videos, photos, and reviews based on personal experiences. This approach allows consumers to feel closer to the brand and increases trust in the promoted product.
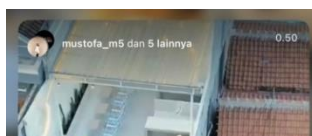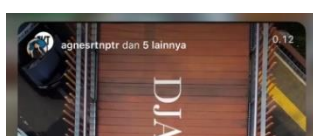
However, even though FNCT Management has successfully built a broad and diverse influencer network, a critical question remains: to what extent does this network actually contribute significantly to the growth of their clients? To date, the contribution of the influencer network to the achievement of clients' business goals, such as increasing the number of customers, expanding market reach, or increasing revenue, has not been fully measured systematically. A more in-depth analysis is needed to identify whether this influencer network is able to reach the relevant target market and have a direct impact on the expansion of the client's business. This is important so that FNCT Management can maximize the potential of their network and align influencer marketing strategies with the specific needs of each client.

Research on FNCT Management has several differences and uniqueness compared to previous research in the field of digital marketing. Previous research generally focuses on the impact of digital technology and social media on the success of marketing campaigns. For example, previous research often highlights the role of agency theory in the relationship between agencies and clients, especially in supporting digital transformation that increases brand visibility and customer loyalty ([Chohan, 2019;Hughes & Vafeas, 2019]). Additionally, many studies use a quantitative approach to analyze the impact of digital elements such as SEO, social media, and web analytics on business performance ([Larina et al., 2024]). However, while important, these studies often fall short of delving into the direct relationship between influencer network diversity and client business growth, as well as the effectiveness of influencer categories in increasing brand awareness ([Childers et al., 2019]). In contrast, FNCT Management's research specifically highlights the role of influencer networks in enhancing the effectiveness of marketing campaigns, especially in the context of digital startups. This study uses a descriptive qualitative approach involving in-depth interviews, non-participatory observation, and document analysis. This approach is designed to explore the phenomenon of influencer marketing in depth with a case study of FNCT Management, which collaborates with influencers from various categories such as beauty, sports, and food.

Using Miles and Huberman's data analysis method and source triangulation, this study aims to identify the specific contribution of influencer networks to client business growth. Although FNCT Management's research provides new insights, there are several limitations that need to be noted. One of them is the lack of systematic measurement of the impact of influencer networks on client growth, such as increasing the number of customers or expanding market reach. This study complements previous studies by emphasizing the importance of building a broad and strategic influencer network to create relevant and impactful marketing campaigns. Thus, this study makes an important contribution to understanding the dynamics of the relationship between agencies, influencers, and clients, especially in the increasingly complex and competitive digital era. From this comparison, the research gap is as follows:

1. Theoritical Gap: The FNCT Management study has the potential to develop relevant theory in explaining the three-way relationship between agencies, influencers, and clients. In the context of digital marketing, this relationship includes not only technical collaboration, but also strategic dynamics, such as trust, communication, and goal alignment. The study could explore how FNCT builds and maintains this relationship to ensure the effectiveness of marketing campaigns. In addition, it is important to develop theory that addresses the relevance of influencer-generated content, specifically how it is designed to suit the client's target audience. By exploring more deeply into how FNCT guides influencers in creating relevant content, this study could provide new insights into how to increase audience engagement and overall campaign success.

2. Empirical Gap: In the context of FNCT Management, case studies are essential to dig deeper into the perspectives of the parties involved, namely the agency, influencers, and clients. This research can provide insights into how each party views and assesses the effectiveness of influencer marketing strategies. For example, in-depth interviews with influencers can reveal the challenges they face in reaching their target audiences, while interviews with clients can help understand how they evaluate the success of campaigns run by FNCT. In addition, this research can evaluate the effectiveness of different influencer categories, such as beauty, sports, or lifestyle, in reaching specific audiences. By digging into this data, the research can help FNCT Management optimize influencer selection based on client needs and target markets.

3. Methodological Gap: FNCT Management research also requires a strong methodological approach by integrating interviews and case studies through a triangulation approach. By utilizing in-depth interviews, research can explore the experiences, expectations, and perceptions of clients, influencers, and the FNCT Management team towards the marketing campaigns carried out. Non-participatory observation can be used to analyze direct interactions between agencies, influencers, and clients in developing and implementing marketing strategies. In addition, an in-depth case study on FNCT Management as the main unit of analysis can provide specific insights into the dynamics of influencer marketing in the startup context. By combining these various methods, research can produce more valid and comprehensive data, which is not only relevant to FNCT but can also be applied to other digital marketing studies.

1.1. Statement of Problem

The main problem is that there has been no clear and systematic analysis of how the power and diversity of influencer networks actually help business clients grow and impact agencies as agencies experience decline. Therefore, this study is needed to explore influencer marketing strategies by taking FNCT Management as a case study and the final results are expected to provide practical guidance for digital agencies to design, run, and improve effective, relevant, and impactful influencer marketing campaigns in the ever-evolving digital business world.

1.2. Research Objectives

The purpose of this research focuses on the strategic and real impact of the influencer network owned by FNCT Management on the growth of client businesses and the impact on FNCT Management.

2. Method

This study uses a qualitative approach to explore in depth the phenomenon of influencer marketing at FNCT Management. The qualitative method was chosen because it is able to provide a comprehensive understanding of the complexity of digital marketing strategies through influencers. Data collection will be carried out through in-depth interviews with key informants, namely FNCT Management management, a number of influencers who work with the agency, and several clients who have used their services. The determination of informants for this study is based on the 5R criteria in determining informants, namely as follows:

Table 1 Determination of Informants

No.	Informant Category	Name/Position	Role in Research	Reason for Selection (5R)
1.	FNCT Management Team	Influencer Network Manager	Digging into FNCT's strategy in building and managing an influencer network	Relevance: Influencer network management center Rapport: Direct relationships with influencers and clients
2.	Influencer	Beauty Category Influencer	Providing perspective on the challenges and opportunities of collaboration and the success of content in engaging audiences.	Rapport: Relate directly to FNCT and audience Recommendation: Represent relevant beauty categories
3.	Influencer	Lifestyle Category Influencer	Identifying successful content strategies and reaching the market for lifestyle categories	Rapport: Strategic collaboration with FNCT and clients Relevance: Aligned with target market

4.	Influencer	Fashion Category Influencer	Providing insights into the effectiveness of marketing through fashion influencers	Rapport: Directly interact with clients and FNCT Reassurance: Can provide data on engagement
5.	FNCT Client	Brand Owner in SMEs Category	Assessing the impact of influencer campaigns on business growth	Readiness: Having direct data from experience Reassurance: Providing validation of marketing impact
6.	FNCT Client	Fashion Category Brand Owner	Providing feedback on the effectiveness of FNCT's strategies in increasing brand awareness and market reach	Relevance: Focus on influencer-based campaigns Rapport: Collaborate directly with FNCT

Data collection techniques will include semi-structured interviews to explore participants' experiences and perspectives on influencer marketing strategies. In addition to interviews, this study will also use online non-participatory observation methods to observe interactions between FNCT Management, influencers, and clients, and analyze documents. Documents to be reviewed include campaign reports, cooperation contracts, and documentation of influencer marketing campaign results. The research population will focus on FNCT Management as the main unit of analysis, involving a purposive sample consisting of 6 informants, including management agencies, influencer representatives from various categories (beauty, fashion, lifestyle), and clients who have used influencer marketing services. The criteria for selecting informants will consider experience, diversity, and representation that represents the influencer marketing ecosystem in the context of digital marketing. The following is a series of instruments carried out on informants:

Table 2 Research Instruments

No.	Information	Informant	Instrument
1.	Measuring the impact of FNCT Management's influencer network on client business growth	FNCT Team	1. 1. What is FNCT's strategy in building an influencer network? 2. 2. What are the criteria for selecting influencers that are relevant to client needs? 3. 3. How does FNCT evaluate the effectiveness of the influencer network in supporting client growth? 4. Are there any challenges in managing and expanding the influencer network?
		Brand/Client	1. 1. How did you choose FNCT to help you with your

			marketing?
			2. 2. What impact does FNCT's influencer network have on your business growth?
			3. 3. Do you feel that FNCT's influencer network is broad enough and relevant to your needs?
			4. 4. How does FNCT support you in reaching your target market?
2.	Evaluating the impact of collaboration with influencers on FNCT Management	FNCT Team	1. How does FNCT Management ensure that influencers increase brand awareness for clients?
			2. What are the main strategies used to create content that appeals to clients' audiences?
			3. How does FNCT Management measure brand awareness generated from influencer campaigns?
		Influencer	1. How do you ensure that the content you create increases brand awareness for clients?
			2. Are there any specific instructions from FNCT Management regarding content creation for clients?
			3. In your opinion, what factors most influence the success of content in increasing brand awareness?
		Brand/Client	1. Have you seen an increase in brand awareness after working with FNCT Management?
			2. How do you evaluate the success of an influencer campaign in increasing your brand visibility?
			3. What elements of an influencer campaign do you think have the most impact on brand awareness?

3. Results and Discussion / Results and Discussion

1. Data Validity Test

To ensure the validity and reliability of the research results, a data validity test was conducted using the source triangulation method. This method compares and integrates data

from various sources to minimize bias and ensure the accuracy of the findings. In the FNCT Management research, source triangulation involves three main approaches, namely in-depth interviews, non-participatory observation, and document analysis. Each approach has a specific purpose and is implemented with appropriate methods to gather information, validate data, and strengthen research findings. Details of the implementation and results of each approach are described in the following table:

Table 1 Implementation and Results of the Approach

No.	Data Source	Objective	Implementation	Result/Output
1	In-depth Interview	Digging up first-hand information from key informants regarding influencer marketing strategies and effectiveness.	Interviews were conducted with three groups of informants: FNCT Management Team: Strategy for building and managing influencer networks. Influencers: Challenges, opportunities, and content effectiveness. Clients: Impact of influencer networks on business.	Providing in-depth qualitative data on the strategic relationship between FNCT, influencers and clients, including evaluation of the effectiveness of the marketing campaigns executed.
2	Non-Participatory Observation	Observing real interactions between FNCT, influencers, and clients to validate interview results.	The study monitored FNCT's activities on social media without direct involvement, including FNCT's direction to influencers, the type of content produced, audience response (engagement rate, comments).	Provide evidence of real activities to support interview results, such as interaction patterns between FNCT, influencers, and clients and the effectiveness of campaign content on social media.
3	Document Analysis	Verify and supplement interview and observation data with objective information from written documents.	Documents analyzed include: Campaign reports: Performance and targets achieved. Cooperation contracts: Details of agreements between FNCT, influencers, and clients. Campaign results documentation: Content and analytical data (reach, engagement).	Provide written evidence that strengthens interview and observation data, including validation of the impact of influencer campaigns on client business growth

				and the effectiveness of FNCT's marketing strategies.

2. Data Reduction

The results of in-depth interviews with informants, including the FNCT Management team, influencers, and clients, provide comprehensive insights into strategies, challenges, and evaluations of marketing through influencer networks. These interviews are designed to support the achievement of two main research objectives, namely (1) measuring the influence of influencer networks on client business growth and (2) evaluating the impact of collaboration with influencers on FNCT Management. Each informant provides a different perspective, ranging from the operational strategies implemented by the FNCT Management team, the experiences and challenges faced by influencers, to the real impact felt by clients in achieving market targets and increasing brand awareness. The following are the results of the interviews that have been systematically summarized to meet each research question:

Table 2 Interview Results

No.	Informant	Questions	Complete Answer
1.	FNCT Management Team	What is FNCT's strategy in building an influencer network?	FNCT uses a strategic approach by selecting influencers based on relevant categories (beauty, lifestyle, sports), paying attention to engagement rates, and building relationships based on consistent and transparent communication.
		What are the criteria for selecting influencers that are relevant to client needs?	FNCT considers audience relevance, high engagement rates, storytelling capabilities, and suitability to the client's brand image.
		How does FNCT evaluate the effectiveness of influencer networks in supporting client growth?	Evaluation is carried out through campaign reports that include reach, engagement, increase in client followers, and impact on product sales.
		Are there any challenges in managing and expanding an influencer network?	The main challenges are adapting to rapidly changing social media trends, maintaining consistent content quality, and meeting varying client expectations.
2.	Clien - SMEs	How did you choose FNCT to help with marketing?	We chose FNCT because of its extensive influencer network and strategic approach tailored to our needs.
		What impact has working with	The impacts felt were increased brand visibility,

		the FNCT influencer network had on your business growth?	expansion into new markets, and a 25% increase in sales during the campaign.
		Do you feel that FNCT's influencer network is broad enough and relevant to your needs?	The FNCT network is highly relevant because the influencers selected can reach the specific market segments we are targeting.
		How does FNCT support you in reaching your target market?	FNCT provides strategic direction, campaign performance analytics, and flexibility in selecting influencers according to our market needs.
3.	Client - Fashion Brand	How did you choose FNCT to help with marketing?	FNCT was chosen because of its ability to provide quality influencers and marketing strategies that align with our brand vision.
		What impact has working with the FNCT influencer network had on your business growth?	The campaign with FNCT resulted in a 30% increase in brand awareness, an increase in social media followers, and significant engagement.
		Do you feel that FNCT's influencer network is broad enough and relevant to your needs?	FNCT's influencer network is quite diverse, allowing us to reach various audience segments effectively.
		How does FNCT support you in reaching your target market?	FNCT provides relevant content guidance, strategic influencer selection, and regular campaign performance monitoring.

Source: interview data for objective 1

Table 3 Interview Results

No.	Informant	Questions	Complete Answer
1.	FNCT Management Team	How does FNCT Management ensure that influencers increase clients' brand awareness?	FNCT ensures through detailed briefings on brand values, target audiences and key messages, and monitors the performance of the content produced.
		What are the main strategies used to build engaging content?	Strategies include storytelling, leveraging social media trends, and personalizing messages to suit the client's audience.
		How does FNCT Management measure brand awareness generated from influencer campaigns?	Brand awareness is measured through KPIs such as reach, impressions, engagement rate, and client follower growth.
2.	Influencer	How do you ensure the content	I use a personalized approach, creating authentic

			content with engaging visuals, and integrating brand messages naturally.
	- Beauty	you create increases your client's brand awareness?	content with engaging visuals, and integrating brand messages naturally.
		Are there any specific directions from FNCT regarding content creation?	FNCT provides direction on brand tone, visual elements, and core messages that should be highlighted in each piece of content.
		In your opinion, what factors most influence the success of content in increasing brand awareness?	The main factors are authenticity of content, relevance to the audience, and storytelling that is able to attract the audience's attention.
3.	Influencer - Lifestyle	How do you ensure the content you create increases your client's brand awareness?	I make sure the content interacts directly with the audience through features such as live sessions, Q&A, or polls to increase engagement.
		Are there any specific directions from FNCT regarding content creation?	FNCT provides guidance on hashtags, content format selection, and posting times to maximize reach.
		In your opinion, what factors most influence the success of content in increasing brand awareness?	Success depends on the relevance of the message to the audience and consistency in content delivery.
4.	Influencer - Fashion	How do you ensure the content you create increases your client's brand awareness?	I combine engaging visuals and captions with storytelling that highlights the client's core brand values.
		Are there any specific directions from FNCT regarding content creation?	FNCT provides a briefing on the visual elements, tone and key messages that should be conveyed to the audience.
		In your opinion, what factors most influence the success of content in increasing brand awareness?	Content that is authentic, relevant to trends, and creates direct interaction is a key success factor.
5.	Client - SMEs	Have you seen an increase in brand awareness after working with FNCT Management?	Yes, there was a significant increase in reach and engagement, as well as an increase in brand mentions on social media platforms.
		How do you evaluate the success of an influencer campaign in increasing your brand visibility?	Evaluation is carried out through analytical data such as number of followers, reach, engagement rate, and product sales.
		What elements of an influencer campaign do you think have the	Engaging storytelling and visual elements have a huge impact on increasing brand awareness.

		most impact on brand awareness?	
6.	Client – Brand Fashion	Have you seen an increase in brand awareness after working with FNCT Management?	Yes, significant improvements were seen in social media reach and engagement rates compared to previous campaigns.
		How do you evaluate the success of an influencer campaign in increasing your brand visibility?	Success is measured through reach, number of impressions, engagement, and growth in the number of followers.
		What elements of an influencer campaign do you think have the most impact on brand awareness?	Compelling visuals, a combination of storytelling, and audience engagement are the most impactful elements.

Source: interview data for objective 2

Table 4 Results of Non-Participatory Observation

No.	Observed Aspects	Key Findings
1.	FNCT Management Strategy	FNCT provides influencers with structured briefings on content elements, including visual formats, hashtag usage, and posting times that suit the target audience.
		Influencers are encouraged to include branding elements such as client logos, product taglines, and promotional messages delivered naturally within the content.
		FNCT implements a real-time monitoring system to monitor content performance during the campaign, including engagement and feedback from the audience.
	Influencer Content Effectiveness	Content produced by influencers shows a high engagement rate, as seen from the number of likes, comments, and shares on platforms such as Instagram and TikTok.
		Influencers use a personal storytelling approach, such as sharing personal experiences or first-hand reviews of client products, creating an emotional connection with the audience.
		Short video content, such as Instagram Reels or TikTok, is more effective in increasing audience engagement than photo or text content.

2.	FNCT, Influencer and Client Interactions	FNCT actively provides regular feedback to influencers, ensuring that the messages delivered are consistent with the client's brand values and in line with the campaign objectives.
		Clients often tag FNCT and influencers in their posts as a form of appreciation for the campaign results, demonstrating a good working relationship between all parties.
		FNCT facilitates direct communication between clients and influencers to ensure a clear understanding of campaign needs.
3.	Challenges in the Campaign	Algorithm changes on social media platforms (such as Instagram and TikTok) affected the reach of some content, so FNCT needed to adjust its strategy throughout the campaign.
		Influencers in niche categories (for example, specific categories like vegan food) have limited reach, although their engagement is deeper than in popular categories like beauty or lifestyle.
		Not all influencers are able to meet the content quality standards set by FNCT, thus requiring a repeated revision process.
4.	Impact of Campaign on Clients	The client reported a significant increase in their social media following during the campaign, creating wider brand visibility.
		The campaign successfully increased the client's website traffic, especially for the promoted products or services that received special attention from the influencer's content.
		Some clients have noted an increase in sales directly after the campaign, especially from audiences exposed to influencer content.

Source: results of online non-participatory observation

Table 5 Document Analysis Results

No.	Category	Observed Aspects	Key Findings
1.	Campaign Report	Campaign Strategy	FNCT Management uses social media platforms such as Instagram, TikTok, Twitter, and YouTube for promotion. The campaign utilizes services such as paid promotion, endorsement, and campaign.
		Use of Influencers	FNCT Management has more than 500 influencers from the categories of beauty, sports, gamers, foodies, and others. Influencers are selected based on the specific needs of the client, such as the beauty category for skincare brands.

		Campaign Results	The campaign successfully increased the client's brand reach with high engagement rates and increased followers and traffic to the client's website.
		Challenges in Campaign Implementation	Challenges include delays in client brief delivery, time-consuming influencer content revisions, and social media algorithm changes that impact reach.
2.	Cooperative contract	Terms of Contract	All collaborations are required to use a contract letter that includes costs, revisions, content copyright, and posting deadlines. The contract is agreed upon by the client and the influencer.
		Client Rights and Obligations	The client is responsible for sending the product and concept brief to the influencer according to the contract, and making payments according to the provisions (for example, DP and payment after posting).
		Influencer Rights and Obligations	Influencers are required to create content according to the brief, make revisions (maximum 2-3 times), and comply with posting deadlines. If there are any obstacles, influencers are required to notify the client.
3.	Campaign Result Document	Results of Collaboration with Skintific	The campaign for the Skintific brand successfully promoted the moisturizer product by increasing brand awareness through beauty category influencers.
		Collaboration Results with Focallure	The collaboration resulted in increased visibility of Focallure makeup products, especially through influencers who focus on beauty review and tutorial content.
		Results of Collaboration with Facemoji	The campaign leverages the technological features of the Facemoji Keyboard to introduce the product interactively, increasing user engagement and experience.

Source: Document Analysis Results: Campaign Reports, Cooperation Contracts, and Campaign Results Documents

Table 6 Analysis of MSME Documents

No.	Observed Aspects	Key Findings

1.	Profile of Collaborating MSMEs	FNCT Management collaborates with MSMEs operating in various fields, such as beauty, food, and fashion.
		MSMEs generally have a specific target market that requires an influencer-based marketing strategy to increase brand awareness and product sales.
2.	Campaign Strategy	FNCT Management leverages social media platforms such as Instagram and TikTok to reach a wider audience through micro and nano category influencers.
		The campaign focuses on storytelling that is relevant to the needs of the MSME market, such as short videos showing influencers using the product.
		Influencers are selected based on the suitability of the audience demographics with the MSME target market, such as choosing beauty influencers for local skincare products.
3.	Campaign Results	The campaign successfully increased engagement on MSME social media, with an average increase of 20-30% in the number of followers during the campaign.
		Several MSMEs reported an increase in direct sales of up to 25%, especially from products promoted through paid promotion and endorsement.
		Content produced by influencers has high engagement, such as the number of likes, comments, and shares, which increases the exposure of MSME products.
4.	Challenges Faced	Delays in delivery of products or briefs from MSMEs are obstacles that often arise and can slow down campaign implementation.
		Some SMEs have limited budgets to select influencers with large reach, so campaigns only reach smaller market segments.
		The influencer content revision process sometimes takes longer due to adjustments to the detailed needs of MSMEs.

Source: document analysis on MSME products

3. **Discussion**

Data from Table 2 shows that FNCT selects influencers based on category relevance, audience engagement levels, and fit with the client's brand image. This approach allows FNCT to offer more targeted and tailored campaigns to clients' needs. However, a problem arises because this strategy relies heavily on rapidly changing social media trends, causing many previously relevant influencers to become less effective. In addition, the influencer categories utilized by FNCT are still limited to popular fields, such as beauty, without

expanding to niche categories such as technology or education that have loyal and specific audiences. To overcome this, FNCT needs to expand the diversification of influencer categories by focusing on market segments, which can help them reach unreached segments. In addition, providing training to influencers to adapt to changing trends can increase their relevance in a dynamic market. The supporting panel mentioned that diversification and adaptation of strategies are essential in maintaining business sustainability amidst market changes. Furthermore, from Table 3, it was found that FNCT clients reported positive results from influencer campaigns, such as increased sales of up to 30% and wider market reach. However, these impacts often do not continue after the campaign is over. FNCT does not yet have a quantitative evaluation system that can measure long-term success, such as customer loyalty or ROI. Clients also find it difficult to maintain campaign results due to the lack of strategic direction post-campaign. To address this issue, FNCT can leverage analytics technology to monitor success indicators such as ROI and customer loyalty. This quantitative data not only provides deeper insights into campaign effectiveness but also helps clients understand how campaign results can be leveraged for their business strategy. Analytics technology can also help FNCT adjust their strategy to better suit clients' specific needs in the future. The quality of content produced by influencers is also a major challenge for FNCT, as revealed in Table 4. Short-form video-based content such as TikTok and Instagram Reels have proven to be more effective in increasing audience engagement. However, changes in social media algorithms often affect content reach, resulting in some campaigns not achieving their expected targets. In addition, inconsistent content quality among influencers results in repeated revisions, which slows down campaign implementation. To address these challenges, FNCT needs to develop a more structured content guide for influencers, covering elements such as storytelling, visual formats, and optimal posting times. FNCT can also utilize advanced technology to analyze audience preferences and provide more personalized and relevant content recommendations. This is important to ensure that each campaign can create a significant impact on the target audience. Operationally, it is also a significant obstacle for FNCT Management. From Table 5, it was found that the delay in sending briefs from clients and time-consuming content revisions caused the campaign implementation to be inefficient. Suboptimal coordination between FNCT, clients, and influencers added to the complexity of the campaign process. To overcome this problem, FNCT can adopt a digital-based project management system that includes automatic reminders, content revision dashboards, and real-time reports. This system allows FNCT to ensure that all parties understand the deadlines and needs of the campaign, so that operational efficiency can be improved. In addition, FNCT can use this technology to provide transparent reporting. In addition, FNCT's support for MSMEs also needs to be improved, as shown in Table 6. MSMEs working with FNCT reported an increase in engagement of up to 30% and direct sales of 25%. However, budget constraints often make it difficult for MSMEs to work with influencers who have a large reach, so that the impact of the campaign is only felt on a small scale. In addition, delays in product delivery or briefs are also obstacles that slow down campaign implementation. To overcome this problem, FNCT can offer more flexible and affordable service packages, such as using micro or nano influencers who have a more specific but loyal audience. FNCT can also educate MSMEs about the importance of storytelling in their campaigns to maximize results even with a limited budget. This strategy

is supported by research showing that relevant storytelling and strategic collaboration with MSMEs can create a big impact with minimal resources[8].

4. Conclusion

The study shows that FNCT Management has successfully built a broad and diverse influencer network, covering categories such as beauty, sports, and lifestyle. This strategy has been effective in increasing brand awareness, market reach, and sales for clients. Many clients have reported significant increases, including sales increases of up to 25%-30% during the campaign. FNCT selects influencers based on audience relevance, engagement levels, and fit with the client's brand image, but still faces challenges such as changing social media algorithms and rapidly changing trends. Short-form video-based content, such as TikTok or Instagram Reels, has proven to be more effective in creating audience engagement. FNCT also leverages personal storytelling to build emotional appeal, although consistency in content quality between influencers still needs to be improved. In addition, FNCT has had a positive impact on MSMEs with up to 30% increase in engagement and 25% increase in direct sales, although budget constraints are a barrier to reaching influencers with large audiences. To overcome this challenge, FNCT uses micro and nano influencers who are more affordable but have loyal audiences. However, the study also revealed that FNCT does not yet have a comprehensive measurement system to assess the long-term impact of the campaign, such as customer loyalty or ROI. Analytics technology is needed to help clients understand campaign success and plan more effective post-campaign strategies. FNCT Management needs to expand the diversification of influencer categories, including niche categories such as education or technology, and develop more structured content guidelines. A digital-based project management system is also needed to improve operational efficiency and communication between FNCT, clients, and influencers. By utilizing these approaches, FNCT can maintain its competitive edge and continue to support clients in achieving sustainable success in the digital marketing world.

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