

Digital marketing communication, social media, competency, and marketing team members in Indonesia

Irmawan Rahyadi

Department of Communication, Universitas Binus

27 Kebon Jeruk, Western Jakarta, Indonesia

Email: irmawan.rahyadi@binus.edu and Phone Number: +62 804 169 6969

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Abstract The profession of digital marketing in Indonesia with extensive business development is challenging due to the technical skills and practical elements of marketers in the job market. Keeping updated credentials in digital marketing is crucial to reduce the risk of losing competition, as current advancement in the industry requires trained personnel resulting in notable competition, training, and education. This demands trained personnel and places the importances of having these credentials. This study aims to investigate how digital marketers navigate their career paths and explore the composition of digital marketing. This study aims to analyse the dynamics of digital marketing that includes the career path of professionals, qualifications in the industry, and digital marketing education. This research is mostly grounded on data extracted from a qualitative method, which has been gathered based on the experiences from the professionals who have worked in local and international corporations operating in Indonesia. Interviews with professionals employed in national and multinational companies enriched the data. This was analysed using qualitative data analysis techniques. The evidences to date shows that trends in digital marketing practices are unique and homogenous to the country's marketing field. The data and literature report sizes and composition when digital marketing interventions are delivered and adopted. This study also includes the differences between offline marketing practices in collaboration with digital marketing practices to marketing teams, and the application of social media marketing from the company's point of view. Not only small-size companies have noticed a difference in their marketing teams' dynamic, but big corporations also have experienced active development and requirements in their marketing line-up. This emphasises that the digital era brings certain prevailing conditions. The results of this study demonstrate that the industry of digital marketing is a promising direction to achieve accurate, automated, measurable marketing practices, applicable in a specific career path for the professional with the appropriate.

Keywords: digital marketing; social media; qualitative method

INTRODUCTION

In 1996, Ono W. Purbo, an Indonesian internet activist, at the early Indonesian internet history, successfully added a section for ratification called "Nusantara 21", thus establishing a transformational agenda to address the problems facing Indonesian adoption of the digital environment through community (Vogel, 2005). Broader in scope than the 'community WI-FI', access to the internet was initiated for people to gain information and knowledge. And, unlike other countries, the Indonesian internet was developed for future entertainment content consumption (Lee, 2017).

Broader indices, internet in Indonesia were developed after the first wave of wide utilisation of the internet from education to other sectors outside the education (Huang et al., 2017; Lee, 2017; Plantin & Punathambekar, 2019). And, unlike the other technological advancement, the internet was also adopted by all sectors of society including the business sector (Kiswanto & Setiawan, 2022). Corporations, institutions, and entrepreneurs are putting effort into using the internet for business optimization. The marketing side of the business has been hailed by the potential and hype of peoples' media consumption and digital interaction, as a turning point of marketing efforts, and a significant step forward for marketing potential to reach wider audiences on cheaper and more accessible platforms. The internet is probably the most influential technological opportunity in marketing efforts of the current era.

In Indonesian digital realms, social media have demonstrated how well the digital platform favouring the majority of consumers generates leads for businesses. (*Digital 2024: Indonesia – DataReportal – Global Digital Insights*, 2024). The context of social media in Indonesia- where this platform is often put side by side with politics (Lim, 2017), social mobilisation (Gedela et al., 2022), democratisation (Sukmayadi, 2019), and also marketing (Massoud Moslehpour et al., 2021). Marketing via social media in this context is explored as a specialisation requiring specific training and experiences to be involved in. Thus, this social media is primarily composed of tools and features utilised in digital marketing. In Indonesia, the application of social commerce has been regulated as the way Indonesians shop online (Gandawidjaja, 2023), while 60.4% of the population are using social media with great buying power potential. Social media has become the place where consumers and producers meet in Indonesia, thus the advancement of the technology in the platform reinforces the demand of trained and well-experienced digital marketers.

This article investigates digital marketing, the assessment of marketers' competency, social media for marketing, and people within the digital marketing industry in Indonesia. This study highlights how professionals in the digital marketing industry in Indonesia contribute to digital marketing practices in different industries, emphasizing their career dynamics and the use of social media platforms. It is important to analyse how digital marketing professionals in Indonesia perform their roles within industries in respect to their skills, experiences, training, and specialisations.

To achieve an ambitious international marketing agenda, global digital efforts must address the complex business challenges and contemporary competitiveness identified in the digital. This will require leveraging on new developments and insight related to the role of digital tools in marketing efforts particularly on global knowledge of digital marketing, knowledge building, and innovation. This highly competitive marketing arena resulted in marketing practitioners turning to digital marketing as an addition to its traditional marketing mix (Dash & Sharma, 2019).

As described from the perspectives of professionals in the field, there is an expanding need to comprehend the management of integrated digital marketing not only the savviness of a specific digital media channel or software. These insights are invaluable for understanding advancements in marketing activities and research in the field. The present study thus enables a closer investigation into the application of digital marketing skills in real business. In the global scene, digital marketing will have some key elements at the implementation level because this discipline will have to follow some cultural background in any unique demography. Kingsnorth argues that companies not only consider digital marketing, but they relate it to increasing productivity (Elhajjar, 2021).

Locally, given its development in the literature, digital marketing in Indonesia represents a contemporary marketing approach in comparison to traditional marketing (Istijanto & Purusottama, 2023). Masrianto et al.(2022) presents the Digital Marketing Utility Index (DMUI) to evaluate companies practising digital marketing based on data from 217 companies in Indonesia. Wahyu et al. (2023), in their study on the research map, explores digital marketing publications in Indonesia from 2007-2022 by which the number of publications grew 80% from the previous year (Riani & Umanto, 2022). Scholars who conduct conversation analysis sometimes study 'competitive advantages', or conversations that touch on internal and external factors (Nurcahyo et al., 2020). Finally, this research uses the digital marketing variable to analyse the relationship to the financial performance of 120 MSMEs in Banten, Indonesia (Purba et al., 2021) resulting in a significant effect on the dependent variable.

METHODOLOGY

This qualitative study stems from semi-structured in-depth interviews with 30 participants in Indonesia from similar vocational areas but different industries. The number of participants is adequate to be validated as a usable portion of the research data sources (Heiskanen, 2017). The study purposely selected digital marketing practitioners using snowball sampling techniques. This study highlights the importance of practitioners as the primary sources of data and contributes to the gap in the literature that predominantly depends on the data from the corporate level.

Therefore, this study explores the perspective of digital marketers and their role in the support of digital marketing development in Indonesia. This study describes the marketers' inputs and perceived understandings regarding competency, and highlights where the background of marketers can be used to assist in embarking this career path and better support broader digital marketing involvements within their respective industries. The limitation of this is that the researchers only focused on Indonesia and those whose professions are digital marketing practitioners. It means that other regions such as Southeast Asian countries, will be excluded from deductive analysis. The secondary limitation of this study is 'time'. The researchers only referred to the situation of the current time of the field, although the researchers are aware of the fact that the data gathering period is also concerned with the updated development. The participants' information is detailed in Table 1.

Table 1. Participants in this study

Gender	Frequency	Percent
Male	11	36.7
Female	19	63.3
Total	30	100.00
Industry		
Tech Industries	10	33.3
Retails	2	6.6
Communication Agency	6	20
IT (Information Technology) Company	10	33.3
Education	2	6.6
Total	30	100.00
Responsibility		
Social media	10	33.3
Branding	3	10
SEO (Search Engine Optimization)	4	13.3
KOL (Key Opinion Leader)- Influencer	1	3.3
Content Management	4	13.3
Digital Newsletter	3	10
Digital CRM (Customer Relations Management)	2	6.6
Digital Ads	1	3.3
Digital Analytics	1	3.3
Mobile Marketing	1	3.3
Total	30	100.00
Formal Qualification		
Management	1	3.3
Agriculture	1	3.3
Business Administration	3	3.3
Public Relations	12	40
English for Business	1	3.3
Mass Communication	12	40
Total	30	100.00

Source: Data Processed by Author (2024)

Based on the data above gathered in Table 1., it can be seen that participants contributed to this study on average in the category of diverse industries as their professional background. While the general digital marketers come from various organisations or corporations, the average of participants comes from private companies. Professionals from technology and IT companies are ranked the top among other companies participating in the study, and only a small number from education and retail.

RESULTS AND DISCUSSION

Situating Digital Marketing in Indonesia

Against the background of Indonesian business landscapes, the relationship between producers and customers is becoming ever more challenging, even in the digital arena. According to Google, the rise of Indonesian digital customers and their interest to continue using digital services and buying products using digital platforms may drive 21 million new customers in 2021 alone toward a simpler and more democratic definition of digital platform (*E-Conomy SEA - Google*, 2021). The widespread inability of conventional marketing platforms to reach broader audiences compared to digital platforms shows not only the huge potential of digital marketing efforts but also an emerging interest in the profession of digital marketing.

Pre-social media era has the potential to have a large effect on audiences across Indonesia on information and media consumption because the internet in the 90's undermines the importance of recognised evidence as a fundamental basis for digital marketing. Early efforts of digital marketing, email marketing, and website promotion need to be recognised as a privileged infrastructure (Ghulam, 2023).

Facebook arrived in Indonesia a couple of years after its release in Massachusetts. This social media platform has multiple dimensions- it brought a new era to digital marketing in Indonesia, and it must be utilised by business sectors to deal with instant barriers in the business playing field on one hand and assist with the new marketing activities development such as community brand, lead generation, and mobile application promotion, etc. Social media in Indonesia, yet the most active in the world, might be able to rise above the competing claims of hoaxes and fake or engineered social media accounts (Mahy et al., 2022). Facebook, now Meta, acquired Instagram in 2012 which then became one of the largest social media platforms in Indonesia and they are obsessed with it (Edira Putri, 2017; Nur Fitriatus Shalihah & Sari Hardiyanto, 2021).

The practical implication, derived from the fact that social media is a part of any marketing messaging to customers, is how many activities and specialisations around the platform have been discussed and implemented in the industry (M Moslehpour et al., 2021). This was also consistent with previous research findings that Indonesians are one of the most enthusiastic users of social media (Solahudin & Fakhruroji, 2019) and that utilisation is leaning toward seeking information and online shopping (Nofrizal et al., 2023; Wijayanti et al., 2022).

Development of Digital Marketing Career

Professional digital marketers suggest that the skills will be responsive to the interest of those who contribute to the company goals by prioritising the spending of resources they allocate in day-to-day operations. The hard skills include how we are tech-savvy, at least good with computers, and familiarity with design software (Gildner & Gildner, 2019). While soft skills are more permissive to being attached to the profession, referring to personal qualities, and how the personnel approach the job and relate to colleagues (Dr. Zulk Shamsuddin, 2022).

Our empirical evidence for the career development of digital marketing shows that practitioners across industries in Indonesia started in careers at entry level, then exposed to advancement in the profession and accelerated skills to reach promotion within the industry. Participants noted that there are always more things to explore concerning qualifications to ace in their career:

"So far, the career in the field of social media & digital marketing is quite good and of course, more things can be explored along with the development of trends and science related to social media & digital marketing" (RBI).

This worthy sequence of career paths can be explored from several angles. First, starting from the organisational structure side, introducing a position of digital marketing, or embedding the position and improving already existing ones may improve the perception of the benefit of digital marketing discipline. For instance, a retail company operating in Indonesia looking to get into digital marketing and specifically looking for a KOL and partnership position. Their vacancy advertisement will not mention any educational qualification requirement. In turn, this can increase the entry-level possibility and willingness to enter the field and, thus benefit the digital marketing realm. In this context, a researcher (Staton, 2016) analyses the content of entry-level job postings and shows that the digital marketing certificate has proven to improve the success rate of job placement.

Similarly, results from a mixed-method field research in Italy identify employability skills categories for the marketing profession (Di Gregorio et al., 2019). In field research, digital marketing is a new practice that forces the marketing team to rethink how to adapt to new hiring and organisational structures to succeed in the digital world. The future marketing practitioners show the need to significantly develop higher soft skills to understand the technical side of digital marketing than the older marketers. Digital marketing skill sets not only needed to be presented with a new framework but were also more likely to be more focused on 'omnichannel customer' experiences. The future projection of the digital marketing profession also had some significant strategic job outlooks.

Thus, data from Indonesia who benefit from the trend of the digital marketing profession may also exhibit a willingness to develop in the career path. For instance, it might be that some people are not directly eligible for a digital marketing career path, particularly those whose personal circumstances place them just above the eligibility criteria for specific specialists such as digital analytics, performance marketing, social media, blog writing, content management, e-commerce, influencer marketing, etc. The job advertisement is getting specific in the work title in the digital marketing field (See Figure 1.). These well-functioning specialists for the organisation, ideally looked for by companies, and even when targeted to the entry-level, may be detailed with requirements such as specific soft skills and technical knowledge of some design applications.

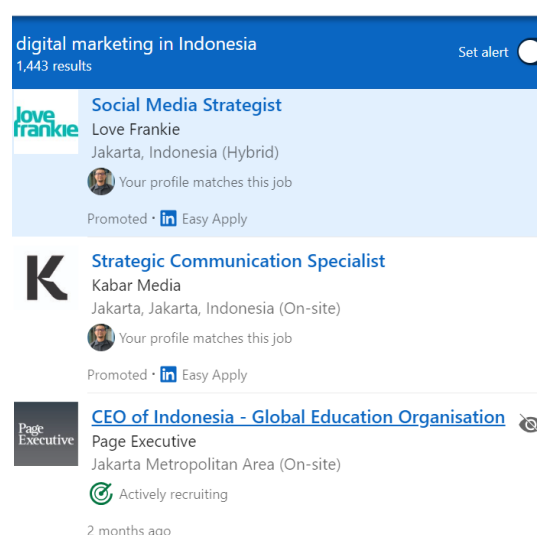


Figure 1. A screenshot of digital marketing job ads
(Source: Screenshot from LinkedIn)

The data also shows the case of career path when a marketer started in a communication agency responsible for BTL (Below the Line) marketing focusing on offline marketing, and then made aware that they are benefiting from digital marketing.

"I started in the field of digital marketing when I moved from a communication agency to Tokopedia (An Indonesian unicorn tech company = See Figure 1.). The marketing functions demanded a 360 (marketing) approach (BTL, ATL, and Digital). It was in 2018 when I was a brand marketing manager. The field of digital marketing was a sexy career and with an accelerated path within companies. In a year I climbed a career path into a senior manager" (DMS).

Expanding awareness on various industries beyond the tech sector, can increase the level of understanding for involvement in digital marketing career development. Furthermore, the participants in this study work for a variety of industries apart from the technology industry. The data from the interviews, in particular focusing on the career path, also shows the case of the career path when a marketer started to get exposure to digital marketing from general marketing jobs and then explored deeper into the field of digital marketing. The entry points for digital marketers to strive to get into or be forced into the field involves learning by doing and include the facility of education/training from the company they work at and personal initiatives focusing on personal development based on individual preference. This is consistent with the research that found that digital marketers started learning by themselves and then worked their way up to a more skilled level (Sudin, 2019).



Figure 2. Tokopedia in mobile application
(Source: photographed by the author)

The fact that Indonesian tech companies (Figure 2) can stimulate public interest in the field and lead to a change in compulsory understanding of digital media as well as specific skills (soft and hard skills). This requires that a career in the field provides more opportunities in general marketing, compared to all-around know-how marketing. It also entails ensuring adequate company support and evaluation capacities and setting up a transparent recruitment system. More transparent and efficient management of the career path can liberate resources, which could be spent to further strengthen the digital marketing field, including the procedure of managing different units of digital media specialists (social media, paid marketing, creative marketing) for individuals in higher positions. All of these will contribute to a higher level of career path development.

These described mechanisms can improve the level of career path and the level of involvement from marketers with the company policy, which can ultimately affect work cohesion especially with a company with old mindset and lack of digital marketing adoption knowledge and awareness. Initiatives that lead to more support for career development or its restructuring efforts to align with digital advancements can contribute to acknowledging, consolidating, and increasing mutual interest in the field. More widespread 'support', or to put it lightly 'trend' among companies indicates that a growing number of citizens share a common understanding of how members of the workforce are linked and the degree to which they are aware that a career in digital marketing could be an option.

Consequently, the literature points to the intensity of requirements for marketing executives (Du et al., 2024; Wen et al., 2023) concerning company performance. The literature reported that there is a global shortage of professionals with an industry-ready level; this fact also hindered the professional growth in the industry (Qian et al., 2022).

Education, Training, and Experiences

While the requirements of recruiters for digital marketing positions have focused primarily on the know-how, experiences, and skills, they also document that the educational background, especially formal education, is less expected from the potential digital marketers. The question that will emerge in time is how important formal education in the digital media job competition is. These secondary effects throw light on the necessity of formal education and formal training crucial to improvement in the productive capacity of digital marketing. This section presents findings on education, training, and experiences as the requirements in the digital marketing field in Indonesia.

This empirical evidence underpins the hard and soft skills logic that companies provide in exchange for talent. Due to the less stringent boundaries of this research, between hard and soft skills domestically collected the competency of a digital marketer, this logic is less reasonable for developing countries such as Indonesia. One underlying trend in the career path

of the profession is the relevance of competencies to career development in many industries, as highlighted by this research data, but also the fact that the linkage between educational background and the provision of skills and experiences is less strongly emphasised and discussed. This blurs the connection between educational backgrounds that guarantee to get into the career. In fact, some have argued that prospective digital marketing is expected to have sets of knowledge, skills, and qualifications (Elhajjar, 2021). Following this line, we found that in the Indonesian context, skills and knowledge have more major impact on the development of a career path in the digital marketing field compared to qualification, or in this context educational background and certification. With few exceptions, one participant in this research mentioned his team and how competencies play a role in the operational dynamics.

"The first competency to have to join a digital marketing team is that he must know trends. The second one is never to have biased information, or own opinion without quantitative data which is easier now to acquire in digital media. So, the next one is, knowledge to read data. So, data analysis is a thing now and it is very useful in the workplace". (DMS)

Formal qualifications are important to equip digital marketers with the necessary knowledge in the field, however, the practical side of the job and what employers look for are less supportive of the essentials of formal education. Table 1 reflects these findings related to the qualifications. Figure 1 shows what employers across industries require from potential employees. The job requirements in skills and experiences from job vacancies appear to be more pronounced in Indonesia. Lower job positions as junior staff by entry-level recruits in digital marketing implies that junior and graduate positions still require dominant hard skills followed by soft skills as an important factor (Kovacs et al., 2022).

The largest attention to job requirements is found in the evaluation of conditional situations where the need for a qualified workforce ensures a recruitment cycle that starts from schools and prepares the student to get into the job market that requires certain skills and knowledge plus experiences, as argued by Key, et al. (2019). The data shows empirically significant attention to different skills and practical knowledge required by the companies in Indonesia.

"Qualification is not that important in my position. What they want to know is whether I have experience in digital marketing, social media management, and content creation. Even my qualification doesn't have anything to do with marketing, let alone digital marketing". (ANS)

The conditions are not directly comparable as the educational institutions hope to produce a ready-to-use knowledge for the workforce and the reality is companies look for experiences more than a piece of diploma sheet. Conditional and real-life job market factors in Indonesia shows the fact that graduates favourably do not always have a matched work with their college degrees. In 2021, Indonesian Education, Culture, Research, and Technology, Nadiem Makarim stated publicly that 80% of college graduates work in different fields than their college degrees (Kasih, 2023). Makarim then added that the workforces need to acquire more than one discipline, the fresh graduate will compete with other job seekers from different majors even though they are not from the field, but the individuals have the experiences in the job.

Aside from formal qualification, competency indicators of digital marketers from participants in this research captured a unique story compared to the following formal education, yet most of the participants come from communication science. Favourable qualifications for digital marketers in Indonesia are still experienced and possess soft skills. These skills and experiences of employees are linked to investment in talents in the companies to induce a qualified workforce in digital marketing. A plausible explanation, even though marketing schools identify the digital marketing field, the practical side of companies' need is experience (Langan et al., 2019).

The training and in-service facilities from the companies are varied from participants. Some of them received training and facilitated personal development packages, while some were personally interested in the creative work of digital marketing particularly related to designs, ideas, and copywriting. Training background accompanied by the position in the companies that generate a specific job requirement for eligible competency to perform in the position. Junior positions or technical staff benefit from the skill to operate applications for design, word

processors, and any applications or third-party websites related to digital marketing. In theory, a senior position in digital marketing would depend on the possibility and ability to orchestrate a 360-marketing approach not only just the digital side within a domestic industry (Khan, 2022). On the side of education service providers, Ryan (2016) finds that digital marketing schools try hard to make sure that important skills will be provided to the students to cope with the digital marketing advancement. Interestingly, the theory-practice gap is less likely to exist than a qualified workforce which is tricky to recruit. Another study focusing on branded digital marketing certification programs has better accessibility in terms of affordability and platform, but they are not paying enough attention to curriculum management and pedagogical values (Spiller & Tuten, 2019). The participant in this research mentioned that through personal interest one can enter the job market in the digital marketing field. The willingness to try new things, creativity, and copywriting are some of the soft skills that they highlight as assistants to execute the job's KPIs.

Several studies in digital marketing training focus on the curriculum and how the training fits the needs of industries. Royle finds that the training is accompanied by the formal general marketing certificate in an educational institution (Royle & Laing, 2014). Cowley et al. (2020) estimate from a cross-disciplinary survey in the USA that for the case of integration of third-party certification in digital marketing; they are perceived as helping potential employees as ready for the career as well as understanding the current practice can tailor the certification to sustained job function, even if the development of the technical and trend are more adaptive than other job in the market.

In Indonesia, as mentioned by one of the research participants from the educational provider, the certification in digital marketing is found to open new opportunities. Certification in digital media after a higher education diploma is an addition to your educational qualification and in the context of the job market, competitiveness among other job applicants is the aim. The personal interest in digital marketing sometimes outweighs the formal educational background for some digital marketing, but not limited to company infrastructure. In a related case of personal interest, this participant from our research has been exposed to and used social media for a casual operation. Then, she took a jump into training that promised a job position in digital marketing. She likes the field of marketing, but she did not have any experience in digital marketing at the time. She took the training, and she is currently a social media specialist. Her work experience was in the banking industry where she was responsible for customer relations. The work in the area of customer relations and sales in a bank nurtured her interest in marketing plus her interest in digital media as the platform.

"My formal qualification is in management, and I was working as a customer relations officer. One time, I saw an advertisement on a digital news site on a digital marketing boot camp where they promised to guarantee a job at the end of the course" (ERN).

The interview data above lines up the portrait of the updated condition in the industry. This can open a clear snippet on how digital marketers look for jobs and try to advance in the career hierarchy. When an employee happens to fall into a job or a position, he/she needs to learn the ropes and finish the job with the help of the company. This fact may only work in junior positions but when you get into a senior position, even though you are working in the tech industry or digital media, supplementary offline events, messages, and campaigns still need to be executed. This reality requires more flexible soft skills (diligence, agility, learning mindset, etc.) for an ideal digital marketer in education, training, and experiences in the field.

Existing research has found that professionals still need education where relevance to both developing and developed countries (Tayyab Amjad, 2022). Our finding of the educational background of Indonesian digital marketers was promising to contribute to this scientific conversation.

Supportive Environment

The expansion of digital coverage and accessibility entitling all people to access the digital marketing field under publicly organised schemes is a wake-up call for companies (Ruyter et al., 2018). Indonesia's digital marketing practices and market currently provide incentives to win the competition in the industry. Trends in the area of technology (AR, VR, AI, etc.), privacy, and noise are some of the trends that are happening at the international level, and also in Indonesia. The

current effort to expand the understanding of trends in the field possibly comes from company awareness and then moving deeper into individual marketers.

How can marketers be exposed to a trend and try to adapt to it while the company they work for has a lack of awareness, let alone adopt the trend? A supportive environment from the company and from a bigger point of view; society is needed to perform efficiently in the digital marketing field. From the company perspective support means investment, representing the idea behind how the money they invest must be expected to bring good return. The digital marketing investment whether in facility, technology, and especially in the workforce is estimated to provide a winning factor for the competitive environment within the industry in this era, leaving the general marketing in the area still being a focus in the overall marketing approach.

It is important to recognise that there is support that the digital marketing field demands. The technology of automation and management to support the planning and strategy are some of the technical supports digital marketing has found to improve the strategy formulation process and output (Li et al., 2011). Indonesia's recent adoption of supporting technology is a mirror of an international service. Some digital marketing practitioners in Indonesia also use and benefit from technology provided internationally.

However, technical and management support is not enough. The current development in the Indonesian emerging digital marketer profession needs a connection to the community. The difference between the need for support from peer groups and the support from the employer lies with the support system, which is the primary source of information to identify career opportunities, capability, trend finding, and even new technological aids that they can use for daily operation. This peer group system does not necessarily apply to a formal association or group, our research participant pinpointed. Rather, it uses personal contact from previous educational programs or work-related projects based on the specific field in digital marketing. An individual's recently completed collaboration project in SEO for instance is classified to be a connection where the digital marketers involved in the projects should be able to connect and share regularly in a supportive environment to gain more value and knowledge, in a non-judgmental and fair atmosphere. This atmosphere can be found or built across the industry or digital marketers' niche. As these are relatively small sub-groups, there is still considerable support to the digital marketers, particularly among new niches in the digital marketing profession, for example, VR digital marketers.

CONCLUSION

This article has discussed how professional digital marketer perform their expertise in Indonesian industry settings, in particular modern professional situations that require digital savvy to win the competition. Indonesia as a country with one of the largest digital media consumers, needs more exploration of the potential digital marketing to market this population. The idea of digital marketing as the only tool might work for industries that rely on the specific social media market. Social media in Indonesia is one of the most famous digital interactions arenas.

This articles examined the development of careers for digital marketing professionals in Indonesia based on the popularity of this field in the country. It also discussed how the educational background of the practitioners matters in the career field. Indonesia is a country with a significant number of consumers that use digital media. Indonesia's large population brings potential for businesses to dig deeper into the digital marketing field, for example, social media alone is an important digital engagement platform. In general, social media in Indonesia has a political and social impact on society, and it can provide interesting and promising offers for digital marketing activities.

The proposed digital marketing career development in Indonesia is intended to be responsive to a current trend and competitiveness. The main issues of career development include prioritising which resources to spend in, entry-level to senior positions, in case of qualified talents in the career path it is without hesitation the company to invest when the company needs to explore digital media, thus reducing the need for general marketers. Even though the competency of the talents satisfies the essential condition of the general marketing job position, digital marketing is still sought after. The digital marketing career used to be general; however, the specific technical and technological development in the field requires one

to fully comprehend its function, making the career path looking for a specialist. In this paper, we argue that the career path in the field improved throughout the years.

The next outcome of the chapter is a qualification in digital media that is developed personally by the individual and then recognised by companies and its formal educational credential is intended for a ready-to-use workforce and reliable employees in the specific digital marketing niche. The results on a supportive environment promisingly give hope to the digital marketing talents and the study related to the digital marketing workforce. The theory-practice gap should be improved through an extensive exploration of how digital marketers function across industries. This study offers some general lessons from Indonesia, even though it is a particularistic study dealing with the very specific job function in digital marketing.

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