Book of Abstract Conference Proceeding

ICE-ScienceHUM

International Conference on Science and Humaniora

Theme: Technology–Science–Social Humaniora

Book of Abstract Conference Proceeding

International Conference on Science and Humaniora (ICE-ScienceHUM)

Theme: "Comprehending Technology Innovation, Humaniora, and Social Science in Collaborative Perspectives"

Virtual International Conference
27-28 November 2023

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International Conference on Science and Humaniora
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Gojek's Marketing Strategies and Values
| Yolla Margaretha [1], Henky Lisan Suwarno [2], Maya Malinda[3]

[1,2,3] Department of Management, Universitas Kristen Maranatha, Bandung, Indonesia

Abstract

Background – Go-Jek is a super app technology company that has more than 20 products that spread out in four countries: Indonesia, Singapore, Vietnam and Philippines. It has more than 38 million active users in Asia. It is part of GoTo Group together with Tokopedia and GoTo Financial, the largest digital ecosystem in Indonesia. We have read the articles about Go-Jek shutting down Go-Life but expanding to new areas. Regarding Go-Jek company, they have more than 20 products sold in the market. Currently, Go- Jek has IPO in Indonesia Stock Exchange, and they should manage public share owner expectation regarding their stocks.

Purpose – This research paper is to discover and analyze update of Go-Jek Marketing Mix Strategy after Go- To Corporation is formed. We will also cover the ethics code of conducts between service providers and drivers (Go-Food provider) in Go-Jek's eco-system and the new strategies Go- Jek can implement in their system to utilize digital marketing and storytelling strategy to help maximize the company values.

Design/Methodology/Approach – Digital Marketing is the way to promote brands and connect them with their potential and current customers by using the internet or other digital forms of communication.

Findings – We have several findings in this paper, Digital Marketing is the way to promote brands and connect them with their potential and current customers by using the internet or other digital forms of communication. The value of Go-Jek providing customers with a good experience will induce their perceptual psychology and in turn will increase brand trust and customers' loyalty as the brand leaves good memory in the customers' mind.

Research Limitations – The research limitation is only discovered Go-Jek company, in the future research comparison of at least two apps.

Originality/Value – The originality of this paper is researching marketing strategy, including brand, digital marketing, and value of Go-Jek company.

Keywords: Marketing Strategy; Value: Super App Tech

GOJEK'S MARKETING STRATEGIES AND VALUES

Yolla Margaretha [1], Henky Lisan Suwarno [2], Maya Malinda[3*]

[1,2,3] Department of Management, Universitas Kristen Maranatha, Bandung, Indonesia;
[1] yolla.margaretha@eco.maranatha.edu; [2] henky.ls@eco.maranatha.edu;
[3*]maya.malinda@eco.maranatha.edu

*Corresponding author

Abstract

Go-Jek is a super app technology company that has more than 20 products that spread out in four countries: Indonesia, Singapore, Vietnam, and Philippines. It has more than 38 million active users in Asia. It is part of GoTo Group together with Tokopedia and GoTo Financial, the largest digital ecosystem in Indonesia. We have read the articles about Go-Jek shutting down Go-Life but expanding to new areas. Regarding Go-Jek company, they have more than 20 products sold in the market. Currently, Go- Jek has IPO in Indonesia Stock Exchange, and they should manage public share owner expectation regarding their stocks. This research paper is to discover and analyze update of Go-Jek Marketing Mix Strategy after Go- To Corporation is formed. We will also cover the ethics code of conducts between service providers and drivers (Go-Food provider) in Go-Jek's eco-system and the new strategies Go- Jek can implement in their system to utilize digital marketing and storytelling strategy to help maximize the company values. Digital Marketing is the way to promote brands and connect them with their potential and current customers by using the internet or other digital forms of communication. We have several findings in this paper, Digital Marketing is the way to promote brands and connect them with their potential and current customers by using the internet or other digital forms of communication. The value of Go-Jek providing customers with a good experience will induce their perceptual psychology and in turn will increase brand trust and customers' loyalty as the brand leaves good memory in the customers' mind. The research limitation is only discovered Go-Jek company, in the future research comparison of at least two apps. The originality of this paper is researching marketing strategy, including brand, digital marketing, and value of Go-Jek company.

Keywords: Marketing Strategy; Value: Super App Tech

Introduction

Go-Jek's Updated Marketing Mix

Strategic Marketing is the principle of marketing to achieve company goals by creating and maintaining a sustainable competitive advantage. It provides a high-level analysis regarding services that can be offered, markets to be targeted, prices suitable for that market and the promotional ways to be adopted, which is marketing mix. Throughout the years, there is an evolvement from 4Ps to & 7Ps Marketing Mix which becomes Product, place, price, promotion, process, people and physical evidence. A study on the correlations have stated that Customer Loyalty is affected by Service Marketing Mix (26.87% influenced) and Competitive Advantage (59.43% influenced) incredibly (Vidyastuti and Agustiana; 2018). Hence, there is a need for Go-Jek to keep improving itself to create a competitive advantage over other brands. Go-Jek is known for their services such as hailing ride, food delivery, fresh food delivery and parcel delivery. They also have a few products that are not as well-known such as "gogames" service whereby customers can purchase game vouchers to top up for games such as PUBG and maingames.com for only android users and there are mini games to be played for free every Wednesday to Friday every first of the month (GoGames, 2020). One of the new products is GoPlay whereby it acts like a social media whereby participants will be able to watch the livestreaming of their favorite content creators and interact with them (Gojek.com, 2022). Teguh Kusuma, Go-Jek's Lead Research stated that the company really focuses on how to create a Product that is Market-Fit (Life at Gojek, 2019). Their aim is to create products that is not only useful for customers but also has added value. Their team will not waste time, energy and money on creating products that is not useful or deemed fit in the market, so they have a specialized research team to take care of this problem. The

journey that the team take includes identifying the problems that arise, creating solution ideas, performing usability test, executing, measuring and finally, having product optimization. If many problems arise at the same time, the Research Team will try to choose their priority and analyze it first. An example will be when they are having customers who drop off not at their appointed destinations. In order to get the best solution, the Team will gather other department teams to get data for further analysis and discuss the problems associated with this problem together. The research team will focus on retrieving data that they do not have internally. The type of problem-solving methods ranges from getting surveys, interviews, analyzing statistics and many more. They will try methods that could get the most data yields than others from their perspective customers. The Research Team will most often gather data from the Business Intelligence Team and do field research to get more insights regarding the matter. As the Research Team members are the ones who do the market research, they will share their findings with the business intelligence team and the project manager. At this stage, they will already get more complete data on this problem so they will start to brainstorm ideas to get solutions. As there will be a few solutions chosen, they will either do an internal discussion and select the solution based on internal prioritization or they will bring it to the market as a concept to be tested to the users. Regarding the problem mentioned above, in the end they decided to include "edit destination" feature in their mobile application.

Go-Jek's Designers will craft the design while developer will develop the prototype before the research team tests them in the market to get users' feedback. This usability testing is to use the raw prototype to test before they iterate with a high-fidelity prototype which resembles the feature that will be launched on the app (Life at Gojek, 2019). After the user's feedback came back positive, they will do a "limited users testing" whereby the business intelligence and product manager will monitor closely on this new feature (Life at Gojek, 2019). They will email certain users in certain cities or areas and offer them the choice to try out the new feature on the app. Usually these users will usually be called or meet up with Go-jek's team to get a fast feedback response which indirectly help them to decide whether to launch the feature. The team will keep track of the app as they will need to keep increasing their standards and optime their features as well as products. In the case whereby the project manager has already had the solution to certain problems, the research team will jump a few steps to reduce the time of solving the problems and they will do usability test or feature evaluation. To ensure their products are product-fit or market-fit, Go-Jek have taken special measures in their product management framework. By having product extension, the company will be able to be the pioneer in creating their products or services. During the first few months of Go-Jek's existence, the price is Rp 2500 - Rp 3500 per km to attract customers to use Go-Jek hailing ride services. Due to Go-Jek's popularity, many Go-Jek drivers felt they do not receive enough so the government must step in and set rules regarding the fare price according to government regulations made (Kepmen/KM) No. 348 Year 2019 (Sugandi, Riyan; 2020). Thus, Go-Jek loses the competitive advantage of being the low-price hailing ride provider as all the hailing ride fares become similar after the implementation of the government's Price Scheme for online drivers. The transparency of the expected fare rate shown in the application acts as both pros and cons for Go-Jek. Customers will be able to trust the company as the price to be paid is already shown in the application itself, reducing fare negotiation with drivers and reducing the chances of frauds as the money will be paid only after customers reach their destinations. The negative side will be that customers nowadays are price sensitive as they have many ride hailing options and they usually have more than one ride hailing application. The change in price according to traffic or demand-and-supply effects will cause customers not to be loyal to Go-Jek.

New Strategies

Creating a loyal customers base is not an easy task as the company will need to do research on creating brand loyalty, analyzing its customers, which may take time, money and effort. There is no shortcut but if we look at the other point of view, Go-Jek can create a value that the customers will look for so the company do not need to approach customers but will be the other way around. One of the ways could be having free mentorship programs whereby customers can be emailed on the free course available to enhance their current skills. As these training courses are free, customers may keep having a lookout for Go-Jek's programs that can be available for them. Go-Jek may also implement a feature in the mobile application that can show articles regarding any events or programs created by Go-Jek.

During the events or training, Go-Jek can build bonding activities between Go-Jek and its customers so that customers can feel the connection between them and the brand. This will also ensure that their services will meet the perceived value of customers and do not disappoint them. Hence, the rate of customers who do not usually use Go-Jek rides may start to open the application more often. When this becomes a habit, they will turn into loyal customers. Implementing Psychological Pricing into the system may change the customers' buying behavior. For instance, Bundle pricing can be used to create long-term customer- brand relationship by having monthly price to certain destination. This can be an effective selling method for customers who need to go to work 5 days a week but do not have any vehicle. By having a flat price being set and paid monthly in advance on the first trip, will benefit customers who are scared of high fare pricing during peak hours while drivers can be sure that every day, they can get a minimum fixed income from regular customers during that month. This will be a win-win situation for both sides and Go-Jek will be sure that customers will be more loyal to them as they will be the first who will have this feature.

Brand advertisements everywhere, in TV, Youtube, billboards, car branding, banners MRT stations and even in front of the merchants' areas (Sugandi, 2020). Drivers wearing Go-Jek uniforms can also be seen everywhere at any time of the day. Their Placement strategy is very vast and thus, increasing their brand awareness. Interactive marketing such as creating games and contests that makes it more exciting for the customers. Customers can participate in contests that take place online or even offline. Go- Jek can create offline stations during certain periods to have activities in crowded places to build awareness as well as to get closer to existing and new customers. Cinematic Video Contests can be part of research as well as the brand can get insights on how to create more touching, a more valuable and more effective methods to spread the messages to the public. Furthermore, if the final contestants are very capable, Go-Jek can hire them directly to be part of the company. Having contests will also increase brand awareness as participants will usually spread the information to other friends and families through social media and word- of-mouth. Currently, Go-Jek's promotion method is by giving Vouchers regarding discounted fare or free delivery up to certain amount. They also work with merchants and partners to give promotions to customers (Sugandi, 2020). Direct Marketing by targeting customers by using more personalized methods such as messaging, phone calls, email basis or even posters. Email marketing is one of the more effective methods as it is more widely used, customers can respond at their own timing, so they are not disturbed by the messages sent via emails. It is also a more measurable approach as the company will be able to analyze how each of the customers response towards the content sent (delete, open, respond or resend). Effective direct marketing can be customized to suit each customer's need by analyzing the customers through their data of purchase. The content marketing sent can vary from event promotions, seasonal promotions, sales or even new menus for merchants.

Public Relations (PR) is a promotional method that gives both positive and negative outcomes so the contents to be published to the public must be taken very cautiously. Having good PR such as Steve Jobs who is also Apple company face, will affect to boost the company image, reputation and sales incredibly. Another successful example will be the Gucci brand that almost went bankrupt before the change in management and their strategies. By having Tom Ford to be their designers and brand ambassador, the brand rose higher than other luxury brands in terms of revenue and popularity. Tools that can be used to enhance the effectiveness of PR Marketing are articles, press releases, sponsorships, speeches, seminars, and blog posts.

Nowadays, PR can also market products by joining podcasts. By choosing strong PR personnel, Go-Jek will be able to showcase any specific messages to the public more boldly and more effectively. The company is full of talented people with a high competence level. The success of the company is guided by the corporate level personnel, hence, the decisions made by the founders and management will affect the whole company. Nadiem Makarim, the founder of Go-Jek, was handpicked by President Joko Widodo to become the Minister of Education, Cultural, Research and Technology on 28th April 2021 (Kemendikbud RI, 2021). Nila Marita, the Chief Corporate Affairs of Go-Jek showed support towards this event and mentioned that she is very proud as this is the first time that a local start-up founder was chosen to use his own vision to bring Indonesia towards worldwide success and improve the economy (Annur, Cindy Mutia; 2019). This means he was seen as someone who has the capability to create a huge difference in society. Go-Jek also hired many talents who have worked or studied overseas as Nadiem himself also graduated from the world-renowned university of Harvard. He believed that those who graduated or has working experience overseas will have a wider perspective and able to help

expand the company with their capabilities and ideas. The company is always open to new innovations and hence, able to grow in such a rapid pace. They also use Go-Jek drivers' community to market the brand itself as seen through the high number of Go-Jek's news and advertisements in youtube which were mostly created due to the existence of Go-Jek drivers. This indirect marketing increases brand awareness and customers' touch points. Drivers will also put in effort so that the business will continue to strive, enabling them to continue to earn money. To increase the number of talents in the company, Go-Jek can implement a few strategies. Firstly, they can collaborate with the top universities in Indonesia and worldwide by creating internship programs whereby they can have cheap labours yet have new quality members who can give new updated trends of the market and implement the knowledge that have been taught in their courses. These new talents can provide fresh insights regarding the business. Foreign internship students may have certain aspects that are taught differently than in Indonesia, those aspects may become the company's strong points or new Unique Selling Points for the brand. Secondly, they can fish for overseas talents via their universities by providing free working holiday visas to those talents selected by the company. Talents are a very important assets of the company as they are the ones who will add value to the company by doing well in their job.

Maintaining existing talents are also necessary as they have been taught regarding their job scope, company rules and policies. It is cheaper to maintain talents than finding new ones as they need to be trained, will be slower in performing as they are new, and the company does not know their characters yet so may take time for the company to build trust with the new talents. Thus, it is a more strategic move to create a system that can retain good talented employees. Go-Jek Application enables customers to hail rides anywhere and anytime, this feature increases the convenience level for customers. The user-friendly User Interface and User Experience (UI\UX) gives customers the ability to learn about the usage of the application fast, allowing customers from all ages to be Go-Jek's customers (Sugandi, 2020). The first step of using Go-Jek application is to install the app, the second step is to create an account, the third step will be to order the ride, pay and wait for the drivers to arrive at the selected departure area (Engineering for Change, n.d.). These steps are easy to understand, and customers are able to choose their payment methods, departure point, and destination point. The application is even able to accommodate a multi-destination request.

Nowadays, people tend to choose convenience over traditional methods. Although the process of using Go-Jek's application is fairly easy, their applications are not fully equipped. For instance, Go-Jek do not have the split bill feature and customers who share the rides may want to pay separately. Having Split-bill feature will increase the convenience level of customers that they are not required to use other payment methods to pay the other riders, instead they can use Go-Pay or Go-Points as the payment method. Eventually, this method will also increase the number of users using Go-Pay and Go-Points as those who are not loyal to the application will want to come back and use it. The company is also required to keep evaluating their process methods and products to keep being the Top of Mind. Physical Evidence is the material part of a brand or services that customers can feel the way the brand portray itself. As Go-Jek sells their services, customers will need to have physical existence of Go-Jek to create relationships with them. Some of the methods that can be used include meeting the customers or giving customers some tangible items such as brochures (Glints, 2022). Go-Jek's friendly services, safety guarantees and fast response bring their customers closer as they would like to continue using Go-Jek's services. Safety guarantees include helmets, raincoats, face masks and lost items insurance which will be covered up to Rp 2,000,000 for accident. Customers of a brand will usually assess and evaluate the brand that has been formed due to many factors such as its logo, marketing advertisements and others. The evaluation will also take parts before and after purchase of the services. We need to close the gap between the customer's perceived value or expectations and the company's standards. Elements of Physical Evidence include the company's physical facilities (service escape) and tangible communications used by the company. Go-Jek's Physical Evidence can be expanded and divided into four strategic roles (Puspita, Oktavina Diah; 2014). The new strategy package is this step is to package the services offered and deliver the brand image intended to the customers. This will set customers' expectations so have to be set right from the beginning. Facilitator is the design of this service escape has to support the activities performed by employees and customers. This will enable employees and partners to work more efficiently while allowing customers to get a great customer experience. Socializer is being the socializer, this design will help to convey messages of their expected behaviors, roles and relationships for the brand's customers and employees. This includes the type of interactions

encouraged. Differentiators this distinguishes the brand from other competitors in the market. The brand must have a Unique Selling Point that can be seen and agreed to by the customers. Go-Jek can use these 4 roles to improve its status in the market. By setting the brand image of being everyone's need, Go-Jek should make more branding awareness regarding this and train its drivers to give a more friendly and high-standard services to encourage this movement. For instance, when we step into Bank BCA, we will feel like a King as everyone in the company in every department, even the cleaners will greet us whenever they see us and give us good service including helping to press for the lift button. They can also create Go-Jek office that will represent the company value such as having an interior design that is customized for Go-Jek and more technology-oriented as they are a technology-based company to create a strong "Wow" factor. Having a forum for customers to be part of Go-Jek's daily activities or events and get feedback regarding their drivers may also help to boost drivers' self-esteem to perform better. Go-Jek can also do more branding to create awareness of their unique selling point regarding their services that can benefit their customers. The Code of Business Ethics is part of GoTo group's Corporate Social Responsibility which sets the standards of conduct for all its employees, driving partners and merchants. The code is to reduce the number of misconducts while promoting the high standard of integrity of the company (GoTo, 2021).

Values of Go-Jek's

GoTo Group requires all the employees, driver partners and merchants to comply with all the rules, laws and regulations and deter any wrongdoing. The company expects all the employees, driver partners and merchants to have good judgements to differentiate between right and wrong doings. The illegal activities include violations in antitrust laws, securities laws, environmental laws, foreign laws and other regulations (GoTo, 2021). They are also encouraged to ask for advice whenever they are unsure about certain areas.

Integrity

Integrity Pillars

In the new company rules, Go-Jek implements the "PA'DIMAN" slogan, which means Transparency between partners and Go-Jek, Justice for dealing with Go-Jek's partners and Comfort for partners and customers using the mobile application (Gojek.com, 2022). These three pillars will act as a foundation to enhance the integrity of drivers as well as merchants.

Whistle-blowers

Go-Jek may use the whistle-blower method so that anyone can report any dishonest or illegal behavior to the company. Those who violated the company's rules have to be disciplined or dealt severely by terminating their contracts. However, Go-Jek will have to protect the identity of the whistle-blower and make sure that they will receive no harm by revealing those illegal behaviors. Go-Jek also must abide by the rules that the company will not retaliate against the whistle-blower and protect them instead (Better Workplaces Better World, n.d) as their information will help the company against all those negative partners. With the company being protective of whistle-blowers, the company will receive more information that cannot be accessed by the company and in turn be able to create rules to protect the company from all those violations and negative impacts.

Inclusion and Diversity in Safe Work Environment

Equal Opportunity Employment

In the viral case on November 9th, 2015, Joko Widodo, the President of Indonesia was triggered by the issue that the Minister of Transportation force Go-Jek to close. He declared that this type of transportation is an important aspect for the fellow citizens and government rules should not create problems, instead they should organize those rules. This case was quite viral at that time that the re-tweet reached 2.8 thousand times and became 781 favorite tweets since published (CNN Indonesia, 2015). With the government supporting the business of Go-Jek, the company has been expanding at a fast rate. For Go-Jek, drivers who want to join the company will have to align themselves with Go-Jek recruitment criteria such as having motorbike license, abide by the traffic rules and able to drive his/her vehicle in a safe way. They are not biased, the company accepts drivers without their high education level and are required to only pass their attitude criteria such as responsible, honest, fast response, experienced in driving and understanding (Dzakyzf, 2016). This provides great opportunities for those unemployed citizens who are not highly educated,

to earn money to support their family and hence, improving the economy of Indonesia. They are given the flexibility to work anywhere and at any time by just having registered to the company and

following the company's work ethic rules. These drivers are also given the tools to reach out to customers without needing to pay any money.

Lack of Employment Protection

In Indonesia, there is an absence of legal protection law for Go-Jek drivers as they are actually only partners of Go-Jek and can be considered as freelancers. There is a rapid growth in the number of Go-Jek's drivers who convert motorcycles into public transports. The existing transportation issues such as job protection, accidents, security of customers and drivers. These issues have increased with the existence of Go-Jek drivers. From the employment side, there is still no policy regarding informal or freelance workers. Hence, there is a need for Go-Jek to discuss this issue with government personals to solve this issue as all drivers are currently in vulnerable positions.

Punishment System (Anti-Corruption)

With more drivers and customers using Go-Jek app, they realize that they need to create an austere system so that their drivers will understand the exact rewards and punishments when joining the company. In 2015, Go-Jek encountered a huge problem of fake orders that involved around 17 thousand accounts in Bandung and 1 thousand 7 hundred accounts in Bali. The founder of the company, Nadiem Makarim, built the company with the principles of honesty and fairness which are implemented heavily on the company itself with the slogan "An Ojek for Every Need" (Go-Jek.com, 2022). At that time, the company decided to give those irresponsible drivers some punishments as stated in the graph below but yet, gave them chances to repent and still be a part of Go-Jek. For instance, those drivers who violates Go-Jek's Level 5 violation rules will be terminated straight away while those who violates Level 1 violation rules will be given 4 chances before being terminated (Go-Jek.com, 2022). These punishment points will be reset if the drivers do not commit any crimes within the next 90 days. Drivers and merchants are also given the right to apply to remove themselves from the "banned list" Go-Jek also uses artificial intelligence to detect fraud by using Jarvis, a data analysis system that can the symptoms of fraud. This tool will detect and give warnings to the drivers via pop-up notification if they are detected using fake GPS.

Positive Culture

As Indonesia has been famous for its politeness and kind, Nadiem, the founder of Go-Jek also embedded this culture into Go-Jek app. One of the features includes providing message templates so as to increase users' convenience and to keep the conversation formal.

Communication is a very important marketing strategy that can create strong brand equity. Through this chat template, drivers are educated to communicate with customers in a polite manner even when the rides are being cancelled. Drivers are given message templates to communicate in a formal manner without showing their aggressive emotions towards customers (Redaksi Persepsi News, 2021). This is a very effective method to create more neutral emotions to reduce conflicts and create problems between customers and drivers.

Human Rights, Respect and Equality

Discrimination and Harassments

Not all the drivers are from educated families, so the way they communicate with their friends or even families may not be polite enough to communicate with customers. Go-Jek's Strategic Regional Head of East Java and Bali, VP Jeffry Johannes said in an interview that Go-Jek provides education sessions to educate driver partners in understanding about creating a healthy space far from sexual abuse and creating a culture that encourages drivers to be the pioneer who will take action when identifying any sexual abuse. Go-Jek wants to create a safe social space between drivers and customers that they launched "Education Centre and Help" feature in the app (Radar Malang, 2022). Another step taken to prevent sexual abuse, Go-Jek creates SHIELD which is a feature to ensure the safety of customers before the trip, during the trip and in the case of emergency. This feature enforced drivers to have their face and ID verified in the app, masking their phone numbers and 24-hours Customer Care Emergency Hotline (Press Release, 2022). The hotline will have a specialized Emergency Team who will act fast in case customers are in danger and in need of immediate help.

Enhancing Feature

The emergency feature in the app is helpful during emergencies, however, there is always room for improvement. During emergencies, customers or drivers may have to even be wearier of the dangers and by only calling and talking to the Emergency Team may cause even more danger to them as the culprits may realize the situation and become even more aggressive to hurt the victims especially when they are being triggered. Hence, it would be good to have an enhanced feature whereby the victims can on the video call and allow the Emergency Team to analyze the situation while muting their mic. In this case, the culprits may not even realize that everything is being filmed and this can be used as evidence during trials in courts.

Data Privacy, Confidentiality and Protection

Cloud Computing

All of Go-Jek's customers profile data such as email, phone numbers, name, username and including customers' booking instructions or preferences are stored in the cloud system, which is connection based, meaning that this information are not stored in one traditional computer. Confidentiality of customers' data is a very important aspect which will affect the customers' trust issue towards the company. Go-Jek understands the importance of cyber security, hence, based on the data researched showed that Go-Jek does not sell any of their customers' data (Ellyusman, Silvi, 2016). Although currently, the application is deemed as secure, threats will still exist as there are many cyber hackers around the world who always try to target large companies.

Security Operation Center (SOC) Strategy

Being in the digitalized modern world, businesses must reduce the risk of cyberthreats by implementing reliable cybersecurity strategies. Modernizing SOC will help to address a diverse set of security challenges that can be analyzed to create some prevention methods that will benefit Go-Jek. To gain a more stable and reliable protection, there are always costs within such as resources, budget and time associated with it, but the result is worth the effort. Hence, Go-Jek can create SOC to maximize the company's values. SOC is a centralized function with a combination of processes, technology and the employees working in an organization to enhance the company's security by preventing, analyzing, detecting, and solving cybersecurity incidents. A SOC is a central command center that connects all the company's IT infrastructure including appliances, devices, networks, cloud system and any other data storage devices. SOC must monitor every move that their employees make as well as detecting any external attempts to breach the system. Hiring the Chief Information Security Officer (CISO) is important for Go-Jek as he will be responsible for overseeing the whole system regarding risks and compliance while bridging data storage and operational activities across the function (Trellix, n.d.). Go-Jek needs an adaptive security architecture that can effectively optimize security operations and increases efficiency through improving information security management posture. A good security framework will make it easy to integrate solutions and threat intelligence into daily processes. Go-Jek will be able to detect whether there is a breach by evaluating the security dashboards and reports. Overall risk posture can be managed properly by linking threat management with all the other systems to manage compliance and risks in cybersecurity. These configurations support actionable intelligence in giving accurate and consistent security operations while reducing the burden of manual auditing, data sharing as well as report making in figure 1.
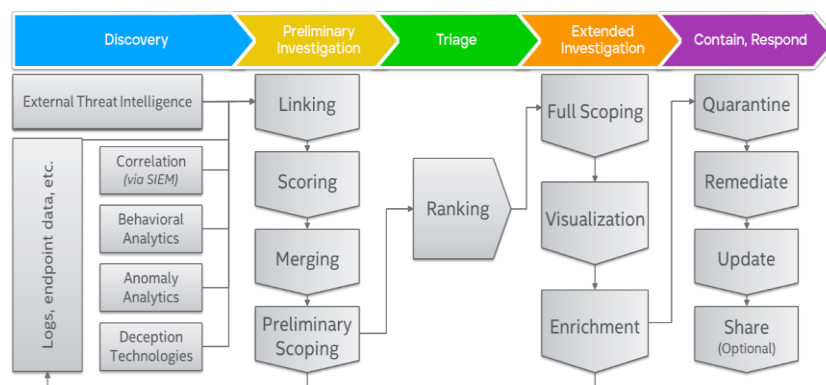

Figure 1. Threat Management plan across IT operations and security
Source: Trellix

Go-Jek may use the framework stated above and implement it to Go-jek's ecosystem. A threat management process starts with discovering a threat, making investigation (baseline calculation for standard detection, database normalization and creating linkages), triage (risks and assets value calculations), analysis (contextualization), scoping (iterative investigation) and responding to the threat (minimize the damage from the data breach). Data produced by countermeasures, internal indicators of compromise (IoCs) produced by malware analysis and external indicators from threat intelligence feeds as well as the system data from sensors (network, database, host, and others.) are the most valuable data that they need to collect and keep (Trellix, n.d.). This data will guide Go-Jek to a more accurate, precise and faster data analysis throughout the interactive threat management system. By Go-Jek creating the SOC system, the company will have a better ability to detect and prevent malicious events from occurring. It will be better to prevent than to revive systems that are already hacked as it will be more costly, time-consuming, and more vulnerable to future cyberattacks.

Digital Market to Optimize Company Value
Digital Marketing is the process of creating and maintaining customer relationships based on online activities that can help to capture customers to purchase our products or services. There are many objectives of digital marketing strategy that involve reaching the right online audience, engaging with them, encouraging them to act, ensuring the campaign does not go over-budget and maximizing the Return of Investment (ROI). During Covid-19 period, Go-Jek implemented many digital marketing campaigns inclusive of placing ads on Youtube, creating animation reels in Instagram and Tik Tok for its branding awareness program. These activities really help Go-Jek to be the Top of Mind for customers and hence, this increases its revenue. Go-Jek also partnered with Cinema XX1 to place their advertisements during the start of every movie shown. This is a great strategy as during movies, the audience will not move around the cinema as the lights are already closed so they will concentrate on the screen, and this will become the most effective advertising method. It is even better than advertising on the web as people will skip those ads. Digital Marketing is the usage of a few types of communication channels such as Search Engine Maximization (SEM), Online Advertising, Search Engine Optimization (SEO), Social Media Marketing, Email Marketing, Blog Marketing, Inbound Marketing and many more. SEO is the process of organic search results that drive traffics to our site while SEM is a pay-per-click (PPC) methods that increases the number of impressions to reach more audience and Google Adsense is one of the companies that offers PPC (Tiyas, 2022). Explained in Figure 2

Figure 2. Digital Marketing Graph
Source: BLO 2021

Figure 3. GoTo IPO Monopoly Strategy
Source: Kurniawan, Rivan (2021)

Go-Jek merged with e-commerce Tokopedia company which created a giant start-up company called Go-To Corporation. From the image above, the value of Go-Jek's competitor, Grab by almost half the value of Go-Jek in GoTo Corporation after Initial Public Offering (IPO). The merger has caused Go-Jek's value to increase rapidly. Yuswohady, a start-up Analyst, mentioned that by GoTo Corporation entering the IPO market, the stock exchange market might be controlled by this giant corporation just like the market in America which is controlled by the 'Big Four' (Amazo, Google, Apple, Facebook) while in China by the Big Five 'Tencent, Baidu, Alibaba, JD, ByteDance). These giant corporations will overpower the market and will terminate their competitors by either buying over their product or terminating them as they will close its competitors' products. This happened in America as Facebook bought over Whatsapp while other companies like Snapchat reject the offer and ended up being terminated as Facebook clones their features (Wareza, Monica; 2021). This may become a 'killing' predator for technology start-ups that may become their competitors in the market. For GoTo Corporation itself, this means they will be unbeatable as they have got the upper hand in the industry now. Go-To will also be a benchmark for investors that if their value keeps increasing, many investors will start to invest in technology stocks in the future. Figure 3.

The 360 Degree Marketing

360-degree Digital Marketing is a type of Marketing Campaign Strategy that uses many different platforms for different types of marketing (Frederiksen, Lee; 2022). This approach also enables the company to understand their customers better regarding their behaviours and interests.

Netnography

The company should get into the audience's head and analyse what they like, how they think and behave. The company can analyse the types of platforms to create content marketing. Then we can decide on which content type is more attractive to the target market as explained in figure 4.

Figure 4. 360 Degree Digital Marketing
Source: Nur Aini (2021)

Creative Digital Marketing (Signature Content Marketing)

During the interview with Rayi Noormega, Bahari Chandra the Creative Director of Gojek shared some of Go-Jek's Advertising Strategies (Appendix 1.1) and the challenges they faced. He stated that each of their campaigns had accomplished more than 50 million reaches everyday which means they have found the right method to reach their customers. When creating advertisements, they always execute ideas that can create positive impacts on the audience's life as they wanted to be part of their audience's everyday life. To further support this campaign, Go-Jek also chosen taglines that are descriptive, fun and dynamic to create Go-Jek's brand equity and even create Hashtags that can represent the brand. There are many challenges in digital marketing such as the process of transforming the objectives into the main content to allow audience to understand the meaning or story behind the advertisement (Noormega, Rayi; 2018). Go-Jek has Creative Labs whereby the team will brainstorm and create campaign ideas. To be creative is to create something and learn the process; the more we practice being creative, the easier it will be for out-of-the-box ideas to be created. Creative Guerrilla Marketing is a tactic that creates elements of surprise, disrupting the audience's attention in a positive way and grabbing their attention to look at the content of the brand. Discussing these guerrilla techniques in the company's team meeting will induce creative ideas to inspire the rest of the team members. As there are thousands of advertisements out there, the audience may not even want to look at our advertisements at all. Hence, it is crucial for a brand to be able to create something new. We will need to use creating marketing methods to convey our brand messages to our audience. Implementing creativity effectively into our campaigns and advertisements may allow the audience to remember the important message conveyed in the marketing effort. The groundwork of the creative campaigns has to be set right in order for the right audience to remember the main message of the content. This will indirectly increase sales as customers will buy the value and message behind the story of the brand. The company must go above and beyond by making their advertisements and articles interesting enough for the audience to become a "must-read". The company can create web series, webinar and podcasts. By having web series, audience will be very intrigued to keep checking the websites or social media for the updates on the story. The role of the creative team is to turn written narratives into visually captivating concepts. Creative Marketing can evoke emotion, boost our brand to shine and establish our identity as a brand. We have to create a blue ocean strategy to capture the market.

Customer Lifetime Value (VLC)

Customer Lifetime Value is equal to the profit margin that a company expect form a customer over the entire business relationship with them. Many are still overlooking this valuable metric and optimize a single short-term sale. Although it is important to get new customers, having high rate of customer retention is also fundamental. A study by Karnes KC (2022) Figure 5. has showed that just by retaining 5% of its customers will increase profit from around 25% to around 95%. Building customer loyalty will increase brand retention and reduce churn rate.
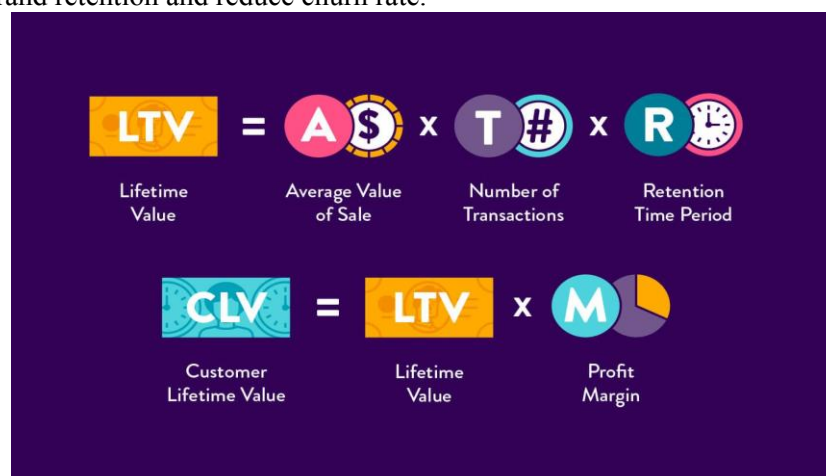

Figure 5. Customer Lifetime Value
Source: Karnes KC (2022)

Social Media

Videos can be created in short or long duration that can be placed in Tik Tok, Insights and story for 10-20s short-form content while in Instagram Reels, Youtube Short or Shopee Short for 30-60s videos. Long-form contents are also suitable for Youtube platform as the audience of Youtube are mostly idle and will be willing to spend time to watch longer videos. Youtube is very valuable for marketing as it is a platform whereby almost all the age categories will go to during their spare time. Companies who are not sure of their target market and not willing to spend much on Research and Development, may use the analysis data from Youtube Studio to analyze their data. The videos created be a hot topic or some tips and tricks that people will be interested in so that the audience will be willing to share the videos to their friends or families. This can become word-of-mouth marketing that is free and is an effective method as customers will trust the brand even more.

Influencers

The brand can invite the brand fans to attend their events or participate in their contests so as to increase interaction rate and bonding between customers and brand. Social influencers capture a huge number of audiences in their platforms and studies showed that 92% of their fan base is actually very loyal to them, this number is much higher than traditional celebrity endorsements. Their trust level towards their idols is high. Around 49% of Twitter users rely on their influencers' recommendations before purchasing a product, just slightly lower than having a friend recommending to them (56%). In this modernised market, social media marketing can boost the brand's existence significantly (Rusmanica, Tudor; n.d.). Hence, Influencers who are active in Instagram, Tik-Tok, Youtube and other social media can be part of the marketing budget.

Email Marketing

As there are so many social media platforms all around the world, it is impossible to have accounts for every social media platform and some may not even have social media account. Those who use social media will use the platform that suits their needs and lifestyle such that younger market may be more prone to using Instagram while the older market may be more comfortable to use Facebook. Hence, to use our marketing budget efficiently, we will need to determine our target market before choosing the right social media platform so as to maximize the reach of the right target market. However, almost everyone has emails, even when applying for bank accounts or social media, we will still need emails to verify them.

Conclusion

Digital Marketing is the way to promote brands and connect them with their potential and current customers by using the internet or other digital forms of communication. There are many online communication channels as discussed in this paper. To create successful marketing campaigns will require time, effort and money that are used in the right way to enhance brand awareness as well as sales. The brand has to perform analysis throughout the company's life in order to keep up with the recent trends and capture the right market. Creating a blue ocean strategy that creates a new market for selling instead of competing with other competitors on the red ocean will be the ideal strategy to reduce all the costs. Providing customers with a good experience will induce their perceptual psychology and in turn will increase brand trust and customers' loyalty as the brand leaves good memory in the customers' mind.

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