

Utilization of Holistic Marketing Concepts on Gojek

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Abstract

Advances in technology have disrupted many fields and created uncertainty. To win the competition in business, many companies try to implement new marketing models that are judged to be following current conditions. The concept of holistic marketing is considered one of the most relevant concepts to be applied nowadays. This concept views the company as a single entity. Holistic marketing is divided into four categories. The four main categories of holistic marketing are internal marketing, relationship marketing, integrated marketing, and performance marketing. Gojek is a start-up company that is considered successful. This company utilizes the holistic marketing concept in its business. In terms of internal marketing, all company functions are integrated using a Management Information System. Gojek utilizes the idea of relationship marketing by building solid and long-term relationships with its stakeholders. Gojek implements the concept of integrated marketing by using its application. Gojek's marketing activities are integrated and synchronized in one application. Gojek's marketing performance is reflected in its revenue stream from digital wallets (GoPay) and food delivery services (GoFood). Gojek's success in utilizing this concept can be seen from the acceleration of the company value. Currently, the value of the company is more than 10 billion USD.

Keywords

Holistic, Marketing, Business, Startup, Entrepreneurship

1. Introduction

Technological advances have led to the emergence of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) in environmental conditions. Environmental conditions are considered to move quickly and are difficult to predict (volatility). The present is thought to have no clarity (unclear), and the future is deemed to be uncertain (uncertainty). People should be considered to many factors before starting something, leading to confusion (complexity). And it is not easy to understand any situation (ambiguity) (Sinha & Sinha, 2020). These conditions encourage the emergence of new knowledge and concepts that are expected to reduce the impact of VUCA, especially on the business world (Schick et al., 2017). One of these new concepts is the concept of holistic marketing. The holistic marketing concept views the business as a single entity (WIND, 2006). This concept views the company as a body that can only move if all functions within the body coordinate and work together. Each part of the business collaborates in marketing activities that are interconnected to achieve the primary goal.

The four main components of a holistic marketing model are internal marketing, relation marketing, integrated marketing, and performance marketing (P Kotler & Keller, 2006). Internal marketing refers to the satisfaction of employees, contractors, and business partners who will become a catalyst to increase customer satisfaction. The main goal of relationship marketing is to build solid and long-term relationships with customers and business partners. With integrated marketing, all activities in the company must be able to convey the company's message clearly and be able to bring a positive perception of the company. Finally, performance marketing ensures that all activities are aimed at achieving company goals.

Gojek is a technology-based company that has a long list of accomplishments (Wikipedia, n.d.). The Gojek application was launched in 2015, and in just four years, the company was named a Decacorn company in 2019 by CB Insight (Zaenudin, 2019). Decacorn companies are companies that are assessed to have a valuation greater than USD 10 billion.

Gojek was founded according to a phenomenon where most motorcycle taxi drivers spend most of their time waiting for consumers. Most consumers spend their time traveling around looking for motorcycle taxis. Gojek was established to solve this problem by providing a platform that connects drivers and customers to increase these drivers' income (PR News wire, n.d.). Gojek was founded in 2009 under the auspices of PT. The Karya Anak Bangsa application. It begins by providing a call center and twenty drivers. The Gojek application was launched in 2015 with three primary services; Go-Ride, Go-Send, and Go-Mart. Currently, the application has provided approximately twenty integrated services (Gojek, n.d.-b).

1.1 Objectives

This study analyses how start-up companies such as Gojek utilize the holistic marketing concept to achieve company goals. The data were obtained from secondary data from various literature sources. This research was conducted from September until December 2020 before Gojek merged with Tokopedia. As a result, the researcher hoped that the community as users and partners, the government as a regulator, and other researchers could utilize this research as a basis for further decisions.

2. Literature Review

2.1 Marketing 4.0

The development of research and the shifts in the era, environment, and behavior of consumers, encourage changes in marketing science. The early marketing science, marketing 1.0, is known as product-driven marketing, where companies produce products first and then market them. Marketing 2.0 is known as customer-centric marketing. In this era, products are made according to the wishes and interests of consumers. Marketing 3.0 is known as human-centric marketing. In this concept, the consumer is seen as a whole human being who has a mind, heart, and spirit (Philip Kotler et al., 2017).

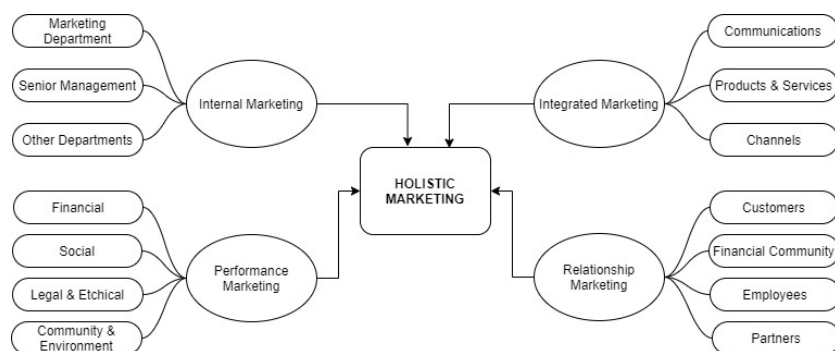
The rapid development of technology in recent years has changed the order of human life. As a result, many transformations are occurring in consumer and business behavior. For example, the business focus that used to be exclusive has become inclusive. The concept of ideas that used to be vertical has now become horizontal. And, consumer preferences that were once individual become social (Philip Kotler et al., 2017).

The time when the goal of the business was to be exclusive is over. Technology and information disclosure have eroded exclusivity. Many companies that once dominated the market went bankrupt, and many start-ups emerged then dominated the economy. Humans have also turned into inclusive social beings. Inclusiveness does not mean being the same but living in harmony by accepting differences. Social media is changing the way people interact. Humans can

build networks without being limited by geographical and demographic problems. Social media also facilitates collaboration and innovation globally.

Innovation used to run vertically. Companies develop innovations whose ideas come from within the company. Nowadays, ideas come horizontally from the market. The competition became fiercer. Consumer trust is no longer vertical but horizontal. Consumers used to believe in the company's marketing campaigns. But nowadays, consumers trust friends, family, comments from social media, and reviews from an influencer they trust. Therefore, the relationship between consumers and brands can no longer be done vertically but also horizontally. Individual preferences and social influences influence consumer purchasing decisions. Following the increased disclosure of information and increased social network usage, the social impact on consumer decisions is becoming more significant. Consumer preferences shift from individual to social choices. Consumers think more about the opinions of others and society when planning to consume something. So companies and brands that are honest, have good reputations, and positive reviews will have more value in the eyes of consumers.

That shift creates a new concept, namely Marketing 4.0 (Dash et al., 2021). The marketing 4.0 concept combines online and offline interactions between companies and consumers. This concept leverages machine-to-machine connectivity, artificial intelligence, and human-to-human connectivity to increase marketing productivity and strengthen customer engagement (Philip Kotler et al., 2017). The marketing concept evolves with the change's times and era (Fuciu & Dumitrescu, 2018). Segmenting and targeting changed to customer community confirmation. In this digital economy era, consumers are socially connected so that the community becomes the newest market segment. The community is immune to irrelevant ads. To be able to enter the community, a company must first obtain permission from the community. Brand positioning and differentiation turned into brand clarification on character and code. Today, consumers can evaluate and even criticize the positioning of a brand. Thus, integrity becomes the company's main asset that can increase the value of the company. Marketing mix with 4P (product, price, place, and promotion) becomes 4C (co-creation, currency, communal activation, and conversation) (Philip Kotler et al., 2017). Co-creation is a product development concept that involves consumers. Prices change to be more dynamic. The idea of distribution leads to peer-to-peer distribution. And promotion turned into a rating system that provides opportunities for consumers to communicate their experiences.



Sources: Keller & Kotler, 2006

Figure 1. Holistic Marketing Dimension

2.2 Holistic Marketing

Nowadays, marketing is becoming a more complicated and complex thing. Marketing techniques that were once considered adequate are currently not working as expected. A new approach is needed to address the uncertain business environment. Companies must review the internal structure of the organization and change the way they do marketing. Marketing is not only the responsibility of the marketing department. Marketing has to be run differently. Holistic marketing designs marketing activities, processes, and programs; its concept reflects interdependence with other parties (Keller & Kotler, 2006). All parties are considered necessary in holistic marketing, whether consumers, employees, other companies, competitors, communities, and even other countries. All parties involved in the company must be integrated to achieve company goals (Herciu & Ocrean, 2017). Marketing must be able to embrace diversity and ensure that the decisions made are consistent across all areas. Keller and Kotler categorize holistic marketing into four major sections (Keller & Kotler, 2006). The four dimensions are illustrated in Figure 1. The four main dimensions of holistic marketing are internal marketing, relationship marketing, integrated marketing, and performance marketing.

Internal Marketing

Holistic marketing carries the internal marketing concept. In this concept, every party in the organization can understand, accept, and implement the same marketing objectives, be it the marketing department, senior managers, or other business support departments. As a result, marketing is no longer the responsibility of one department within the company but the responsibility of the entire department of the company.

Relationship Marketing

The main goal of marketing is to build close relationships with all parties that directly or indirectly affect the company's success. Relationship marketing aims to build mutually beneficial long-term relationships with key parties. Relationships with consumers require heart, but relationship marketing requires more than just heart. Relationship marketing is needed to establish a deep connection with the right party. The right parties include consumers, the financial community, employees, and partners.

Integrated Marketing

The task of marketers is to ensure that marketing activities can create, communicate, and deliver value to consumers. Two essential activities in integrated marketing are based on two premises. The first premise is that all marketing activities must create, communicate, and convey the product's and the company's value. The second premise is that all marketing activities must be organized to maximize the effect of collaboration. Therefore, it can be concluded that integrated marketing activities include activities to communicate the value of the company's products and services through available direct or indirect channels.

Performance Marketing

Companies have a responsibility to provide definitive statements to their capital investor. Marketers as part of the company relate directly or indirectly to the company's ability to satisfy investors. Therefore, to assess their performance, they have to adapt multiple techniques and measurement matrices. Several techniques and matrices used to evaluate the performance of marketers are using quantitative methods. The evaluation indicator includes financial, brand equity, social, legal, ethical, community, and environmental activities, that influence marketing decisions.

2.3 Previous Research

Barius (1994) once proposed an interconnected marketing concept similar to the machine concept. According to Barius, this holistic marketing approach will accelerate market penetration and create competitive advantages (Barius, 1994). The idea of holistic marketing began to be widely used by companies after the rapid development of technology. The most popular model used is based on Keller and Kotler's holistic marketing model (Keller & Kotler, 2006). The concept of holistic marketing can improve company performance (Asfour, 2016; Lynch, 2001). By implementing holistic marketing, the company can strengthen its internal and external relationships to meet consumers' expectations (Bejan, 2014). The concept of holistic marketing can also be implemented in MSMEs/SMEs (Alserhan, 2009; Muksin, 2021). In addition, the holistic marketing concept can be used in various types of businesses, such as software business (Fischer et al., 2011), shipping service business (Asfour, 2016), iron industry (Alserhan, 2009), financial industry such as insurance (Lynch, 2001), even education industry (Chajka, 2013).

3. Methods

This research is qualitative that uses a case study method as the basis. This study aims to analyze the use of the holistic marketing concept on the research object, Gojek, to achieve company goals. This paper describes how Gojek utilizes the holistic marketing concept based on data collected and analyzes how this method could achieve the company's vision and mission.

4. Data Collection

This research object is Gojek, a new start-up that is growing very fast. Researchers use secondary data to analyze the utilization of the holistic marketing concept at Gojek. The research was conducted from September to December 2020. This research was conducted before Gojek merged with Tokopedia.

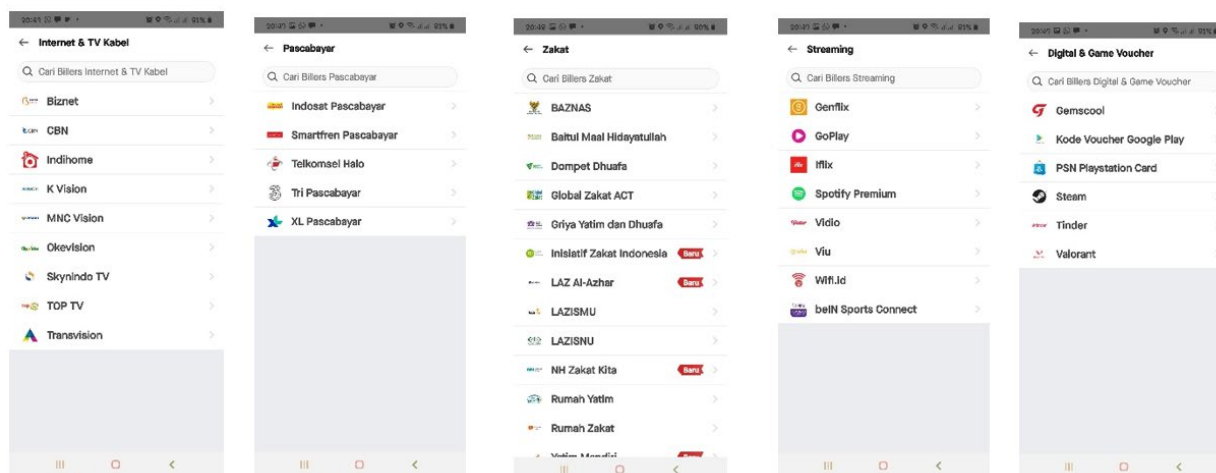
5. Results and Discussion (12 font)

5.1 Internal Marketing

In 2016 Gojek was stated as a unicorn start-up because it has a total valuation of more than 1 billion US dollars (Siregar, 2019). Interestingly, because this company is based on technology, the number of workers employed by the company before the pandemic period was not extensive, only around 6000 workers as management managers (Lazuardhi & Putri, n.d.).

Gojek uses a crowdsourcing human resource system in running its business (Vuković, 2009; Yani, n.d.). Gojek collects partners as part-time workers (driver-partners) using technology. All human resource functions related to its partner are carried out using technology assistance. Gojek recruits driver partners using an online system (Gojek, n.d.-a). Prospective partners only need to open the registration link, fill out biodata, and upload documents. If accepted, then partners are asked to complete all administrative requirements at the Gojek representative office. A rating system replaced the functions of training, development, and performance appraisal. Consumers are given the freedom to rate the performance of their partners. So partners are forced to learn and try to serve consumers as well as possible. Likewise, the management of income and bonuses for partners, especially driver's partners, are delivered in one application. All transaction is recorded in the system and can be checked at any time by partners.

In terms of customer service, service for customer questions and complaints is carried out using big data help. Frequently asked questions and complaints are collected and then compiled in the system. However, for some bizarre complaints, the company provides messaging services to customer service through the application. Later the customer service on duty will help customers to solve the problems they face.



Sources: Gojek Apps

Figure 2. Gojek Partner

5.2 Relationship Marketing

Gojek embraces various parties to satisfy its consumers (Gojek, n.d.-b). The services offered by Gojek to its consumers are divided into several categories. The first category, Gojek, provides services in the transportation and logistics sector. Second, Gojek also provides services in the food and shopping sector. Third, Gojek is also involved in the payment sector. And finally, Gojek's service is engaged in news and entertainment. To deliver service in the transportation and logistics and the food and shopping area, Gojek embraces Google Map. Its collaboration help driver-partners to find addresses and provide information to consumers about the driver-partners and merchant location. In the Gomart services area, Gojek embraces Alfamart as a partner in delivering daily necessities. In payment services areas, Gojek is currently collaborating with the government, government companies, cellular data companies, cable internet providers, credit service providers, insurance companies, steaming application providers, zakat service providers, and investment providers. The company helps its consumers fulfill their bills and pay all their obligations using a single application. As for the news and entertainment areas, Gojek cooperates with digital and game vouchers providers, entertainment providers, and news providers. Until recently, the number of partners and services companies provided to their consumers has been increasing. Gojek strives to build solid and long-term relationships with its stakeholders. Figure 2 shows the various partners that are currently collaborating with Gojek in multiple fields.

5.3 Integrated Marketing

Gojek, through its website, states that the company has a dream to make the lives of its users easier through technology. Currently, Gojek is committed to implementing three pillars, speed, innovation, and social impact. Gojek serves three partners, drivers, business merchants, and users (Gojek, n.d.-b). Gojek continues to innovate and has provided approximately twenty services divided into transportation and logistics, dining and shopping, payments, business, news, and entertainment.

From transportation and logistics services, Gojek provides GoRide services, two-wheeled transportation services. GoCar, a four-wheeled transportation service. GoBluebird, a taxi mode transportation service in collaboration with the Blue Bird group. GoSend, a delivery service in partnership with driver-partners. GoBox is a delivery service for goods in large quantities. The company collaborates with partners who own box transport vehicles to deliver these services.

In the dining and shopping areas, Gojek provides GoFood services, a food service delivery that collaborates with driver and merchant partners. In addition, GoMed is a drug purchase service that collaborates with pharmacy merchants. Also, GoMart, a daily necessities shopping service that collaborates with wholesale partners.

Gojek's payment services consist of GoPay, a digital wallet to pay for all transactions in the application, which can be filled using a bank transfer or transfer between users. GoBills provides bill payment services for PLN, PDAM, BPJS, internet providers, credit installments, gas, insurance premiums, streaming, Telkom, and taxes for specific areas. Pay later is a credit service from Gojek without interest. Borrowers only need to pay monthly administration. GoPulsa is a service to purchase credit and data packages. GoSure is a premium paid service for an accident, life, and inpatient insurance. GoInvestasi makes it easy to invest in buying gold. GoGive provides services to pay zakat, infaq, and sadaqah.

News and entertainment services are provided in GoPlay. Users can download smartphone applications for streaming movies. GoTix delivers a service to purchase tickets from tourist attractions, cinemas, and concerts. GoNews provides the latest news, and GoGame provides vouchers for buying items in the game.

All transactions occurred in the application are integrated into GoPay to ensure the easiness, speed, and convenience of transactions. Furthermore, Gojek is quite aggressive in promoting. The messages Gojek conveyed by all of its advertisements give the same statement, comfort for users, and the positive social impact of Gojek (Youtube, n.d.).

5.4 Performance Marketing

Gojek's main revenue stream comes from GoFood and Gopay (CNN Indonesia, n.d.). Gojek implements a sales revenue sharing system with GoFood partners (Pingit, n.d.). In addition, Gopay is a digital wallet made by Gojek which is under the auspices of PT. Dompot Anak Bangsa is a subsidiary of PT. Aplikasi Anak Bangsa. The Indonesian central bank has licensed this digital wallet since 17 June 2014 (Zaenudin Achmad, 2018)

Many predict that Gopay will become one of the most significant revenue streams from Gojek. The first Gopay revenue stream comes from fees paid by merchants who use Gopay as a payment tool. Judging from the Gojek products described previously, Gojek has collaborated with various parties and uses Gopay as a payment tool through its application. Currently, payments using Gopay are also made offline at merchants who have collaborated with Gojek. The second revenue stream comes from funds collected from Gopay users. These funds can be circulated by the company in the money market, capital, or credit. Currently, Gojek also provides an interest-free paylater facility. Using this Paylater product, users are only required to pay a monthly administration fee. Thus, this product works like a credit card (PT Lifepal Technologies Indonesia, n.d.).

Gojek still maintains its transportation products, such as GoRide and GoCar, despite not generating profit or loss or, in other words, break-even (CNN Indonesia, n.d.). However, these services provide an enormous social impact on the community. Currently, the number of driver-partners from GoRide and GoCar has reached 2 million partners (Kodrat, 2019). Some articles even state that the average income of driver-partners exceeds the minimum wage (Mutia, 2019). Gojek also established the Anak Bangsa Bisa Foundation (YABB) during the pandemic era to help people who earn daily income. This foundation distributes food packages and free food to those in need (Yayasan Anak Bangsa, n.d.).

5.5 Discussion

The Gojek company has the vision to make the lives of its users easier through technology. Gojek users are driver-partners, business merchants, and consumers who need assistance from driver-partners and business merchants. Gojek acts as an intermediary for those three consumers. To facilitate easiness for its users, Gojek is committed to implementing three pillars: speed, innovation, and social impact.

By utilizing the holistic marketing concept, Gojek strives to meet the expectations of consumers based on these three pillars. First, speed in service can be increased by implementing internal marketing, relationship marketing, and integrated marketing as a whole. To increase the speed of service, companies must increase the number of partners, improve the quality of partners, improve application performance, and strengthen relationships between companies and their stakeholders. Second, to improve innovation, Gojek continues to develop various services. All services activities are provided in one application. Gojek also maintains good relations with old partners and expands cooperation with new partners. Their success in innovation is reflected in the increasing number of services provided by Gojek through its application. Finally, the achievement of the social impact pillar is reflected in Gojek's marketing performance. Gojek maintains delivery services that do not offer benefits to the company and shares some of the profits through the company's foundation to help partners affected by the Covid-19 pandemic.

Gojek's success in integrating the marketing process from its business is reflected in the various achievements that Gojek has made as one of the best start-ups in Indonesia. Until now, Gojek's valuation value had continued to increase before Gojek was achieved the unicorn start-up level, but in 2019 Gojek became the decacorn start-up (Zaenudin, 2019). The number of investors who are interested in entering and collaborating with Gojek is also increasing. Currently, Gojek is collaborating with Tokopedia, preparing themselves to go public.

6. Conclusion

In the holistic concept, business is described as an affiliated entity, where all activities must lead to the same goal. The holistic marketing concept puts forward the achievement of company goals in every move. In its implementation, four foundations form the holistic marketing basis system: integrated marketing, relationship marketing, performance marketing, and internal marketing

Gojek is one example of a company that implements holistic marketing. The company aims to make the lives of its users easier through technology, using three company's pillars: speed, innovation, and social impact. All marketing activities are centered on achieving this ultimate goal.

Gojek's marketing activities are integrated and synchronized within the application. The growing number of services and promotions that are being carried out ensure Gojek's message to consumers that the company wants to achieve its primary goal, which is to make the lives of its users easier through technology.

Until recently, the number of partners and services that liaison the company and its consumers is increasing. Gojek strives to build solid and long-term relationships with its stakeholders. It is hoped that this relationship will provide success to the organization and strengthen Gojek's position as a company that wants to make an easier life for its users. Following its reputation as an IT-based company, Gojek carries out most of its human resources functions using technology. Consumers are given a role in carrying out one of the human resource functions by providing a rating. As a consequence, partners are forced to provide the best service. Consumers are also given easiness when experiencing problems. They do not need to spend money to call the call center or come to the office. They can search for answers to their problems in the application or send messages about the issue through the application. All these facilities are provided to provide maximum service.

The primary business income related to marketing activities is obtained from GoFood and GoPay products. However, Gojek also continues to carry out one of its pillars; contributing to the community through GoRide and GoCar products, even though the two products do not generate profits.

The success of the holistic marketing concept implementation by Gojek is reflected in the increasing value of Gojek's valuation. Many investors, both local and foreign, are interested in investing in Gojek. Currently, Gojek is preparing to conduct an IPO by collaborating with Tokopedia.

This study explains how Gojek utilizes the holistic marketing concept to improve its business performance and achieve its goals. The results of this study are expected to be used by the community as users and partners of Gojek, the government as a regulator who sets regulations, and other researchers to conduct further research.

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