

SUITABILITY ANALYSIS OF GO-JEK SAHABAT SEKOLAH PROGRAM IN BANDUNG

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Abstract. Online transportation business trend is growing and become bigger. Every brand in this sector is competing to provide the finest service. Go-Jek as an online transportation company must maintain its sustainability by having a distinctive brand image. A common way to do this is by creating a marketing strategy, which is Go-Jek Sahabat Sekolah that firstly implemented in Bandung. The program objective is to create safety and convenience image by offering Go-Car and Go-Ride as daily transportation mode to pick up the child after school. For now, the suitability of the program is still uncertain, since it is still new. This research is useful for developing the program, to show what element need more attention, to discover what does customer perceive towards ride hailing, and to know if the program suitable to be implemented in Bandung. It is done qualitatively, using phenomenological approach to discover the essence from phenomenon happen within the target market. The interview and FGD conducted with three stakeholders of the program as the informants, who are parents, program executors, and drivers. The outcome of this research show that parents perceived positively that leads to customer satisfaction and is suitable to give what customer needs to be satisfied to ride hailing.

Keywords: Marketing Strategy; Customer Satisfaction; Ride Hailing; Go-Jek

INTRODUCTION

Taxi bike or known as "Ojek" in Indonesia, is now offered through an application called Go-Jek (Natadaja & Setyawan, 2016). Go-Jek is a technology startup company specialize in ride hailing and logistic. Its company has succeeded to operates in 50 different cities across Indonesia and expand to 3 countries in Southeast Asia namely Singapore, Vietnam and Thailand. A good and strong brand image is needed in order to get a great part in the market, one way to achieve it is through a marketing strategy (Nasar et al., 2012).

Go-Jek in Bandung use Sahabat Sekolah as the marketing strategy to create a strong brand image for its services. The goal of this program is to create safety and convenience image for Go-Jek in Bandung. Accordingly, the focus on the implementation process are safety and convenience for the target market. Product offered from this program are Go-Car and Go-ride, to be used by parents to pick up the child after school. This research is imperative to be conducted because Go-Jek Sahabat Sekolah program is a new marketing strategy. The suitability of this program is still uncertain, and no other research assessing this program conducted in Bandung. The objective from this research are to explore what is customer of Go-Jek Sahabat Sekolah program perception towards ride hailing and to identify the suitability on the implementation of the program.

This research is conducted qualitatively, using phenomenological approach to get the essence from phenomenon (Creswell & Poth, 1997) within the target market of the program. It use interview and focus group discussion (FGD) to gather the data needed for answering the research questions. The informants of this research are parents, program executor and Go-Jek drivers. The criteria of parents who are informants of this research are reside in Bandung City, have child/ren in elementary and/or junior high school, at least once use ride hailing to pick up child/ren after school. The outcomes of this research is describing customer of Go-Jek Sahabat Sekolah perception and checking the suitability of Go-Jek Sahabat Sekolah program in Bandung.

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is the grand design for an organization to achieve its objectives (Kotler, 1976). The role of marketing strategy is to enables the organization to achieve specific objectives (Varadarajan, 2010). Marketing strategy is composed by five components, there are market positioning, product positioning, marketing mix, market entry and timing (Greenley, 1984). To achieve the objectives of this research, author is focusing to marketing mix strategy. According to McCarthy's, the original marketing mix consist of four Ps which are, product, price, place and promotion (McCarthy, 1960).

Customer Satisfaction

Customer satisfaction is customer response about a product or service (Oliver, 1997). It is formed through accumulated

experience of a customer's purchase and consumption (Andreassen & Lindestad, 1998). It is found in previous research that a positive customer satisfaction have strong correlation with brand image (Upamanyu, 2014). The most recent research conducted, proved that customer satisfaction towards ride hailing is affected by four variables as follows: driver's behavior, time reliability, safety, and price (Rasheed et al., 2018).

Brand Image

Building brand image with as many strong, favorable and unique brand association as possible is what every companies strive for. It is formed as a good impression in customer mind, in which could arise if the brand has a uniqueness (Kotler & Keller, 2006). One of the most powerful aspect in establishing reputation for a specific brand, to get a part in the market is brand image. A positive and strong brand image which will result in a great part in the market (Nasar et al., 2012).

Ride Hailing

According to Cambridge dictionary, ride hailing refers to activity or services enabling people to ask for a car and driver to come then drive to the desired destination. To achieve the objectives of this research, ride hailing mentioned by author in this particular research is referring to Go-ride and Go-car provided by Go-Jek in Bandung.

Conceptual Framework

Conceptual framework is the explanation of how the research problem would be explored by the researcher (Liehr & Smith, 1999). Below are the conceptual framework used for this research.

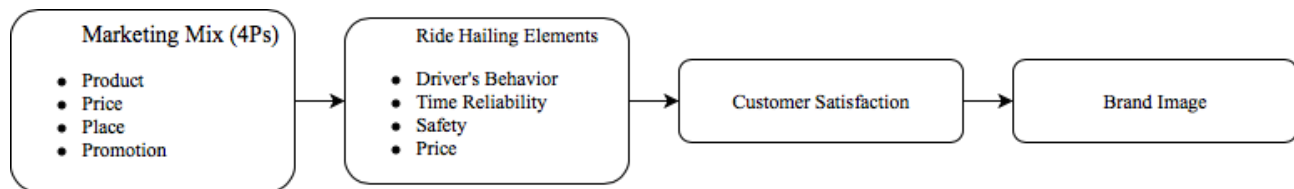


Figure 1 Conceptual Framework

Marketing mix consist of four Ps which are product, price, place, and promotion (McCarthy, 1960). These marketing mix are used to create a good customer satisfaction towards the ride hailing which will result positively in increasing the brand image. In this research, ride hailing refers to Go-Car and Go-Ride. Go-Jek Sahabat sekolah was established to increase customer satisfaction, by providing a good service in the four ride hailing elements. These elements are driver's behavior, time reliability, safety, and price, which are proven by previous research to significantly affect customer satisfaction (Rasheed et al., 2018). Increasing ride hailing customer satisfaction result in a good brand image for Go-Jek. This is also conforms by previous research which proved that customer satisfaction strongly affect a company's brand image (Upamanyu, 2014).

METHODOLOGY

This research is using qualitative method, where it used to identify variables that can not be easily measured and to have detailed understanding of the issue. The author specifically use phenomenological study, where it has a purpose of getting a description of the universal essence from a phenomenon and to take a fresh perspective toward the phenomenon. The ending from this research is a descriptive passage that discusses the essence of the experience. (Creswell & Poth, 1997). It focused less on the researcher's interpretations and more on a description of the participants' experiences (Moustakas, 1994). The author use interview to gather information regarding company's problem and proposed solution where the suitability will be tested. As for answering research questiones, author chose to use FGD. The population targeted for this research are parents who reside in Bandung city center. This research use non-probability sampling with purposive sampling to selects information-rich cases for the most effective use of limited resources (Patton, 2002). After the FGD process the result is being coded, to organize and to make sense of textual data needed for further analysis (Basit, 2003). After the data were coded, the author conduct textural analysis, structural analysis, and discussion to get the essence from phenomenon appears in the focus group discussion.

FINDINGS AND ARGUMENT

Go-Jek

According to the interview with Go-Jek's Head of Marketing, the company undergone a situation where it has low brand image in the market. This is caused by several issues, first, Go-Jek is seen as a commodity rather than a brand. Commodity means something that is interchangeable, each of its unit is very much alike in terms of the attributes (Williams et al., 1992). Second, Go-Jek competitor whi is Grab, is leading on the top of customer mind especially in Bandung area. This is because Grab have

massive promotion and discounts. Lastly, customer value money as an important factor in choosing ride hailing service (please refer to Appendix A) thus, Grab which is cheaper is preferred by customer. It is also supported by research done by Chang and Wildt proving that price positively influence customer purchase intention (Chang & Wildt, 1994). To overcome this matter, Go-Jek established a new marketing strategy namely Go-Jek Sahabat Sekolah.

Go-Jek Sahabat Sekolah

Go-Jek Sahabat Sekolah objective is to create safety and convenience image for Go-Jek in Bandung, especially Go-Car and Go-Ride services. This program was firstly initiated in Bandung as a tangible manifestation of marketing mix strategy. As mentioned before, marketing mix consist of four Ps which are, product, price, place, and promotion (McCarthy, 1960). The product being offered in Go-Jek Sahabat Sekolah is Go-Car and Go-Ride. The price that is offered for Go-Jek Sahabat Sekolah does not differ from its normal price. However, it does give a promotional discount code only for Go-Car user and for several times usage. The place of distribution for Go-Jek Sahabat Sekolah Program is in elementary and junior high schools, chosen by the company and has partnered with Go-Jek in Bandung. The promotions for Go-jek Sahabat Sekolah were done using print advertisement, billboard, radio advertisement and social media.

The findings from FGD are categorized into some category, which are ride hailing elements, to get the phenomenon regarding online transportation. One of the factors of why people choose to use ride hailing service is because of the driver's behaviors.

"Ga banyak ngeluh"

"Kalo dari saya drivernya bagus-bagus dan merasa nyaman."

"Orangnya juga ramah dengan anak dan bisa menjaga."

According to informants answer ride hailing drivers do not easily complain, welcoming and make user feel comfortable while using the transportation and able to take care of the child. This phenomenon are also agreed by Go-Jek drivers who are involved in Go-Jek Sahabat Sekolah Program.

"Iya pasti lebih hati-hati sih. Lebih telaten gitu, apalagi kalo nganter sekolah atau jemput, soalnya biasanya yang mesenin orang tuanya kan, jadi kitanya juga harus koordinasi sama satpam/guru kelasnya. Biasanya dikasih notes gitu harus kemananya atau ngehubungin siapa."

The Go-Jek drivers agreed that they are more careful when picking up and delivering the children to the desired destination. Driver's behavior is one of the main concern from Go-Jek in conducting the program.

"Terus, kita juga menempatkan daily worker yang tugasnya untuk memastikan data diri driver sesuai saat melakukan penjemputan. Go-Jek juga menyediakan call center yang langsung berhubungan dengan Regional Crisis Manager. Terakhir sih paling peraturan yang tegas jika ada laporan mengenai driver yang melakukan tindakan-tindakan negative."

Time reliability also includes as one of the factor why people choose to use ride hailing. When driver's able to be timely customer will be satisfied.

"Kalo saya pribadi milih online karena rute yang dipilih ga melenceng walau macet. Saya pernah pake ojek dan jadi muter-muter lama karena macet."

"Efisiensinya. Kerasa kalo lagi urgent sangat bisa diandalkan."

"Saya pribadi sih mana yang cepet aja."

The reason of using ride hailing is because driver's route selection is oftenly accurate and reliable when in an urgent situation. User prefer ride hailing brand that is quicker. Even though drivers are aware about the time reliability while the condition of traffic is unpredictable, their main concern while driving children is safety

"Biasa aja, malah lebih santai karena anak-anak jadi biasanya pada gak buru-buru."

Despite this situation, informants from FGD are still able to make beneficial remarks to Go-Jek, this shows time reliability element is already fulfilled.

Safety is includes in customers' consideration when deciding to use ride hailing. Some informants who are parents give positive statements on safety elements.

"Dari sisi keamanan juga ini ada laporan dan bisa melacak."

"Kalau pake ojek pangkalan itu suka mepet-mepet serobot. Serobot. Bahaya."

"Kalo pake transport online jadi lebih cepat dan aman, soalnya bisa tracking perjalanan sampe mana."

User choose to use ride haling because the safety is more guaranteed since there is a report and tracking feature in the application. This phenomenon are also agreed by Go-Jek drivers who are involved in Go-Jek Sahabat Sekolah Program.

"Iyalah, kalo bawa orang dewasa biasanya waktu mau lampu merah saya tancap gas, kalo bawa anak-anak pelan-pelan aja gausah buru-buru. Terus lebih patuh lalu lintas, anak kecil kan gangerti yaa guna seat belt apa contohnya jadi ya saya harus nyontohin lah yang bener supaya aman juga. Saya juga jarang sih ngebut kalo bawa anak kecil."

The phenomenon is also confirmed by Go-Jek since safety is the main concern from in conducting the program.

"Tujuan dari sahabat sekolah ini kita ingin meng-inject persepsi di benak orang tua terhadap Go-Jek khususnya gocar sebagai alat transportasi yang aman dan nyaman untuk anak-anak berangkat dan pulang sekolah."

The next factor affecting customer satisfaction towards ride hailing is price.

"Sekarang ada online pas dibandingkan ternyata lumayan jauh harganya, lebih mahal pangkalan."

"Dari harga juga kita tau lebih pasti, ojek pangkalan kan ngasih harga nembak, kalo ini jelas hitungannya."

"Tetap pindah. Beda harga tapi ada fasilitas bagus ya ga apa-apa"

Based on these statement, ride hailing provides customers the advantage of a clear price compared to conventional taxibike. In addition, the cost difference between ride hailing brand is not that great of a deal if there is / are extra benefit provided. Although user wants a low price for ride hailing, driver also have concern of the price being unprofitable for them.

"Yaa gimana ya, saya sebenarnya gak setuju sih. Harusnya kan tarif sesuai aja sama jarak tempuhnya, soalnya kalo dibedain tapi jaraknya sama kan jadi kurang aja gitu. Harusnya dapet brp saya jadi cuman dapet berapa, kayak bus kota gitu dibedain. Sementara kan beda kalo online mah. Jadi gak sepadan gitu."

They did not agree if Go-Jek lowered its price because it would affect to their income. The phenomenon above also supported by the Go-Jek Sahabat Sekolah program.

"Saya pengennya Go-Jek tuh ga cuman ngasih promo diskon, makanya dari program ini kan kita menawarkan benefit lebih kepada konsumen berupa safety dan convenience. Dengan harapan mereka akan menggunakan Go-Jek."

The FGD process with three stakeholders in Go-Jek Sahabat Sekolah program, asses four of ride hailing elements. The phenomenon give indications that customer perceived positively towards ride hailing. Furthermore, the FGD also found that the elements affecting customer satisfaction on ride hailing, are covered in Go-Jek Sahabat Sekolah program. With this being said, the program is suitable to be implemented, since it has what customer needs to be satisfied towards ride hailing.

CONCLUSIONS

This research objective is to acknowledge the phenomenon within the Go-Jek Sahabat Sekolah program stakeholders to answer the proposed research question. The question to be answered from this research are, what does customer of Go-Jek Sahabat Sekolah program perceived on ride hailing? (RQ 1), is Go-Jek Sahabat Sekolah program suitable to be implemented in Bandung? (RQ 2). Through the FGD process, it is found that user has a strong believe to the ride hailing's drivers behavior and safety. More positive comments is coming from ride hailing's time reliability and price. Phenomenon gathered in the FGD shows that customer perceived positively towards ride hailing and satisfied with the service when Go-Jek is able to provide good service in those four elements. This result conforms with previous research conducted by Rukhsana Rasheed which proved that driver's behavior, time reliability, safety and price has a strong correlation with ride hailing customer satisfaction (Rasheed, et al., 2018).

According to the analysis above, these four elements of ride hailing which affects customer satisfaction are covered in Go-Jek Sahabat Sekolah Program. Thus, Go-Jek Sahabat Sekolah program is suitable to be implemented in Bandung, because the program have what is needed by customer to be satisfied on ride hailing. This satisfaction will also affects to Go-Jek brand image, supported by a study that proved "If the customer is having satisfaction certainly it will have a strong effect on brand image..." (Upamanyu, 2014).

There is a recommendation can be proposed for Go-Jek Sahabat Sekolah program in order to improve its marketing strategy implementation. Based on the above analysis, it appears that the market with the criteria mentioned shows a tendency which indicates that this program can be implemented with the selected target market. This indication, however, only covering limited informants with given criteria that still requires further research to ensure its suitability with a more widescale target market.

In addition to the recommendations proposed above, there is also recommendations for further research, which is to conduct another research using quantitative method covering larger amount of respondent to test the validity of phenomenon appear in this phenomenological study. Because, phenomenological study only able to gather phenomenon based on the selected informants and also unable to represent other people who aren't included in the criteria.

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