Marketing Communication Strategy in Gojek Rebranding in Strengthening Brand

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Abstract
Gojek is a start-up company established in 2010 which offers transportation service using motorcycle called “ojek”. As part of its business development, and to retain its position among competitors, Gojek has expanded its service from transportation & logistic into a Super-App platform technology with 22 services in 1 application. This evolution was bolded by Gojek by launch its rebranding on July 22, 2019 to form new brand image. Gojek's rebranding can be seen through their new designed logo that reflects Gojek evolution from ride-hailing service into an integrated ecosystem that move people, stuffs dan money. The purpose of this study was to understand what elements fulfilled in Gojek's rebranding and what kind of marketing communication strategy used.

INTRODUCTION
A brand is an attribute that gives a product or service its identity and distinguishes it from competitors' goods and services. Products that have a strong brand will attract customers and be easier to advertise to a larger audience. To market it, branding efforts are needed as a tactic to create a brand image that might affect consumer perception of the caliber of a good or service.

Every business, including Gojek, has an innate need for branding. Due to heavy traffic and inadequate public transportation, larger cities tend to have more active communities that look for business opportunities as potential answers to everyday problems. Gojek is a startup business that started operating in 2010 and provides transportation services with the aim of solving social problems in Indonesian society. Gojek only had one call center with 20 ojek partners at the time.

Although active since 2010, Gojek's influence among Indonesians was only significant in 2015 as a result of the debut of the company's online application for Android and iOS smartphones in January that provides motor-based transportation services, also known as ojek and out-of-town expansion. Gojek began offering transportation services in the same year, but also recognized opportunities to expand into other industries such as food delivery and ticket sales. Four months later, Grab entered Indonesia, followed by Uber, and the emergence of comparable startups such as BluJek, LadyJek, and so on. This marked the beginning of competition among ride-hailing service providers. According to gojek.com's official website, in addition to Indonesia, Gojek expanded to Thailand and Vietnam in 2018 before venturing into Singapore.

Gojek, the first online transportation service innovator in Indonesia, must implement the right marketing strategy in order to achieve its competitive advantage in the face of fierce business competition and the same market share as competitors. As previously indicated, Gojek then expanded its offerings to include logistics-based services including food delivery services (GoFood), product delivery services (GoSend and GoBox), and online shopping services (GoMart), in addition to motorcycle and car-based transportation (GoRide) and cars (GoCar). The company's development centers on expanding these services, which signifies the company's transition from an online transportation service provider to something more
comprehensive. Gojek has grown to become a leader in transportation services, food delivery, digital payments, logistics, and merchant services, according to Andre Soelistyo, President of Gojek Group. Currently, Gojek has 22 services available through its app, which are broken down into 6 payment services, 4 food and shopping ordering services, 5 business services, and 2 entertainment services.

On July 22, 2019, Gojek took a rebranding initiative to present its new look, emphasizing its evolution. Rebranding is a strategy used to differentiate a company from competitors and shift stakeholders' opinions about the brand. Rebranding implies a change of identity by definition and should be viewed as a strategic choice that requires thorough preparation (Manaf, 2021).

Rebranding is one of the techniques that businesses use as a strategy in marketing and communication to improve or improve their image in the eyes of consumers. Rebranding often involves changing the company’s logo or emblem. A consumer's impression of a logo modification is influenced by a variety of factors, including how familiar they are with the logo, how significant the brand is to them, how it stacks up against competitors' products, and how they feel about the brand as a whole. Companies can change the ideals reflected in their brand through rebranding. (Tymurani & Chandra, 2022)

Marketing communication methods are essential in influencing consumer views, fostering bonds with current clients, and luring new ones to achieve maximum effectiveness (Lumempow et al., 2022). Moreover, according to Prayoga &; Suseno (2020), the right marketing communication plan will give the business a fresh concept, identity, and brand while also updating the brand's position among current clients and luring new clients.

Gojek's rebranding has had an impact, as seen from the increasing level of consumer loyalty. Gojek long-time users can feel the company's dedication to advancing innovation and customer satisfaction. Meanwhile, this rebranding managed to attract new clients who were interested in Gojek's expanded coverage as a "Super-App" and a new identity.

The success of Gojek's rebranding shows the importance of marketing communication tactics in influencing consumer views, strengthening relationships with current consumers, and attracting new ones. Gojek's branding not only encourages other businesses to follow in their footsteps, but also grows an increasingly loyal and enthusiastic client base. (Permana & Junita, 2020)

This research intends to investigate aspects of the rebranding actions taken by Gojek as well as the marketing communication strategies used to promote them, as well as the benefits to the business in terms of improving its own brand image. As a result, it is clear how Gojek incorporates rebranding components into the success of its narrative, how marketing communication strategies are used to communicate company rebranding, and what kind of role marketing communication strategies are carried out to change customer perceptions of Gojek as a "Super-App" that is broader than just transportation services in order to strengthen its brand image in the eyes of customers.

This research draws on a number of previous studies that discuss the impact of rebranding on brand image to gain a general understanding of the factors that need to be examined to determine the effectiveness of rebranding an entity and the marketing communication strategies that need to be prepared to support rebranding actions.

According to Muzellec and Lambkin (in Priansia, 2017: 269), rebranding is the process of giving a new name, phrase, symbol, design, or combination of all these elements. To further underline their differences from competitors, rebranding businesses hope to develop a new and improved brand image (Natalia &; Erdiansyah, 2020). In addition, according to Samosir and Oktafani (2015), rebranding a company can improve its reputation because clients will see that it strives to offer new and better services.
According to Muzellec et al. (in Samosir and Oktafani, 2015: 1965) there are four elements that build rebranding, namely repositioning, renaming, redesign and relaunching.

1) Repositioning is a strategic phase that tries to give a new position to the company's goods and services in the eyes of customers, rivals, and stakeholders. To respond to shifting market trends and outside competitive forces, a brand's position in consumer perception must be continuously managed. Repositioning is the process by which businesses adjust or enhance their brand position in the eyes of consumers under certain circumstances.

2) Renaming. Brand names have an important function as an initial identity, a sign of public ownership, and a measure of business standing. When a company changes its own name, it informs its stakeholders that changes are being made to strategy, ownership, and other aspects.

3) Redesign. A key component to developing a new brand image is a redesign of the logo, style, and message. Since the company's goals and values are set during the rebranding process, the name, slogan, and logo become important components in creating a brand.

4) Relaunch. After all modifications are made, the business must be relaunched to inform the public of the changes. Corporations inform the public that they are executing a new strategy through rebranding in the last part of this procedure. Press releases and advertisements can be used to draw attention to these notices and to notify stakeholders of any changes.

The factor that has the most impact on rebranding is the redesign (Natalia & Erdiansyah, 2020). This is why more attractive slogans or modifications to the logo design are needed to increase the effectiveness of the rebranding and ensure that consumers are aware of it. Prayoga research findings &; Suseno (2020), which shows that respondents gave an average score of 4.29 for the lines “Consumers know the change in the Gojek logo” and “Gojek’s new logo looks more elegant and attractive,” also supports this. In other words, the public is quite aware of the new logo and has received it well. Consumers are aware of these changes, perceive the new logo as more elegant, have a favorable opinion of the new logo, and show their loyalty as Gojek customers, according to the study.

As one of the communication channels used, the right advertising is another factor that supports Gojek's rebranding efforts. According to Sitanggang (2019), Gojek’s “Cerdikiawan” ad is loaded with symbols and connotations related to inventive, unconventional, and creative methods to break everyday barriers. The campaign is titled “Gojek Presents: Cerdikiawan.” The benefits of using Gojek services as a smart, inventive, and user-friendly application have been successfully communicated through the company's advertisement "Cerdikiawan" in the context of marketing communications.

The tagline "There Must Be a Way" re reaffirms Gojek's dedication to consistently offer solutions for clients' needs. Gojek's "Cerdikiawan" advertisement is considered a successful marketing communication approach to increase consumer loyalty and brand recognition. Along with the rebranding they implemented on the same day, this campaign effectively communicates Gojek's vision and mission as a service that is always ready to help and provide solutions for the needs of the Indonesian people.

The purpose of this study is to test the marketing communication plan used by PT GoTo Gojek Tokopedia Tbk as Gojek management in connection with the company's rebranding process on July 22, 2019.

This research is expected to provide a thorough understanding of the role of marketing communication strategies in communicating rebranding carried out supported by the #PastiAdaJalan slogan and advertising "Cerdikiawan," as well as its impact on brand image, by combining analytical descriptive approaches, qualitative approaches, and literature studies.
This study is expected to offer a thorough understanding of the marketing communication strategies used in communicating Gojek's rebranding in support of efforts to improve brand image by utilizing a research design that combines qualitative approaches and literature analysis.

The Central Role of Marketing Communications

According to Tjiptono (2016: 278), marketing communication is very important for the effectiveness of marketing plans and initiatives. No matter how high the quality and profitability of a product is, if it is not balanced with communication to the target market, marketing will not work.

Products with good benefits and quality will not be successfully promoted to the target market without proper communication. Proper communication will inform customers and potential customers about the existence of the product being sold and urge them to base their decision on the benefits that the product offers.

Building the company's brand image in the eyes of consumers is the goal of implementing integrated marketing communications. A brand must possess exceptional traits that allow it to stand out from competitors as brand competition heats up. In addition, brands have obligations and resources that can affect the value of goods or services to businesses and clients, or brand equity. (Kartikasari, 2014)

Brand equity is the value that a brand adds to a product or service and is expressed by the way customers feel, think and behave positively towards a brand. (Purnomo &; Nurdiyanto, 2021). We can explore brand awareness and brand image using the notion of brand equity (Aaker, 1991) from the article Villarejo-Ramos et al. (2008) and the elements that integrate and explain it.

Brand recognition and brand recall are two components of brand awareness, according to Kotler and Keller (2016) through the journal Manaf (2021). Consumers must be able to recognize a brand when given instructions about it to do so. The ability of customers to remember a brand when given information about a particular product category is known as a brand recall. Keeping this in mind, it can be said that brand awareness also refers to the recognition and recall of customers towards a brand of a particular product category.

As a result, according to Tull and Kahle, marketing communications strategy is a key component of a company’s planning to create a long-lasting competitive advantage in the markets it has entered as well as the marketing initiatives used to reach its target market. (Tjiptono, 1997).

METHOD

This study used analytical descriptive, literature analysis, and qualitative methodology were all used in this study. According to Moleong's explanation in Nur Arasid &; Hapsari (2019), qualitative research is used to understand the phenomena faced by research subjects, such as behavior, perception, motivation, action, or other phenomena. This approach was chosen because the topic under study is related to the steps taken by the company's management as part of the marketing communication plan to announce the implementation of the rebranding. According to Sugiyono (2009) and as explained in Nur Arasid's research &; Hapsari (2019), analytical descriptive methods are used to provide a general overview of the object under study using data or samples that have been collected without conducting analysis or drawing generalizable conclusions. Research literature study techniques are a way to collect data through understanding and researching theories found in various literature works related to the research being conducted. (Adlini dkk., 2022)

A qualitative approach is used to see how the marketing communication strategy for rebranding is understood, interpreted, and perceived by Gojek's customers and stakeholders. The analytical descriptive approach was used to analyze the marketing communication strategy implemented in Gojek's rebranding, which was
supported by the use of slogans and advertisements #PastiAdaJalan "Cerdikiawan". To gain a thorough understanding of the marketing communication approach used in Gojek's rebranding, data from literature studies are used as a source of information. Information for this research was obtained from a review of related literature, which included journal articles, research summaries, case studies, business notes, and news discussing Gojek's marketing communication approach during the rebranding process. The reliability, relevance and quality of the data source are taken into account when choosing it.

Data is collected by scanning academic databases, digital libraries, and internet search engines for relevant literature. Gojek, rebranding, marketing communication strategy, and other similar terms are some of the keywords used. After that, the data is categorized, collected, and collected according to the purpose of the study.

Three types of analysis are performed on the data that has been collected: descriptive, analytical, and qualitative. The marketing communication strategy used in Gojek's rebranding is described using descriptive analysis, along with the type of approach, communication channel, and desired target audience. While qualitative analysis is used to understand the context, procedures, and interpretation of marketing communication strategies that have been used, analytical analysis is performed to understand the consequences and effectiveness of plans.

This study is expected to offer a thorough understanding of the marketing communication strategies used in communicating Gojek's rebranding in support of efforts to improve brand image by utilizing a research design that combines qualitative approaches and literature analysis.

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RESULTS AND DISCUSSION

Fulfillment of Rebranding Elements

According to previous research, Gojek is considered good at rebranding, even increasing consumer loyalty with the help of strong communication initiatives including creative billboards and social media advertisements. Repositioning, renaming, redesigning, and relaunching are the four key components of rebranding, according to Muzellec et al. (in Samosir and Oktafani, 2015: 1965). The evolution that occurred within the organization cannot be separated from the rebranding that Gojek has implemented. Gojek has grown from a ride-hailing service to an integrated ecosystem that moves people, products, and money, according to Andre Soelistyo, President of Gojek Group. Gojek is a SuperApp technology platform that offers a total of 22 services in one application. Figure 1 below shows the specifications of Gojek services.

Figure 1. Current Gojek Services
Source: https://www.gojek.com/id/id/products/
As a technology platform, Kevin Aluwi as Co-Founder of Gojek said, Gojek has three super applications that are interrelated to help consumers, partners and merchants. This marks a repositioning carried out by the company's management which was originally attached to the image as an online motorcycle taxi service application.

This repositioning effort was illustrated by a redesign of their logo from the original silhouette of an ojek with a wifi connection on it (which symbolizes technology), into an inverted on/off symbol they called Solv. We can see Gojek's initial logo in Figure 2, while Gojek's new logo is as in Figure 3.

![Gojek old logo](https://blog.gojek.io/a-new-gojek/)

**Figure 2. Gojek old logo.**
*Source: https://blog.gojek.io/a-new-gojek/

![Gojek's New Logo](https://blog.gojek.io/a-new-gojek/)

**Figure 3. Gojek's New Logo**
*Source: https://blog.gojek.io/a-new-gojek/

Gojek's UX Lead, Fatema Raja, noted in blog.gojek.io that this logo update was partly motivated by considerations of the lack of adaptability and complexity of the previous identity, which made it difficult to apply to a wide array of materials. The new logo for Solv represents the idea of universal buttons that use technology to solve problems and represent solutions. Fatema went on to say that this particular logo was chosen because it has three qualities: different from its competitors, memorable, and versatile enough to be used on a variety of materials.

According to Nadiem Makarim, Founder and CEO of Gojek Group, as quoted on the company's website, the circle in the new logo also symbolizes the Gojek ecosystem, which is becoming more stable in an effort to benefit everyone.

The new logo represents more than just a corporate rebrand for Gojek; It also captures the spirit of the company, which is to provide intelligent solutions to problems faced by users to simplify life for customers, increase partner access to additional revenue, and create opportunities for merchant businesses to expand quickly. This step can also be seen as Gojek's effort to increase reputation, loyalty, and community involvement by using stakeholder demands as a guide for the company's development.

Gojek sends a strong message to the public through this visual change that there has been a change in service offerings along with the evolution of the organization, moving beyond providing transportation services to a super-app that offers an integrated ecosystem for daily needs solutions. With an identity that reflects Gojek's development as a "Super-App" that is more comprehensive than just transportation services, the main purpose of this change is to improve service quality, reliability, speed, and convenience when ordering transportation services as well as attract new customers (Prayoga & Suseno, 2020). As a result, it is anticipated that the audience's association with Gojek's brand image will shift and acquire a new position. This is in line with Marco Ariano's
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Gojek's rebranding process started with the change of name from Go-Jek to Gojek and the change of slogan from "An Ojek for Every Need" to "There must be a Way". These changes were supported by the introduction of the #PastiAdaJalan hashtag, which emphasizes the meaning of the new logo and captures Gojek's commitment to continue offering various conveniences and solutions.

![Gojek's New Slogan](https://www.gojek.com/blog/gojek/ulang-tahun-jogja/)

- Gojek was relaunched on July 22, 2019 by introducing its new logo, in an effort to inform stakeholders about the change in position, logo, and motto. Gojek Group co-founder Kevin Aluwi, president Andre Sulistyo, and founder Nadiem Makarim were all present at this event. It shows a dedication to change that has the full support of upper management. For the message to be important and trustworthy, officials must be there while corporate action is being taken to demonstrate that this step represents a fundamental change of concern to the organization's leadership.

The Role of Marketing Communication Strategy

Fatema Raja, who serves as Gojek's UX Lead, wrote a blog post on the engineering blog as part of Gojek's successful marketing communications plan to deliver the rebranding. This blog is able to express opinions on Gojek's new logo, attract attention, and become a source of information in discussions about Gojek's rebranding.

On the same day, Gojek also launched its new logo through the company's official YouTube channel for Gojek Indonesia with the title "Solv, Gojek's New Logo!". The video has been viewed more than 90,000 times so far.

Gojek released an ad on the same day titled "Cerdikiawan" featuring Najwa Shihab as a brand endorser and centered on the story of the nation's working youth (Azizah et al., 2020) in an effort to enhance its reputation as a symbol of solutions. In the ad, Gojek tells the story of a young Indonesian scholar with imagination and problem-solving skills. In this campaign, Gojek introduced #PastiAdaJalan hashtags as a representation of its dedication to serve the community as a partner in meeting its needs and encouraging users to be smart, increasing Gojek's brand loyalty.

The findings of Sitanggang (2019) research show that Gojek's "Cerdikiawan" advertisement has succeeded in building a solid construction of meaning and inspiring the general public. This ad has a series of sequences that show Cerdikiawan as a person who uses reason to solve various everyday problems. The value of innovation, ingenuity, and adaptation in the face of obstacles is implicit in every scene in this ad.

- The first scene shows a man who is about to fetch water using a dispenser, but the water supply lever is broken. He cleverly used a fork instead of a dispenser lever, demonstrating the ability to find alternative solutions with everyday objects.
- The second scene features bus passengers using cloth seat covers as head support, addressing comfort issues inside the bus in creative and unorthodox ways.
- The third scene shows a meatball seller separating soup and meatball noodles in the same plastic bag. This scene illustrates ingenuity in the use of resources in an efficient manner.
• The next scene features a group of workers using hoes instead of selfie sticks to take pictures together. This scene reflects the adaptability of using existing tools for different purposes.

• Another scene shows a woman who calls without using her hands by putting her phone inside her hijab, demonstrating her ability to find solutions in difficult situations.

• The next scene features a man cooking eggs using an ironing tool. It describes creativity in utilizing everyday objects for unusual purposes.

With its new hashtag, "#PastiAdaJalan," the ad asks people to become part of a group that, like Gojek, can find a solution to any problem. These slogans show that Gojek can meet people's needs and encourage users to apply intelligence to find answers to their problems.

The "Cerdikiawan" campaign by Gojek is a major factor in the success of the strategy because it manages to make a strong statement and arouse the emotions of the audience. In this advertisement, Gojek effectively shows users' creativity in solving various daily problems related to Gojek services. The ad campaign successfully provides viewers with a truly exciting emotional experience. The message of originality and invention conveyed has the power to increase consumer loyalty and brand recognition on behalf of Gojek. "#PastiAdaJalan," which expresses Gojek's dedication to consistently providing solutions for various consumer needs, is the main message.

CONCLUSION

Overall, Gojek's marketing communication strategy for the rebranding process has successfully achieved its main goal, which is to increase awareness of the new logo and Gojek's position as a Super-App technology platform that provides solutions for various daily needs. This has also succeeded in convincing consumers and target consumers to make decisions using the Gojek application by emphasizing its differences with competing products. The company's logo update, the change in the "#PastiAdaJalan" tagline, the explanation of Gojek's UX Lead, and the "Cerdikiawan" campaign have all succeeded in building a strong and profitable brand image for the company.

Gojek's attractive new visual design makes it instantly recognizable to the general public, improving brand identification and brand memory of Gojek's identity as a Super-App that continues to evolve and innovate in response to market needs. Gojek was able to capture the audience's interest and feelings with the phrase "There Must Be a Way" and imaginative situations in the "Cerdikiawan" ad. This increases consumer recognition of the Gojek brand, which provides several answers to everyday life.

By encouraging people to be smart by using Gojek, which offers various solutions according to its catchphrase, #PastiAdaJalan, the company's brand image has been strengthened and customer loyalty has increased. The change in the slogan "There Must Be a Way" and Gojek's "Cerdikiawan" campaign are key points in this process. In this campaign, the use of imaginative and motivating scenes is considered successful in conveying strong messages, evoking feelings, and increasing consumer identification with the Gojek brand.

The long-term effects of this strategy can benefit Gojek's business development, increase current consumer loyalty, and lure new users to the company's services, which can result in high customer retention.

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