

Building Customer Relationship Management through Digital Marketing Communication Strategies in GO-JEK Indonesia

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ABSTRACT

This study examines how PT Go-Jek Indonesia implements marketing communication strategies through digital Customer Relationship Management (CRM) to strengthen customer relationships. The research aims to identify Go-Jek's digital CRM activities, innovations in relationship building, and the obstacles and benefits of using digital CRM. The theoretical foundation is the Integrated Marketing Communication (IMC) theory, and the study employs a qualitative case study approach to provide an in-depth understanding of Go-Jek's marketing communication strategy. Data were collected through in-depth interviews and analyzed descriptively, employing data reduction, presentation, and drawing conclusions. The findings reveal that Go-Jek's digital CRM activities are conducted through three main stages: acquisition, enhancement, and retention. These involve building customer databases, profiling, profitability analysis, and interactive engagement using six IMC elements: advertising, sales promotion, events and sponsorships, publicity, direct marketing, and interactive marketing. Go-Jek's main breakthrough lies in utilizing big data to analyze customers and partners individually, enabling personalized marketing communication. However, obstacles remain in several marketing mix components, particularly in product, price, and place. Despite these challenges, digital CRM provides significant benefits, including increased communication efficiency, reduced costs, and improved ability to evaluate and optimize organizational performance.

KEYWORDS

marketing
communication;
integrated
marketing
communications;
CRM

INTRODUCTION

The intensification of competition across business sectors is driven by the increasing diversity and complexity of consumer needs, particularly in urban societies, which entrepreneurs perceive as potential business opportunities (Porter, 2008; Kotler & Keller, 2016). In highly competitive markets, companies are required to adopt effective marketing communication strategies to differentiate themselves and maintain competitiveness (Cangara, 2013).

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Marketing communication plays a critical role in organizational management, functioning as an integral component of overall business solutions rather than merely a promotional tool (Ilham, 2006). Through marketing communication, companies seek to attract, persuade, and retain consumers in competitive business environments (Belch & Belch, 2018). However, not all organizations adequately recognize the importance of delivering quality service to consumers, despite extensive evidence that neglecting customer satisfaction can lead to significant losses in profitability and long-term business sustainability (Zeithaml, Bitner, & Gremler, 2018).

CRM is a management approach that focuses on managing and nurturing the relationship between a company and its customers to enhance the company's perceived value. The primary objective of CRM is to drive long-term growth and profitability by gaining a deeper understanding of customer behavior and preferences (Lin & Chen, 2025). The defining characteristic of a CRM is its integration of components that are linked to the consumer.

CRM can perform many functions, including sales, advertising, marketing, promotion, and public relations. These marketing communication activities interact and are very strongly connected to customers. All these activities are recorded horizontally in a database, creating a knowledge base that enables CRM staff to acquire, develop, and retain customers. CRM is not merely about providing customer satisfaction; it also offers advantages, such as analyzing customers against specific criteria and storing their information as historical data, which can streamline future business processes and provide the company with warnings or reminders as a service provider.

With the adoption of Customer Relationship Management (CRM), business owners are better able to identify effective strategies for serving customers and ensuring their satisfaction, which ultimately contributes to increased profitability (Kotler & Keller, 2016). Customer satisfaction plays a central role in encouraging repeat usage and fostering customer loyalty, as satisfied customers are more likely to continue using a service and develop long-term relationships with a company (Reichheld & Sasser, 1990; Zeithaml et al., 2018).

One of the online businesses that attracts significant public attention is online transportation services. Modern digital applications have emerged to address daily life needs by providing convenience and accessibility through mobile platforms, enabling individuals to manage time-constrained urban routines more efficiently (Herawatie, 2024). In Indonesia, the rapid adoption of ride-hailing services, particularly online motorcycle taxi platforms, reflects users' preference for accessibility and convenience, particularly for first- and last-mile trips that are difficult to serve with conventional transport (Irawan et al., 2021). Furthermore, ride-hailing services offer a viable alternative mode of transportation in congested metropolitan areas such as Jakarta and Bandung, owing to their lower costs, greater accessibility, and wider availability relative to traditional transportation services (Aritenang, 2024). These trends illustrate how digital transportation solutions have become central to meeting the evolving mobility needs of urban populations.

To respond to these evolving mobility needs and lifestyle demands, digital-based transportation platforms have emerged as a dominant solution in urban Indonesia. The rapid adoption of online transportation services—particularly motorcycle-based ride-hailing—reflects the public's preference for convenience, flexibility, and time efficiency in navigating congested metropolitan environments (Irawan et al., 2021; Aritenang, 2024). As conventional transportation providers struggle to adapt to shifting consumer expectations and dynamic market conditions, online transportation services leverage mobile applications to offer integrated, user-centered solutions that address both functional and safety concerns (Herawatie, 2024). In this context, implementing digital Customer Relationship Management (CRM) is increasingly important, as it enables service providers to manage customer interactions, enhance service quality, and build long-term relationships through data-driven applications. This strategic approach is exemplified by GO-JEK Indonesia, which integrates digital CRM into its platform to support user safety, personalized services, and sustained customer engagement.

Building on the discussion above, this study examined the marketing communication strategy for building customer relationships (a case study of digital CRM activities at PT. Go-Jek Indonesia). The purpose of this research is to find out: (1) The activities carried out by marketing communication through PT. Go-Jek Indonesia, (2) The breakthrough of PT. Go-Jek Indonesia in developing digital CRM, (3) Obstacles and Benefits of Using Digital CRM in Implementing Marketing Communication Strategies.

METHOD

This study adopts a descriptive qualitative approach to provide an in-depth understanding of the current conditions at GO-JEK Indonesia, particularly regarding the digital Customer Relationship Management (CRM) strategies implemented by the Marketing Communication division. A qualitative approach is appropriate as it allows researchers to explore social phenomena, meanings, and processes in their natural contexts (Creswell, 2014). To comprehensively examine digital CRM practices within the organization, this study employs a case study method, which is well-suited to investigating contemporary phenomena in real-world settings (Yin, 2018).

The units of analysis in this study include individuals involved in electronic CRM (E-CRM) activities, the forms and processes of E-CRM implementation, and the digital visual and textual content embedded in the E-CRM system. The study involves four informants: one key informant and three supporting informants, namely a CRM Specialist, a CRM Manager, an SEO Specialist, and users of the GO-JEK application. The use of multiple informants enables the researcher to obtain diverse perspectives and enhance data richness (Yin, 2018).

Data were collected through in-depth interviews, document analysis, and a literature review. In-depth interviews were conducted to capture participants' experiences and interpretations of digital CRM practices, while document analysis focused on digital content from the GO-JEK application, official websites, and social media

platforms. In addition, a literature review was conducted by examining relevant books, academic journals, scientific publications, and company annual reports on digital marketing communication and CRM. The combination of multiple data collection techniques supports methodological triangulation and strengthens the credibility of the findings (Creswell, 2014).

Data analysis was conducted using the Interactive Analysis Model proposed by Miles and Huberman, which consists of four interrelated steps: data collection, data reduction, data display, and conclusion drawing or verification (Miles & Huberman, 1994). First, data were collected through interviews with the key informant and supporting informants, as well as by retrieving relevant digital documents and online materials. Additional data were collected when necessary to deepen the analysis. Second, data reduction involved summarizing, selecting, and focusing the collected data in accordance with the research objectives, thereby facilitating clearer interpretation. Third, data were presented through narrative descriptions, visual materials, tables, and charts to identify patterns and support analytical interpretation.

Finally, conclusion drawing and verification were carried out continuously throughout the research process by examining emerging patterns, relationships, and propositions derived from the data. To ensure data validity, this study applies four trustworthiness criteria proposed by Sugiyono (2007), namely credibility, transferability, dependability, and confirmability. Credibility was enhanced through methodological triangulation, data source triangulation, and observer triangulation.

RESULTS AND DISCUSSION

Marketing Communication Activities in Building Customer Relationships at GO-JEK Indonesia

Digital CRM activities start with acquiring new customers, improving customer relationships, and retaining existing customers. Getting new customers for Go-Jek is easier than retaining existing customers, as for what Go-Jek does to get new customers is to use creative and unique content created by the Web Content team where it is often associated with current events according to the conditions experienced by many people so that the content feels close to its customers so that it can become a conversation and cause special attention to his company.

In terms of improving relationships with customers, CRM conducts cross sell and upselling techniques through Go-Jek social media or directly in the Go-Jek application, Go-Jek cross sell in the form of attractive offers, discount promos on services needed by customers individually, not market customers, so that this technique is considered to be able to attract and make customers use Go-Jek services again using the promo. Meanwhile, upselling is achieved by promoting Go-Jek services that customers have not used and by maximizing reward points so that customers can redeem them for coupons or vouchers redeemable for other Go-Jek services.

Meanwhile, to retain existing customers, CRM maximizes services through the "Help" menu at the bottom of the Go-Jek application. In the "Help" menu, customers can explain the chronology of the complaints they want that are directly connected to the CRM, so that the solution can be provided immediately after the complaint is received, so that customers will feel happy if their complaints can be received and resolved quickly without the hassle of calling or contacting Go-Jek as is done with conventional CRM. Furthermore, Go-Jek's marketing communication strategy through CRM is reflected in CRM activities themselves, such as database development. CRM not only collects new databases from potential customers who download applications and follow Go-Jek on social media, but also processes these data into information beneficial to the company.

Not only customer data but also Go-Jek partners' data can be recorded during database development. Data obtained from Go-Jek is stored in Go-Jek's big data system, which is then profiled for each customer and their partners. This will make it easier for Go-Jek to determine which offers are suitable for whom. In this case, for Go-Jek partners such as drivers, Go-Jek can identify patterns of non-acceptance of orders at certain hours and on certain routes, so that, subsequently, the driver will not be assigned orders on those routes and hours. This minimizes drivers' cancellation of customer orders, enabling Go-Jek to provide maximum service to customers and reduce complaints about these services.

As for customers, digital CRM can make a recommendation for their destination address or favorite food on the Go-Jek application, so that customers only do a few clicks to be able to enjoy Go-Jek services according to their needs, recommending the customer's favorite address and food can be done through digital CRM, where this has been recorded in big data Go-Jek so that each customer has their own profile on GoJek Indonesia. Go-Jek's CRM is a business strategy that integrates software and services to enhance profitability, revenue, and customer satisfaction. This is achieved by implementing approaches designed to optimize customer management and engagement. The key is to implement and carry out the main activities of CRM, ranging from building databases, creating customer profiles, analyzing the profits of each customer, to interacting with customers using marketing tools such as advertising, publications, direct marketing, events, promotions, and interactive marketing, all of which can be done through this digital CRM activity.

Next, customer intimacy. Go-Jek does this by analyzing users' application behavior to create profiles of each customer in advance. The development of the value proposition involves identifying the sources of value for the customer and designing a product and experience that meet their needs, expectations, and preferences. Go-Jek can determine which customers receive which offers, based on those customers' needs.

The next process manages the customer lifecycle. The customer lifecycle is the customer journey from suspect status (whether the consumer matches the target market profile) to supporter status (a consumer who generates additional income through verbal referrals that bring in other new consumers). With this digital CRM, Go-Jek leverages existing relationships to increase revenue. Profitability can be increased by identifying, attracting, and retaining the best customers using Go-Jek's big data. Leverage integrated

information to provide the best service. Using information will help customers avoid searching for the same information, thereby saving time. Develop sales procedures and processes that can be used repeatedly. By developing customer contact channels, more employees are involved in sales. By creating new value and building customer loyalty, CRM can enhance a company's ability to respond to customer needs and demands and to build partnerships, thereby fostering loyalty. Proactive implementation of solution strategies. If customer relationships have been established, companies can address customer problems early.

Finally, the primary function of a digital CRM is to engage customers through an integrated marketing communications strategy. Go-Jek, through CRM, communicates the concept of marketing to consumers collectively, which is called the elements of integrated marketing communication, consisting of advertising, where advertising is carried out by Go-Jek more through social media, even though Go-Jek also advertises in other conventional media such as television, radio, billboards, pamphlets, and so on. Consistent with industry trends in which digital service companies allocate a larger share of their advertising budgets to online channels due to greater audience engagement and measurability, GO-JEK's marketing communication prioritizes digital media over conventional media in its promotional strategies (Jayawinangun & Valdiani, 2025). Research comparing the effectiveness of digital and television advertising in the context of GO-JEK found that digital ads received higher audience evaluations, supporting the strategic focus on online advertising channels for technology-based services (Jayawinangun et al., 2025). Moreover, promotional activities such as feature-based discounts (e.g., GoRide promotions linked to GoPay) are consistent with integrated marketing communication strategies that employ sales promotions and interactive digital offers to enhance customer usage behavior (Kotler & Keller, 2016). Sponsorship and event participation, such as involvement in cultural and music events, also serve as experiential marketing tools to strengthen brand engagement beyond traditional media channels (Cornwell, 2008).

Publicity, such as event programs that aim to introduce Go-Jek products and services, is more accessible to the public and further influences public opinion of PT. Go-Jek Indonesia, by holding the Go-Jek Tech Valley Yogyakarta activity, for example, to bring together the country's young technocrats to change Indonesia starting from a small age, starting from yourself, and starting from now on. In addition, he invites donations for natural disasters, which are published via social media and the Go-Jek application. Direct and interactive marketing are now conducted exclusively through digital CRM activities. The activities held had logical implications for the increase in followers on Go-Jek's social media accounts. Go-Jek has a large number of followers who follow its development.

Before the database is acquired and ultimately reaches the CRM, each product or service is assigned a landing page recommended by the SEO Specialist team. After the landing page name is in accordance with SEO friendly standards, the product or service in question will be released to the Web Content team, after the content is completed and in accordance with what is requested by each product, then the content is given to CRM

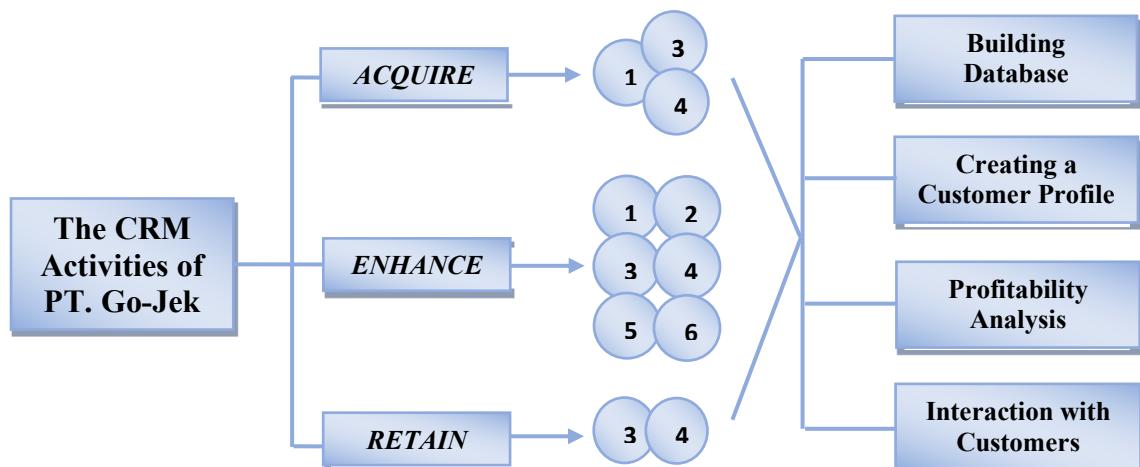
for publication process through a database that has been owned or not owned before which can be published and monitored by CRM through various social media Go-Jek.



Figure 1. Transportation Products Landing Page

(Source: <https://www.go-jek.com/blog/go-jek-ismaya-15/> (Interview Results)

The landing page is based on recommendations from the SEO Specialist team. Go-Jek has implemented an e-business system in its marketing process. The flexibility of e-business infrastructure has a strategic impact on the company's strategic direction and can facilitate the implementation of business applications. Therefore, e-business infrastructure can further increase the linkage between marketing strategy and the company's business strategy. This is important because it enables companies to respond quickly to a dynamic business environment. To make it easier to understand digital CRM activities as a marketing communication tool for PT, Go-Jek Indonesia, it can be seen in the model below:



Number Description :

1. Advertisement	4. Publicity
2. Sales and Promotion	5. Direct Marketing
3. Event and Sponsorship	6. Interactive Marketing

Figure 2. Go-Jek Digital CRM Activity Model

PT. Go-Jek Indonesia comprises the stages of acquire, enhance, and retain, each of which includes integrated marketing communication activities (Integrated Marketing Communication). In the acquisition stage, IMC activities include advertising, events, sponsorship, and publicity. While in the Enhance stage, IMC activities include the six tools, and in the Retain stage, IMC activities include events, sponsorship, and publicity, which support marketing communication strategies through digital CRM activities to build databases, create profiles of each customer, analyze profitability, and interact with customers.

Digital CRM Innovation at GO-JEK Indonesia

Go-Jek successfully promotes its brand by offering services that stand out from competitors. The company demonstrates bold innovation by introducing unique features that are well accepted by the public. These distinctive service offerings have elicited positive responses, positioning Go-Jek as the leading online motorcycle taxi service relative to similar platforms, as confirmed by interviews with several informants. In improving its services, Go-Jek appears to have made a breakthrough in technology, as it uses digital CRM and manages big data, resulting in a powerful database that has attracted many companies to collaborate with it. Go-Jek collaborates with multiple parties to improve its services for customers. In Go-Jek's big data ecosystem, it employs diverse infrastructure to analyze the profitability of each customer. Most recently, Go-Jek has implemented Google BigQuery and Google Cloud Storage for their warehousing process (Kompas.com, 2015). This is considered appropriate because they only need to pay a monthly fee to rent a Virtual Private Server, without having to build their own infrastructure.

In this breakthrough in digital CRM, Go-Jek also implements a paradigm shift, where CRM is a lifestyle that invites customers to become partners in the company and fosters mutual benefit. In accordance with Go-Jek's vision, mission, and goals, the marketing and breakthroughs it has achieved are also aligned with them. Go-Jek prioritizes passenger satisfaction in its services.

To achieve passenger satisfaction and reach more consumers, Go-Jek creates advertisements, implements promotions, conducts direct marketing, regulates public relations activities that are able to foster good relationships with externals, to make personal sales that can increase the percentage of the number of consumers every year only through this digital CRM, all integrated marketing activities can be carried out, with this breakthrough Go-Jek maximizes internet technology to create even more creative content.

Obstacles and Benefits of Digital CRM as a Marketing Communication Strategy at GO-JEK Indonesia

From the findings obtained from the obstacles and benefits of using digital CRM, namely in terms of constraints, it directly affects the marketing component, namely products that are vulnerable to fragility when delivered, because in Go-Jek delivery services, each product delivered does not use a special box like the delivery team in general (product).

Furthermore, payments using Go-Pay sometimes experience errors in the Go-Jek credit system. In addition to that, if made using cash payments, in the purchase of Go-Food services, sometimes drivers do not bring enough money to fulfill customer orders, and for Go-Food partners, the prices listed are often different from the prices on the Go-Jek application, so that Go-Pay deductions are often not appropriate (price). Finally, pickup locations are often far from available drivers, resulting in customer wait times. In addition, the Go-Food service typically affects the range of available products and their locations. In the Go-Send service, the delivery location is often less strategic, and the recipient is difficult to contact (place).

Another obstacle is the limitation of users to file complaints through the "Help" menu on the application, often making customers contact the Go-jek office directly compared to CRM activities in the application, which causes customer impatience because the call center service is full of lines phone, so that when customers wait and feel too long to be handled, customers tend to share their complaints on social media which causes Go-Jek's bad name among the public, but this has been overcome by integrating the call center with CRM Specialist, so that incoming complaints can be immediately followed up through just a few clicks.

CONCLUSION

Based on the findings of this study and the theoretical analysis addressing the research questions, several conclusions can be drawn. First, the marketing communication strategy implemented by GO-JEK Indonesia emphasizes the use of Customer Relationship Management (CRM) as a key instrument for building and maintaining customer relationships. Through digital CRM, GO-JEK seeks to enhance customer awareness and optimize the utilization of its low-cost database. The company applies an integrated marketing communication approach that combines advertising, sales promotion, direct marketing, interactive marketing, events and exhibitions, and publicity. These six elements are strategically integrated into a unified digital CRM system, enabling GO-JEK to conduct effective and consistent marketing communication activities through internet-based platforms.

Second, GO-JEK demonstrates significant innovation in the development of digital CRM through the utilization of big data management. This capability enables the company to build a robust customer database that supports individual customer profiling, accurate profitability analysis, and targeted, personalized interactions. Such data-driven capabilities not only enhance customer engagement effectiveness but also position GO-JEK as an attractive partner for collaboration. As a result, GO-JEK has established partnerships with various external parties to continuously improve the quality and scope of its services.

Finally, the implementation of digital CRM presents both obstacles and benefits. The challenges primarily affect several components of the marketing mix, particularly product, price, and place. Additional limitations were identified in the customer

complaint process: users initially encountered constraints when submitting complaints via the application's "Help" feature. However, these issues have been progressively addressed by integrating more comprehensive tools into the digital CRM system. On the other hand, digital CRM provides substantial benefits, including more effective and efficient customer interactions, increased customer satisfaction, cost reduction, and improved capabilities for analyzing overall company performance.

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