E-Commerce And Retail Integration Strategy: Optimizing The Gofood Customer Experience In The Digital Era

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Article Info	ABSTRACT
Keywords: Brand Equity Strategy Digital Era	In the digital age, e-commerce has transformed consumer behavior, notably in the food and beverage sector through services like GoFood by Gojek. GoFood has made food ordering easier and expanded market opportunities for businesses. It faces challenges in maintaining food quality during delivery and ensuring professional service from delivery partners. Addressing these issues is crucial for GoFood to maintain its market position and continue innovating in a competitive landscape. This study aims to analyze Go-Food using key elements of brand equity proposed by Aaker, focusing on understanding how consumers perceive the Go-Food brand. The research method employed is a qualitative approach through interviews with 20 respondents in the Jabodetabek area who are Go-Food customers. Surveys were conducted to gather data on respondents' perceptions and attitudes towards Go-Food, using elements of the Aaker Brand Equity Model. The results of the study indicate that factors such as premium pricing, customer satisfaction, perceived quality, brand leadership, value perception, brand personality, organizational association, brand awareness, market share, and price and distribution indexes shape consumer preferences and purchasing decisions regarding Go-Food. The implications of these findings provide deep insights for Go-Food to understand customer preferences and optimize marketing strategies and customer experiences to maintain and increase their market share in the food delivery service industry.
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INTRODUCTION

In the swiftly progressing digital age, e-commerce has become an essential component of individuals' everyday existence. The advancements in information and communication technology have brought about substantial transformations in the way consumers engage with products and services (Satryawati, 2018). The food and beverage business has experienced substantial changes, particularly due to the introduction of food delivery services such as GoFood by Gojek.

GoFood, as an integral component of the Gojek ecosystem, has fundamentally transformed the process by which Indonesians place food orders. This service not only facilitates the process for consumers to obtain their preferred meals, but also creates new prospects for culinary business operators to access a wider market. GoFood has emerged as

one of the leading food delivery systems in Indonesia, facilitating the connection between millions of users and thousands of restaurant partners.

Although GoFood has achieved numerous accomplishments, it still encounters certain obstacles in enhancing consumer experience. An essential concern is to maintain the integrity of the food's quality throughout the delivery procedure. According to the most recent survey conducted in 2022, which assessed the level of satisfaction with meal delivery services across different platforms:

Figure 1 displays the survey on customer satisfaction with a food delivery service

According to respondents' assessments of convenience, GoFood received the highest score of 5.09, slightly surpassing GrabFood and ShopeeFood, which both got 4.97. This suggests that respondents perceive GoFood as more convenient and user-friendly in comparison to its two competitors. GoFood outperforms GrabFood and ShopeeFood in terms of menu variety, with a score of 5.18 compared to GrabFood's score of 5.06 and ShopeeFood's score of 4.86. GoFood has exceptional transaction security with a remarkable score of 5.23, surpassing both ShopeeFood and GrabFood, which scored 5.19 and 5.15 respectively. Based on the aforementioned poll, it can be concluded that GoFood demonstrates excellence in all the parameters assessed by the respondents, including convenience, menu variety, and transaction security. Despite the relatively small variations in scores, these three platforms continue to be fiercely competitive, with each one possessing unique features that are greatly appreciated by users.

In order to sustain and expand their market position, every platform must consistently engage in innovation and elevate the quality of their services (Mujahidin & Astuti, 2020). GoFood aims to give precise estimations of delivery time; any delays frequently lead to

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customer displeasure. This aspect can be ascribed to a multitude of reasons, encompassing traffic congestion and inadequate coordination between restaurants and delivery partners.

Interactions with delivery partners can also have an impact on customer satisfaction. Delivery partners play a crucial role in food delivery services since they immediately engage with clients during the delivery process. Customers' assessment of total service quality can be strongly influenced by the demeanor and professionalism of delivery partners (Chan et al., 2017). Delivery partners that are polite, punctual, and professional can increase customer satisfaction, whereas delivery partners who are rude or consistently late can diminish it. Occasionally, there have been grievances regarding the demeanor and level of expertise exhibited by delivery partners, including instances of tardiness, improper handling of food, and inadequate communication.

The integration strategy between e-commerce and retail is a fundamental aspect of a startup company, which must consistently enhance the utilization of technology and data (Fahad et al., 2024). GoFood must consistently enhance its operations and deliver an enhanced experience for customers. Utilizing algorithms to forecast demand and improve delivery routes can effectively decrease waiting periods and uphold the quality of food.

This integration can help improve service customisation by capturing and analyzing consumer shopping preferences and habits (Shodiqin, 2015). Not only does this enhance customer satisfaction, but it can also stimulate sales growth for restaurant partners (Krisnanto & Yulianthini, 2021). Nevertheless, executing this strategy is challenging. Ensuring seamless collaboration across all components of the GoFood ecosystem necessitates substantial investments in technology and training (Hermayanti, 2022). Furthermore, ensuring the security of customer data should be of utmost importance, considering the growing reliance on personal data in commercial activities.

Amidst the growing competition in the Indonesian meal delivery business, GoFood, a prominent platform, is under pressure to sustain and enhance their brand recognition. Among the numerous choices accessible to consumers, GoFood distinguishes itself from its competitors by its robust brand awareness. Hence, GoFood should prioritize the implementation of efficient and focused marketing tactics to enhance their brand recognition (Widyaningrum, 2012). In order to maintain their position as the preferred option for customers in need of dependable and high-quality meal delivery services, GoFood must engage with consumers through many media channels and promotional activities.

Presently, GoFood is confronted with the task of constructing and enhancing favorable brand connections among consumers. Establishing positive brand connections, such as the attributes of convenience, reliability, and quality of service, is essential for cultivating a robust brand image (Firmansyah, 2018; Kotler & Keller, 2012). Nevertheless, in a dynamic and cutthroat milieu, GoFood must exercise caution to avoid succumbing to unfavorable connotations that could harm their brand image. Hence, it is vital for GoFood to guarantee that every engagement with their brand effectively communicates a favorable message to clients.

Roy & Chau, (2011) found that those with high social status showed a greater preference for global brands in terms of their level of awareness, perceived quality, and overall

brand value. On the other hand, individuals with low social status were more inclined towards local companies, particularly when it came to their loyalty towards the brand. In a study conducted by Lee & Leh, (2011) regarding customer-based brand equity in Malaysia, it was determined that the Malaysian market is renowned for its local brands that offer additional value. However, not all of these companies manage to gain national awareness.

In addition, a study conducted by Liao et al., (2011) sought to evaluate the brand power as perceived by adolescent customers in Taiwan and Indonesia. The findings indicated that brand awareness, brand association, and perceived quality have an impact on customer loyalty towards a brand, with variations observed among teenage consumers in the two nations. These findings highlight the significance of local adaptation (glocalization) in foreign marketing tactics, as consumer choices can be shaped by elements such as culture and market conditions. This study offers novel perspectives on the formation and impact of brand equity in emerging economies, highlighting the significance of aspects such as motivation and market features in comprehending consumer preferences.

This study aims to analyze GoFood using the key elements of brand equity as conceptualized by Aaker, (2009). The objective is to gain a comprehensive understanding of how consumers perceive the GoFood brand. By examining these elements, the research seeks to uncover the strengths and weaknesses of GoFood's brand equity, providing insights into areas such as brand awareness, brand loyalty, perceived quality, brand associations, and other proprietary brand assets. This analysis will help in identifying the factors that influence consumer preference and loyalty towards GoFood, enabling the formulation of strategies to enhance its market position and brand image.

METHODS

This study employs a qualitative approach, conducting in-depth interviews with a sample of 20 respondents from the Greater Jakarta area (Jabodetabek) who are GoFood customers. These interviews aim to gather detailed data on respondents' perceptions and attitudes towards GoFood, utilizing the elements of Aaker's Brand Equity Model. Through this qualitative method, the research seeks to delve deeply into the personal experiences and viewpoints of GoFood users, providing rich, nuanced insights into the factors that shape their perceptions and brand loyalty.

The data collected from the interviews will be analyzed using thematic analysis. This involves transcribing the interviews verbatim, followed by coding the data to identify key themes and patterns. Each transcript will be read multiple times to ensure a thorough understanding of the content. Codes will be assigned to significant statements, which will then be grouped into broader themes that align with Aaker's Brand Equity Model, such as brand awareness, brand loyalty, perceived quality, and brand associations. This systematic approach allows for the extraction of detailed insights into the respondents' perceptions and attitudes. The themes will be reviewed and refined to ensure they accurately represent the data, and any discrepancies will be discussed and resolved. The final themes will provide a comprehensive understanding of the factors influencing GoFood customers' brand equity perceptions.

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RESULTS AND DISCUSSION

In the swiftly changing digital age, comprehending customer behavior has gained significant relevance. The proliferation of technology and widespread internet access has revolutionized the manner in which people seek, choose, and acquire goods and services. Online food delivery services such as GoFood are essential in satisfying consumers' needs for convenience, quickness, and dependability. In light of increasing rivalry within this sector, it is imperative for organizations to have comprehensive understanding of the aspects that impact consumer behavior in order to sustain and augment client loyalty. In order to gain a more comprehensive understanding of this topic, interviews were performed with GoFood users to ascertain the primary characteristics that influence consumer behavior and loyalty towards this service.

Premium Pricing

In an interview, Luna stated:

"Good morning. I believe premium pricing (Gojek Plus) can influence customer loyalty in several ways. Customers willing to pay more for a product or service often do so because they believe they are getting more value, whether in quality, experience, or the prestige associated with the brand. Premium pricing can give the impression that the product is of high quality and exclusive, which in turn can enhance the loyalty of customers who seek that value."

Similarly, Islah expressed:

"Yes, I agree with Luna. I also think that premium pricing can be an indicator of quality and exclusivity. However, it's important to consider that not all customers can afford or are willing to pay premium prices. For those who can, premium pricing can reinforce the perception that they are getting something special. However, for some customers, a high price can be a barrier and may actually reduce their loyalty if they feel the price is not commensurate with the value received."

Luna and Islah agreed that premium pricing, like the Gojek Plus service, can increase customer loyalty by giving the impression of high quality, superior experience, and prestige. Luna emphasized that customers who pay more often feel they receive more value, thus becoming more loyal. Islah added that while premium pricing reinforces value perception for some customers, for others, a high price can be a barrier and reduce loyalty if they feel the value is not worth the cost.

Satisfaction/Loyalty

In an interview, Rendi, a GoFood customer, stated:

"Hello! For me, the most important things are food quality, delivery speed, and ease of use of the app. I often use GoFood, and if the food is good and matches the description in the app, I'm definitely satisfied. Fast delivery is also crucial, especially when I'm very hungry. Additionally, the easy-to-use GoFood app makes me comfortable."

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Vina echoed a similar sentiment:
"Yes, I agree with Rendi. Satisfaction is the foundation of customer loyalty. From my experience, if I'm satisfied with all aspects of the service, I will definitely remain loyal and even recommend GoFood to my friends and family. Responsive customer service is also very important. Knowing that I can rely on good customer service makes me more comfortable using GoFood continuously."

Both emphasized that product quality, service efficiency, ease of use, and responsive customer service are key to building customer satisfaction and loyalty towards GoFood.

Perceived Quality

In an interview, Sandi mentioned regarding the perceived quality of GoFood:
"Maybe GoFood should continue to pay attention to the quality of the food they offer. Just ensure that the quality standards are maintained so customers like us can continue to feel satisfied and comfortable ordering food through GoFood."

Similarly, Rina, a GoFood customer, added:
"Yes, and maybe they could also add more information about the food in the app. This way, customers can be more confident about the quality of the food. Not only tasty but also safe and truly worth it, right?"

In the interview, Sandi stated that GoFood should continuously pay attention to the quality of the food they offer and ensure that quality standards are maintained. This will make customers feel satisfied and comfortable when ordering food through GoFood. Rina added that GoFood should also provide additional information about the food in their app. This will make customers more confident about the quality of the food they order, feeling that it is not only delicious but also safe and worth the price.

Leadership

In an interview, Tendi expressed:
"Hi there! Yes, we really like using GoFood, especially when we're too lazy to cook at home. I think GoFood's management is good because they always have new innovations to provide better service to their customers. For example, new features in the app or attractive promotional programs."

Meanwhile, in an interview with Melani, it was revealed:
"I also feel more comfortable using GoFood because of the current responsive management. If there are any issues or complaints, we can be assured of a quick and solution-oriented response from them. So there's no need to worry if there are any problems."

In the interview, Tendi mentioned that GoFood's management is considered good because they continuously introduce new innovations to improve customer service, such as new app features and attractive promotional programs. This makes Tendi feel that GoFood always strives to provide a better experience for its customers. Meanwhile, Melani expressed that using GoFood is more comfortable due to the responsive management, which provides

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quick and solution-oriented responses to customer issues or complaints, making her feel more confident and less worried when facing problems.

Perceived Value

In an interview, Habibi expressed his perception of GoFood:

"Hi there! Yes, we both really like using GoFood. I think the value we get from GoFood is immense. For example, the convenience of being able to order food from anywhere and anytime, and also the ease of just clicking on the app."

Amalia echoed a similar sentiment:

"Yes, absolutely! Besides, the prices are quite affordable, especially with the occasional promos that save us money. So, you could say we get more value from GoFood because it's not only delicious but also practical and cost-saving."

In the interview, both Habibi and Amalia emphasized the convenience and affordable prices they get from GoFood. They feel that the ease of ordering food and the available promotions make using GoFood practical and cost-effective. Thus, they believe GoFood provides added value not just in the taste of the food but also in convenience and cost savings.

Brand Personality

In an interview, Syafiq mentioned:

"Hi there! Yes, we often use GoFood. I think the brand personality of GoFood is friendly because there are always attractive promos and features that make it comfortable for its customers."

Arpia also expressed:

"Yes, absolutely! I feel the same way. The brand personality of GoFood is like a friend who is always ready to help, knows what we like and need. So, it makes me want to keep using GoFood."

From the interviews above, they stated that GoFood has a friendly and helpful brand personality. They feel that with attractive promotions and convenient features, GoFood is like a friend who is always ready to help and understands their needs. This makes them more inclined to continue using GoFood.

Organizational Association

In an interview, Yusuf stated:

"Hi there! Yes, we often use GoFood. I think GoFood has a very strong industry network because it can gather many restaurants and food vendors in one place, the Gojek app."

In an interview with Rosliana, it was revealed:

"Yes, absolutely! GoFood's industry network makes us more confident and assured of the food quality. We know that GoFood doesn't randomly select restaurants and food vendors, so the quality is guaranteed."

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In the interviews above, they affirmed that GoFood's industry network makes them more confident in the quality of the food provided. They believe that GoFood conducts stringent selection of restaurants and food vendors that join, ensuring the quality is good.

Brand Awareness

In an interview, Rohman stated:

"For me, I trust and feel comfortable using GoFood. We know that GoFood is well-known and trusted by many people, so we also feel more assured of its quality."

Eka expressed a similar sentiment:

"Even school children know about GoFood, right? So, you could say GoFood has become a part of many people's daily lives."

From the interviews above, they emphasized that GoFood has become an integral part of many people's daily lives. This indicates that GoFood has successfully built a strong image and reputation in society.

Market Share

In an interview, Eki stated:

"Hi there! Yes, we both really like using GoFood. I think GoFood can attract many customers because they have many restaurant and food options accessible from one app."

Anis expressed a similar sentiment:

"GoFood is like an online food market, you can get food from anywhere and anytime. So, it's no wonder that many people like using GoFood."

Both respondents agreed that the ease of access and the variety of choices make GoFood popular with many people. This shows that GoFood meets the market's need for a convenient and diverse food delivery service.

Price Index and Distribution

In an interview, Agung stated:

"With competitive prices and distribution, we can save more on food purchases. Plus, we get to try restaurants that we haven't tried before."

In an interview with Ajeng, it was revealed:

"GoFood is like an online food supermarket, offering many choices at quite affordable prices. So, it's no wonder that many people like using GoFood."

Both respondents agreed that competitive prices and a variety of choices make GoFood popular with many people. This shows that GoFood positively contributes to meeting consumers' needs for easy access and affordable prices for online food shopping.

Conclusion on Consumer Behavior

Consumer behavior changes are a complex phenomenon influenced by various internal and external factors. Consumer behavior indicates that it can change along with social, economic, and technological shifts (Anita et al., 2023). For instance, technological

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advancements and internet penetration have transformed how consumers search, select, and purchase products and services. In this context, changes in consumer behavior are reflected in preferences for convenient, fast, and reliable food delivery services.

Consumers tend to choose brands that provide positive experiences and meet their needs and expectations (Razak, 2016). In the GoFood case, factors like ease of use, service speed, food quality, affordable prices, and attractive promotions influence consumer behavior. Consumers also tend to be loyal to brands that offer a satisfying and reliable experience.

Effective marketing strategies need to consider these consumer behavior changes to remain relevant and competitive (Kotler et al., 2019). Companies must continuously innovate and adapt to meet changing consumer needs and preferences. In conclusion, consumer behavior is dynamic and influenced by various factors, including technological, social, and economic changes. Understanding these changes and implementing effective strategies is crucial for businesses to succeed in the current competitive environment.

CONCLUSION

This study provides an in-depth understanding of the brand equity elements according to Aaker, connected with consumer behavior theory, loyalty, and perception. Through interviews with various individuals, it was found that premium pricing, satisfaction, quality perception, leadership, value perception, brand personality, organizational associations, brand awareness, market share, and price and distribution index significantly shape consumer preferences and purchasing decisions towards GoFood. Understanding consumer behavior, influenced by both external and internal environmental factors, reveals how technology, preferences, and values impact consumer choices for food delivery services like GoFood. Customer perceptions of quality, value, and brand image are greatly influenced by their experiences, promotions, and brand interactions. The study suggests that GoFood can enhance customer experiences, strengthen trust and loyalty, and expand market share by responding to changes in consumer behavior and preferences. Future recommendations include reinforcing the identified brand equity elements and continuously innovating to maintain its leading position in the food delivery market and extend its influence in the broader food and beverage industry.

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