

## Multisegment Targeting Analysis of Gojek and Its Positioning as a Daily-Life Super

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### ABSTRACT

Pertumbuhan ekonomi digital Indonesia telah mendorong munculnya ekosistem berbasis aplikasi terintegrasi yang beroperasi dalam struktur platform multi-sisi (MSP). Gojek telah menjadi salah satu pemain utama yang berhasil bertransformasi dari layanan pemesanan transportasi menjadi super app yang mencakup berbagai kebutuhan sehari-hari. Studi ini bertujuan untuk menganalisis strategi penargetan multisegmen Gojek terhadap empat kelompok utama: pengguna, mitra pengemudi, pedagang UMKM, dan mitra bisnis, serta menjelaskan bagaimana strategi-strategi ini berkontribusi pada posisi Gojek sebagai “super app kehidupan sehari-hari.” Penelitian ini menggunakan pendekatan kualitatif deskriptif-eksplanatori melalui studi dokumentasi, observasi aplikasi, dan analisis literatur. Temuan menunjukkan bahwa Gojek menerapkan strategi penargetan yang berbeda untuk setiap segmen, namun semua segmen beroperasi dalam hubungan saling tergantung yang menghasilkan efek jaringan lintas sisi. Strategi penargetan ini memperkuat stabilitas ekosistem dan mendukung perluasan layanan secara organik. Selain itu, pengalaman pengguna yang konsisten, integrasi fitur yang mulus, dan adaptasi terhadap konteks lokal memperkuat posisi Gojek dibandingkan pesaing. Penelitian ini memperkaya literatur pemasaran digital terkait penerapan segmentasi, penargetan, dan penempatan (STP) pada platform multisisi, serta memberikan implikasi praktis bagi perusahaan teknologi yang bertujuan mengembangkan ekosistem layanan terintegrasi.

*The growth of Indonesia's digital economy has driven the emergence of integrated application-based ecosystems operating within a multi-sided platform (MSP) structure. Gojek has become one of the leading actors that successfully transformed from a ride-hailing service into a super app encompassing various daily needs. This study aims to analyze Gojek's multisegment targeting strategies toward four key groups users, driver-partners, micro small and medium enterprises (MSME) merchants, and business partners and to explain how these strategies contribute to Gojek's positioning as an “everyday life super app.” The research employs a descriptive explanatory qualitative approach through documentation study, application observation, and literature analysis. The findings show that Gojek applies differentiated targeting strategies for each segment, yet all segments operate within interdependent relationships that generate cross-side network effects. These targeting strategies strengthen ecosystem stability and support the organic expansion of services. Moreover, consistent user experience, seamless feature integration, and adaptation to local contexts reinforce Gojek's positioning against competitors. The research enriches digital marketing literature related to the application of segmentation, targeting, and positioning (STP) in multisided platforms and provides practical implications for technology companies aiming to develop integrated service ecosystems.*



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## **INTRODUCTION**

The development of digital technology in Southeast Asia over the past decade has given rise to an increasingly complex and integrated ecosystem of application-based services. Indonesia, as one of the largest digital markets in the region, has become a fertile ground for the rapid growth of technology companies focused on providing daily on-demand service solutions. Among these players, Gojek holds a strategic position as a pioneer that has successfully transformed from a simple ride-hailing service into a super app integrating various needs from mobility, consumption, digital transactions, and entertainment to financial services. This transformation is not only about expanding features but also involves marketing strategies that strategically utilize and reinforce multisegment targeting approaches.

In its early establishment, Gojek focused on online motorcycle taxi ordering services as a solution to urban mobility problems. However, with the increasing number of internet users, shifts in urban lifestyles, and the growth of the digital economy, Gojek broadened the market segments it targets. Beyond users who require transportation, Gojek also targets diverse groups with different needs, such as culinary merchants, MSME entrepreneurs, driver-partners, and corporate clients. This approach positions Gojek within a multi-sided platform market structure, where the success of one segment is highly influenced by the growth and behavior of the others.

Gojek's multisegment targeting strategy involves at least four main groups. First, customers who require fast, convenient, and varied services from mobility and food delivery to daily necessities and digital payments. Second, drivers (driver partners) who serve as the backbone of operational services and form an important community in shaping the company's image. Third, merchants, especially in the culinary and retail sectors, who leverage Gojek's ecosystem to expand market reach, increase operational efficiency, and optimize sales through GoFood, GoShop, and logistics services. Fourth, business partners and corporations that utilize GoPay for payments, GoBiz for digital advertising, and various technology or logistics collaborations. This complexity positions Gojek not merely as a transportation provider but as a platform orchestrating interaction among segments within an interdependent digital ecosystem.

This layered targeting approach is then consolidated through a positioning strategy that no longer defines Gojek solely as a transportation application but as a "super app for everyday life." This positioning seeks to build the perception that Gojek is an integrated solution for daily activities, ranging from mobility and food ordering to payments, shopping, and household services. Consequently, Gojek competes not only with ride-hailing companies but also with food delivery platforms, digital wallets, e-commerce platforms, and productivity applications. Gojek's ability to maintain consistent positioning has become a key differentiator amid the intense competition within Southeast Asia's digital ecosystem.

This transformation is important to analyze because it reflects new dynamics in digital marketing strategies in the platform era. Gojek does not merely execute targeting for a single market segment but builds a business model based on interdependence that requires deep understanding of the needs, behaviors, and values of each group. The integration of multisided targeting strategies with strong positioning enables Gojek to reinforce its brand essence as an everyday life enabler. On the other hand, the success of this model depends on the company's ability to maintain a balance of interests across segments, ensure service quality, and sustain relevant differentiation value amid changing consumer behavior and technological development.

Given this context, analyzing Gojek's multisegment targeting and its positioning as a "super app" becomes relevant for understanding how technology companies strategically manage platform ecosystems. Furthermore, this study contributes to digital marketing literature, particularly in the areas of segmentation strategies in multisided markets, the development of integrated service ecosystems, and positioning dynamics in the era of super app competition.

## **METHOD**

This study adopts a qualitative descriptive explanatory approach to understand how Gojek constructs and manages its multisegment targeting while reinforcing its positioning as a super app. A qualitative approach is considered the most appropriate because the research explores strategic decisions, communication patterns, and ecosystem dynamics that cannot be captured solely through numerical measurement. The descriptive dimension focuses on portraying the characteristics of each

segment within the Gojek ecosystem, while the explanatory component aims to uncover the underlying logic connecting segmentation, targeting, positioning, and platform dynamics.

The data in this research are collected through three main techniques documentation, application observation, and literature analysis. Documentation involves gathering secondary data from Gojek's official publications, annual reports, press releases, digital campaign materials, and publicly available interviews with executives. Application observation is carried out to examine interface design, service integration, user flow, recommendation systems, and promotional strategies within the Gojek platform. Literature analysis is used to build a theoretical foundation, drawing from studies on segmentation, digital marketing, integrated marketing communications, and multi-sided platform theory.

The analysis process follows an interpretative logic in which the collected data are read, categorized, and connected with theoretical concepts. Patterns related to user behavior, value propositions, and communication strategies are identified to understand how each segment contributes to the overall ecosystem. The interpreted findings are then linked to the framework of Segmentation, Targeting, Positioning (STP) and the dynamics of platform-based markets. Through this process, the study aims to produce an integrated understanding of how Gojek's targeting strategies operate simultaneously across multiple stakeholder groups and how these strategies reinforce the platform's positioning in the competitive landscape of digital applications in Indonesia. This methodological approach ensures that the findings do not stand as isolated descriptions but instead function as interconnected insights that explain the structural and communicative logic behind Gojek's evolution into a super app.

## **RESULT AND DISCUSSION**

The findings of this study reveal several key patterns related to how Gojek defines and manages its multisegment ecosystem, particularly in the areas of segmentation, value propositions, and platform interaction. The results are presented based on the empirical observations of the application, documentation data, and supporting literature.

The first finding shows that Gojek structures its user ecosystem into multiple distinct segments that represent different roles and contributions. The primary segments consist of consumer users who utilize daily services such as transportation, food delivery, logistics, bill payments, and digital financial features. This segment displays highly varied behavioral patterns, ranging from routine commuting activities to spontaneous purchases influenced by in-app recommendations or promotional stimuli.

The second segment involves driver partners who act as service providers within the transportation, delivery, and on demand service categories. Documentation and observation data indicate that this group exhibits differing operational characteristics depending on their active hours, service type, geographic coverage, and performance metrics. These variations make driver-partners a dynamic and heterogeneous segment that requires continuous management to ensure consistent service quality.

The next significant segment consists of MSME merchants, particularly those affiliated with GoFood, GoMart, and GoBiz services. Merchants display a wide range of business sizes, operational capacities, and digital readiness levels. Observations show that many merchants rely on Gojek for discoverability, transaction processing, and digital promotion. Their presence enriches the variety of services and directly contributes to the attractiveness of the platform for consumer users.

Another important segment is business partners, including brands and companies that collaborate through GoPay, GoSend, or in-app advertising solutions. This segment has distinct needs centered around data access, audience reach, and integrated promotional activities. Data gathered from documentation shows that Gojek offers targeted marketing tools that appeal specifically to this segment, reinforcing its role as a digital advertising and financial ecosystem.

In addition to segment identification, the results reveal that Gojek creates differentiated value propositions for each segment. Consumer users are offered convenience, speed, and variety of services. Driver partners receive income access, flexible work systems, and performance-based incentives. Merchants gain increased visibility and operational support through digital tools. Business partners benefit from integrated payment, data-driven marketing, and customer reach inside the ecosystem.

Another result of the study highlights that Gojek integrates all of these segments into a unified platform experience. Observations of the application interface show that various services transportation,

food, shopping, delivery, and financial features are presented as a seamless journey that encourages repeated usage. The “homepage recommendation engine” displays tailored suggestions, while navigational simplicity allows users to shift between services without friction.

Documentation also shows that Gojek communicates with each segment through customized communication channels. Consumers receive notifications, email updates, and promotional messages. Driver partners obtain information through the Driver App, community centers, and incentive announcements. Merchants receive platform insights via GoBiz dashboards, and business partners interact through brand collaboration platforms. These communication patterns reflect a structured attempt to maintain continuous engagement across all segments.

The final result indicates that the interactions among segments generate reciprocal benefits. Increasing numbers of merchants improve consumer experience. Growth in consumer usage enhances income opportunities for driver partners. Higher transaction volumes attract more business partners. These interdependencies create reinforcing cycle effects that contribute to the stability and expansion of Gojek’s ecosystem.

The overall results demonstrate that Gojek’s evolution into a super app is supported by a complex but well integrated multisegment structure. Each segment provides unique contributions, and their interactions collectively shape the platform into a comprehensive daily life solution for millions of users.

The findings of this study deepen the understanding of how Gojek’s strategic choices align with established theories of segmentation, targeting, and positioning, while simultaneously operating within the logic of a multi-sided digital platform. The multisegment structure observed in the results shows that Gojek goes beyond traditional market segmentation approaches, which typically categorize consumers based on demographic, geographic, psychographic, or behavioral factors. Instead, Gojek implements a multi-layered segmentation strategy that accounts for roles, value contributions, and participation patterns within the platform.

This approach reinforces the argument that segmentation in digital platform ecosystems is not merely about dividing customers into homogeneous groups but about identifying the functional relevance each segment brings to the network. For consumer users, Gojek applies a behavior based segmentation model, as reflected in the personalized recommendation engine and differentiated service pathways. This aligns with consumer behavior theories that emphasize personalization, contextual relevance, and frictionless experiences as drivers of engagement in digital environments.

The segmentation of driver partners and merchants demonstrates a different logic rooted in the characteristics of a multi-sided market. Platform theory, especially as articulated by Parker, Van Alstyne, and Choudary, suggests that service providers should be seen not only as operational entities but also as co-producers of value. The results indicate that Gojek structures these segments based on performance dynamics and operational capacity, which directly impact service reliability and user satisfaction. This segmentation strategy supports the network effect mechanism as provider performance improves, consumer usage increases, which in turn enhances provider income opportunities.

The diversity of the merchant segment further illustrates how platform-based segmentation integrates digital capability, service variety, and transactional patterns. This aligns with literature on digital MSMEs, which highlights the importance of discoverability and digital tool adoption in sustaining competitive advantage. Gojek’s tools such as GoBiz dashboards and promotional features act as technological enablers that elevate merchant participation, thereby strengthening platform attractiveness.

Targeting strategies emerge as a central mechanism connecting segmentation and positioning. Unlike conventional targeting that focuses on selecting the most profitable consumer groups, Gojek’s targeting must accommodate multiple interdependent market sides. Each segment receives a distinct value proposition that corresponds to its functional role. For users, the value lies in convenience, speed, and integrated services. For driver partners, targeting prioritizes income stability and accessible work systems. For merchants, the platform becomes a channel for market expansion. For business partners, Gojek’s data insights and advertising tools provide targeted marketing opportunities. These findings are consistent with theories of multi-sided platform targeting, which emphasize the need to design differentiated yet mutually reinforcing value propositions.

Positioning theory also plays a crucial role in interpreting the results. Classic positioning frameworks emphasize differentiation and relevance as the core of brand strength. The findings show that Gojek’s positioning as an “everyday life super app” is constructed through functional integration

rather than merely symbolic communication. The seamless transition between services, unified interface design, and personalized recommendations create a coherent brand meaning that positions Gojek as more than a mobility solution. This supports the argument that in digital ecosystems, positioning is not primarily communicated through advertising but is experienced through platform interactions.

The discussion further suggests that Gojek's positioning benefits from self-reinforcing network effects. The increased diversity of merchants expands user choices, higher user activity boosts income for service providers, and growing transaction volumes attract business partners. These interdependencies contribute to an organic strengthening of Gojek's super app positioning. This finding aligns with platform economics literature, which argues that ecosystem scale advantages, rather than standalone service excellence are the primary determinants of competitive dominance.

Communication patterns observed in the study also reflect principles of integrated marketing communications. Gojek's use of humor, localized messages, in-app notifications, and community based communication with drivers demonstrates a consistency between brand personality and messaging channels. This reinforces the idea that communication in digital platforms is multi directional, involving formal corporate messages and informal user generated content. The alignment of these communication modes supports brand authenticity and deepens user integration within the ecosystem.

Overall, the discussion highlights that Gojek's STP strategy cannot be viewed independently of its platform structure. Segmentation becomes a dynamic, data driven process targeting shifts from single market focus to multi-sided orchestration and positioning evolves from brand storytelling to ecosystem experience. These insights contribute to theoretical discussions on how traditional marketing frameworks adapt within platform based digital economies and strengthen the argument that super apps require integrated, holistic management of multiple stakeholder groups.

## CONCLUSION

This research shows that Gojek's success in establishing itself as a super app is not only influenced by technological innovation, but primarily by its ability to implement a multisegment targeting strategy aligned with the characteristics of a multi-sided platform (MSP). Gojek does not operate merely as a single service provider, but as a digital ecosystem that connects four main user groups users, driver partners, MSME merchants, and corporate business partners, who collectively create value and reinforcing network effects.

The targeting applied by Gojek is specific to each segment, yet not standalone the entire strategy is directed so that each segment benefits while maintaining ecosystem balance. From the user side, Gojek utilizes behavioral, contextual, and value-based targeting to shape relevant and personalized service experiences. The integration of GoRide, GoFood, GoSend, GoMart, and GoPay allows users to utilize various services without switching apps, ultimately strengthening loyalty and retention. For driver partners, Gojek provides incentive patterns, operational features, and welfare support as a form of targeting to ensure stable driver availability. MSME merchants are one of the important pillars of the ecosystem, and Gojek targets them through digitalization services, sales management, analytics, and promotional support. Meanwhile, corporate business partners are involved through strategic collaborations such as advertising, digital payments, and business service integration, thereby enriching the value within the ecosystem.

The analysis shows that Gojek's STP strategy cannot be separated from the MSP structure. Segmentation not only targets end consumers, but the entire platform sides. Targeting is carried out simultaneously to the four segments, and positioning is built through cross-segment interactions, not just marketing communications. Gojek's positioning as an "everyday life super app" is formed through service integration, consistent user experiences, and local Indonesian context relevance.

Compared to competitors like Grab or Shopee, Gojek's strength lies in its strong local identity, deep MSME ecosystem, and more mature service connectivity. Thus, this research affirms that Gojek's success as a super app does not only depend on feature diversification, but on the ability to holistically manage a multisegment ecosystem, create sustainable network effects, and deliver relevant value to all involved parties. This integrative model enables Gojek to maintain competitiveness and its role as an everyday life enabler in Indonesia's digital society.

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