

Proposed Integrated Marketing Communication Strategy to Promote Brand Awareness of Online Learning Portals: Study of MOJADIAPP.COM

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ABSTRACT

Indonesia as one of the largest countries in the world, with a projected population of 274 million people in 2020, will enjoy a demographic dividend in 2030-2040. Amidst the Covid-19 Pandemic, this opens new opportunities for those in the education sector to develop a feasible business in online learning. New players in the online learning industry face tough competition with over 200 existing local brands in the country. Strong brand awareness is needed to be recognized and thus compete in the existing competition. This paper aims to find an appropriate marketing strategy to improve brand awareness. For analysis, the researchers use a market survey to understand the preferred marketing strategy from a customer's point of view, and interviews with the founders of Mojadiapp.com, a newly developed online learning portal based in Indonesia, understand the internal and external condition of the company. The study shows that Integrated Marketing Communication could help improve brand awareness for these new players.

Keywords: Brand Awareness, Brand Building, Communication, Integrated Marketing Communication, Marketing Strategy, Online Learning, Services

Marketing Mix

INTRODUCTION

Indonesia as one of the largest countries in the world holds 4th place in 2020 with a projected population of 274 million people. Its massive population growth happened in the past 50 years with an estimated 70 million people in 1950, almost quadrupling in size (291.4% growth) (Jayani, 2019). Statistics Indonesia (BPS) 2020 Population Sensus, recorded that Indonesia's population increased by 32.56 million in the last decade with an average annual growth of 1.49% during 2010-2020 (Badan Pusat Statistik, 2021). It is estimated that the growth would continue and increase to 297 million in 2030-2040 (Ketenagakerjaan dan Pendidikan, 2017). During this period, Indonesia could enjoy a "Demographic Dividend" defined by the United Nations Population Fund Activity (UNFPA, n.d.) as the economic growth potential resulting from shifts in a population's age structure when the share of the working-age population of 15 to 64 years old is larger than the non-working-age (14 and younger, and 65 and older).

To take advantage, Indonesia must prepare its upcoming and existing working-age population to be a productive workforce to support the country's economic development. One way is to improve the level of education in the country as an educational investment that could ensure that workforce becomes more productive, promoting higher wages and a better standard of living (Hayes & Setyonaluri, 2015). Amidst the Covid-19 Pandemic, the Ministry of Education and Culture (Kemendikbud) gathered support from the private sector and encouraged the use of technology for online learning during the physical distancing (Ali, 2020).

Online learning is not a new trend and started in the 1980s with the use of computer conferencing by the Western Behavioral Sciences Institute in 1982. This trend continued as technology evolved and peaked during 2020 due to the Covid-19 Pandemic, which forced nearly all educational institutions to switch to online classes rather than hold classes in person (Thompson, 2021). It is expected to continue to be the future of learning (Doughty, 2021). This opens opportunities for those in the education industry to develop a feasible business in the online learning industry. Multiple start-up companies have emerged offering online educational solutions, and investor interest in this sector is quite high even since before the pandemic. Total global investment in education technology during 2019 reached US\$18.6 billion (around Rp259 trillion) and is expected to continue to increase to US\$350 billion (around Rp4.8 trillion) in 2025 (Gardhadipura, 2021). According to research by elearningindustry.com, the countries with the highest e-learning adoption growth rates are India (55%), followed by China (52%), Malaysia (41%), and Romania (28%). Indonesia ranks 8th with a growth of 25% annually. This figure is greater than the Southeast Asian average of 17.3% (As cited in Eka, 2017). This means that the potential market of online learning is still huge for Indonesia. Online learning requires the use of the internet and according to (Statista, 2021), barely half the population in Indonesia had access to the internet before 2016 (42.65% by 2015). It was not until 2017 that more than 50% of the population could enjoy internet service. Nowadays, almost everyone in Indonesia has internet access which means that online learning businesses had a huge potential market to penetrate.

Established in 2020, PT Mojadi Aplikasi Indonesia (Mojadiapp.com) is an online educational platform that offers various online learning services which cover the

preparation of its users for the job market. Mojadiapp.com has partnered up with numerous experts and built a portfolio of more than 100 individual expertise in their respective fields as lecturers and currently offers a wide range of products and services that focus on online education. The currently available services are the video sharing from an expert, soft and hard skills e-learning, podcast, webinar, IQ test, personality & talent interests test, business English, and resume builder. Nevertheless, the company will expand the variety of its products and services in the future. As a new player in the online learning industry, Mojadiapp.com is still trying to raise awareness of its brand with educational institutions while preparing itself for the retail market. It is estimated there are more than 200 online learning companies in Indonesia (Tracxn, 2021) which can be considered a tough competition to enter. Strong brand awareness is needed to be recognized and thus compete in the existing competition and strong brand awareness can encourage repeat orders and in the long run increase a company's revenue. Brand awareness is defined as the extent to which customers are informed about the product's features, persuaded to try it, and a reminder to repurchase (Kotler & Armstrong, 2018). It is an important part of building a strong brand, especially when launching new products and services that can drive consumers' decision on choosing among similar products.

This paper aims to find an appropriate marketing strategy to be formulated and implemented to help Mojadiapp.com raise awareness of its brand. The research objectives of this project are 1) To understand the external and internal environment that affects Mojadiapp.com as a business. 2) To propose the appropriate marketing strategy through integrated marketing communication to promote its brand awareness. 3) To develop the implementation plan.

LITERATURE REVIEW

Segmenting, Targeting, and Positioning

To create value for targeted customers, a company needs to design customer-driven marketing strategies that build the right relationships with the right customers through market segmentation, market targeting, and market positioning-STP Model (Kotler & Armstrong, 2018).

Service Marketing Mix (7P's) Analysis

Expanding from the original 4P's Marketing Mix expressed by McCarthy in 1981, Booms and Bitner further developed the concept from four to seven elements so that the framework could also be applied to the service industry, by adding 3 more P's that are People, Process and Physical Evidence (as cited in Toolshero, n.d.).

Resource-Based View Analysis

Resource-based view is an analysis model that aims to identify certain types of resources key attributes to a company's superior performance compared to its competition, in other words, competitive advantage (Rothaermel, 2017).

SWOT Analysis and TOWS Matrix

Credited to Albert Humphrey who developed it at the Stanford Research Institute back in the 1960s-1970s (Nyarku & Agyapong, 2011), SWOT analysis reinforces business analysis strategy by assessing all of a business's strengths and weaknesses, as well as the potential opportunities and pitfalls or threats within the business environment. The TOWS Matrix is an extension of the SWOT Analysis to further help a company to think about the strategic alternatives that it can pursue.

Integrated Marketing Communication (IMC)

The American Marketing Association defines IMC as “a planning process designed to assure that all brand contacts received by a customer or prospect for a product, service, or organization are relevant to that person and consistent over time.” (Davenport, n.d.). In the traditional Marketing Mix (4P's), marketing communication serves as part of Promotion (Clow & Baack, 2017). Modern integrated marketing communication elements consist of Advertising, Sales Promotion, Direct Marketing, Marketing Public Relations, Sponsorship, e-Communications, and Relationship Marketing (Kitchen & de Pelsmacker, 2004).

RESEARCH METHOD

This research uses both qualitative and quantitative methods. To gain a complete understanding of the business, the analysis will be done for the internal and external factors that affect the company. The internal analysis will use STP analysis, Service Marketing Mix, and Resource-Based View (using the VRIO framework). External analysis will use PESTEL, Porter's 5 Forces Analysis, Customer Analysis, and Competitor Analysis. Customer Analysis is mainly supported by Market Survey and Competitor Analysis is mainly supported by Interviews with the Mojadiapp.com team.

After understanding the internal-external factors, a SWOT analysis is used to determine the strength and weaknesses of Mojadiapp.com as well as the opportunities and threats that it faces, followed by the use of the TOWS Matrix to determine generic strategies that can be applied for marketing. The formulation of strategy based on the above analysis will be driven by the integrated marketing communication strategy to optimize the delivery of marketing ideas to the target consumers. This strategy is developed to support Mojadiapp.com in developing awareness toward its brand.

Market Survey

Market Survey is done via Google Forms and distributed to respondents living in Indonesia, who fall under either one of the following categories:

1. Vocational School or High School Students, namely, students who are currently enrolled in high school, vocational school, or other forms of formal education at an equivalent level
2. Bachelor/Diploma Students who are currently enrolled in bachelor's degree, diploma, or other forms of formal education at an equivalent level.
3. Parent of the students who enrolled in formal education at a lower level than vocational school or high school. It is assumed that such students usually have parents to make the decisions for them.
4. Public or adults who are not in either one of the categories above.

The sample size used is 499 respondents, which is a number that follows the rule of thumb of sample size greater than 30 and less than 500 to be appropriate for most sample studies (Sekaran & Bougie, 2016). The survey questions use a combination of multiple-choice as well as the Likert Scale with a scale of 1 to 7. The Likert scale is applied as one of the most fundamental and frequently used psychometric tools in educational and social sciences research (Joshi, Kale, Chandel, & Pal, 2015). The three-box method is used to interpret the Likert scale result (Ferdinand, 2006) resulting in three categories for the Likert scale result which are 1.00–3.00 = Low, 3.01–5.00 = Moderate, and 5.01–7.00 = High.

The researchers conducted interviews with the Mojadiapp.com team to gain an understanding of Mojadiapp.com's current internal and external situation, as well as future goals for the company. The information obtained is used to support the internal and external analysis in this chapter. People involved in the interview are the CEO, Creative Lead, and Commissioner of Mojadiapp.com (all Co-Founders).

RESULTS

The internal analysis focuses on the evaluation of the factors within the company to identify the internal resources the business possesses to formulate a strategy that is customized to its ability. Based on a discussion with the Mojadiapp.com team, Mojadiapp.com focuses on a specific market in this industry. Mojadiapp.com's segmentation is based on the following approaches:

1. Age: 14 years old and younger, 15 – 25 years old, and 26 years old and older
2. Gender: Male and female.
3. Education: Primary school, Middle school, Vocational school, High school, University, Higher education
4. Social Classes: Lower, Lower-Middle, Middle, Upper-Middle, Upper
5. Geographic: Areas within Indonesia

The main target of Mojadiapp.com is lower to middle-class students at middle school to university, including vocational schools living in Indonesia and have access to the internet, who are concerned about their future and need support to achieve a bright future through alternative education services. The positioning of Mojadiap is for students at middle school, vocational school, high school, and university who are concerned about their future or are preparing for their future. Mojadiapp.com is an online learning platform that is innovative, affordable, and of high quality. Unlike most online learning platforms, Mojadiapp.com provides 6 steps of continuous learning that will help students prepare not just for exams, but also for their future career development in the job market.

Table 1. Mojadiapp.com Key Resources based on VRIO Framework

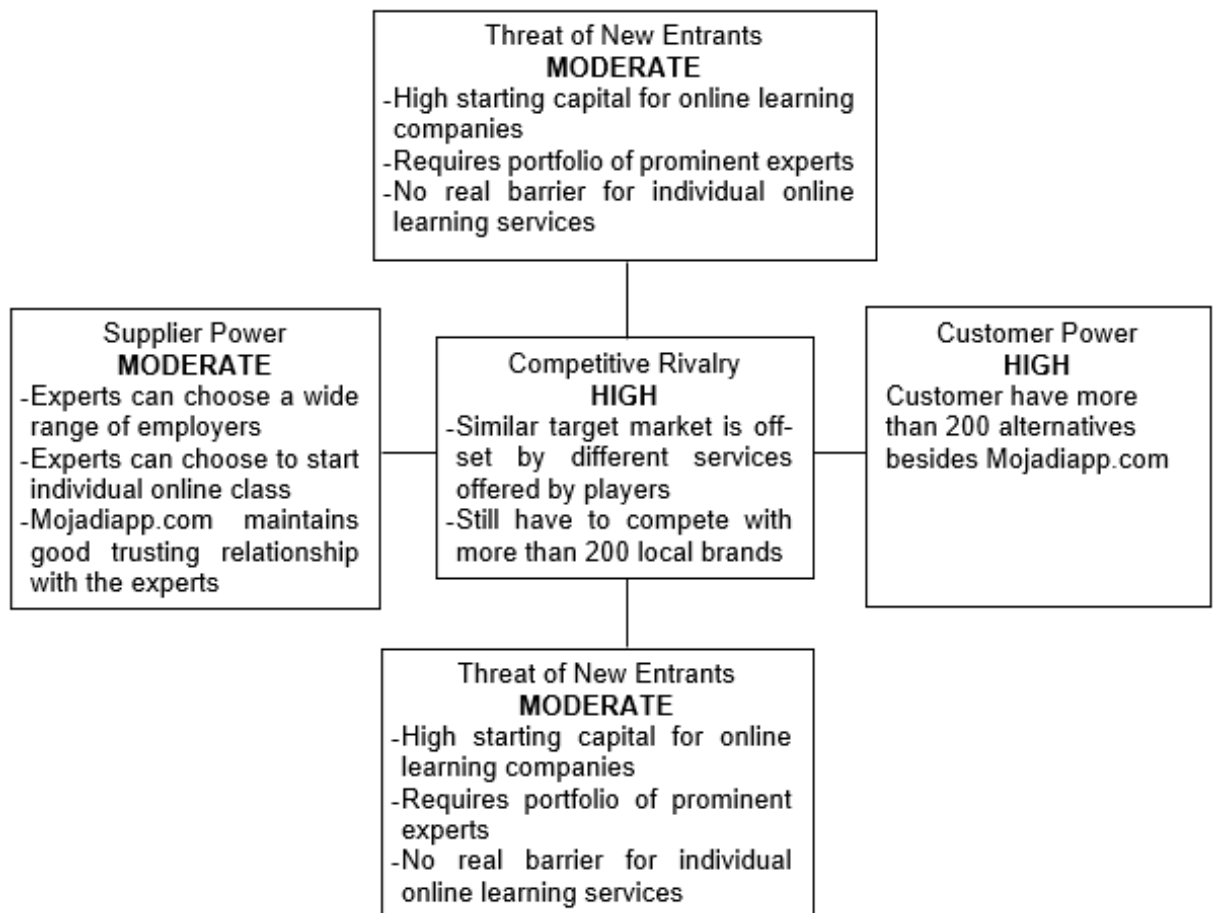
| Resource | Valuable? | Rare? | Costly to Imitate? | Organized to Capture Value? | Conclusion |
|---|-----------|-------|--------------------|-----------------------------|-----------------------|
| Team of founders with more than 10 years of experience in their own field | Yes | Yes | Yes | Yes | Competitive advantage |
| Reputable strategic partners with more than 15 years of expertise in the education industry | Yes | Yes | Yes | Yes | Competitive advantage |
| Low-cost production to support competitive pricing | Yes | Yes | Yes | Yes | Competitive advantage |
| A network of more than one hundred personally known | Yes | Yes | Yes | Yes | Competitive advantage |

| | | | | | |
|---|-----|-----|-----|-----|---------------------------------|
| high-quality experts hired at low cost | | | | | |
| High-quality content at low cost | Yes | Yes | Yes | Yes | Competitive advantage |
| Team of high skilled programmers to support technological innovation for the platform | Yes | Yes | No | Yes | Temporary competitive advantage |
| Multi-service platform | Yes | Yes | Yes | Yes | Competitive advantage |
| Strategic Employment Partnership with Ministry of Education and Culture | Yes | Yes | No | Yes | Temporary competitive advantage |

External Analysis

Understanding the market conditions of a business is a key factor in formulating an optimal strategy so a business can adjust its strategy and adapt to its external environment.

Figure 1. Mojadiapp.com Porter's 5 Force Analysis



PESTEL Analysis

Table 2. Mojadiapp.com PESTEL Analysis

| | |
|----------------------|---|
| Political | The political environment is accommodative and leaning toward support for the education industry. Particularly during the pandemic, online learning is encouraged by the government. |
| Economic | The economic difficulties for most of the population in Indonesia are due to the pandemic. This limits the opportunity for most businesses to grow. |
| Social | The shift in social behavior due to enforcement of physical distancing has accelerated the growth of most online services, including online learning. |
| Technological | The number of smartphone users in Indonesia has reached more than 80%. This is a big opportunity for internet-based services, including online learning. Mobile platforms are a big market in Indonesia. |
| Environmental | Indonesia is an archipelago and has multiple cultures. The geographic landscape and the culture may be a barrier for global and/ or offline businesses but do not affect local online services as they have the benefit of using Bahasa Indonesia and having the ability to reach customers in remote areas. |
| Legal | Indonesia has recognized the need for online learning activities since 2012, has been a supporter of it and has issued regulations that govern the activities. Since the Covid-19 Pandemic, the government has supported parties that could contribute to online learning and created an accommodative legal environment. |

Customer Analysis

Customer analysis is supported by the survey result and is used to gain a general understanding of the customer segment of Mojadiapp.com and identify opportunities that Mojadiapp.com can take advantage of based on respondents' answers. Survey questions were grouped using the 7P's framework, the survey results are used to identify room for improvement in each 7P element. The summary is shown in table 3.

Table 3. Customer Analysis Post-Survey

| Marketing Mix Aspect | | Existing | Proposed |
|-----------------------------|-----------------|---|---|
| 7P's | Item | | |
| Product | Core Product | Wide variety of academic and non-academic learning services | Maintain and focus on soft skill and hard skill development |
| | Product Quality | Good video sharing | Maintain existing quality services and improve the quality of relevant study materials and videos by reputable presenters |

| | | | |
|--------------------------|--------------------|---|---|
| | Features | Answer comparison, Resume builder | 1on1 session with an expert, Built-in student forum, Chatbot |
| Price | Generic Pricing | Below IDR 35,000/month, No promos | Maintain price, add promos (seasonal, loyalty, referral, group) |
| | Purchase Method | Annual subscription, Module-based | Add monthly subscription |
| | Payment Method | Credit card, direct transfer | Add Fintech payment system, Virtual account |
| Placement | Platform | Web-based only | Add Mobile app, Desktop client |
| | Offline Class | Not available | Add offline class |
| Promotion | Channel | Instagram, Facebook, YouTube, LinkedIn, | Add Twitter, TikTok |
| | Reference Tools | Not available | Add Customer review/feedback, Community/forum |
| | Interaction | Minimum | Interactive on online accounts |
| | Content | Somewhat consistent across online accounts | Highly consistent across online accounts |
| People | Experts | Use of competent, personally known experts | Introduce well-known figures for experts |
| Physical Evidence | Website | Available | Maintain and improve user-friendliness and visual aesthetics |
| | Physical Office | Not presented/ not a core part of the service | Introduce physical office to build a reputation as well as support for core services (legitimate in appearance, walk-in customer service) |
| Process | Registration | Simple | Maintain and add social login |
| | Service experience | Flexible time to complete modules/ courses Provision of certificates | Maintain and extend certificate acknowledgment by partnering with an accredited body |

| | | | |
|--|--------------------|---------------|--|
| | Post-sales service | Not available | Add customer service as Call center, Support live chat, Self-service (FAQ, video tutorials, user guide |
|--|--------------------|---------------|--|

Competitor Analysis

Understanding the competition can help a company develop products and services that can stand out, properly prepare for the competition, properly react to the competition, as well as take advantage of known weaknesses of these competitors (Info Entrepreneurs, n.d.). Table 3 is a summary of the major competitors that have been mapped by Mojadiapp.com, categorized by global or local companies. Although these companies have different services, strengths, and pricing strategies, most of them have the same target–students and offer similar products–online learning services.

Table 4. Mojadiapp.com Main Competitors

| Competition | Company | Services | Strength | Target Market | Price (In IDR) |
|---------------|-------------------------|--|---|---|---------------------------------------|
| Global | EDX | Free e-learning and paid certification | Collaboration with top universities | Professionals and students | Starting at IDR 2,000,000 per module |
| | Udemy | Marketplace for e-learning | An endless number of contents and user experiences | Professionals and students | Starting at IDR 300,000 per module |
| | Harvard Business School | Professional e-learning | High-quality content and reputable organization | Professionals | Starting at IDR 12,000,000 per module |
| | LinkedIn Learning | Premium e-learning subscription | Integration with LinkedIn platform and number of contents | Professionals | Starting at IDR 5,000,000 per year |
| | Glints | e-learning for fresh graduates and early professionals | Number of contents | Fresh graduates and early professionals | Starting at IDR 200,000 per module |
| Local | Vooya | Psychology Test and Talent Mapping | An international standard for Psychology test | Students | Starting at IDR 1,500,000 per test |

| | | | | | |
|--|------------|---|--|----------------------------|------------------------------------|
| | Rencanamu | Psychology Test and Talent Mapping | Local standard but low price | Students | Starting at IDR 125,000 per test |
| | Ruang Guru | e-learning for school curriculum subjects | A well-known brand for pioneering online learning in Indonesia | Students | Starting at IDR 300,000 per module |
| | Sekolahmu | Marketplace for e-learning | Number of contents | Professionals and students | Starting at IDR 300,000 per module |
| | 1 Persen | Psychology Test | Massive promotion | Students | Starting at IDR 200,000 per module |

Table 4 shows the summary of the TOWS Matrix for Mojadiapp.com

Table 5. Mojadiapp.com TOWS Matrix

| IFAS Internal Factor Analysis Summary EFAS External Factor Analysis Summary | Strengths (S) | Weaknesses (W) |
|--|---|---|
| | S1 Competitive Price S2 Wide product variety S3 Network of a high-quality expert at low cost S4 Innovation | W1 Low brand awareness W2 Small organization W3 Limited support services |
| Opportunities (O) | SO-Strategy | WO-Strategy |
| O1 Accelerated digital transformation O2 Government support for education O3 High penetration of internet and mobile users | (S1-O3) Maintain competitive price by creating marketing promotion through online channels (S2-O1) Promote various products through online channels (S3-O1) Use a network of the expert to promote the brand via online channels (S3-O2) Collaborate with the government by offering training programs to government officers (S4-O3) Develop a strong mobile app that can utilize the technology optimally | (W1-O2) Engage in cooperation with government bodies to raise awareness of a brand (W1-O3) Develop a mobile app that offers special offers for first-time users (W2-O2) Sourcing human resources by engaging with government-initiated skill development programs (W3-O1) Hire customer support personnel that can work remotely from their home |
| Threats (T) | ST-Strategy | WT-Strategy |
| | | |

| | | |
|--|--|---|
| T1 Experts have high bargaining power T2 Imitation of product | (S1-T1) Maintain competitive pricing to reduce the impact of imitation (S2-T1) Wide product variety gives the non-formal educators to actualize themselves in various areas of expertise and give (S3-T1) Utilize a wide network to build an expert community that can retain the existing experts and attract new experts (S4-T2) The innovation of products could come with stronger digital security systems which will prevent the theft of intellectual properties | (W1-T1) Build the company brand together with the experts and build a sense of ownership of the brand (W1-T2) Adopt existing products and add value to keep up with the competition (W2-T1) Collaborate with experts to attract new talent for human resource (W3-T2) Adopt existing support services from the competitors to keep up with the competition |
|--|--|---|

Strategy Formulation

The strategy formulation uses Integrated Marketing Communication, which is the coordination and integration of all marketing communication tools. Since it was popularized, IMC has gone through some evolution, following the evolution of technology in general. The formulated strategy uses a combination of Marketing Strategies of Human Centric, Content and, Engagement Marketing.

The Marketing Program

The Marketing Program is broken down into activities using these IMC elements while keeping in mind the use of appropriate marketing strategies. These activities will then be mapped into a matrix to identify which points in the 7P's and 5A's are addressed in these activities. To identify which marketing strategy is applied, color coding is applied to the matrix. The Marketing Initiatives and the 7P's and 5P's Matrix are shown in Table 6 and Table 7, respectively.

Table 6. Marketing Initiatives

| IMC Element | Marketing Initiative | Matrix |
|-------------|--|------------|
| Advertising | Optimize the use of existing Mojadiapp.com online social media to distribute advertising campaigns and expand online presence by creating other online accounts such as Twitter and TikTok, which is a popular platform among the target market of Mojadiapp.com | A4, A3, C4 |
| | Create advertising that delivers messages toward scarcity of affordable high-quality education, humorous messages, emotional campaigns toward nationality, as well as rationality toward being educated to be successful. | B4 |
| | Traditional advertising through radio and television ads, aimed toward target market located in rural areas in Indonesia | A3 |

| | | |
|----------------------------------|---|--------|
| Sales Promotion | Seasonal promo to attract new customers, for example in anticipation of new school year discount, religious festive discounts, national holiday discounts | B2, D2 |
| | Referral promo to help attract new customers such as reposting social media posts, email sharing, and referral code. Referral promo rewards can be in the form of store credit or free modules for the existing user | D2, E2 |
| | Special price at a limited time for first-time users to attract new customers and build the urgency to join the soonest | D2 |
| | Bundling promotion for newer modules/ services to expedite the purchase | D1 |
| Direct Marketing | School or campus presentation for Mojadiapp.com to present their products to a group of students simultaneously. After the pandemic, this can be transitioned into visits instead of presentations | A3, C4 |
| | Personalized emails sent to student database about courses and special offers for new registration. Mojadiapp.com needs to engage with educational institutions to obtain such a database | D7 |
| | Whatsapp message blast to offer Mojadiapp.com products | A4 |
| Marketing Public Relation | Virtual media and professional gathering, mainly to educate the media on new products and innovation of Mojadiapp.com, while also maintaining good relationships, so the media can cover the ideas and deliver the news to the public appropriately, and professionals are interested to join as experts | A5, C4 |
| | Issue press releases as marketing tools for media and bloggers so they are up to date on the latest development of Mojadiapp.com. Press releases should cover important announcements such as new collaborations with the Ministry of Education and Culture, as well as other prominent individuals hired as experts. | C4 |
| | Create CSR programs related to education such as free classes for underprivileged children. | A4, E4 |
| Sponsorship | Sponsoring major national sports events to raise awareness from the target market which is a relatively young audience. | A4, E4 |

| | | |
|-------------------------------|---|--------|
| | Collaboration with campus and schools to hold a business case competition and provide scholarship as the prize. | B4 |
| | Holding a musical concert with talented amateur performers to launch them into the public. | B4 |
| e-Communication | Engage with micro-influencers (<1M followers) in Instagram which has a strong follower base as well as KOL or brand ambassador in Instagram which has a large follower base | E1, E4 |
| | Posting weekly YouTube for free content covering basic lessons or knowledge and TikTok content to showcase Mojadiapp.com services and features | A1, C1 |
| | Create an online persona that is interactive, fun, and witty by posting comments that are both educational and funny | B4 |
| | Create gamification through singing or traditional dancing contest to raise awareness | D4, E4 |
| | WA blast messages about information about products or current sales promotion of Mojadiapp.com | A1, C1 |
| | | |
| Relationship Marketing | Sending newsletters to subscribed customers. | B4 |
| | Birthday wishes and seasonal greetings via email or text. | B5 |
| | Customer support for all Mojadiapp.com audiences throughout all social media accounts and email. | C7, D7 |

Table 7. 7P's and 5P's Matrix

| 7P's Marketing Mix | 5A's The New Customer Path | | | | |
|---------------------------|-----------------------------------|---------------|------------|------------|-----------------|
| | Aware | Appeal | Ask | Act | Advocate |
| Product | A1^ | B1 | C1^ | D1* | E1* |
| Price | A2^ | B2^ | C2 | D2* | E2~ |
| Placement | A3* | B3 | C3~ | D3 | E3 |
| Promotion | A4^ | B4^ | C4* | D4~ | E4~ |
| People | A5^ | B5* | C5 | D5 | E5 |
| Physical Evidence | A6~ | B6~ | C6~ | D6 | E6 |
| Process | A7 | B7 | C7* | D7* | E7 |

| | |
|--------------------------------|--------------|
| Human-Centric Marketing | Blue* |
|--------------------------------|--------------|

| | |
|-----------------------------|--------|
| Content Marketing | Red^ |
| Engagement Marketing | Green~ |

DISCUSSION

According to the results study above, Mojadiapp.com offers a range of products and services that focus on online education under one platform. These products cater to the need of students that wish to improve their soft and hard skills so they can prepare for the job market. Although the product is not yet launched, Mojadiapp.com has taken the pricing strategy of freemium services for their customers with a pre-requisite to registering an account. Video sharing and Webinars are provided for free so customers can try first, while other services are relatively lower compared to competitors. They offer a bundling package as an annual subscription at IDR 400,000/year for a complete experience. Mojadiapp.com only provides its services through its web-based platform at www.Mojadiapp.com. At the time being, there is no plan to expand the availability of mobile apps as they consider that most students would be on either a laptop or a desktop. However, their website is mobile phone friendly, meaning the interface can still be accessed through mobile devices quite well.

Consumer behavior is a key aspect to be considered in building a strong brand. To increase customer satisfaction and customer loyalty, strong consideration of the changes in consumer behavior should be implemented (Singh et al., 2021). Consumer behavior is the study of consumers and the processes they use to choose, apply, and dispose of products and services, including consumers' emotional and behavioral responses (Sin et al. 2021). Further, along their business journey, Mojadiapp.com should start to monitor how their consumers behave so that they can make the appropriate decisions and offer other innovative products that can cater appropriately to their target market.

Mojadiapp.com has promotion activities that currently focus on raising the awareness of their brand and services to potential customers through an online presence. They use popular social media platforms such as Instagram, Facebook, Youtube, and LinkedIn. Recently, Mojadiapp.com engaged with Kampus Merdeka to promote its brand as an employer by inviting the students to participate in their internship program. Not only through social media, but promoting through certain events can help moderate the brand image of a company. As Dewi, Sapta, and Kepramani (2021) state that events can act as one of the promotional media so that the brand image can be known by a wider community. For Tokyo 2020 Olympics, they exclusively cover young athletes representing Indonesia to raise awareness toward the young audience. Mojadiapp.com relies on the skills of its experts' team to deliver materials. To ensure the experts have the necessary qualifications and appropriate attitude in delivering the service, Mojadiapp.com carefully handpicks them from the pool of professionals that the founders personally know. They do not have systemized customer service yet but plan to implement this customer service in the future. Mojadiapp.com is a fully online service, their physical evidence is their online presence. The user interface of their website, their online accounts as well as their online media campaign acts as the physical form that a customer or potential customers can see. Currently what they have available is only the registration process, where a new customer can register and modify their profile from their dashboard.

In this paper, it was suggested that Mojadiapp.com engage in sponsoring relevant events to increase its brand awareness. Further, along their business journey, Mojadiapp.com should also consider holding their own events to expand their brand to a wider community.

CONCLUSION

Internal factors such as good quality and differentiated product, competitive price, and a good portfolio of competent experts to provide quality content and attract customers, put Mojadiapp.com as a potentially strong player in the competition. External factors such as support from the government, high penetration of internet and mobile users, and a generally diversified competition, provide an accommodative playing field for Mojadiapp.com. Although, Mojadiapp.com still needs to pay attention to its weaknesses such as relatively small organization size and lack of existing support services, as it can hinder Mojadiapp.com's actions.

To ensure the brand awareness is built effectively, Integrated Marketing Communication (IMC) is applied as the marketing strategy and then translated into marketing initiatives. By implementing these marketing initiatives, it is expected that Mojadiapp.com can build strong brand awareness both through effective marketing as well as through preparing the company for the next stages of the customer path.

According to the formulation of marketing strategy using IMC, there are a few prerequisites for Mojadiapp.com to implement. First, Mojadiapp.com needs to expand its online presence through more social media accounts, particularly those that can reach the target market of Mojadiapp.com. Second, Mojadiapp.com expected to develop a mobile app to enhance their engagement with the customers, deeper reach to mobile users as well as be used as a marketing tool through various sales promotions. This paper considers the current condition of Mojadiapp.com and how it can build a strong foundation in the near future. However, other aspects need to be considered so they can maintain a strong brand, or even expand further. These factors can be the topic of further studies for Mojadiapp.com.

The marketing initiatives can support the creation of a positive customer experience throughout the customer path. Customers who have gone through this path with a positive experience can then act as advocates to promote the Mojadiapp.com brand to new customers. Human-centric marketing can be implemented through the implementation of good customer service and various sales promotions. Content marketing can be implemented through sponsorships and the creation of appealing content for the marketing tools. Engagement marketing can be implemented through the use of mobile apps and gamification for promotions, and the use of an existing user base for a more personalized approach.

Limitation

For this project, the author will use publicly available information as well as discussion/ interview results from parties in Mojadiapp.com, internal company data of Mojadiapp.com, as well as survey subjects that fit into the segmentation of this project. The survey subject will be focused on the students at high school to university and/ or their parents that are the target market of Mojadiapp.com, who is in Indonesia.

The strategy proposed will focus on using integrated marketing communication that aims to raise brand awareness as Mojadiapp.com. Further customer paths (Appeal, Ask, Act and Advocate) will be explored under the assumption that Mojadiapp.com has launched its website completely. The result of strategy formulation is in the form of marketing initiatives. These initiatives are not a business plan, so elements of cost are not considered.

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NA

DECLARATION OF CONFLICTING INTERESTS

NA

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