
VALUE PROPOSITION ANALYSIS OF GOJEK AND MAXIM'S COMPETITIVENESS IN THE DIGITAL TRANSPORTATION MARKET

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Abstract

The digital transportation market in Indonesia shows tight competition between various platforms, especially Gojek and Maxim. The study aims to analyze the value proposition offered by both platforms and their impact on competitiveness. The research method used is qualitative-comparative with a comparative approach through secondary analysis. The results show that Gojek's value proposition is superior in technological innovation, while Maxim's is more competitive in terms of price and operational efficiency. This value proposition affects customer loyalty and user preferences, which ultimately impacts the competitive position in the market. This study explores Newness, Price, Design and Cost Reduction strategies that can increase the competitiveness of Gojek and Maxim in the digital transportation market. This research provides recommendations for Gojek and Maxim to continue to adjust their value propositions to remain relevant to user needs and maintain a potential advantage in the digital transportation market.

Keywords: Value proposition, Competitiveness, Gojek, Maxim, Digital transportation.

INTRODUCTION

The digital transportation industry in Indonesia has grown rapidly with the presence of various ride-hailing platforms, one of which is Gojek which started its operations in 2010. Gojek has introduced various services such as GoRide, GoFood, and GoPay, making it a super app platform that combines various services in one application. On the other hand, Maxim, which is newer in Indonesia, focuses on transportation services with more affordable rates, but still maintains the quality of service.

In facing the tight competition in this market, these two companies offer different value propositions that affect their competitiveness. Therefore, it is important to analyze how these value propositions contribute to their position in the Indonesian digital transportation market.

The formulation of the problem is what are the elements of the value proposition offered by Gojek and Maxim in the Indonesian digital transportation market?, how do the value propositions offered by Gojek and Maxim affect their competitiveness in the market?, and what are the advantages and disadvantages of the value propositions offered by Gojek and Maxim in facing competition?

The purpose of this study is to analyze the elements of the value proposition offered by Gojek and Maxim in the Indonesian digital transportation market, assess how the value proposition contributes to the competitiveness of Gojek and Maxim in the market, and identify the strengths and weaknesses of each company's value proposition in facing competition.

Benefits of this study are useful for companies to provide insight into value propositions that can strengthen the competitiveness of Gojek and Maxim in the digital transportation market, for

researchers and academics it can also increase knowledge about the application of value propositions in business strategies in the digital transportation industry, and for consumers to provide clearer information about the choice of digital transportation services that suit their needs.

Limitations This study has the following limitations Focus only on Gojek and Maxim as major players in the Indonesian digital transportation market, This study is limited to the analysis of value propositions and their impact on competitiveness in the ride-hailing market, and The data used is sourced from available literature and This study focuses on the influence of value propositions on the competitiveness of Gojek and Maxim in the digital transportation market.

LITERATURE REVIEW

Value Proposition

Value proposition is one of the block parts of a business model (Akbar *et al.*, 2022). A value proposition is a statement or promise made by a company, product, or service to customers. The value proposition will explain the value or plus points offered by a business to its consumers (Purba *et al.*, 2024). The value proposition explains why someone should choose the product or service provided by the company compared to other existing alternatives.

Newness

Newness refers to the ability of a service to offer something that has never existed before or present an innovative solution to an existing problem. A newness value proposition is a value proposition that is only offered by one company and is not or has not been offered by other companies (Setiawan, 2019). In the context of digital transportation, this newness is often related to how technology is used to address complex mobility challenges.

Design

The added value of design is very important in a business but is relatively difficult to measure (Setiawan, 2019). Design focuses on aesthetics, ease of use, and the overall user experience. Value proposition focuses on how a design can effectively demonstrate the unique benefits offered by a company. In the context of digital transportation, design includes not only the appearance of the application but also how the service is designed to provide a satisfying experience for customers.

Price

This element emphasizes competitive price offerings as the main attraction. When a company offers a product that is similar to an existing product on the market and is cheaper than other products, it is a common way to win a price-sensitive market segment.

Cost Reduction

Cost-Reduction focuses on how companies provide value to customers by reducing the costs they have to spend, either directly or indirectly. Companies can provide value to customers in the form of reducing the costs of activities carried out by customers. In digital transportation, this element plays a major role in attracting customers from price-sensitive customer segments.

Competitiveness

Sumihardjo explained that competitiveness comes from two words, namely "daya" which means strength, and "saing" which refers to the ability to achieve more than others or have differentiating quality. (Sanga & Wangdra, 2023). According to Garengo (2005), Competitiveness is the ability to perform well (Firmansyah *et al.*, 2022). Competitiveness is a concept used to assess the ability of a region or country to produce goods or products that are superior to other regions or countries. This concept is rooted in the theory of comparative advantage which was first introduced in the Ricardian model. The law of comparative advantage (The Law of Comparative Advantage) according to Ricardo states that even though a country does not have an absolute advantage in producing two types of commodities compared to other countries, mutually beneficial trade can still occur as long as the price difference between countries still exists when compared to conditions without trade (Nurlaili, 2021). In the digital transportation market, competitiveness is influenced by the ability to innovate, operational efficiency, service differentiation, and adaptation to customer needs.

RESEARCH METHOD

The research method used in this analysis is a comparative qualitative approach using secondary data as the main source. Secondary data was obtained from various official publications, such as scientific journal articles, digital transportation market research reports, and relevant news. Scientific journal articles are used to understand company strategies regarding value propositions, such as feature innovation, pricing models, and service coverage. Academic articles and market research provide perspectives on digital transportation industry trends, level of competition, and key competitiveness factors influencing consumer preferences in Indonesia.

In addition, data from online media and news related to Gojek and Maxim competition is used to track strategic changes, operational challenges and innovations that influence market perceptions of the two platforms. These data were analyzed using a thematic method, where researchers identified key patterns and themes that reflect the value proposition of each platform and its impact on competitiveness. This approach enables a deep and structured understanding of how Gojek and Maxim build relevant value to compete in the Indonesian digital transportation market.

The first step in creating this research is to determine the title first. After determining the title, research needs to be carried out by studying the literature. By collecting articles that discuss similar material. After all the data was collected, the researcher processed the existing data and analyzed it. We use Sentiment Analysis Techniques with machine learning methods, namely identifying and qualifying sentiments or emotions from customers and drivers, as well as collecting relevant text data obtained from articles as well as from scientific journals which we have cleaned data from text noise.

With this approach, data research analyzes the extent to which the level of competition between Gojek, Maxim and Grab influences user satisfaction with online transportation services (Wananda Purna Maulidi, 2024).

RESULTS AND DISCUSSION

This study analyzes the business strategies of Gojek and Maxim in the online transportation service industry in Indonesia, focusing on value propositions-newness, design, price, and cost reduction-as well as competitiveness indicators such as price, quality and uniqueness of service.

This analysis is based on a comprehensive qualitative method through literature studies from verified sources.

1. Value Proposition

a. Newness

Gojek has experienced tremendous growth, achieving growth of 2448 times with more than 100 million downloads. Meanwhile, according to data from Maxim's official website, Maxim application users have also shown significant growth, increasing from 10,000, the Maxim application has been downloaded by 10 million users to 500,000 users, with usage increasing 31 times since its launch. Until 2022 (Dhara Ayu Crystrie, 2022).

Based on research by Dhara Ayu Crystrie (2022), data analysis shows the main reasons customers use online motorcycle taxi services. Of the 30 respondents, 93.9% felt comfortable and safe using online motorcycle taxis, while 6.7% did not feel the same. This data reflects that online motorcycle taxis offer new conveniences for customers, such as the ease of ordering without having to look for a motorcycle taxi base or worry about not finding a motorcycle taxi at a certain location. This application makes it easier for customers to connect drivers with passengers, wherever they are and wherever they are going.

In addition, additional services such as food delivery, shopping at supermarkets, picking up medicine at hospitals, and others make it easier for customers, especially those with busy schedules or high activity levels. Offers such as fare discounts, food discounts, cashback on purchases, and others are also the main attractions, providing incentives for customers to continue using this service. On the other hand, the digital-based security guarantee provided by online motorcycle taxis allows this service to be easily tracked, thus increasing the sense of security for users (Dhara Ayu Crystrie, 2022).

Gojek as a pioneer of the super-app concept in Indonesia, Gojek offers various services on one platform, including transportation, food delivery, digital payments, and others. This innovation provides significant added value for users by providing integrated solutions for various daily needs. Maxim focuses on basic online transportation services without much additional innovation. This approach appeals to the market segment looking for simple transportation services at low costs.

b. Design

The Gojek application is designed with an intuitive and user-friendly interface, making it easy to navigate and access various services. Responsive and aesthetic design enhances the user experience, which contributes to customer loyalty.

Well-organized features are also a plus point of an application design. Layout, experience, and memory play an important role for generation x in using mobile applications. This generation tends to remember and understand the layout presented, including the Gojek application, so they find the layout easy to use. This ease can be used. This ease can be combined with a layout design that is common and familiar to users (Roland Ananda, 2020).

The Maxim application has a simple design and focuses on its core function, namely ordering transportation. The minimalist interface makes it easy for users to make orders, although it does not offer additional features that can improve the user experience.

c. Price

Gojek implements a competitive pricing strategy through various promotions, discounts, and loyalty programs such as GoPay Coins. However, Gojek's service rates are generally higher than Maxim, which can affect the preferences of price-sensitive users. Maxim offers lower service rates

than competitors such as Gojek. This approach is effective in attracting users who are highly price-sensitive, especially in areas with lower purchasing power.

This study shows that transportation service users have different preferences regarding costs when choosing between Maxim and Gojek. This finding has important implications for users in determining the appropriate transportation service based on the availability, convenience, and cost factors offered by both platforms (Rasdy Panggarra, 2024)

It is recommended that online transportation companies maintain relatively affordable Maxim rates, so that they can attract more consumers and encourage them to use the service repeatedly (Rasdy Panggarra, 2024).

d. Cost Reduction

Gojek seeks to reduce operational costs through process digitization and the use of technologies such as big data and artificial intelligence to optimize routes and service efficiency. However, large investments in innovation and new service development can increase overall operating costs.

Maxim reduces operating costs with a simple and efficient business model, including a lean organizational structure and minimal investment in additional service development. This allows Maxim to offer lower fares to users.

2. Competitiveness Indicators

a) Price

Although Gojek offers a variety of additional services, Gojek's fares tend to be higher, which can be a barrier for price-sensitive users. Maxim's low-price strategy is a major competitive advantage, attracting market segments looking for affordable transportation services. Because almost all users are price-sensitive, this can be a major obstacle for the Gojek platform and can also be an opportunity for Maxim to make a profit. However, people can adjust again according to their current needs.

b) Quality and Uniqueness of Services

Gojek offers diverse and innovative services, creating an ecosystem that meets various user needs in one application. Maxim focuses on basic transportation services with adequate quality, but does not offer uniqueness or additional services.

Marketing is one of the important elements that influences the competitiveness of a product, service, or company. Marketing not only supports competitiveness, but also becomes an indicator of success in maintaining and expanding market share. In Outlook 2023, Gojek revealed three main strategies for long-term growth, namely technological innovation, product diversification, and support for partners. Optimizing technology aims to provide more targeted solutions according to consumer needs and preferences, such as the use of machine learning to provide food recommendations, implementing promo strategies in GoFood, and expanding access to GoFood services and GoSend features. In addition, Gojek will also introduce the Priority Allocation feature and Gopay Coins promo to improve the user experience in their transportation services. Until now, Gojek has continued to develop products to reach various market segments in Indonesia. New GoFood customers can enjoy free shipping or discount promos by activating Economy Mode (Gojek Newsroom, 2023). In addition to discount promotions, Gojek also relies on digital marketing via the internet as an effective strategy because of its ability to reach a wide audience and attract consumer interest. Forms of digital marketing that are often used by Gojek include advertising on YouTube, creating interesting animated reels on Instagram, TikTok, and distributing content on various other social media (Ghany Aulia Pratiwi, 2024).

3. Relationship between Value Proposition and Competitiveness

A. Newness and Service Quality

Gojek's innovation in offering various services, improving quality and uniqueness, provides added value for users and strengthens its competitive position in the market. Maxim, by focusing on basic services, offers less novelty, which can limit its appeal in a more competitive market.

Also, the infrequent updates also affect drivers. Drivers often face various challenges, such as inaccurate digital maps, sudden order cancellations, risk of accidents, and inadequate road conditions. Map inaccuracies often force drivers to communicate directly with passengers to ensure accurate pick-up and destination locations. Cancellation of orders without notice results in loss of income, time, and energy. In addition, the risk of accidents and poor road conditions add to work pressure and increase driver stress levels. (Pradana, 2024).

B. Design and Service Quality

Gojek's intuitive and attractive application design improves user experience, which contributes to a higher perception of service quality.

Maxim's simple design makes it easy to use, but lacks additional features that can enhance the user experience.

In addition, this study revealed that the quality of Ojol Maxim transportation services has a significant influence on customer loyalty in the Surakarta area. The better the quality of service provided by Ojol Maxim, the higher the level of customer loyalty to the service. Based on the results of the questionnaire, the quality of Ojol Maxim services perceived by customers is determined by five main dimensions, namely physical evidence, reliability, responsiveness, assurance, and empathy. Physical evidence includes the quality of vehicles, features, and application appearance. Reliability includes the provision of accurate information, consistency, and accuracy of service. Responsiveness is seen from the friendly and polite attitude of the driver. Assurance includes aspects of service safety and comfort. Meanwhile, empathy is reflected in the driver's sincere attention and speed in responding to customer complaints. This finding is consistent with previous research (Rohwiyati, 2020).

C. Price and Price Competitiveness

Maxim's competitive pricing strategy is a major advantage in attracting price-sensitive users.

Gojek offsets higher prices by offering added value through various services and loyalty programs.

So users or customers can adjust to their needs. If they want to get more features and services, users can choose Gojek as the main platform destination, while for users/customers who are sensitive to price and do not mind getting services that are nothing more than transportation services and do not need additional features or services, then Maxim is the right choice.

D. Cost Reduction and Price Competitiveness

Cost reduction and price competitiveness are two important aspects of interrelated business strategies. Cost reduction aims to improve operational efficiency by reducing unnecessary expenses without sacrificing product or service quality.

Meanwhile, by reducing costs, companies can offer more competitive prices, which are important for winning customers in a price-sensitive market. Maxim's operational efficiency allows for lower fare offerings, strengthening price competitiveness. Gojek invests in technology to improve efficiency, but large investments can increase operational costs, affecting pricing strategies. Strengths and weaknesses must exist in every product or service, therefore knowing the strengths and weaknesses of a product is an obligation to use the goods according to the needs experienced.

Aspects	Gojek	Maxim
Value Proposition		
Newness	- Super-app with transportation services, food delivery, digital payments, etc. - Providing new convenience and digital-based security.	- Focus on basic transportation services. - Significant growth from 10,000 to 10 million users by 2022.
Design	- Intuitive, aesthetic and responsive interface. - Familiar to generation X, increasing ease and loyalty.	- Minimalist design, focus on the core function of transport booking. - Lack of additional features to enhance user experience.
Price	- Higher rates, but compensated with promotions, discounts, and loyalty programs such as GoPay Coins.	- Lower rates, attracting price-sensitive users, especially in areas with low purchasing power..
Cost Reduction	- Investment in technologies such as big data and AI for service efficiency. - Process digitization increases operational costs.	- Lean organizational structure, minimal investment in additional service development. - Cost efficiency allows for low rates.
Competitiveness Indicators		
Price	- More expensive because of additional services and innovations.	- Low price strategy attracts price sensitive segments.
Quality & Service Uniqueness	- Various innovative services create an integrated ecosystem. - Focus on technological innovations such as AI and machine learning.	- Focus on basic transportation. - Service quality is adequate, but lacks innovation and uniqueness.
Value Proposition Relationship & Competitiveness		
Novelty & Quality of Service	- Innovative super-apps strengthen competitive positions.	- Lack of innovation limits attractiveness in competitive markets.
Design & Quality of Service	- Intuitive design improves perception of service quality.	- Simple design makes it easy to use, but lacks additional features for a better experience.
Price & Price Competitiveness	- Higher prices are supported by added value through services and loyalty programs.	- Low price is the main attraction, suitable for users who do not need additional features.
Cost Reduction & Price Competitiveness	- Efficiency through technology, but high operational costs due to large investments. - Relatively high prices affect price competitiveness.	- Operational efficiency enables low rates, strengthening price competitiveness.

CONCLUSION

This study analyzes the business strategies of Gojek and Maxim in the online transportation service industry in Indonesia, focusing on value propositions and competitiveness indicators. Gojek stands out as a super-app pioneer with various innovations, offering integrated services such as transportation, food delivery, and digital payments that provide added value to users. In contrast, Maxim focuses on basic transportation services with a simple but efficient application design, attracting a price-sensitive market segment. In terms of novelty, Gojek continues to innovate, while

Maxim shows significant user growth despite being limited to additional service innovations. In terms of design, Gojek's intuitive interface enhances user experience, while Maxim's minimalist design supports ease of use but lacks additional features.

In terms of price, Gojek offers higher rates than Maxim, but compensates for this with various promotional programs and additional services. On the other hand, Maxim's low-price strategy is the main attraction for consumers who prioritize low costs. Reducing operational costs is the key to Maxim's efficiency, while Gojek utilizes sophisticated technology to increase efficiency despite high investment costs. In terms of competitiveness indicators, Gojek excels through its innovative and diverse service ecosystem, while Maxim focuses more on basic transportation with adequate quality.

The relationship between value proposition and competitiveness shows that Gojek's innovation in the novelty and design of its application strengthens service quality and increases user loyalty. Meanwhile, Maxim's cost efficiency strategy supports price competitiveness, but its limitations in innovation limit its appeal in a more competitive market. Users have the flexibility to choose services based on their needs; Gojek is suitable for those looking for diverse features and services, while Maxim is ideal for those who only need basic transportation services at low prices. To face market challenges, Gojek needs to increase efficiency to compete in terms of price, while Maxim can consider additional innovations to increase added value for users.

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