

Sustainability Management in Gojek's Marketing Strategy: Impact on Brand Image and Customer Loyalty

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ABSTRACT

Sustainability has become an important issue in the modern business world. Companies are required not only to pursue economic profits but also to pay attention to social and environmental aspects. This study aims to analyze the implementation of sustainability management in Gojek's marketing strategy and its impact on brand image and customer loyalty. The research uses a qualitative descriptive method with a literature study approach. The analysis results show that Gojek has successfully integrated the Triple Bottom Line principles into marketing activities through environmentally friendly programs, driver partner empowerment, and sustainability communication. These initiatives have proven to strengthen the company's positive image and increase customer loyalty. However, challenges remain, especially in terms of implementation costs and the still low consumer awareness.

INTRODUCTION

Research Background

In today's rapidly advancing era of globalization and digitalization, sustainability has become one of the main issues in the business world. Many companies are beginning to integrate sustainability management practices into their marketing strategies to meet the demands of consumers who are increasingly aware of environmental and social issues. Companies are required to focus not only on financial profit but also on social and environmental responsibility. Sustainability management has become one of the important aspects of modern marketing strategies. Gojek, as one of the largest technology companies in Indonesia, serves as an interesting case to study in this context. This journal aims to explore how Gojek integrates sustainability management into its marketing strategies, as well as the impact it has on the company's image and customer satisfaction. Gojek, as one of the largest technology companies in Indonesia, has implemented various sustainability initiatives in today's rapidly advancing era of globalization and digitalization, sustainability has become one of the main issues in the business world. Many companies are beginning to integrate sustainability management practices into their marketing strategies to meet the demands of consumers who are increasingly aware of environmental and social issues. Companies are required to focus not only on financial profit but also on social and environmental responsibility. Sustainability management has become one of the important aspects of modern marketing strategies. Gojek, as one of the largest technology companies in Indonesia, serves as an interesting case to study in this context. This journal aims to explore how Gojek integrates sustainability management into its marketing strategies, as well as the impact it has on the company's image and customer satisfaction. Gojek, as one of the largest technology companies in Indonesia, has implemented various sustainability initiatives. Although Gojek has successfully implemented various sustainability initiatives, there are several challenges that need to be addressed in the implementation process. One of the main challenges is the cost associated with developing and deploying environmentally friendly technology. According to a report from the World Economic Forum (2020), the initial investment for green technology is often high, and companies need to consider the long-term ROI (Return on Investment). Gojek has taken significant steps in sustainability management, yet there are several challenges to face. One of the main challenges is the cost associated with implementing sustainability initiatives. According to a report from McKinsey (2019), companies often face difficulties in balancing investments in sustainability with the need to generate short-term profits. Another challenge is the lack of awareness and understanding among the public regarding the importance of sustainability. Although many consumers care about environmental issues, not all of them understand how their actions can contribute to sustainability. Gojek needs to provide better education to raise this awareness. According to a survey conducted by Nielsen (2021), only 40% of consumers are aware of the sustainability initiatives undertaken by the brands they use. In addition, changing consumer behavior is also a challenge. Although many consumers claim to support sustainability, not all of them are willing to

change their behavior, such as choosing environmentally friendly transportation. A study by Accenture (2020) shows that only 30% of consumers actually change their shopping habits to support sustainable brands. Gojek also has to face competition from other companies that are also adopting sustainability practices. In an increasingly competitive industry, it is important for Gojek to continue innovating and finding new ways to differentiate itself from its competitors. Gojek has demonstrated a strong commitment to sustainability management, yet the company faces various challenges in its implementation. One of the main challenges is the high costs associated with developing environmentally friendly technology. Investment in electric vehicles, for example, requires significant upfront costs, which can impact the company's profitability in the short term.

In addition, Gojek also has to face challenges in educating consumers about the importance of sustainability. Although awareness among the public is increasing, many consumers still do not understand the benefits of using services that focus on sustainability. According to data from a survey by the Ministry of Environment and Forestry (Ministry of Environment and Forestry), only 40% of the public are aware of the positive impact of using environmentally friendly transportation (KLHK, 2022). Gojek must also pay attention to the constantly changing government regulations regarding sustainability.

New policies implemented by the government can affect how companies operate and invest in sustainability initiatives. Therefore, it is important for Gojek to continuously monitor regulatory developments and adjust their strategies according to applicable policies. Forestry (Ministry of Environment and Forestry), only 40% of the public are aware of the positive impact of using environmentally friendly transportation (KLHK, 2022). Gojek must also pay attention to the constantly changing government regulations regarding sustainability. New policies implemented by the government can affect how companies operate and invest in sustainability initiatives.

Therefore, it is important for Gojek to continuously monitor regulatory developments and adjust their strategies according to applicable policies, provides an empirical overview of how sustainability management can be strategically integrated into the marketing activities of national technology companies like Gojek, as well as its impact on public perception and customer loyalty. In the context of growing global awareness of sustainability issues, companies like Gojek face the challenge of balancing economic profits, social responsibility, and environmental care.

This phenomenon raises questions about how sustainability management is practically implemented in marketing strategies and how it affects brand image and customer loyalty. Based on this background, this study explicitly formulates several main problems, namely: (1) how the implementation of sustainability management is carried out by Gojek in its marketing strategy; (2) how the implementation of sustainability management affects Gojek's brand image in the eyes of consumers; (3) how the implementation of sustainability management affects customer loyalty to Gojek's services; and (4) what challenges Gojek faces in implementing sustainability-based marketing strategies in Indonesia. The aim of this study is to analyze the forms and implementation of sustainability

management carried out by Gojek, assess the extent to which these implementations influence brand image and customer loyalty, and identify the challenges and opportunities that arise in executing sustainable marketing strategies.

Through a qualitative descriptive approach and literature study, this research is expected to provide a comprehensive understanding of the integration of Triple Bottom Line principles (People, Planet, Profit) in modern marketing strategies, particularly in the digital transportation industry in Indonesia. Over the past two decades, sustainability issues have experienced significant development and have become a major concern across various sectors. Including the technology and digital services industries. Globalization, digital transformation, and increasing environmental challenges such as climate change, energy consumption, and rising carbon emissions have driven companies to not only focus on financial profits but also consider social and ecological responsibilities.

In this context, sustainability management has become a key strategy capable of enhancing competitiveness, reputation, and long-term resilience. Companies that neglect sustainability risk losing customer trust, facing increasingly stringent regulations, and falling behind in innovations that support a green economy. Sustainability management at Gojek is not only seen as part of corporate social responsibility (CSR) but has become an integral part of business and marketing strategy. This approach aligns with the Triple Bottom Line concept (People, Planet, Profit) proposed by Elkington (1997), where a company's success is measured not only by profit but also by social contribution and environmental impact. Gojek adopts this concept through various programs such as the transition to electric vehicles, improving driver partners' welfare, environmental education campaigns, collaboration with waste management organizations, and digitalization of MSMEs. These initiatives aim to create a sustainable business ecosystem while strengthening brand image.

Changes in consumer behavior also serve as a strategic reason for the company to implement sustainable marketing practices. Consumers, especially millennials and Gen Z, increasingly considering sustainability values in consumption decisions. Global surveys show that more than 70% of consumers are willing to switch to brands that demonstrate a genuine commitment to sustainability. In the context of Gojek, sustainability not only affects public perception but can also increase customer loyalty, as consumers tend to support brands that reflect their personal values. However, the implementation of sustainability management is not without challenges. Gojek faces various obstacles such as high initial investment costs, low sustainability literacy among the public, changes in government regulations, and competition with other companies that are beginning to adopt similar strategies. In addition, the success of sustainable marketing strategies depends on the company's ability to communicate transparently and consistently about sustainability initiatives so that they can be understood and accepted by consumers.

Formulation of the Problem

This study seeks to answer several key questions, namely: 1. How is sustainability management implemented in Gojek's marketing strategy? 2. How does this implementation affect Gojek's brand image in the eyes of customers? 3. To what extent does sustainability contribute to increasing customer loyalty? 4. What challenges does Gojek face in implementing a sustainable marketing strategy in Indonesia? Thus, this introduction provides a stronger theoretical and contextual foundation for analyzing Gojek's sustainability practices, while also enhancing the academic and practical relevance of the research conducted.

LITERATURE REVIEW

Concept of Sustainability Management

Sustainability management is a strategic approach in organizational management that emphasizes a balance between economic, social, and environmental goals. This concept has developed as a response to the limitations of the traditional business paradigm, which focuses solely on short-term financial profit. Elkington (1997) introduced the Triple Bottom Line (TBL) framework, which includes People, Planet, and Profit as the main indicators of sustainable organizational success.

In the context of modern companies, sustainability management is no longer positioned as an additional activity or merely a corporate social responsibility (CSR) initiative, but has become an integral part of the core business strategy. Companies that consistently implement sustainability management have been shown to have long-term resilience, stronger reputation, and better relationships with stakeholders can enhance consumer trust, strengthen brand differentiation, and create long-term competitive advantages. Nielsen (2015) found that the majority of global consumers are willing to pay more for products and services from companies that demonstrate a commitment to sustainability. This indicates that sustainability values have become an important factor in consumer decision-making. In a digital context, sustainable marketing also leverages technology and social media platforms to communicate sustainability values transparently and interactively. Companies that are able to convey sustainability messages consistently and credibly tend to receive positive responses from consumers, especially from millennials and Gen Z who are more concerned with environmental and social issues.

2.3 Brand Image

Brand image is the perception, belief, and associations formed in consumers' minds about a brand. According to Kotler and Keller (2016), a positive brand image is formed through consumer experiences, marketing communications, and the company's reputation in carrying out its business activities. Several studies indicate that sustainability practices have a significant impact on brand image formation. Companies perceived as caring about the environment and social issues tend to be seen as more responsible, ethical, and trustworthy. Brand Finance (2022) notes that companies with strong sustainability performance generally have higher brand value compared to their competitors. In the highly competitive digital transportation service industry, brand image becomes a strategic asset.

Integrating sustainability into marketing strategies allows companies to build an image as organizations that are not only technologically innovative but also concerned with social and environmental impacts. This forms an important foundation for building long-term relationships with customers. 2.4 Loyalty Customer Loyalty refers to the commitment of consumers to continue using a brand's products or services consistently, even when other alternatives are available in the market. Loyalty is reflected not only in repeat purchase behavior but also in emotional attachment and preference for the brand.

Research by Nielsen (2019) and Accenture (2020) shows that sustainability has become one of the important determinants in building modern customer loyalty. Consumers tend to be more loyal to brands that align with their personal values, including concern for the environment and social justice. In the context of digital services such as Gojek, customer loyalty is influenced not only by functional factors such as price and service speed but also by perceptions of the social value promoted by the company. Partner empowerment programs, environmentally friendly initiatives, and sustainability transparency contribute to in creating a stronger emotional attachment between customers and the brand.

The Relationship Between Sustainability Management, Brand Image, and Customer Loyalty Literature indicates a connected relationship between sustainability management, brand image, and customer loyalty. The implementation of consistent sustainability management can strengthen brand image, which in turn increases customer trust and loyalty. This model aligns with the concept of customer-based brand equity, where consumers' positive perceptions of the brand form the foundation for long-term loyalty. Empirical studies in the transportation and digital service sectors show that sustainability-based marketing strategies can create significant added value. However, the effectiveness of these strategies heavily depends on the company's ability to communicate sustainability initiatives in an authentic and measurable way. A lack of transparency or inconsistency in sustainability practices It can undermine consumer confidence and weaken brand image. 2.6 Research Gap Although various studies have discussed sustainability, sustainable marketing, brand image, and customer loyalty, there are still limitations in research that specifically integrate these three aspects in the context of digital transportation companies in Indonesia. Most studies still focus on the manufacturing sector or multinational companies in developed countries.

Therefore, research on Gojek as a national technology company is important to provide empirical and contextual contributions to the development of sustainability management and sustainable marketing theory in developing countries. This study is expected to fill that literature gap by analyzing how sustainability management is integrated into marketing strategies and its impact on brand image and customer loyalty

METHODOLOGY

Types of Research

This study uses a qualitative descriptive approach with a literature review method. This approach was chosen because it provides an in-depth

understanding of the phenomenon of implementing sustainability management in Gojek's marketing strategy, without directly collecting primary data. The literature sources used were selected based on criteria of relevance, credibility, and currency.

This method was chosen because the research topic relates to managerial phenomena that require an in-depth understanding from various theoretical and empirical perspectives without involving direct primary data collection.

Research Design

This research is designed as a qualitative-descriptive study, which aims to systematically describe and interpret phenomena based on relevant information sources. The qualitative design allows the researcher to:

- a. explore concepts and theories of sustainability, sustainable marketing, brand image, and loyalty customers
- b. understanding the real practices carried out by Gojek through secondary data

analyzing the relationships between variables conceptually. d. This approach is suitable for tracing business practices and marketing strategies that continue to evolve in the digital technology industry.

Types and Sources of Data

This study employs **secondary data**, defined as data obtained from various written and published documents. The data sources include:

1. **International and national scientific journals** indexed in Scopus, Emerald, Taylor & Francis, SAGE, and Google Scholar, particularly those related to sustainability management, sustainable marketing, brand image, customer loyalty, and the digital transportation industry.
2. **Official company reports**, including the *Gojek Sustainability Report*, *GoTo Economic Impact Report*, and *GoGreener Program Documentation*.
3. **Reports from global and national institutions**, such as the World Economic Forum, the Ministry of Environment and Forestry of Indonesia (KLHK), McKinsey, NielsenIQ, and Brand Finance.
4. **Statistics and publications from credible media and data providers**, including CNBC Indonesia, Statista, and We Are Social & Hootsuite.
5. **Major reference books**, such as Elkington's *Triple Bottom Line* and Kotler and Keller's *Marketing Management*.

The data selection process applies criteria of **relevance, credibility, timeliness (published within the last ten years), and source authority**.

Data Collection Techniques

Data collection was conducted through the following stages:

1. **Literature Identification**

Literature was identified using keywords such as *sustainable marketing, triple bottom line, brand image, customer loyalty, and Gojek sustainability*.

2. Literature Selection

The selected literature met the following criteria: relevance to the research topic, full-text accessibility, clear research methodology, academic quality, and adequate citations.

3. Information Extraction

Extracted information includes theoretical concepts, analytical models, previous empirical findings, and secondary quantitative data (e.g., number of users, Gojek's economic contributions, and emission-related data).

4. Data Organization

The collected data were organized into several main themes, namely sustainability implementation, marketing strategy, brand image, customer loyalty, and implementation challenges.

Data Analysis Techniques

Data analysis was conducted using **content analysis** and **thematic analysis**:

1. Content Analysis

Content analysis was used to examine Gojek's sustainability reports, scientific journals, and official publications. The analysis involved identifying dominant concepts, comparing theory with practice, and identifying patterns in sustainability strategies.

2. Thematic Analysis

Thematic analysis was applied to categorize data into key themes, including:

- **People:** partner welfare and MSME empowerment
- **Planet:** carbon emissions and electric vehicle initiatives
- **Profit:** digital economic growth
- **Marketing:** sustainability-based marketing campaigns
- **Outcomes:** brand image and customer loyalty
- **Challenges:** costs, regulatory issues, and consumer literacy

3. Secondary Data Triangulation

To ensure data reliability, triangulation was conducted through cross-source comparison (company reports, academic journals, and trusted media), consistency checks across different years, and cross-referencing between company data and government or institutional data.

Rationale for Method Selection

The literature review method was chosen for several reasons:

1. Sustainability phenomena in technology-based companies are rapidly growing and extensively documented through secondary sources.
2. The research does not require direct field observation.
3. This method allows for in-depth analysis from multiple theoretical and empirical perspectives.
4. It is suitable for examining trends, strategies, and best practices within the digital industry.

Research Method Limitations

This study has several limitations, including:

1. The absence of primary data such as interviews or surveys.
2. Dependence on the accuracy and completeness of data published by external parties.
3. Interpretation of Gojek's sustainability context relies solely on secondary sources.

However, potential bias is minimized by using credible data sources and applying triangulation techniques.

RESEARCH RESULTS AND DISCUSSION

Concept of Sustainable Management

Sustainable management is a strategic approach that integrates economic, social, and environmental considerations into business decision-making processes. In the context of Gojek, this approach is closely aligned with the Triple Bottom Line (TBL) framework introduced by John Elkington (1997), which emphasizes three core dimensions: People, Planet, and Profit. The TBL framework serves as a fundamental guideline for Gojek in formulating marketing and operational strategies that are not solely profit-driven, but also aimed at creating social value and ensuring environmental sustainability.

Through the integration of the Triple Bottom Line principles, Gojek seeks to develop a sustainable business model by prioritizing the welfare of driver partners, promoting environmental preservation through low-carbon technologies, and supporting the long-term growth of Indonesia's digital economy.

From the People (social) perspective, Gojek focuses on improving the welfare and capacity of its driver partners through various empowerment programs, including the *Gojek Swadaya* initiative, digital literacy training, financial inclusion programs, and safety improvement initiatives. According to the *GoTo Sustainability Report (2024)*, by 2024 Gojek had provided training to more than 1.2 million driver partners, particularly in skill enhancement and road safety. In addition, Gojek has strengthened its contribution to micro, small, and medium enterprises (MSMEs) through the *GoFood Partner Community* program, which has supported over 500,000 small business owners in adapting to the digital ecosystem. These initiatives reflect Gojek's commitment to generating sustainable social value for its partners and the broader community.

From the Planet (environmental) dimension, Gojek actively implements environmentally friendly initiatives through transportation decarbonization programs. One of the most tangible efforts is its collaboration with Electrum to expand the adoption of electric vehicles. By the end of 2023, Gojek had deployed more than 13,000 electric motorcycles across several major cities in Indonesia, which is projected to reduce carbon emissions by approximately 30% compared to conventional vehicles (CNBC Indonesia, 2024). Furthermore, Gojek has integrated the *GoGreener* feature into its application, enabling users to select services with a lower carbon footprint and participate in environmental

programs such as tree planting and plastic waste recycling in collaboration with Waste4Change.

From the Profit (economic) perspective, Gojek continues to sustain business growth and partner income through sustainability-driven innovation. The GoTo ecosystem, which includes Gojek and Tokopedia, generated an estimated economic impact of IDR 254 trillion, equivalent to approximately 1.6% of Indonesia’s GDP in 2023 (*GoTo Economic Impact Report, 2024*). This achievement not only reflects the company’s financial performance but also demonstrates its broader economic multiplier effect involving millions of driver partners, MSMEs, and digital entrepreneurs.

Overall, the implementation of the Triple Bottom Line framework illustrates how Gojek balances social responsibility, environmental stewardship, and economic performance. This integration can be conceptually visualized through a diagram depicting the interrelationship between People, Planet, and Profit, as illustrated in the following illustration:

Aspec (TBL)	Gojek Programs & Initiatives	Sustainability Indicators	The Impact Produced
People (Social)	Driver partner training, Gojek Swadaya, GoFood Partner Community	1.2 million partners trained; 500 thousand MSMEs digitized	Increasing people's income and digital literacy
Planet (Environment)	Electric motorcycle, GoGreener, in collaboration with Waste4Change	13,000 electric vehicles; CO ₂ emissions reduction up to 30%	Reducing pollution and transportation energy efficiency
Profit (Economic)	GoTo ecosystem, service digitalization, support for MSMEs	Contribution of Rp 254 trillion to GDP (1.6%)	Sustainable digital economic growth

Sustainability as a Strategic Business Foundation

Through the implementation of sustainability principles, Gojek demonstrates that sustainability is not merely a corporate social responsibility (CSR) initiative, but a **core business strategy and strategic differentiator**. Sustainability is embedded in Gojek’s operational and marketing decisions, enabling the company to integrate digital innovation with environmentally responsible practices. This approach strengthens Gojek’s position as a pioneering technology company in Southeast Asia that creates added value not only for shareholders, but also for customers, partners, and the environment.

Sustainability-Based Marketing Strategy

A sustainability-oriented marketing strategy has the potential to enhance brand attractiveness and strengthen customer loyalty. Gojek has effectively leveraged this approach by consistently communicating its sustainability commitment through integrated marketing campaigns. One prominent example is the “Gojek for Indonesia” campaign, which emphasizes the company’s contribution to social welfare and environmental preservation.

Gojek’s sustainable marketing strategy is reflected in both branding and marketing communication activities. The company positions itself as a socially and environmentally responsible platform, as demonstrated through campaigns such as “Go Green”, which aim to raise public awareness about the importance of environmentally friendly transportation. These initiatives are supported by transparent communication regarding sustainability programs across various media channels.

Digital platforms play a central role in Gojek’s sustainability communication strategy. According to *We Are Social* (2021), more than 60% of Indonesian internet users are active on social media, making it an effective channel for sustainability messaging. Furthermore, data from *Hootsuite* (2021) indicates that Indonesia has over 170 million social media users, providing substantial opportunities for broad public engagement.

Empirical studies support the effectiveness of this approach. Nielsen (2015) reports that 66% of consumers are willing to pay more for products and services from companies committed to sustainability. This is reflected in Gojek’s user growth, with active users increasing from 30 million in 2020 to 38 million in 2021 (Statista, 2021), indicating both customer acquisition and retention benefits.

In addition, Gojek integrates sustainability directly into its digital services. Through the Gojek application, users can view the environmental impact of their transportation choices, such as carbon emission reductions achieved through the use of electric motorcycles. This feature not only educates users but also encourages active participation in sustainability efforts.

Gojek also collaborates with external stakeholders to strengthen its sustainability message. Partnerships with environmental organizations and initiatives such as collaboration with local farmers through GoFood contribute to both environmental and social objectives. According to the Indonesian Retail Entrepreneurs Association (APRINDO, 2021), these collaborations increase farmers’ income while offering healthier food options to consumers.

Impact of Sustainability Management on Brand Image and Customer Loyalty

Effective sustainability management plays a crucial role in shaping brand image, particularly in highly competitive industries such as transportation and digital services. According to Kotler and Keller (2016), consumers increasingly favor brands with strong sustainability reputations. Gojek has successfully leveraged this dynamic by positioning sustainability as a core element of its brand identity.

Survey results from *YouGov* (2021) indicate that 75% of respondents hold a positive perception of Gojek due to its sustainability initiatives. This positive

perception is further reinforced by *Brand Finance* (2022), which ranks Gojek among companies with the most favorable public image, largely due to its commitment to sustainability and CSR programs.

Beyond brand image, sustainability initiatives also contribute significantly to customer loyalty. Data from the Customer Loyalty Index (CLI) shows that approximately 80% of Gojek users feel more loyal to brands that actively implement sustainability initiatives. This finding aligns with Nielsen's research (2019), which highlights that sustainability influences both purchasing decisions and long-term brand attachment.

Customer loyalty toward Gojek is not driven solely by service efficiency, but also by the perceived social and environmental impact of the platform. Programs focused on driver partner empowerment and MSME development strengthen customer trust and emotional connection with the brand. As a result, sustainability enhances both cognitive and affective dimensions of brand loyalty.

In addition, Gojek's sustainability commitment has attracted investor attention. According to *Morgan Stanley* (2021), companies with strong sustainability performance tend to achieve higher market valuations, opening opportunities for increased funding and long-term business expansion.

Challenges in Implementing Sustainability Management

Despite notable progress, Gojek faces several challenges in implementing sustainability management. One major challenge is the **high initial cost** associated with environmentally friendly technologies. Investments in electric vehicles and green infrastructure require substantial upfront capital, which may affect short-term profitability (World Economic Forum, 2020; McKinsey, 2019).

Another challenge relates to **consumer awareness and behavior**. Although public concern for sustainability is increasing, awareness of specific corporate sustainability initiatives remains limited. Nielsen (2021) reports that only 40% of consumers are aware of the sustainability programs implemented by brands they use. Similarly, data from the Ministry of Environment and Forestry (KLHK, 2022) shows that only 40% of the public understand the positive impact of environmentally friendly transportation.

Behavioral change also presents a challenge. While many consumers express support for sustainability, fewer are willing to alter their consumption habits. Accenture (2020) found that only 30% of consumers consistently change their purchasing behavior to support sustainable brands.

Furthermore, increasing competition in the digital transportation industry requires Gojek to continuously innovate and differentiate its sustainability strategies. The presence of competitors adopting similar initiatives intensifies the need for service quality improvement and innovation. In addition, evolving government regulations related to sustainability demand continuous monitoring and strategic adaptation to ensure compliance and operational efficiency.

DISCUSSION

The Role of Sustainability Management in Gojek's Marketing Strategy

Sustainability management has become an integral component of Gojek's marketing strategy. In an era of heightened environmental and social awareness, Gojek integrates sustainability principles into both operational and promotional activities. Empirical evidence indicates that more than 75% of respondents view Gojek positively due to its sustainability initiatives, confirming the strategic value of sustainability in brand development.

The adoption of the Triple Bottom Line framework enables Gojek to balance economic performance, social responsibility, and environmental stewardship. This approach aligns with Kotler and Keller's (2016) concept of sustainable marketing, which emphasizes long-term value creation for both consumers and society.

Implications for Brand Image and Loyalty

Sustainability initiatives significantly enhance Gojek's brand image and foster stronger customer relationships. Marketing campaigns such as "Go Green" reinforce sustainability values and strengthen brand credibility. Consequently, sustainability not only improves corporate reputation but also deepens emotional attachment and loyalty among users.

Managerial Implications and Challenges

While sustainability offers competitive advantages, its implementation requires careful balancing between long-term investment and short-term financial performance. Improving communication strategies and consumer education is essential to maximize the impact of sustainability initiatives and ensure long-term effectiveness.

CONCLUSION

This study concludes that sustainability management has become a strategic and integral component of Gojek's marketing strategy, rather than merely a complementary corporate social responsibility initiative. The integration of sustainability principles within Gojek's business and marketing practices reflects the implementation of the **Triple Bottom Line (People, Planet, and Profit)** framework, which emphasizes balanced value creation across economic, social, and environmental dimensions.

First, Gojek has successfully operationalized sustainability management through concrete initiatives such as the adoption of electric vehicles, empowerment programs for driver-partners and MSMEs, and digital sustainability campaigns. These initiatives demonstrate that sustainability-oriented strategies can be embedded into core marketing activities, contributing to long-term organizational resilience and competitive differentiation.

Second, the findings indicate that sustainability-based marketing practices positively influence **brand image**. Consumers tend to perceive Gojek as a socially responsible and environmentally conscious technology company. This positive

perception strengthens brand credibility and enhances public trust, which is crucial in the highly competitive digital transportation industry.

Third, sustainability management contributes significantly to **customer loyalty**. Customers show stronger emotional attachment, higher repurchase intentions, and greater preference for Gojek as a brand that aligns with their personal values regarding environmental protection and social responsibility. This suggests that sustainability functions as an intangible asset that reinforces customer-based brand equity.

However, the study also identifies several challenges in implementing sustainability management, including high initial investment costs for green technologies, limited consumer awareness of sustainability initiatives, evolving regulatory frameworks, and increasing competition from firms adopting similar sustainability strategies. These challenges highlight the need for continuous innovation, effective communication, and strategic alignment between sustainability goals and business performance.

Overall, this study confirms that sustainability-oriented marketing strategies can generate both societal value and business value, positioning sustainability as a key driver of long-term brand strength and customer loyalty in the digital economy.

RECOMMENDATIONS

Based on the conclusions of this study, the following recommendations are proposed for academic development, managerial practice, and policy formulation:

Managerial Recommendations

Gojek is recommended to further strengthen its sustainability communication strategy by delivering clearer, more transparent, and more measurable sustainability narratives across digital platforms. Interactive and data-driven communication – such as real-time carbon reduction metrics within the application – can enhance consumer understanding and engagement.

In addition, Gojek should expand strategic partnerships with government institutions, renewable energy startups, and green finance organizations to reduce the financial burden of sustainability investments. Such collaborations can improve cost efficiency while accelerating the adoption of environmentally friendly technologies.

Continuous innovation in sustainable services is also essential to maintain competitive advantage. Gojek should explore integrating sustainability-based incentives, such as rewards for eco-friendly consumer choices, to encourage behavioral change and deepen customer loyalty.

Policy and Social Recommendations

From a policy perspective, government agencies are encouraged to provide regulatory incentives and fiscal support for companies implementing sustainable marketing and green innovation, particularly in the transportation and digital service sectors. Policy instruments such as tax incentives, green

subsidies, and carbon credit mechanisms can accelerate corporate sustainability transitions.

Socially, companies like Gojek should continue to promote sustainability education programs involving local communities, universities, and MSMEs. Increasing public sustainability literacy will not only support corporate initiatives but also foster a more environmentally responsible consumer culture aligned with national sustainability goals.

In conclusion, sustainability management represents a strategic pathway for digital companies to achieve long-term competitiveness, strong brand equity, and loyal customer relationships while contributing meaningfully to sustainable development. The integration of sustainability into marketing strategy is therefore not only ethically necessary but also economically and strategically advantageous

FURTHER STUDY

Future research is encouraged to employ **empirical quantitative or mixed-method approaches** to examine causal relationships between sustainability management, brand image, and customer loyalty. Incorporating primary data through surveys, experiments, or interviews would enhance the robustness of findings.

Further studies may also extend the conceptual model by including additional variables such as **customer trust, perceived value, green consumer behavior, and brand advocacy**, particularly within the context of emerging digital economies.

Comparative studies between Gojek and other regional or global digital transportation platforms could also provide broader insights into best practices in sustainability-based marketing strategies.

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