E-Commerce Communication: A Descriptive Study on Integrated Marketing Communication in Tokopedia, Indonesia

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Abstract— E-commerce business in Indonesia is growing rapidly along with the development of digital technology software innovation. This encourages e-commerce business to develop their business strategy. IMC, Integrated Marketing Communication (IMC) plays an important role in building e-commerce brands. The purpose of this research is to describe the (IMC) and its application in an e-commerce company. This research is a descriptive study on a leading local e-commerce company in Indonesia, namely Tokopedia. The method used in this research is qualitative descriptive which can be employed to accurately describe and give a systematic picture of facts, properties and phenomena investigated in Tokopedia. This research reveals that Tokopedia employs an effective IMC. The IMC is not just a tool for promotion and developing brand, but also an instrument to generate new services or products for customers. This research has theoretical and practical implications for IMC concept. The concept of IMC which focuses on the customer and organization should use the customer data so that e-commerce products and services can be accepted by the market. This concept can be a good reference for similar businesses.

Keywords: Communication Strategy, Integrated Marketing Communication, E-Commerce, Brand

I. INTRODUCTION

The number of internet users in Indonesia has been increasing. This makes e-commerce businesses grow. Despite the big number of e-commerce start-ups, there are only ten businesses which occupied the top positions of e-commerce in Indonesia based on the results of research on the strength of e-commerce in Indonesia conducted from November 2016 to January 2017 by iPrice, an online shopping aggregator site. Based on the research, Lazada ranked first, with the largest number of visitors, which is 49 million visitors. It is followed by Tokopedia (39,666,666) and Elevenia (32,666,666), then Blibli, ALfacart, JD ID, Matahari Mall, Blanja and Bhineka [1]. Tokopedia was released to the public on August 17, 2009. It has been growing rapidly with thousands of merchants selling millions of products every month. Tokopedia received initial funding from PT. Indonusa Dwitama in 2009. Its progressive growth encouraged investors to invest. Those investors were East Ventures (2010), CyberAgent (2011), Beenos (2012), Softbank Ventures Korea (2013), and Sequoia Capital (2014) [2]. Tokopedia was the second biggest e-commerce in Indonesia. As an Indonesian local e-commerce, it is interesting to see Tokopedia's efforts to compete for winning the business, especially to be the biggest in the Indonesian e-commerce business, while this position is still held by Lazada, an e-commerce from abroad. Only Tokopedia, the local Indonesian e-commerce that can last long. Almost every year, Tokopedia receive additional capital from investors. In August 2017, Tokopedia received Rp. 14.7 trillion or US $ 1.1 billion from the Asian giant e-commerce, Alibaba [3].

From the perspective of communication, Tokopedia is a form of new media. This corresponds to five main categories of 'new media' which share certain channel similarities and are approximately differentiated by type of use, content and context, as follows: Interpersonal communication media. These include the telephone (increasingly mobile) and e-mail (primarily for works, but becoming more personal). Interactive play media. These are mainly computer-based video games, plus virtual reality device. Information search media. This is wide category, but the internet/www is the most significant example, viewed as a library and data source of unprecedented size, actually and accessibility. Collective participatory media. The category includes especially he uses of internet for sharing and exchanging information, ideas and experiences and developing active (computer-mediated) personal relationship. Substitution of broadcast media. The main reference is to use of media to receive or download content that in the past was typically broadcast or distributed by other similar methods [4].

The characteristics of Tokopedia as a new media enable it to earn new revenue. In addition to the traditional modes of revenue generation, the internet economy has allowed organizations to exploit new revenue streams that are hard to replicate in a brick and mortar operation. The revenue streams

include increased margins over brick and mortar operations, revenue from online seller communities, advertising, variable pricing strategies, revenue streams linked to exploiting information asymmetry, and free offerings [5].

For getting the potential revenue, as part of business strategy, strategic communication plays an important role. There are two definitions of strategic communication found to mention 'strategy'. The first defines strategic communication management as 'a communication strategy that is fully aligned and integrated with business strategy'. The second is the view of strategic communication as being the deliberate design of a communication strategy to interpret an organisation's vision, values, goals and intentions to its audiences [6].

Tokopedia's business progress is inseparable from its marketing communications strategy. The role of communication in marketing channels is an important issue both from a managerial and a theoretical perspective. Communication in marketing channels can serve as the process by which persuasive information is transmitted [7] participative decision making is fostered [8], power is exercised [9], and commitment and loyalty are encouraged [10]. The purpose of this research is to describe the communication strategy in Tokopedia through the concept of integrated marketing communications and the activities which have been done by Tokopedia in the context of IMC in order to build its brand

A. Strategic communication is an integral part of the overall organizational strategy

A company's strategic communication cannot be separated from the company's overall strategy. Argenti, Howell, & Beck (2005) define strategic communication as being "aligned with the company's overall strategy, to enhance its strategic positioning" [11]. Hallahan, Holtzhausen, van Ruler, Verčič, & Sriramesh (2007) define it as "the purposeful use of communication by an organization to fulfill its mission", from the public relations domain, describes it as a "bridging activity" between organizations that should be institutionalized [12].

The importance of communication in ensuring the wide understanding and acceptance of the leadership's strategic vision both internally and externally: 'Effective communication systems, both formal and informal, are required to share the strategic vision and inform people of priorities and strategies and to ensure strategies and tasks are carried out expeditiously [13].

The strategic vision and mission of the company are reflected in the brand and the brand needs to be maintained. Therefore, brand strategic communication becomes importantBrand constitutes key resources for generating and sustaining competitive advantages. Brand management is a process for capitalising and realizing brand value, which leads to transformation in the form of superior market performance [14].

The dynamic relationship between marketing and public relations continues to evolve amid constant technological developments. The place of marketing and public relations in organizations remains fluid as departments organize and reorganize around technological advances. Public relations and marketing scholars continue to negotiate their roles in this environment. argued that ''excellent public relations departments integrate their programs, do not sub-limate them to marketing or other organizational functions, and base their communication programs on strategic and symmetrical ideals rather than message-only, asymmetrical views of communication [15].

One approach to unifying an organization's public relations and marketing functions involves integrated marketing communication (IMC). Integrated marketing communication (IMC) is a strategic approach to corporate communication that entails the coordination of all company communications to present a harmonious and consistent message to consumers and publics [16]. IMC proposes a mix of communication strategies to target specific audiences for maximum message impact (Cornelissen & Lock, 2000; Kim, Han, & Schultz, 2004; Kitchen, Brignell, Tao, & Jones, 2004; Weiner & Bender, 2006) [17].

Based on the literature review, it is clear that the strategic communication of a company is aligned with the vision and mission of the company's overall strategy to achieve competitive brand objectives in the market. In practice, communication strategies are often associated with dynamic relationships between public relations and marketing and to unify them involves the concept of integrated marketing communications (IMC)

B. Integrated marketing communications rely on management commitment

IMC should not only be seen as a tactical function. It should also be seen as a strategic function of organization. According to Schultz and Kitchen (2000), the model highlights the importance of consumers in implementing IMC tactically and strategically to achieve effective communication. Meanwhile, a type of stasis seems to have been achieved among leading academics in this area. IMC can and should be developed as a strategic business process, not just as a set of tactical tools implemented and applied in an organization [18]. This strategic business process requires commitment from the management.

IMC is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of various communication disciplines (for example, general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communication impacts (Schultz, 1993) cited [19].

For developing strategic marketing communication, there are some challenges inside and outside the organization. There are some basic'directions which the marketing organization should follow if it really wants to develop integrated marketing communications programs [20].

1. The integration must start with top management and flow down. The chief executive officer of the organization must be the champion of integrated marketing communications. The commitment cannot start at the bottom nor in the middle. It can work only with a top-down approach.

2. Organizational changes will be necessary. If the marketing organization is to develop an integrated marketing communications program, a new type of organizational structure must be developed to replace the traditional brand management. Brand managers do not have the power, the view, the background or the initiative to integrate even the marketing communication program for their own brand, moreover for the entire organization.

3. New incentive systems will be required. At the moment, the comission system for rewarding agencies works against integration and supports the continuation of traditional, commission able mass media investments. Even fee systems are not the answer. We must re-think the entire system of agency compensation and allow those who develop successful marketing communications programs to benefit from their success.

4. Focusing on consumers rather than on the marketing plan must become the watchword for all marketing organizations. Today, marketing groups are driven by what they want to achieve, that many, if not most, have lost sight of the customers they are designed to serve. In the future, we must start with the consumers. Determine what the customers want to hear from the organization. Then, find ways to deliver those messages. We must start to consider the strategy of communications, and not just the tactics.

5. Massive training and re-training of present marketing personnela will be required. The present marketing management of most U.S. organizations is hopelessly mired in the concepts of communication specialization. Only through massive retraining and re-orientation can marketers hope to achieve integrated marketing communications programs with existing personnel.

6. Finally, the success of integrated marketing communications is dependent on the realization of marketing people, that the critical ingredient for success in the marketplace in the 1990s and beyond is and will be marketing communications. For the most part, as global competition expands, there will be fewer and fewer inherent product advantages or differences. Most products and indeed, most services will be at parity. Consumers will select brands and organizations increasingly on the perceived value which they offer. This perceived value will come from all forms of marketing communications from packaging to advertising to relationship marketing to customer service.

Based on the six conditions mentioned by Schultz, integrated marketing communications will be done succesfull by organizations, if they make a commitment within the management to do anything that allows IMC to happen.

C. Customers oriented in integrated marketing communication

Further, as the twenty-first century unfolded, it seemed that IMC was gradually tranforming into integrated brand communications, or indeed integrated marketing. What brought it back to its primary focus, i.e. as IMC, was the severe recession of 2008 and beyond. Faced by less consumer expenditure, a focus on no-frills marketing activity, communication became the driving force of loyalty and sustainability. Thus, the wheel of IMC has turned back to its origins, as customer-focussed, customer-driven and customer-led communications [18].

The informed customer of the twenty-first century will have extensive knowledge about the product category, the product per se, or even the company in general. A firm can turn the customer's search for knowledge into a competitive advantage by engaging in an interactive dialogue with the customer, for example, through direct marketing or Internet chat forums. This may then flourish into a long-term relationship in which different promotional tools can be employed to reach individual consumer groups (Cook, 2004; Johnson and Schultz, 2004; Schultz, 1995b; Nowak and Phelps, 1994) [21].

One of the most important things making strategic communication is that marketers must be able to determine the right mix of marketing and media communication tools for their brands. McCarthy (1998) determined the mix of marketing communications as a specific combination of elements: advertising, personal selling, sales promotion, public relations and direct marketing that companies use to implement their targets for advertising and marketing [22]. Along with the development of IMC concept and technology, Belch and Belch (2004) formulate the promotional mix as an integral part of IMC elements. Promotional mix (or a marketing communication mix) is the specific combination of instruments to promote that [22].

Traditionally, the promotional mix has included four elements: advertising, sales promotion, publicity/public relations, and personal selling. However, in this text, we view direct marketing as well as interactive media as major promotional-mix elements that modern-day marketers use to communicate with their target markets. Each element of the promotional mix is viewed as an integrated marketing communications tool that plays a distinctive role in an IMC program. Each may take on a variety of forms. Further, each has certain advantages [23].

The marketing communication mix consists of eight major modes of communication: Advetising, Sales Promotion, Events and Experiences, Public Relation and Publicity, Online and Social Media Marketing, Mobile Marketing, Direct and data based marketing and Personal Selling. Online and Social Media Marketing enable company to enhance their IMC Program [24].

Social media is a group of Internet-based applications that allow individuals to create, collaborate, and share contents with one another. Practitioners can realize social media's untapped potential by incorporating it as part of the larger social marketing strategy, beyond promotion. Social media, if used correctly, may help organizations increase their capacity for putting consumers at the center of the social marketing process [25].

In combination, the adoption of new electronic media and the advancement of information technology have created the previously elusive opportunity for firms to move to a customer relationship marketing paradigm. In that model, the goal is to develop profitable long-term relationships with current and future customers through database-driven, individualised communication programmes (Peltier et al.

1998). Especially promising is the capacity which electronic media and database technologies have for creating unique and personalised 'conversations' with individual customers, an essential element in developing customer relationship management (CRM) programmes (Schultz 2000). To make these 'conversations' a reality, a firm must acquire and use an assortment of individual-level customer data collected from a variety of sources that allows them to understand and nurture buyer/seller relationships. To accomplish this, the firm must have the capacity to collect data, and then to convert the data into information that can be used to develop interactive CRM programmes (Preston 2000) [26].
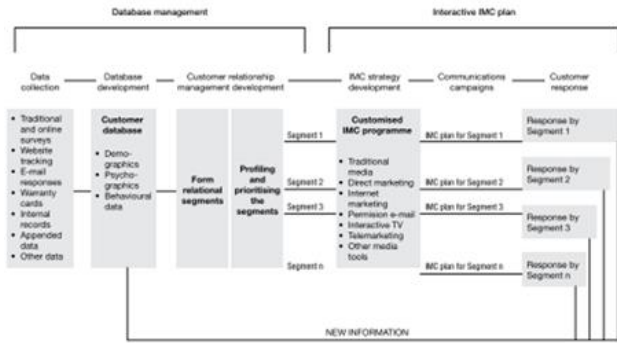

Figure 1. A conceptual model of the relationship between database management and interactive IMC [26]

The model presented in figure 1 conceptualises the relationship between database management and interactive integrated marketing communication programmes. Using a database-driven CRM programme provides the mechanism for firms to create and distribute a customised, interactive, integrated marketing communication programme. In that model, database management refers to the process of collecting customer data, integrating the data to form customer segments, and then using other data to build predictive models for categorising other customers and prospects [26].

Table 1. Tradisional VS Interactive IMC. Source : [26]

IMC should focus on customers' desires and pay attention to interactive relationships with the customers, especially in the fast-changing digital era. An integrated marketing strategy should be used to maintain and ensure that the message is not intermittent and confusing. Integrated marketing requires us to pay attention in every distributed marketing department message to ensure consistency, regardless of the channel.

D. Integrated Marketing Communication builds brand equity

IMC has an important role in brand building. The current approach to branding is multidimensional and comprises functional, emotional, relational and strategic dimensions. The brand today provides added value to a product through higher brand equity. Brand equity increases the likelihood that consumers will recognise the firm's product when they make purchase decisions [14].

Integrated marketing communication has been advanced as a strategic business process that could contribute to building brand value (Schultz 2004a). Although systematic research on several strategic and tactical aspects of IMC is gaining its momentum, it is widely accepted that effective communication is critical in enabling the formation of brand awareness and brand image, that is, brand equity. Brand equity has been identified as a valuable source of competitive advantage for many organizations (Aaker 1991; Bharadwaj, Varadarajan, and Fahy 1993; Keller 1998) [27].

IMC and brand identity are both important components that will shape brand equity. Brand identity should influence IMC in creating and maintaining synergistic and effective messages. We define an effective brand identity strategy as one that informs, guides, and helps develop, nurture, and implement the firm's overall IMC strategy through various brand identity contacts [27].

Integrated marketing communication can produce stronger message consistency and help build brand equity and create greater sales impact. It forces the management to think about every way the customer comes in contact with the company, how company communicates its positioning, the relative important of each vehicle, and timing issues (Kotler & Keller 2016). Brand equity is the added value endowed to products and services with consumers. It may be reflected in the way consumers think, feel, and act with respectto the brand, as well as in prices, market share and profitability it commands [24].

A brand has positive customer-based brand equity when consumers react more favorably to a productand the way it is marketed when the brand is identified than when it is not identified. A brand has negative customer-based brand equity if consummers react less favorably to marketing activity for the brand under the same circumstances [24].

In a general sense, brand equity is defined in terms of the marketing effects uniquely attributable to the brand. That is, brand equity relates to the fact that different outcomes result from the marketing of a product or service because of its brand element, as compared to outcomes if that same product or service did not have hat brand identification [28].

Building brand equity is very important because it can create more value for customers, which can determine whether customers will re-use the brand or not. In order to build brand equity and to get customers' satistication, innovation of services or products is a must. At the end, integrated marketing communication focusing on brand identity and integrated plan, comprehensive, effective

communications management strategy by using communication channels to achieve marketing communications will affect the transactions between customers over the brand. Each of these marketing communication elements has their own function and specialization, combined to achieve strong brand equity.

E. E-Commerce and computer mediated communication

CMC is an umbrella term which refers to human communication via computers. Temporally, a distinction can be made between synchronous CMC, where interaction takes place in real time, and asynchronous CMC, where participants are not necessarily online simultaneously. Synchronous CMCincludes various types of text-based online chat, computer, audio, and video conferencing; asynchronous CMC encompasses email, discussion forums, and mailing lists. CMCcan take place over local area networks (LANs) or over the Internet. Internet CMC, as well as allowing for global communication, also provides for the added dimension of hypertext links to sites on the www, and to email addresses [29].

Castells, 2004 defined CMC here as multimodal, often (but not exclusively) internet mediated communication. Globally, the Internet has qualitatively transformed the activities of everyday communication in professional, educational, and interpersonal realms [4]. While internet access remains unequally distributed across social classes and geopolitical regions (see van Dijk, 2005), user populations continue to expand around the world as life becomes increasingly mediated by ubiquitous computing [30].

Electronic commerce (E-commerce) is based on internet mediated communication or CMC, that can be defined as the sharing of business information, maintaining business relationship, and conducting business transactions by mean of telecommunication networks (Dutta, 1997, p. 61). This definition includes buyer and seller relationship, transactions between business, and internal processes that support transaction within corporation [31].

According to Miller, 1997, the growth of e-commerce relies on a complex architecture of various types of technology, such as information technology, where developed and developing countries are in different developing stages. Futhermore, e-commerce is a new phenomenon and no one expects that it would grow at an unpresedented rate and would change the existing business boundaries of the world so quickly [31].

Like traditional commerce in the physical world, e-commerce comes in a number of avors. Traditionally e-commerce has referred to either business-to-business (B2B) commerce or business-to-consumer (B2C) commerce conducted over electronic networks, nowadays increasingly over the Internet. With regard to consumers of e-commerce, probably one of the first companies that springs to most people's minds is the B2C e-commerce giant Amazon, arguably the forerunner in B2C commerce conducted online over the Internet [32].

In the past few years, however, a new breed of e-commerce has entered the main-stream market: consumer-to-consumer (C2C) e-commerce, also called person-to-person (P2P) e-commerce. C2C commerce has, as a basic phenomenon, been in existence for a long time before the Internet; it could be argued that it is the oldest form of all commerce. Flea markets and advertisements in newspapers are forms of C2C commerce familiar to us all. Recently, armed with the global connectivity provided by the Internet, C2C commerce has begun to extend into the online domain in a manner signicant both in financial terms as well as for its impact on consumer behavior [32].

Customers-to-consumer (C2C) e-commerce is the most relevant type of e-commerce to be discussed in this paper. E-commerce or electronic commerce C2C refers to both financial and informational transactions conducted through the marketplace. Tokopedia is a marketplace which allows direct communication to happen between consumers. In C2C e-commerce, consumers sell their products (goods or services) directly to other consumers, and Tokopedia facilitates them.

F. Research Questions

1. How is the description of integrated marketing communications in Tokopedia as an e-commerce business in Indonesia?

2. How is the strategy of integrated marketing communication in Tokopedia as an e-commerce business in Indonesia ?

II. METHODS

This research used is a descriptive study using qualitative method, that describes integrated marketing communications and its strategies which has been done by Tokopedia in order to build brand equity as the leading e-commerce in Indonesia. Qualitative research is a method for exploring and understanding the meaning that by some individuals or groups of people is considered to be derived from social and humanitarian problems. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from specific themes to common themes, interpreting the meaning of the data [33].

The presentation of data from a qualitative descriptive study involves a straight forward descriptive summary of the informational contents of the data that is organized in a logical manner. How the data are organized depends upon the researcher and how the data were rendered [34].

The object of this research was Tokopedia and the subjects were Tokopedia frontliners which consisted of CEO, Public Relation Executive, VP of Tokopedia and Head of Operational Tokopedia. This sample was selected in order to get a complete picture of integrated marketing communications at Tokopedia.

In qualitative research design, data collection steps include the effort to limit research, collecting information through observation and interview, whether structural or not, documentation, visual materials, and attempt designing a protocol for recording / recording information [33]. There are two types of empirical data that are widely used, but quite different in qualitative research; interviews and data that comes naturally. Interviews consist of various exposures given to the researcher on issues of interest. The theme of the study is not the interview itself but rather the issues discussed in the interview [35]

The interviews was held from December 2017 until February 2018. The researcher also analyzed audiovisual materials as well as documents that were issued by the company. Th research location was at Tokopedia office, Ciputra World Building, Jakarta Indonesia.

III. RESULT

Tokopedia is an e-commerce business that enables customers to sell and purchase goods through the internet. The type of e-commerce conducted by Tokopedia was C to C e-commerce or customers to customers. C to C allows a seller to deal directly with buyers in a marketplace. Tokopedia mentioned itself as an open marketplace in which anyone can sell everything for free, as mentioned by Public Relation Executive of Tokopedia, Siti Fauziah, "Tokopedia is C to C, Customer to Customer, so we call ourselves as the largest marketplace in Indonesia. Open marketplace that anyone can start their business for free here."

For running its business, Tokopedia relies on computer technology or CMC (Computer Mediated Communication). CMC can take place over local area networks (LANs) or over the Internet. Internet CMC, as well as allowing for global communication, also provides the added dimension of hypertext links to sites on the www, and to email addresses [29]. It is a challenge for Tokopedia to always innovate in terms of technology and communications.

Tokopedia had a vision and mission for creating equality in digital economic for the Indonesian society. These vision and mission are applied in all kinds of communication strategies at Tokopedia. The vision and mission of the company are reflected in the brand. Therefore, the strategic of brand communication is very important. Brands constitute key resources for generating and sustaining competitive advantages [14]. Its mission was re-announced by CEO of Tokopedia, William Tanuwijaya, in the celebration of Tokopedia's 8th anniversary, and published on Tokopedia Youtube channel on August 17, 2017, "In the last eight years Tokopedia has never stopped moving to actualize our mission for creating equality in digital economic."

Since the beginning, the founders of Tokopedia have held three principals for increasing their business. The three principals are called the 3 DNA. Tokopedia's Public Relation Executive, Siti Fauziah said," The three DNAs focus on customers that employee should focus on the customer. The second DNA is growth mind set, that every employee is expected to have an open mindset, always growing and developing to provide the best service for others. The last DNA is make it happen and make it better, that every step of work should be able to make things better. For applying its strategic communication, Tokopedia has five successful requirements of IMC activities as mentioned by [20]; First, Tokopedia made a top-down approach which the commitment for integration of all existing communication channels were underneath of top management. This was based on interviews with Tokopedia Public Relation Executive Publication Siti Fauziah, "Top management was always involved in communication strategy activities, for example in every program maketing communication campaign, we take different theme every year such as "Create Your Opportunity" and "Already Check Tokopedia or Not?"(2015)," Start from Tokopedia "(2016) and The Creator of

Pure Hope (2017). Top management provides direction, guarding and monitoring in every marketing communication program."

Secondly, there was organizational changes if needed. Because of Tokopedia was a growing business startup, some of the organizational functions and structures are changing. A new type of organizational structure should be developed to replace traditional brand management, to get effective and efficient IMC. This was confirmed by interview with Public Relation Executive of Tokopedia Tokopedia Siti Fauziah, "At the beginning in 2009, the media placement as a part of public relations, then this function was separated from public relations in 2016."

Third, there was new incentive system that used to develop marketing communications programs. In making IMC Program, Tokopedia used internal and external resources. It was confirmed by Siti Fauziah, Public Relation Executive Tokopedia in the interview, she said, "Tokopedia uses internal resources for doing our public relation activities, but for producing TV commercial, Tokopedia ask agencies to do it. We challenge them. For TVC we don't have any resources, of course there is a price to be paid.

Third, there was new incentive system that used to develop marketing communications programs. Fourth, customer focus, this was in accordance with Tokopedia's first DNA, "focus on consumer" which has become the company's motto, not even in the context of business externally, but also in the context of internal function in Tokopedia. "In the organization the marketing department is the customer of the operational department. How does the operational department give the best services for the marketing department, it can be happened if only focus on consumers, " Public Relation Executive of Tokopedia Tokopedia Siti Fauziah, said.

Fifth, there was training for marketing personnel and others. "Everyone in Tokopedia has to follow Nakama Academy. Nakama Academy is a training session which is held by Tokopedia for new employee. In Nakama Academy all staff including marketing personnel joint sharing and training about work culture, strategies, vision, mission, etc," Public Relation Executive of Tokopedia Tokopedia Siti Fauziah, said.

Thompson (1997) emphasized the importance of communication in ensuring wide understanding and acceptance of the leadership's strategic vision both internally and externally: 'Effective communication systems, both formal and informal, are required to share the strategic vision and inform people of priorities and strategies and to ensure strategies and tasks are carried out expeditiously [36].

Strategic communication in Tokopedia was implemented based on its vision and mission which was applied through integration marketing communication. In IMC project, every department in Tokopedia has its role and function. Although running by different department but it also remains integrated. Marketing Division oversees Marketing Communication and Business Department. "Marketing Communication Department consists of Public Relation, Event, Media Placement, and Brand. On the other hand, Business Depatment consists of Market Place section which developing and educating merchants to increase their

sales,"Public Relation Executive of Tokopedia Tokopedia Siti Fauziah, said.

Another part that cannot be separated in the IMC project in Tokopedia is Customers Service (CS) as a apart of operational department, "The task of CS is to handle various constraints from customers. Customer service has a sharing forum program that called "Resolution Center" In "Resolution Centre" all the problems from buyers and seller are recorded and solved. The Resolution Center is neutral and impartial," said Head Operational Tokopedia, Livisia.

In addition, to increase purchases, marketplace section in business department creating a program for buyers such as cashback or free shipping for buyers. According to the interview with Tokopedia VP, Melisa said, " Tokopedia cares about seller, buyer and parther so we will always provide the best product and services for them through our market place programs."The marketplace section had significant role in Tokopedia. It maintined and developed Tokopedia's existing member (sellers and buyers) through its program. The marketplace section focuses on customer and doing some reasearch that could give many insights about customer to the companyMarketers routinely generate knowledge about customers and the competition through marketing research, adding to 'pure' growth in the economy [37].

Tokopedia used the different campaign every year. According to the interview with Tokopedia Public Relation Executive, Siti Fauziah said, "Every year Tokopedia's campaign devides in to three phases. Each phase focus on certain sub campaign which is accelerated through (TV Comercial, Billboard, Radio) offline activation (Roadshow to cities, Topners Meeting, and sponsorship events) public relations and publicity (Donation Tokopedia, Celebration Tokopedia year etc.) mobile marketing (mobile website, Tokopedia application, WA broadcast and others) direct and data based marketing (email, customers service) as well as online and social media marketing (internet marketing).
In Advertising, Tokopedia keeped doing TVC advertisement, although in 2017 and 2018 the frequencies were not as intense as 2016 due to budget placement. In 2016, Tokopedia became the most aggressive e-commerce shopping ad on television with a nominal exceeding Rp. 389 billion. But in 2017 they were a little relaxed. Tokopedia took Rp. 225 billion for TV commercials [38]

Meanwhihe for Public Relation activites in 2017, Tokopedia held an initiative corporate which aims to make an image that Tokopedia was as coporate which could develop society economic business through an online business socialization event for the prison inmates in April for prisoner in Pondok Bambu, East Jakarta in February 2017 [39]. Practically, the integrated marketing communication project in Tokopedia was a collaboration between units from each section based on guidance from the CEO, according to interview result with Public Relation Executive of Tokopedia, Siti Fauziah, said "The CEO only gives the guideline to the team. For an example in Cities Roadshow "Create Your Opportunities" which began in 2015 and still on until now, the marketing communication department work with the business unit of the marketplace. Marketplace has Top Communities's data, that used for promotion channel which can maket the event be more echo and widespread. In

another word Top Community which consist of seller and buyer did a word of mouth."

Furthermore, Tokopedia CEO, William Tanuwidjaja, said, " idea of the campaign "Create Your Opportunity"at Tokopedia came from merchant's datas that registered in Tokopedia, we found many merchants with sales turnover in billion rupiahs on the site. Tokopedia then made research by tracing successful merchants in the latest three or four years ago. The successful merchants were a housewife, office workers or students, who initially inadvertently to sell, but over the time they grew rapidly. This became an inspiration for Tokopedia, when the inspiration and motivation of the successful merchants are socialized through the campaign "Create Your Opportunity". This campaign invited Indonesians to have equal opportunities for success. The campaign was also distributed through roadshow events at ten cities in Indonesia in 2015, namely in Jakarta, Bandung, Surabaya, Semarang, Makassar, Medan, Malang, Solo, Yogyakarta and Banjarmasin. This campaign has been continued till today. In 2014 Tokopedia's campaign theme was "All started from Tokopedia" and in 2018 "Start first in Tokopedia"

In running its campaigns, Tokopedia used "emotional themes" for achieving its vision and mission. Tagline "Create Your Opportunity" contained a message that Tokopedia is eager to build an independent community to have their own business through online business. The theme of this campaign is different from that of its competitors which choose the promotion theme with discounts of certain goods or price subsidies in order to provide competitive prices for consumers.

As an e-commerce business, Tokopedia has implemented interactive Integrated Marketing Commnunication. Conceptually, interactive data may be synthesized to develop and implement information-intensive strategies tailored to the specific needs of targeted customers [26]. This is true whether customer data are generated via traditional, website or email surveys, through online or store-based purchase history, or by tracking website navigation [26]. This is confirmed by the results of interviews with Tokopedia Public Relation Executive Public Relation, Siti Fauziah, said, "for examples "gold merchant program" is a program that devoted to seller. They can put their ad in Tokopedia Top Ad and "free delivery program" is devoted to certain buyers who purchase goods at Tokopedia Official Store in certain period, certain segment. Marketing is also done through regulary direct mail to all merchants and buyers."

Interactive activities in Tokopedia are driven by customer services section or direct marketing. It generates individual data collected from customers or even to the level of discussion. Small business funding program was Tokopedia's program resulted from discussions through customer services. As the Tokopedia CEO, William Tanuwidjaja, said, "Based on the discussion with the merchants, they need capital in running their business, then in 2015 Tokopedia started to do business loan in cooperation with banking partners and financial institutions through Topper Partners program."

Institutions and banks joining as Topper Partners are BFI Finance, BNI, BRI, Sampoerna Bank, DBS, Koinwork,

Modal, Taralite, UOBI, Mandiri, Sinarmas, Chartered Standard, Click ACC, Rajadana, CommonwealthBank, Danamon, Mandiri Syariah, Investree, and Credit Plus Tokopedia [40].

This research reveals that from the customers data base and merchant data base, Tokopedia is not only able to innovate its business services such as launching a Topper Partner program, it can also find "campaign ideas" that match the customers' needs. This happened in 2015, when Tokopedia brought the theme of "Create Your Opportunity" which was a "value" campaign while other e-commerce businesses campaigned more on discounts and other price-oriented sales.

In integrated marketing communications activities, Tokopedia provides brand identity to their own brand, then communicates it through various communication activities. This process is not a one-way activity to customers, but two-way activities. This can be seen from Tokopedia's campaign programs and product services derived from the responses and customer data eventually developed by Tokopedia in accordance with its brand identity.

The most important thing related to Tokopedia's integrated marketing communications strategy is frontliners involved in marketing communications who already have the same value of Tokopedia's 3 DNAs. So, this value facilitates the integration process within the team. Below is the description of IMC in Tokopedia which involves three departments in Tokopedia.
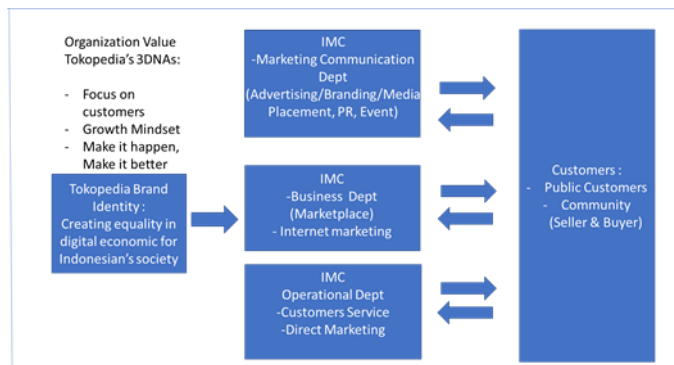

Figure 2. Description of IMC Process in Tokopedia. Source: based on research result

At the end, Tokopedia wants to be known as the largest marketplace business in Indonesia that has more value, which always prioritizes customers as buyers and sellers. Interactions that occur with customers allow Tokopedia to get campaign ideas, new services and even new products as customers wished.

Tokopedia's vision is to encourage small medium enterprise and Indonesia national economy through digital media. This value added will be received by its customers through Tokopedia's integrated marketing communication programs. Tokopedia has positive customer-based brand equity when its customers always react positively to Tokopedia's marketing activities. As Kotler and Keller (2016) propose, brand equity is the added value of a product or service that consumers perceive. It may be reflected in the way consumers think, feel, and act with regard to the brand, as well as the price, market share and profitability it has [24].

IV. CONCLUSION

Based on this research, it is found that integrated marketing communication in Tokopedia can be effective and synergistic because the organization has a corporate value that focuses on customers and has an open and developing mind. The three DNA values in Tokopedia have become the foundation for its employees to work. These values focus on consumers, growth mind set and make it happen and make it better. These values belong to every level of marketing actor starting from top management to executors.

Besides being motivated by its organization value, integrated marketing communication in Tokopedia is motivated by its vision and mission for creating equality in digital economy for the Indonesian society making IMC activity in Tokopedia become focused and integrated, starting from the top management to lower level. IMC's craft is not just a tactical command to be executed and its employees, but there is a strategic involvement of all employees in integrated marketing communications activities to build a brand image tailored to the company's vision and mission.

Tokopedia as an e-commerce business enables interactive integrated marketing communication to happen. This study found that interactive IMC started from the customer and merchant data base is not only able to make innovation in business services such as launching Mitra Topper program based on the dialogue with customers, but also engender "campaign ideas" adapted to customer needs, such the campaign of "Create Your Opportunity" in 2015.

Tokopedia's campaign carries emotional themes in order to achieve its vision and mission for achieving equality in digital economic for the Indonesian society, such as "Create Your Opportunity" (2015), "All started from Tokopedia" (2017), and "Start first in Tokopedia" 2018). Those campaigns are different from those of other e-commerce campaigns oriented to sales, services, programs or products. The emotional campaign themes are the identity of this brand. Tokopedia has a 'value' that is different from similar businesses. This will result in a positive brand equity. With the various e-commerce business in the market, consumers will choose a brand that provides a value for them.

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