



## **Brand Alignment Targeting against the Needs of Gen-Z Consumers to Improve Brand Identity and Brand Advocacy**

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**Abstract:** The phenomenon of online transportation in Indonesia has indeed been rampant for the last ten years due to increasingly sophisticated technological developments. The presence of PT Gojek Indonesia as a startup engaged in the field of online transportation has received a positive response from Gen-Z circles. This can be seen from the several services that PT Gojek Indonesia continues to develop so that in the end, there are 22 on-demand services that users can enjoy. This study aims to determine the indicators of Gen-Z consumer needs preferences in measuring brand alignment and how PT Gojek Indonesia will carry out the strategy to create the brand identity and brand advocacy for Gen-Z. The quantitative method used in this research uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique. The critical finding of this study is that three exogenous variables (Brand Alignment, Brand Identity, and Brand Advocacy) positively and significantly affect consumer needs. However, this study has yet to explore consumer needs by adopting a comprehensive theory. Therefore, future research on brand alignment, identity, and advocacy, should discuss in more detail the sides of consumer needs by taking into account relevant theories, such as Maslow's theory of markets and consumer behavior.

**Keywords:** Brand Advocacy; Brand Alignment; Brand Identity; Consumer Needs; Online Transportation

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### **INTRODUCTION**

The emergence of many start-up companies that adopt the latest technology positively impacts various parties, both internal and external stakeholders. One of them is related to engagement, especially in online transportation services. The rampant use of this kind of online transportation service has indeed been rampant in Indonesia for the last three years. This can happen because of the demand for needs that are increasing daily, especially the needs of Generation Z, which is very close to technology (tech-savvy).

Nadiem Anwar Makariem founded PT Gojek Indonesia in 2010 as an online transportation service provider that has launched Android and iOS-based intelligent applications. However, at the beginning of the application launch, PT Gojek Indonesia only launched ride-hailing services. However, in a short time, Gojek became a leader in transportation, food delivery, logistics, digital payments, and merchant services, from 3 services developed to 22 on-demand services that application users can enjoy. Co-founder of PT Gojek Indonesia, Kevin Aluwi, emphasized that Gojek will continue to innovate to face every challenge, optimize products and services, and personalize products according to each consumer's preferences. On the other hand, Gojek also utilizes the latest technology, such as machine learning and artificial intelligence, which is very helpful in building an intelligent allocation system to sustain itself in the business industry. Thanks to the development that continues to be carried out, PT Gojek Indonesia has managed to spread its wings to several countries in Southeast Asia, such as Thailand, Vietnam, and Singapore.

Although PT Gojek Indonesia has successfully expanded to several countries in Southeast Asia, the company needs help with brand labeling. In a press conference held by PT Gojek Indonesia, the Co-Founder, Kevin Aluwi, explained that the change in

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Submitted: March 31, 2023; Revised: -;

Accepted: August 01, 2023; Published: August 29, 2023;

Website: <http://journalfeb.unla.ac.id/index.php/almana/article/view/2171>

brand labeling (rebranding) of the logo design, which was initially only in the form of a vehicle and then there was a signal beam to The Solv (interpreted as one button for all), signifies the evolution of Gojek, which initially only provided ride-hailing services into an integrated ecosystem by moving people, goods, and money (Gojek, 2022). Another reason is also reinforced by Andre Soelistiyo, President of the Gojek Group, who revealed that Gojek dared to rebrand based on the preferences of the needs of each consumer who tends to be dynamic because the target social stratification of PT Gojek Indonesia is for the upper – middle class and also Gen-Z. Therefore, Gojek can do this by optimizing products and services and personalizing products according to the preferences of consumer needs, then utilizing the latest technology to make it easier for targets to meet their needs.



**Figure 1. The Evolution of Gojek's Logo**  
Source: Gojek (2019)

According to Putri (2022), there are several characteristics of the iGeneration or Gen-Z, one of which mentions the dependence on smartphones and the internet. In addition, Yuswohady (2022) reinforces that there are differences in trends between Generation Z consumers and previous generations in online transportation. Based on the results of the Global Survey by Coxautonic3 revealed that 55% of Gen-Z consider mobility essential, but not necessarily using a private vehicle. Therefore, this is an opportunity for PT Gojek Indonesia to continue to innovate in providing services based on the demand from Gen-Z consumers who want practicality and efficiency in mobilizing.

One strategy that can be used as a guideline for every company to build its brand image and identity is brand alignment. Mashego (2022) revealed that SMEs in South Africa have limited funding and, therefore, cannot promote their products through leading agencies. Therefore, McKeon (2019) suggests that SME founders can optimize the use of social media by aligning the business brand with influencers who have good enough credibility and are following the vision and mission of the business to build brand image and identity. Brand alignment can be successful if all internal and external stakeholders can understand the brand's purpose and act according to what has been promised (Lischer, 2021). Thus, the founder needs to target what consumers need – to carry out integrated marketing communication to match the objectives of the business itself.

Another study also explains that Nespresso can go global because Nespresso can take advantage of existing technology by optimizing the use of social networking platforms as a media for communicating and constantly actively interacting with consumers so that brand alignment can be formed (Chen & Chang, 2020). This activates the role of UGC (User Generated Content) because, indirectly, they will talk about the brand through the online community. According to Ranfagni et al. (2021), brand alignment can be measured by how often UGC communicates the brand to social networks to express brand association and identity, using text mining techniques to determine which brand association and identity positions are not too dominant. Nespresso continues to do this to maintain its position as one of the pioneers of highly innovative coffee.



However, so far, no studies have been found that discuss brand alignment in the field of transportation, especially online transit. Therefore, studies in this area must be conducted explicitly, considering that Gen-Z mobility needs through online carriers must also be captured and transformed into brand alignment. Thus, indicators of Gen-Z consumer preferences that need to be developed for online transportation services will be obtained.

With the involvement of brand alignment, the touch points and hot buttons of the brand will inevitably be able to create a customer brand experience, and as a result, there is a decline in product sales (Lischer, 2021). Thus, every company must carry out brand alignment as one of the follow-up actions to improve brand identity and brand advocacy so that consumers can form brand associations by themselves.

As PT Gojek Indonesia has done this as one of the online transportation service providers in Indonesia, this company involves brand alignment to target consumer needs so that when PT Gojek Indonesia introduces its products to the public, it is by what is needed by consumers, especially Gen-Z. Based on the above sources, the three services offered by Gojek can develop into 22 on-demand services; this indicates that Gojek appreciates what consumers need in online transportation services.

Amanda Parikesit, Head of Global Transport Marketing Gojek, explained that Gojek is ready to meet all kinds of challenges of community needs in the future, which tends to be dynamic and will continue to innovate continuously. In this case, Gojek has provided two innovations focusing on service reliability (expansion of GoRide and GoCar Protect+ services, additional protection of TravelAman+, training for driver-partners through modules in the application, and presenting the latest service standards of the highest GoCar drivers in the industry) and integration between transportation services (joint venture with PT KCI).

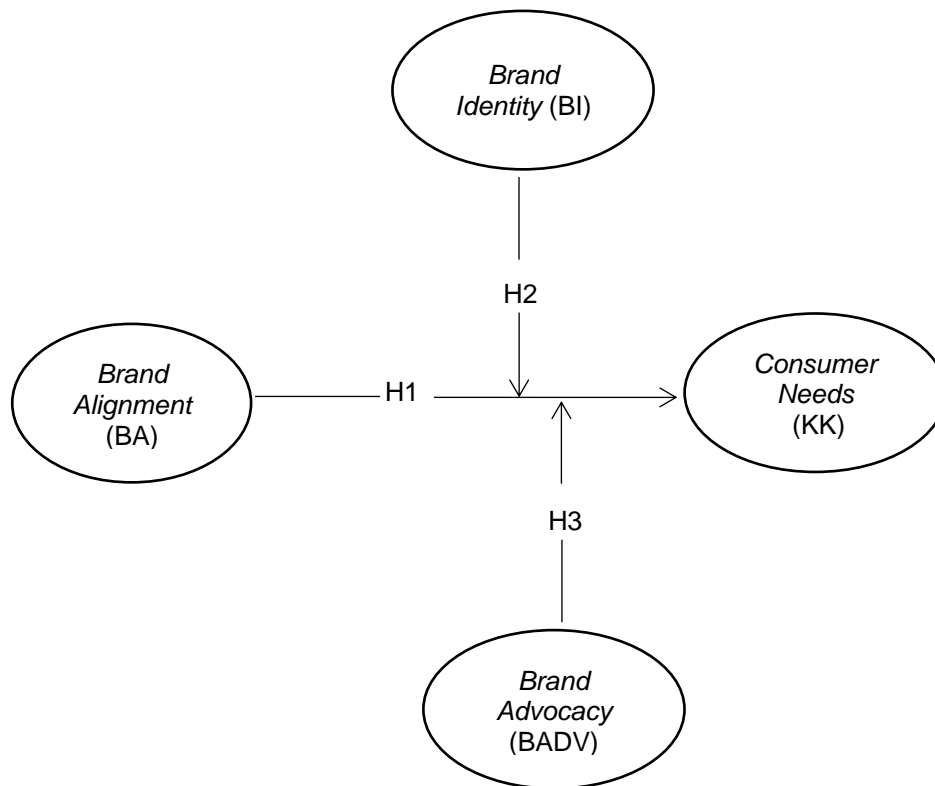
Overall, this research focuses on measuring brand alignment and identifying various needs. For example, Gen-Z needs to carry out mobility in online transportation. Through this measurement, brand alignment will be formed to create the brand identity and brand advocacy for PT Gojek Indonesia to Gen-Z consumers. The purpose of this research is to determine the indicators of Gen-Z consumer needs preferences in measuring brand alignment and how PT Gojek Indonesia will carry out the strategy to create the brand identity and brand advocacy for Gen-Z.

Lehojarvi (2020) explains that brand alignment is how the entire company team can understand how to communicate to the audience so that it can convey the message that the company team has packaged to the audience by utilizing the application of digital marketing. In addition, Iglesias et al. (2022) define brand alignment as a tool that can be used to align stakeholders with a company so that they can understand what is the goals and objectives that will be conveyed by the company. In this case, the benchmark that can determine the success of measuring brand alignment is how stakeholders can understand the brand's purpose and then act according to what has been promised (Lischer, 2021).

Cant & Wiid (2020) suggest that many SMEs in South Africa close their doors tightly to not interact with audiences through social media because there is a problem within the internal scope of the SMEs. Therefore, McKeon (2019) suggests that the founder optimize the use of social media platforms by aligning the business brand with the influencers in South African SMEs who have good enough credit to improve the brand image and brand identity. In addition, Berni et al. (2020) also explained that Nespresso, known as a pioneer of innovative coffee, has succeeded in getting consumers to promote the product online with the help of social media. Therefore, adopting a word-of-mouth strategy will have a positive impact on the brand identity of the business itself. This is because Nespresso is very concerned about what



consumers need by continuing to innovate its products to achieve brand alignment (Nestle Nespresso, 2019).



**Figure 2. Theoretical Framework**  
Source: Processed Data (2022)

The success of brand alignment measurement is based on whether all stakeholders can understand the brand's purpose and then act on what has been promised. Therefore, the first step that needs to be considered to realize brand alignment is to identify what consumers currently need and want for the brand. The way that can be done is that the company must collect data on consumer needs through market research, then analyze and transform it into the form of the company's objective goals (what brand labeling is by the product that wants to be introduced to potential consumers, who are targets, and how it is implemented in the market).

Then, the next step is to ensure that potential customers can accept the products that have been created by the company. The benchmarks that can be used to ascertain whether they get the company's products well are based on the company's website tracking (can be seen in terms of demand and supply) and how potential customers discuss these products on social networks. If the request is more than the supply and this event continues for a long time, it means that the product is what is needed by current consumers and is said to be successful in targeting new market shares.

The results of a previous study stated that SMEs in South Africa could not promote their products through leading agencies due to funding constraints (Mashego, 2022). Therefore, McKeon (2019) suggested that founders should optimize social media platforms by aligning the business brand with the influencer who has good enough credit to create a brand image and identity. In this case, the framework is



beneficial to provide some considerations for the influencers that an SME will select to carry out a promotional strategy for its products to get reliable candidates. This is because the Brand Identity Prism framework itself can identify what content needs are favored by potential consumers so that when the influencer promotes the products of an SME, then the product, along with the brand that he promotes, can be responded to positively by them because it matches what they need. Thus, the hypothesis can be concluded as follows:

**H<sub>1</sub> = There is a significant positive effect of BA on KK.**

Brand identity can be interpreted as the face of the brand that visualizes the image of the company and is seen using the senses (Rahmawati et al., 2020). Several elements are included in brand identity, including the brand name, logo, tagline, and brand story. Brand identity can be formed when the experience of the top level of the brand of the product itself has reached the optimum limit (top of mind). The advantage that a company will feel is that they will be more loyal to the products they have sold because of the element of satisfaction in it. If it has reached such a condition, it means that brand alignment has been appropriately harmonized by considering the preferences of consumer needs so that it can ultimately create a brand identity.

Previous studies explain that Nespresso has successfully redefined customer value and devised new strategies for processing customer value (Alrayes, 2018). This is because the development of the coffee business in the European region began to be quite sophisticated. At that time, the coffee business in the form of capsules and pods dominated the coffee beverage industry in the area (Mordor Intelligence, 2018). Seeing such a thing, Nespresso tried to capture what was trending and conducted market research on what consumers wanted for their coffee business so that when he promoted his product to consumers, it could be responded to positively because it fit the needs of what they currently wanted. Therefore, this made Nespresso develop a new strategy to realize the trends being discussed at that time, including improving the quality of coffee blends, uniqueness in the design of coffee machines, various coffee flavors, and the elegance of the boutique stores created by Nespresso. Over time, the implementation of the strategic plan succeeded in improving the brand identity of Nespresso itself, as evidenced in the online community discussions through the Nespresso Forum and Blog. Thus, the hypothesis development can be concluded as follows:

**H<sub>2</sub> = BI positively moderates the relationship between BA and KK.**

Kusumasari & Sanica (2022) states that brand advocacy is a set of activities that focus on communicating to customers to promote a company's brand. It can happen because the level of commitment to a brand is very high. In addition, Kotler et al. (2022) suggest that the most influential factor in making purchasing decisions is based on the recommendations of customers who have been involved in it. Not only that, Wilk et al. (2019) represented brand advocacy as influential, strong, and non-incentivized because, by itself, customers will talk about the brand organically. In addition, Herman (2022) says that success criteria can be used as benchmarks in implementing brand advocacy, which is related to how the audience views the brand and communicates it through word-of-mouth.

The results of a previous study revealed that in the range 2019 – 2024, the coffee beverage industry in the European region and the United States is expected to increase by 5,5%, and the coffee business dominates the increase in the form of pods and capsules (Mordor Intelligence, 2018). Therefore, this is an opportunity for



Nespresso to continue to innovate in the coffee beverage industry so that it continues to have a name in the market.

In this case, Nespresso has succeeded in creating brand advocacy in the minds of consumers. This can be proven when many online communities talk about the brand on social networks, such as Nespresso Forums and Blogs (Berni et al., 2020). This can happen because Nespresso is considered successful in implementing a strategic plan and successfully redefining customer value and knowing what they need today, such as an increase in the quality of coffee blends, a variety of coffee flavors, the elegance of boutique stores, and uniqueness in the design of its coffee machines. Thus, the hypothesis development can be concluded as follows:

**H<sub>3</sub> = BADV positively moderates the relationship between BA and KK.**

### METHODS

The number of populations that will be used as a benchmark in determining conclusions is included in the category of the total population. This is because the population taken in this study is Gen-Z, and the coverage is quite broad. The sampling technique used is quota sampling. In contrast, the minimum sample size that can be determined to serve as a research sample is 150 respondents, assuming that the success proportion rate is 50% and the confidence level is 95%. At the same time, the bound of error is 8%. Thus, these assumptions can be explained through the following formula.

$$n = \frac{Z_{\alpha}^2 \cdot \rho \cdot (1 - \rho)}{\varepsilon^2}$$

$$n = \frac{Z_{0.05}^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.08)^2} = 150$$

Data was collected using an electronic-based questionnaire (Google Form) as a medium for data collection. The questionnaires were distributed in the morning – evening through WhatsApp Stories and personal chats aimed at several Gen-Z circles, with criteria aged 10 – 25 years, students and workers in the formal sector, and frequency of use of Gojek application services > 5 times/month. Respondent demographics are shown in Table 1.

**Table 1. Respondent Demographics**

Demographic Constructions		Frequency	Percentage (%)
Gender	Male	105	42,0%
	Female	145	58,0%
Age	10 – 13 Years	6	2,4%
	14 – 17 Years	5	2,0%
	18 – 21 Years	67	26,8%
	22 – 25 Years	172	68,8%
Work	Student/College Student	176	70,4%
	State Civil Servants	29	11,6%
	Private Employee	45	18,0%

Source: Processed Data (2022)



All variables are measured using a Likert scale, and the operationalization can be seen in Table 2. First, the measurement of the brand alignment variable can be seen from how many Gen-Z consumers can understand the goals and brand promises provided by PT Gojek Indonesia. Then, the brand identity variable can be measured by how Gen-Z consumers represent the brand of PT Gojek Indonesia in their minds. Then, for the brand advocacy variable, it can be estimated how many Gen-Z people recommend products from PT Gojek Indonesia to the realm of social networks. At the same time, the measurement of the consumer needs variable is seen from PT Gojek Indonesia's efforts in fulfilling the needs of Gen-Z people today.

**Table 2. Research Instrument**

Constructs	Operationalization	References
Brand Alignment	The services provided by PT Gojek Indonesia help me in carrying out my daily activities,	(Primaskara & Koeswandi, 2021; Ranfagni et al., 2021; Natalia & Erdiansyah, 2020)
	PT Gojek Indonesia always provides innovative content,	
	The services provided by PT Gojek Indonesia are constantly developing following the development of current consumer needs.	
Consumer Needs	The features of the Gojek application are straightforward to understand,	(Mauludin et al., 2022; Wikantara & Rastini, 2021; Natalia & Erdiansyah, 2020)
	The services provided by PT Gojek Indonesia are sufficient to meet my needs,	
	PT Gojek Indonesia always offers attractive offers (discount vouchers, giveaways, and cashback) according to what I need.	
Brand Identity	Keep choosing Gojek application services as the only solution that can meet all kinds of current consumer needs,	(Bernarto et al., 2023; Putra & Rastini, 2022; Jacobson, 2020)
	Every service provided by PT Gojek Indonesia is up-to-date,	
	Everyone easily recognizes the logo and tagline #PASTIADAJALAN in the Gojek application services.	



**Table 2. Continue (Research Instrument)**

Constructs	Operationalization	References
Brand Advocacy	Recommend Gojek application services to my colleagues who have not used them,  Straighten negative news about PT Gojek Indonesia to other people, if there is one person who spreads negative news,  It is rare to miss an exciting opportunity to share good things about Gojek on social media.	(Bernarto et al., 2023; Maria et al., 2019; Rai & Nayak, 2019; Schepers & Nijssen, 2018)

Source: Processed Data (2022)

The Partial Least Square Structural Equation Model (PLS-SEM) v.3.2.9 model was used to test the hypothesis and assess the relationship between construct variables. All construct variables are described in a reflective model, which will be measured using the outer model and inner model. The outer model is determined by internal consistency reliability, convergent validity, and validity discriminant, while the inner model is determined by collinearity, predictive power, effect size  $F^2$ , and predictive relevance  $Q^2$ .

### RESULTS AND DISCUSSION

The skewness and kurtosis examination results show that the indicator variables in BA\_2, BI\_1, BADV\_1, BADV\_2, and BADV\_3 have skewness and kurtosis values in absolute prices less than 1, which means that the assumption of normality is met. However, the indicator variables in BA\_1, BA\_3, KK\_1, BI\_2, and BI\_3 have a kurtosis value in absolute price greater than one but much smaller than 7, so they are still included in the category of moderate normality according to the kurtosis coefficient. In contrast, the indicator variables KK\_2 and KK\_3 have a skewness value in absolute price more significant than one but much smaller than 2, so they are still included in the category of moderate normality according to the skewness coefficient.

**Table 3. Construct Reliability, Validity, and Outer Loadings**

	Item	Outer Loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BA	BA_1	0,835	0.715	0.718	0.841	0.638
	BA_2	0,778				
	BA_3	0,781				
BADV	BADV_1	0,863	0.783	0.794	0.873	0.697
	BADV_2	0,805				
	BADV_3	0,834				
BADV*BA	BADV*BA	1,016	1.000	1.000	1.000	1.000
BI	BI_1	0,839	0.818	0.820	0.891	0.732
	BI_2	0,871				
	BI_3	0,857				
BI*BA	BI*BA	1,566		1.000		
KK	KK_1	0,851	0.800	0.801	0.882	0.714
	KK_2	0,852				
	KK_3	0,832				

Source: Processed Data (2022)





The results on internal consistency reliability explain that there is no Cronbach's Alpha value  $< 0,7$  or CR alpha value  $< 0,7$ . In addition, the measurement of convergent validity is assessed based on AVE  $> 0,5$  and the loading value on each indicator  $> 0,7$ . So, all constructs measured by evaluating internal consistency reliability and convergent validity can be adequately fulfilled.

**Table 4. Outer Loadings**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
BA * BADV <- BADV*BA	1.016	1.019	0.092	11.003	0.000
BA * BI -> BI*BA	1.566	1.520	0.342	4.575	0.000
BADV_1 <- BADV	0.863	0.863	0.019	45.783	0.000
BADV_2 <- BADV	0.805	0.801	0.034	23.839	0.000
BADV_3 <- BADV	0.834	0.834	0.027	30.768	0.000
BA_1 <- BA	0.835	0.835	0.029	28.560	0.000
BA_2 <- BA	0.778	0.782	0.037	20.855	0.000
BA_3 <- BA	0.781	0.781	0.041	19.039	0.000
BI_1 <- BI	0.839	0.835	0.026	32.594	0.000
BI_2 <- BI	0.871	0.870	0.023	38.710	0.000
BI_3 <- BI	0.857	0.857	0.024	35.446	0.000
KK_1 <- KK	0.851	0.850	0.022	39.510	0.000
KK_2 <- KK	0.852	0.850	0.023	36.917	0.000
KK_3 <- KK	0.832	0.830	0.026	31.738	0.000

Source: Processed Data (2022)

Based on the table above states that these variables are proven to be significant as measures of each construct. Therefore, convergent validity has met all constructs' requirements, both according to the AVE criteria and indicator reliability.

**Table 5. Fornell-Larcker Criteria**

	BA	BADV	BADV*BA	BI	BI*BA	KK
BA	0.798					
BADV	0.554	0.835				
BADV*BA	-0.317	-0.203	1.000			
BI	0.622	0.671	-0.365	0.856		
BI*BA	-0.424	-0.237	0.771	-0.510	0.845	
KK	0.672	0.693	-0.370	0.720	-0.367	0.845

Source: Processed Data (2022)

The results of model evaluation measurements based on the Fornell-Larcker criteria explain that there is no correlation between constructs whose value is more significant than  $\sqrt{AVE}$ . For each correlated construct, the model based on these criteria is declared qualified.



**Table 6. Heterotrait-Monotrait Ratio (HTMT) Criteria**

	BA	BADV	BADV*BA	BI	BI*BA	KK
BA						
BAD	0.726					
BADV*BA	0.374	0.220				
BI	0.815	0.827	0.410			
BI*BA	0.502	0.264	0.771	0.569		
KK	0.888	0.863	0.416	0.885	0.412	

Source: Processed Data (2022)

Table 6 shows that there are no relationships between constructs that have an HTMT value  $> 0,9$ . Thus, it can be concluded that the overall discriminant validity, according to the Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT) criteria, can be fulfilled.

The results of the structural model evaluation based on the assessment using collinearity statistics (VIF) show that the VIF generated between exogenous constructs has no value  $> 5$ . In addition, the adjusted  $R^2$  value generated by the KK variable is 0,065. This means that BA, BADV, BADV\*BA, BI, and BI\*BA can explain 66,5% of KK variability. Measurements based on the size of the resulting  $F^2 > 0,02$  mean that the five exogenous have a more significant role in predicting the ability of KK.

**Table 7. Construct Crossvalidated Redundancy**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
BA	750.000	750.000	
BAD	750.000	750.000	
BADV*BA	250.000	250.000	
BI	750.000	750.000	
BI*BA	250.000	250.000	
KK	750.000	407.642	0.456

Source: Processed Data (2022)

From the table above, it can be seen that the KK variable shows predictive relevance outside the sample so that the model to predict KK can accurately predict data that is not used in model estimation.

**Table 8. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
BA -> KK	0.300	0.297	0.063	4.756	0.000
BADV -> KK	0.290	0.283	0.073	3.977	0.000
BADV*BA -> KK	-0.229	-0.218	0.068	3.381	0.000
BI -> KK	0.348	0.360	0.099	3.502	0.000
BI*BA -> KK	0.119	0.105	0.060	1.973	0.025

Source: Processed Data (2022)



Based on the results in Table 8, several hypothesis tests can be done through this research model, including BA has a significant positive effect on KK ( $P\text{-Value} < 0,1\%$ ), BADV has a significant positive impact on KK ( $P\text{-Value} < 0,1\%$ ), BADV\*BA has a significant positive impact on KK ( $P\text{-Value} < 0,1\%$ ), BI has significant positive impact on KK ( $P\text{-Value} < 0,1\%$ ), and BI\*BA has a significant positive impact on KK ( $P\text{-Value} < 5\%$ ).

The purpose of this research is to identify how much the level of preference of Gen-Z consumer needs for services provided by PT Gojek Indonesia through applications based on machine learning and artificial intelligence. The evaluation of structural model measurements shows that the three exogenous variables significantly positively affect the consumer needs variable.

This study successfully proved a significant positive effect of BA on KK. This means that the higher the level of brand alignment created by a company, the higher the level of preference for consumer needs for the products sold by the company. In this case, when PT Gojek Indonesia launches an application engaged in online transportation, the company does market research well. It targets what is currently needed by Gen-Z consumers in the 4.0. era. Through this market research, PT Gojek Indonesia managed to capture what is currently required by Gen-Z consumers for online transportation services, one of which is related to the ease of mobility without having to own a private vehicle (Yuswohady, 2022). This is what ultimately strengthens the vision and mission of PT Gojek Indonesia to launch Android and iOS-based innovative applications as a means of mobility. In addition, the results of this study are also supported by McKeon (2019), who said that using the Brand Identity Prism framework the brand could be well aligned with the influencer. The framework can identify several aspects that can be taken into consideration when selecting an influencer, including how the content that the influencer will create can fulfill what consumers currently want so that, in the end, there can be an increase in the image and brand identity of the business itself.

This study proved that BI positively moderates the relationship between BA and KK. In a sense, the effect of the level of brand alignment created by a company on the level of consumer needs will be more substantial if the brand identity perceived by the consumers is also more robust, as this happens at PT Gojek Indonesia, where Amanda Parikesit as Head of Global Transportation Marketing Gojek revealed that Gojek would continue to make various kinds of innovations to meet all forms of challenges that exist in the future for the needs of Gen-Z consumers who tend to be dynamic. In this case, when PT Gojek Indonesia makes various changes to the services provided, the company does not solely look from one side. However, it is also based on existing trends and hierarchical patterns in current consumer needs. This is done by PT Gojek Indonesia so that the perception of brand identity that consumers have generated in their minds remains consistent over time and is expected to increase every year. In addition, the results of this study were also supported by Alrayes (2018), who explained that Nespresso succeeded in redefining customer value due to the coffee pod and capsule business trends that dominated the European region at that time. Therefore, Nespresso tries to aim at what consumers currently want so that when it promotes its products, it can be responded to positively by them. The tactics used by Nespresso include improving the quality of coffee blends, uniqueness in the design of coffee machines, a wide variety of coffee flavors, and the elegance of the boutique stores created by Nespresso. These tactics are carried out by Nespresso to increase the brand identity that exists within Nespresso.



This study proved that BADV positively moderates the relationship between BA and KK. The meaning is that the effect of the level of brand alignment created by a company on the level of consumer needs will be more substantial if the brand advocacy generated by consumers is also increasing. The services provided by PT Gojek Indonesia to Gen-Z consumers as a facility for mobility through Android and iOS-based applications make PT Gojek Indonesia more recognizable. This can happen because when PT Gojek Indonesia launches a service packaged in the form of an application, the company does market research well and continuously adapts to trends currently being discussed by the public. Not only that, in less than one year, the Gojek application managed to become a trending topic among Gen-Z until not a few of them even flocked to recommend products from PT Gojek Indonesia as a result of the ease of features presented, satisfaction with services, and the suitability of services provided by PT Gojek Indonesia to Gen-Z consumers. In addition, the results of this study are also supported based on data taken from Mordor Intelligence (2018) which shows that in the range 2019 – 2024, there will be an increase of 5.5% for the coffee beverage industry in Europe and the United States. The growth was dominated by coffee pods and capsules which at that time were so global. Berni et al. (2020) said that Nespresso succeeded in creating brand advocacy in the minds of consumers. This is indicated by the number of online communities that discuss Nespresso products, both in terms of content, suitability to consumer needs, and the quality produced by Nespresso through social media platforms (Nespresso Forum and Blog).

This study successfully proved that there is a significant positive effect of BADV on KK. The higher the level of brand advocacy that generates consumers for a product, the higher the level of consumer need for a preference for that product. This is the case with PT Gojek Indonesia, where, when as many Gen-Z consumers began to flock to recommend and discuss the Gojek application through social media platforms, then, indirectly, they wanted an increase in the services provided by PT Gojek Indonesia, as can be seen at the initial launch of the Gojek application, PT Gojek Indonesia only provided ride-hailing services. However, over time, especially the level of consumer need for the use of technology is increasing. Therefore, Gojek upgraded the services in the application system to 22 on-demand services that Gen-Z consumers can enjoy to make it easier for them when going mobility without having to have a private vehicle and can also facilitate them in carrying out all kinds of activities. In addition, the results of this study are supported by Alrayes (2018), which suggests that Nespresso has succeeded in redefining customer value as a result of adjusting trends that at that time were so global in the coffee beverage industry for Europe and the United States. Data from Mordor Intelligence (2018) shows that in 2019 – 2024, the coffee business in pods and capsules dominated. Therefore, Nespresso strives to transform what is currently a consumer need in the coffee beverage industry into its products so that it still has a name in the market. Over time, Nespresso managed to create brand advocacy in the minds of consumers. This is indicated by the many online communities that discuss Nespresso products through social networks, such as the Nespresso Forum and Blog (Berni et al., 2020).

This study succeeded in proving that there is a significant positive effect of BI on KK. The point is that the higher the brand identity perceived by consumers of a company brand, the higher the level of preference for consumer needs for the products sold. According to Andre Soelistiyo, President of the Gojek Group, Gojek is willing to rebrand its logo, initially in the form of a vehicle and then a signal beam to just the center point. This indicates that Gojek always pays attention to what is currently needed by Gen-Z consumers in online transportation. Furthermore, Gojek is also ready to support the use of existing technology. Gojek does this because the perception of



brand identity that Gen-Z consumers have formed in their minds is retained by Gojek's competitor. Therefore, PT Gojek Indonesia constantly improves up-to-date services and provides attractive offers to captivate the hearts of Gen-Z consumers. In addition, the results of this study are also supported based on existing facts, which explain that there will be an increase in the coffee beverage industry by 5,5% in Europe and the United States thanks to the trend of coffee pods and capsules (Mordor Intelligence, 2018). Therefore, Nespresso tried to capture what was trending at that time, then transformed it into several strategic plans so that the desires of consumers could be adequately fulfilled. The following strategic planning was carried out by Nespresso, including improving the quality of coffee blends, giving an elegant impression to the boutique stores created by Nespresso, creating a variety of coffee flavors, and giving a unique appearance to the Nespresso coffee machine design. The implementation of strategic planning has succeeded in making the perception of the brand identity produced by Nespresso in the minds of consumers increase daily. Online communities indicate this by choosing Nespresso as the only up-to-date coffee drink (Nestle Nespresso, 2019).

### CONCLUSION

This study provides the results that the higher the level of brand alignment created by PT Gojek Indonesia, the higher the level of consumer needs preference for a product it sells. So, when PT Gojek Indonesia launches an online transportation application, the company must be able to adapt to changes according to what is needed by Gen-Z consumers. In addition, the formation of PT Gojek Indonesia's brand identity will be more substantial if the brand can be well aligned with consumer needs. This is shown when PT Gojek Indonesia continues to make various kinds of service improvements that are creative, innovative, and inspiring so that the achievement of the brand identity that consumers have formed at the highest level will be even more substantial. Besides, the higher the brand advocacy generated by Gen-Z consumers for products from PT Gojek Indonesia, the higher the consumer needs preference for these products. For example, when PT Gojek Indonesia launched the Gojek application, it only provided three ride-hailing services. However, along with the increasing number of Gen-Z consumers who recommend the product to social networks and the level of consumer needs for online transportation services increasing, PT Gojek Indonesia has expanded its services to 22 on-demand services that they can enjoy. On the other hand, this research has successfully demonstrated the role of consumer needs and brand alignment on brand identity and brand advocacy. But, this study has yet to explore consumer needs by adopting a comprehensive theory. Therefore, future research related to brand alignment, identity, and advocacy should discuss the sides of consumer needs in more detail by considering relevant theories, such as Maslow's hierarchy of needs and consumer behavior.

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