International Journal of Organizational Business Excellence

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Business excellence relies heavily on the type of strategies, techniques and tools for measuring and benchmarking the business performance. Subsequently, identifying best practices and their implementation eventually decides excellence in business. Given the importance of business excellence, a journal devoted to performance evaluation and best practices both processes and results, especially in order to be competitive in the global market, is essential. International Journal of Organizational Business Excellence (IJOBEX) addresses new developments in business excellence and best practices, and methodologies to determine these in both manufacturing and service organizations.

IJOBEX focuses on organizational performance with particular areas as the scope—strategic planning, human resource, communication and management that result in improving organizational. Organizational performance excellence is essentially required to improve values to customers and stakeholders that contribute to organizational sustainability, and to develop organizational effectiveness.

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Currently indexed in Google Scholar, DOI, Crossref, and being submitted to DOAJ and to Elsevier for inclusion in Scopus.

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The scope of this journal includes, but not limited to:

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- Strategic Planning for performance excellence
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All of the topics above are considered to have essential involvement in developing organizational performance excellence.

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Foreword

Welcome to the sixth issue of **International Journal of Organizational Business Excellence (IJOBEX).** IJOBEX is an open-access scientific journal published by **Bina Nusantara University (BINUS) and International Performance Excellence Forum (IPEF)** and is independently managed and run on a non-profit basis for the benefit of the worldwide science community. This journal is specifically committed to publish research paper in the area of business management and social sciences that contribute in excellence to business, manufacturing, healthcare and education in both public and private organization. The topics include but not limited to; Leadership, Strategic Planning, Customer and Market Focus, Information, Measurement, Knowledge Management, and Information Technology, Human Resource, Operational Focus, and Communication for Performance Excellence. This sixth issue is a compilation of 4 regular research articles coming from different countries i.e. **Indonesia and United Kingdom**.

The first article talks about social media branding on customer engagement for Jakarta sustainable transport (*Yulianne Safitri, Lidya Wati Evelina and Naufal Egha Syahputra)*. The following article examines impacts of social media on business value and financial performance of organic skin care brands in Thailand *(Napasorn Boonpreda and Ximing Ruan)* and millennials investment behavior in peer-to-peer lending *(Natalia and Matthew)*. The last article is about impact of Word of Mouth and brand image on buying decisions of Zomato Gold's membership *(Nesya Nada)*.

We would like to thank the contributors as well as the reviewers for their commitment and patience which made this sixth edition a successful endeavor. It is hoped that this publication would be an encouragement for researchers from around the world to be more active in publishing their research papers many more with good quality research paper that are insightful for academics and practitioners alike.

Special thanks to the Editorial Board Member, International Advisory Board and, Dr Nayan Kanwal as the consultant for the guidance and support in making this publication possible. This will continue to motivate us to do better and bring IJOBEX into international wider audience.

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INTERNATIONAL

THE INFLUENCE OF SOCIAL MEDIA BRANDING ON CUSTOMER ENGAGEMENT FOR JAKARTA SUSTAINABLE TRANSPORT

Yulianne Safitri[1], Lidya Wati Evelina[2]* and Naufal Egha Syahputra[3]
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Abstract

The research aimed to understand the relationship and influence of Instagram @mrtjkt social media branding on customer engagement as an effort to increase the use of MRT as sustainable green transportation to reduce traffic congestion and pollution in Jakarta. The quantitative research approach with a survey method was carried out to 100 respondents from the total population on Instagram Followers @mrtjkt. The quantitative analysis was implemented using correlation test, coefficient determination test, and simple regression analysis. The data validity techniques were the validity test, reliability test and normality test. Research result shows that H_0 is rejected and H_1 is accepted since it shows relationships and influences between Instagram social media branding on MRT Jakarta customer engagement.

***Keywords**: customer engagement, Instagram, social media branding, sustainable transport*

INTRODUCTION

The growth rate of transportation in Jakarta reaches 6.48% per year (data for the 2012-2017 period) is predicted to continue to increase every year (Kemal & Ernungtyas, 2020). Indonesia is the second worst country with traffic congestion in the world. The average Indonesian spends 47 hours on the highway per year (Nurcahyo, Iqbal, & Habiburrahman, 2020).

The imbalance between the increase in the number of vehicles and roads is one of the causes of congestion in Jakarta (Setia, Nelwa, Marina & Hidayat, 2019).

The high congestion causes wasteful use of fuel and pollution so that the need for environmentally friendly transportation is important (Chasanah & Wijaya, 2020). One of the solutions offered to reduce congestion and pollution in Jakarta is by maximizing the use of mass public transportation such as BRT, MRT and LRT and encouraging transit-oriented development (TOD) around public transport stations (Budiati, Grigolo, Brussel, & Rachmat, 2018).

The Jakarta Mass Rapid Transit (Moda Raya Terpadu Jakarta) or commonly referred to as the MRT Jakarta, is a transit transportation system that uses electric trains. MRT Jakarta began operating in Jakarta in 2019, as an effort to create a Green Environment in Jakarta by reducing road congestion and pollution (Jakarta MRT, n.d.).

One way of socializing this is through branding on social media. The purpose of branding or the process of building this brand is to form and communicate the brand effectively and differently from competitors, which in turn encourages consumers to have a strong brand awareness and positive brand

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image, and leads to brand strength or brand equity (Jokinen, 2016; Kompella, 2014).

In Indonesia Instagram is in the 4th position of the social media platform most actively accessed by users ("Hootsuite", 2019). Instagram, which was launched in 2010, is a photo sharing application that allows users to take photos, apply digital filters, and share them on various social networking services, including Instagram itself (Atmoko, 2012).

Based on observations on the Instagram @mrtjkt social media account, the content is in the form of general information about MRT Jakarta which is useful for the public and an Instagram story which is updated every 24 hours. The relationship between social media branding and customer engagement is so that companies can invite customers to engage and interact in social media, which indirectly creates a cognitive relationship so that consumers can become marketers for the company (VanAuken, 2015); (Barger, 2016); (Yoong & Lian, 2019).

Based on this background, this study wanted to find out how much influence the social media content of Instagram @mrtjkt branding on the customer engagement of MRT Jakarta users.

LITERATURE REVIEW

Content in social media branding

Content is the basic ingredient of culture contained in social media. Content can be in the form of written text, photos, videos, sound, or other types that are spread on social media. Basically, content is the basic ingredient of culture contained in social media (Nasrullah, 2015). Are all forms of content or content in a media in the technology world today such as blogs, wikis, discussion forums, chats, tweets, podcasting, pins, digital images, videos, audio files, advertisements to various other forms of media content formed through the creation of system users or online services which are often done through a social media site (Moens, Li, & Chua, 2014).

Branding in the digital realm highlights people's perceptions of a brand through digital content that occurs on the internet (Ramkumar, Kumar, Janakiraman & Bezawada, 2016). Digital branding is a branding technique that uses a combination of internet branding and digital marketing to develop brands for various digital venues including internet-based relationships, device-based applications or media content (Rowles, 2014).

Digital branding is more focused on content that is made to attract the attention of its audience. So that it can have an impact on the engagement generated by the audience on the digital assets owned by a brand (Ramkumar et al., 2016).

Social media branding dimension and indicator

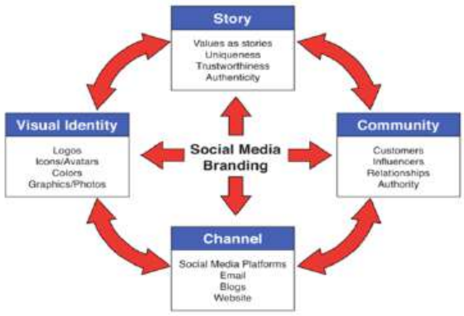

Figure 1. Social Media Branding Model (Rowles, 2014)

As seen in Figure 1, dimensions and indicators of Social Media Branding (Rowles, 2014) used in the research are:

1. **Story:** The story in the message content describes a brand in the story. The following are indicators of the story dimensions: (a) Value as stories, the value of the message content describes a brand that is told. The content of the content must reflect a positive side so that customers (followers) know the value of the brand itself; (b) Uniqueness, the uniqueness of a brand will be an added value for customers (followers) of various competing brands; (c) Trustworthiness, this involves communication from customers to brands to create honest and trustworthy credibility. Looks like a testimonial for example.

2. **Community:** The community of a brand, reflects the value of the brand: (a) Customers, customers will provide feedback, rating, focus, and ideas if they are interested in the brand, which will help create a better brand; (b) Influencers, if a brand or a company has not had a high influencer value, the company can use various influencers to gain higher influence and strengthen brand awareness of the company. (In this study the influencers indicator was not used because the social media object that wanted to be researched did not use KOL/Influencer); (c) Relationship, a strong relationship with vendors, colleagues, and customers will help the brand/company in creating better customer engagement and brand ambassadors.
3. **Channel:** The channelling process in choosing the right platform: (a) Social media platforms, the brand/company must ensure its presence on various social media platforms and choose the right social media platform to convince the audience who will become potential customers; (b) Website, this is the center of the brand/company. Everything that is considered important must be covered practically on the website of the brand / company, because all branding of the brand / company will be displayed at any time on the website.
4. **Visual Identity**: Visual identity will be something that comes to mind for customers when thinking about a company's brand: (a) Logos, this reflects the symbol or symbol of the brand or company. It looks like a small thing but has a huge effect; (b) Color / Fonts, when sending messages, these are two things that customers will remember, the color scheme and font of the message. This visual effect will create a familiar feeling between the customer and the company; (c) Graphics / Photos, visualizations and images can communicate the brand or company in a different way that is done by text or writing that does not have graphic visualization (Diamond, 2013; Kriyantono, 2014).

Customer engagement

Customer Engagement aims to develop a customer portfolio and maintain relationships with customers (Sashi, 2012). With Customer Engagement, a brand will focus on satisfying customers by providing them with more or superior value than competitors to build trust and commitment to long-term relationships (Setia et al., 2019). Customer Engagement has 3 pillars, namely Content Engagement, Media Engagement and Engagement Marketing Activities (Sherman and Smith, 2013). In order for brands to invite customers to engage and interact on social media, marketers must know what customers want from the brand (VanAuken, 2015). Dimensions and indicators of customer engagement (Yoong & Lian, 2019) in the research are: (1) Enthusiasm: reflects the sense of excitement and interest of the customer (customer) in a brand; (2) Attention: Reflects the customer's attention (customer) to a brand.; (3) Absorption: reflects a pleasant condition for the customer (customer), is happy and really enjoys his role as a consumer of a brand that he does not realize that time has passed.; (4) Interaction: reflects the interactions that occur between customers (customers) with the company/brand and with other customers (customers); (5) Identification: Reflects the level of a sense of unity and a sense of belonging to a customer (customer) towards a brand/company.

MATERIALS AND METHODS

The research method used in this research is a quantitative approach, which means it is a means of testing objective theory by examining the relationship between variables. This research was conducted by analysing the influence of variable X, namely the social media content of Instagram @mrtjkt on variable Y, namely the brand engagement of MRT Jakarta users. Quantitative research describes or explains a problem whose results can be generalized. Thus it does not place too much importance on the depth of data or analysis. Researchers are more concerned with the broad aspect of the data so that the data or research results are considered to be a representation of the entire population.

The population of the research is the number of followers of Instagram @mrtjkt recorded on April 1, 2020, which is 282k followers. With a research sample of 100 people based on the results of calculations using the Slovin formula. The number of questions in this research were 38 items on a Likert scale: 1 (Strongly disagree), 2 (disagree), 3 (neutral), 4 (Agree), 5 (strongly agree).

The quantitative analysis used in this research is correlation test, determination coefficient test, and simple regression analysis. The data validity technique for this study was tested for validity, reliability test and normality test. The hypothesis of this study is H0 = There is no influence between social media branding via Instagram on MRT Jakarta customer engagement. and H1 = There is an influence between social media branding through Instagram on MRT Jakarta customer engagement.

RESULTS AND DISCUSSIONS

Based on the data from the validity test, the r table value obtained through the Pearson product moment r table, the result is 0.355. From the results of the validity test on variable X, namely social media branding and variable Y, namely customer engagement, it can be seen that r count> r table in each statement, it can be concluded that all statements of variables X and Y are valid. The reliability test was carried out by measuring using cronbach's alpha, the results were 0.905 for variable X and 0.952 for variable Y. Both variables are in the interval 0.81-1.00 on the Cronbach's alpha table, so it can be concluded that the two variables are very reliable, which means that the statements on variables X and Y in the questionnaire remain consistent even though they are repeated measurements. The normality test is carried out to determine whether the regression model residuals are normally distributed. A good regression model is normally distributed. The technique used in this study to test for normality is to use the Kolomogrov-Smirnov technique and the Probability Plot (P-Plot).

Table 1. *Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		31
Normal Parametersa,b	Mean	0.0000000
	Std. Deviation	930.246.033
Most Extreme Differences	Absolute	0.076
	Positive	0.076
	Negative	-0.072
Test Statistic		0.076
Asymp. Sig. (2-tailed)		**0.200c,d**

a Test distribution is Normal.
b Calculated from data.
c Lilliefors Significance Correction.
d This is a lower bound of the true significance.

Based on the results of the normality test in Table 1, it is known that the sig value is 0.200, which means that it is greater than 0.05, which is normal data. It can be concluded that the data is normally distributed, which is one of the requirements for performing a simple linear regression analysis (Figure 2).

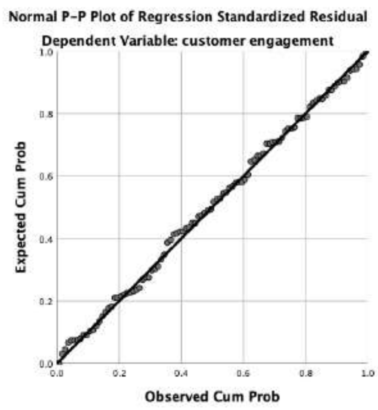

Figure 2. P-Plot

Correlation test is conducted to find out how strong the relationship between variables is expressed in the correlation coefficient (r). The results of the correlation test can be seen in Table 2.

Table 2. *Correlations Test*

		Social media branding	Customer engagement
social media branding	Pearson Correlation	1	0.776**
	Sig. (2-tailed)		0.000
	N	100	100
customer engagement	Pearson Correlation	0.776**	1
	Sig. (2-tailed)	0.000	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

Based on the results of the correlation test in the table above, it is known that the value in the table of the correlation coefficient of social media branding with customer engagement is 0.776 which is classified as a high or strong relationship. This means that the results of this study indicate that the use of social media branding has a strong influence on the formation of customer engagement.

The coefficient of determination test is needed to determine the ability of the independent variable to explain the dependent variation. The results of the coefficient of determination test is provided in Table 3.

Table 3. *Coeficient of Determination Test*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.609a	0.371	0.365	10.711

a Predictors: (Constant), social media branding

Based on the results of the determination coefficient test in the table above, it is known that the influence of variable X, namely social media branding through social media Instagram, on variable Y, is customer engagement, which is 36.5%, while the other 63.5% is influenced by other factors that are not present in the research.

Regression analysis is used to research whether there is a significant or not relationship or effect between these causes and effects. Hence this form of relationship is called regression. The results of the SPSS calculation for regression analysis are provided in Table 4.

Table 4. *Regression Test*

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	14.431	7.090		2.035	0.045
	Socmed Branding	0.821	0.108	0.609	7.604	0.000

a. Dependent Variable: purchased intention

Based on the results of simple linear regression analysis in the Table 4, it is known that the constant value is (14,431) while the value of the X variable, namely social media branding, is (0.609). This means that if there is no increase in the value of the social media branding variable (X), then the value of the customer engagement variable (Y) is (14,431). Meanwhile, if the value of the social media branding variable (X) is higher, it will increase the level of customer engagement. Vice versa, if the lower the level of social media branding used, it will reduce the level of customer engagement from MRT Jakarta. This t / hypothesis test aims to determine the effect of social media branding through Instagram on customer engagement, with the following decision-making criteria: (1) If t Count <t Table then Ho is accepted (2) If t Count> t Table then Ho is rejected. Table 5 provides the results of the t test calculation.

Table 5. *Hypothesis Test*

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	14.431	7.090		2.035	0.045
	Socmed Branding	0.821	0.108	0.609	7.604	0.000

a. Dependent Variable: purchased intention

From the results of the regression analysis table above, it is known that the t count is 7,604, then 7,604> 1,984 so that Ho is rejected. In conclusion, this data shows that the influence of social media branding through Instagram on MRT Jakarta customer engagement.

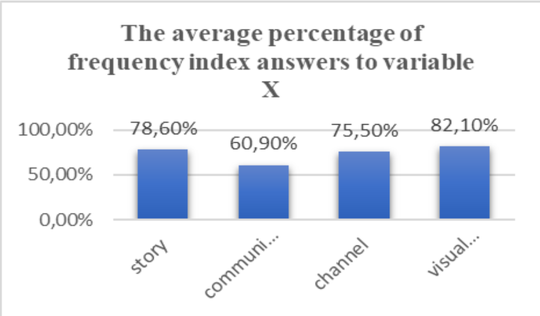

Figure 3. The average percentage of frequency index answers to variable X

Based on the results in Figure 3 on the respondents' answers, the X Social Media Branding variable, the Visual Identity dimension consisting of logo indicators, icons and image visualizations that can reflect the brand, obtained the highest percentage average frequency index answer (Budiati, Grigolo, Brussel, & Rachmat, 2018). Whereas in the Y variable of customer engagement, the highest average frequency index percentage of answers is the enthusiasm dimension with indicators of pleasure and enthusiasm.

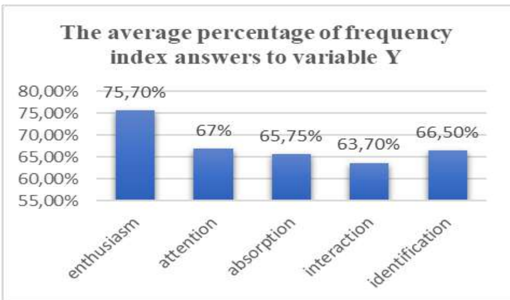

Figure 4. The average percentage of frequency index answers to variable Y

Based on results in Figure 4 regarding branding on Instagram social media, visual identity plays an important role in shaping enthusiasm in customer behavior. Instagram social media content in the form of videos, photos, logos, images or icons can affect the pleasure and enthusiasm of respondents so that a relationship between consumers and brands is created.

CONCLUSIONS AND RECOMMENDATION

Based on the results of research that has been done, namely "The Influence of Social Media Branding through Instagram on Customer Engagement in MRT Jakarta" it can be concluded that:

a. Based on the correlation test, it can be stated that social media branding through Instagram has a relationship with MRT Jakarta customer engagement. The relationship between social media branding and MRT Jakarta customer engagement has a significance of 0.776, so it shows a high/strong level of relationship.
b. Based on the results of the coefficient of determination test, it can be stated that social media branding through Instagram has an influence on MRT Jakarta customer engagement. The influence of social media branding on MRT Jakarta customer engagement has a value of 36.5%. Meanwhile, the other 63.5% may be influenced by other factors not present in the research.

Other factors may be in the form of branding social media from other social media such as Twitter branding social media, Facebook branding social media, or even YouTube branding social media which can affect customer engagement from MRT Jakarta.

Another factor that follows is in the analysis table of the variable Y customer engagement per dimension, it can be seen that the highest is the enthusiasm dimension, the dimension itself beats the interaction dimension, which in the indicator is the interaction between the customer and the company.

The conclusion is that the followers of the @mrtjkt Instagram account are only excited when they see content from the @mrtjkt Instagram account or when they want to interact, but have not yet reached the stage of true followers - interacting with the company, for example followers are only excited when they see Instagram social media content @mrtjkt, but does not provide comments, likes, feedback, or messages.

It suggested that this research is developed with qualitative research to find out in more detail the reasons why people are not aware of the Jakarta MRT Transportation.

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AN INVESTIGATION OF THE IMPACT OF SOCIAL MEDIA ON BUSINESS VALUE AND FINANCIAL PERFORMANCE OF ORGANIC SKIN CARE BRANDS IN THAILAND

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Abstract

The adoption of social media in promoting cosmetic brands had changed the traditional approach to creating value for consumers, which subsequently improve the firms’ financial performance. With the organic skincare brands, the research empirically examined to what extent and aspects the business value is shaped by social media promotions. The research findings from the quantitative analysis suggest that the business value could be created through curation, collaboration, and creation in social media marketing.

Keywords*: Social Media, Cosmetic, Financial Performance, Quantitative Methods*

INTRODUCTION

Cosmetics and skincare industry has always remained and still continues to be one of the most competitive industries globally. However, in the past decade, the advent and rapid growth of social media have completely transformed the long-standing cosmetics industry through the introduction of a host of new opportunities in the form of social media bots, Instagram stories, Facebook Live and Facebook/Twitter Analytics)Suresh et al. 2016(. These new set of tools have provided businesses with the opportunities of launching more refined marketing campaign at either very low)in-organic(or no cost)organic(at all. This is extremely effective for small organic cosmetic brands such as Mellow Naturals, Brisuthi, Fyne and Amira, who do not have huge marketing budgets like big brands, including Estee Lauder or L’Oréal)Mellow Naturals, 2019(. Social media has turned into an ideal brand discovery channel, specifically among cosmetic buyers)Valentine 2019(. social media has provided both businesses as well as consumers with a hub for engaging in more compelling and captivating conversations)Ashley & Tuten, 2015(. The results of the study further revealed that in Thailand, more than 41% of consumers are more likely to discover new cosmetics brand or skincare products via social media ads, and 47% of consumers are more likely to do so via updates over brand’s social media pages.

In past few years, the number of social media users has grown quite rapidly in Thailand; reaching 33.8 Million in 2019, amongst which a big majority)51%(of social media users were women)Statista, 2017(. Moreover, another positive trend for organic cosmetics brands is the growth in demand of organic cosmetics products; the organic cosmetics market of Thailand is forecasted to grow by 9.4% totalling revenues of $1.29 billion by the end of 2020 (“The ASEAN organic cosmetics," 2016(. Therefore, Thailand could be an ideal growth market for organic cosmetic brands, and social media can be

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deemed as an ideal marketing tool to target, attract, engage and convert prospects in the brand loyalists. The unique features in the Thailand cosmetic market deserve further research to explore how to achieve effective social media marketing on business value to improve firms' financial performance.

Conti)2018(points out that the experiential nature of social media has completely transformed the $200 billion worth the global cosmetic industry. The growing popularity of influencer marketing, social media bots, live feeds and Instagram stories have turned social media platforms into ultimate marketing channels for brands, where they can not only communicate with their consumers in a more compelling manner but also with the opportunity of converting prospects into brand loyalists.

The research aims to determine the impact of social media and customer equity on an organic skincare company's finance and how it promotes building financial performance of the firm. An evaluation of the impact of social media marketing over the financial performance of organic skincare brands in Thailand will be concluded.

The objectives of the research is to determine: 1) the impact of social media on business value and how it helps in building customer equity; 2) the impact of social media marketing overvalue equity of organic skincare brands in Thailand; 3) how social media marketing helps in building brand equity and relationship equity; and 4) the impact of social media marketing over the financial performance of organic skincare brands in Thailand.

Big brands like L'Oréal have embraced these social media channels through creating their personal business pages. L'Oréal reportedly allocated more than 30% of its marketing budget over social media channels; an example of this could be the recently launched 'Beauty Squad' campaign; featuring some of the top beauty influencers like Patricia Bright, Victoria Magrath and Emily Canham)Team, 2017(. The influencers created videos and articles for L'Oréal's official website, and its social media pages like YouTube and Instagram, thereby enabling the brand to reach more than 5.5 Million prospective consumers already connected over these influencer accounts)Roderick, 2016(. This brand also posts videos showcasing beauty tips, make-up tutorial and skin care advice from celebrities, influencers and make-up experts; thereby creating the type of content which users are actually searching for. This has helped the brand in garnering more than 6.8 M followers over Instagram, 3.5K subscribers over YouTube and more than 2 million followers over Facebook.

The number of social media users in Thailand is expected to increase from 32.1 million users in 2017 to 37 million by early 2023.

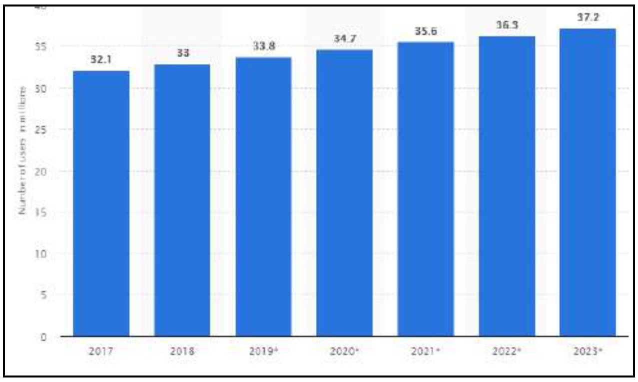

Figure 1. Number of social network users in Thailand.
Source:)Statista, 2017(.

The effective digital marketing strategy of the brand has also promoted the online sales record, according to the statistics published by Vizard)2018(L'Oréal generated around €2 Billion annually via online sales, which makes around 8% of the total revenues generated by the brand. Hence, it could be concluded that effective and intuitive social media marketing strategy of L'Oréal has not only helped the brand in building a high level of brand value/equity through posting compelling and engaging content but at the same time, it has also allowed the brand to boost its overall financial performance through offering consumers convenient online purchasing options. Similarly, other brands have also launched similar marketing champions through online platforms.

LITERATURE REVIEW

Social media marketing

Tuten and Solomon)2017(define social media as a combination of web-based services which offers individuals

(i) the ability to construct their public profile within a confined system
(ii) communicate and converse with a group of other users with whom they are connected via social media sites and
(iii) View and traverse their connections within the systems.

These applications facilitate the process of development and interchanging of user-generated content. Social media has turned into an ideal platform for consumers searching for information with respect to a product or services that they intend to purchase in the future, and it plays the role of a facilitator or influencers of consumer purchase intention, due to the fact that majority of consumer make the decision to purchase a product or services after reading customer reviews, feedbacks, ratings)Varkaris and Neuhofer 2017(. On the other hand, firms can use these social media channels to achieve its multiple organisation objectives such as; branding, problem-solving, marketing, customer services, PR and etc. Hajli)2015(points out the that development of social media platforms has boosted interconnectivity between brands and consumers, while at the same time it has helped the brand in reaching mass consumers while keeping the costs of marketing optimal.

Social Media Marketing is a form of internet marketing which involves the curation, publishing and sharing of brand-specific content over social networking sites with the aim of achieving the overall branding and marketing objectives of the firm)Dwivedi et al. 2015(. Consumers today are spending a big portion of their time over social media sites like Facebook, Twitter and Instagram searching for information with respect to products and services they intend to purchase)Stephen, 2016(. The information posted over social media sites is considered to be more trustworthy, authentic and reliable, due to the fact that consumers usually share their reviews, ratings and feedbacks with respect to a certain product or service from a brand which is considered as a more trustworthy metric, as compared to the brand owned advertise or creative)Turcotte et al. 2015(. Thus, social media sites have turned "reference group" and a major influencer of consumer decision. Thereby it has become an ideal platform to attract prospects towards the brand, and turn these prospects clients into brand loyalists)Kwon et al. 2017(.

Overview of organic cosmetics market

In past few years' consumers have become more concerned with respect to the environment, due to which they prefer to purchase products from brands that use eco-friendly and sustainable production methods)Ghazali et al. 2017(. This trend has also led towards a major shift in demand for organic products, as consumers are increasingly demanding eco-friendly, animal friendly and ethically sourced skincare products. This in turn has led towards the expansion of global organic cosmetics market size, which according to current estimation is worth $13.33 billion. Whereas, the market is forecasted to grow by a CAGR of 8.52% totalling $7.15 billion by the end of 2024)Market Watch, 2019(.

A major factor driving growth in demand of organic products is social media, as consumers, celebrities and influencers share their personal reviews with respect to their favourite organic cosmetic and skincare products, and their benefits which in turn urges their followers to become socially conscious and purchase non-synthetic, naturally and ethically sourced cosmetic products. A recent survey conducted by Aisyah)2017) found that the growth in demand of organic products has led towards a substantial increase in the availability of these products across multiple distribution channels like malls, drugstores and supermarkets. Furthermore, the growth of social media and e-commerce has further contributed to the growth of this segment.

Thailand continues to remain as the fastest-growing organic cosmetics market in ASEAN, as the Thai cosmetics market alone accounted for more than 30% of the revenue share in the year 2015, and was valued at $809 million. The Thai beauty market is forecasted to sustain its growth momentum, mostly due to the growth of social media and an increase in purchasing power. According to the statistics published by Future Marketing Insights)2015(the Thai organic cosmetics market is expected to grow by CAGR of 9.4%, generating total revenues worth $1.29 billion by the end of 2020, which is quite remarkable and shows the phenomenal growth potential of the market.

Customer equity

Customer Equity could simply be defined as the value of potential future revenue generated by a firm's clients during the firm's entire lifetime. According to Aisyah)2017(value which a customer brings to a firm is not just restricted to profits, but it is actually the total profit that a customer provides the firm over a period of time. Yuan et al.)2016(proposed three factors which drive customer equity for a firm, these include relationship equity, value equity and brand equity.

Value equity

Value equity could simply be defined as the objective assessment of a consumer with respect to a brand's utility. It is basically the perception of what a customer has actually given up and what he or she has accepted. Hossain et al.)2017(point out that three basic factors that influence value equity; quality, price and convenience.

Brand equity

Keller and Brexendorf)2017(define brand equity as the intangible and subjective assessment of a brand by a consumer. Firms can build brand equity for its products or services through boosting their product quality, reliability, and through making their product easily recognizable and memorable. According to Liao et al.)2017(, brand equity is extremely essential for low involvement purchases such as washing powder, diapers or soap.

Relationship equity

Relationship equity could simply be defined as the emotional bond between the customer and the brand. The keystone's using which firms can foster and nurture relationship quality are loyalty programs, affinity programs, discounts, and special recognition.

Impact of social media marketing over financial performance of firms

Wang and Kim)2017) advocate that the adoption of social media directly influences the performance of a firm, which is supported by Kumar et al.)2017(. Kohler and Chesbrough)2019(proposed that there are three major elements in fostering and nurturing customer-brand collaboration through a social media marketing perspective.

Curation

It could be defined as the process of filtering, reviewing, rating, or sorting content online. Curation is basically the process of making content useful for other users present over social media platforms. Pelet et al.)2015(stated that curation is an essential social action since it facilitates, shapes and prune signal to noise ratio over digital platforms, brands can use curation to encourage the customer to participate and become an active member in the community.

Creation

Content creation is basically the process of creating unique content)Karjaluoto et al. 2015(.

Collaboration

Social media has emerged into an ideal platform for the creation and fostering of collaboration between the customers and the brand.

Conceptual framework

Figure 2 provides an illustration of the conceptual framework which the researcher has designed for the research.

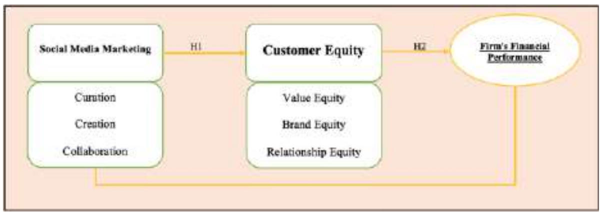

Figure 2. Conceptual Framework

The model will be empirically tested based on the hypotheses.

H_1: There relationship between social media marketing and financial performance of the Organic Skin Care firm in Thailand, is significant**.**

- H_{1a}: There exists a positive relationship between curation and the financial performance of the Organic Skin Care firm in Thailand.
- H_{1b}: There exists a positive relationship between creation and financial performance of the Organic Skin Care firm in Thailand.
- H_{1c}: There exists a positive relationship between collaboration and financial performance of Organic Skin Care firm in Thailand.

H_2: There relationship between customer equity and financial performance of the Organic Skin Care firm in Thailand, is significant**.**

- H_{2a}: There exists a positive relationship between value equity and financial performance of the Organic Skin Care firm in Thailand.
- H_{2b}: There exists a positive relationship between brand equity and financial performance of Organic Skin Care firm in Thailand.
- H_{2c}: There exists a positive relationship between relationship equity and financial performance of the firm

H_3: Social Media Marketing has a significant impact on the customer equity of an organic cosmetic firm in Thailand**.**

MATERIALS AND METHODS

The research employs a positivist approach to verify the causal relationship between a brand's social media influence and its business value amongst a considerably large sample size population of 386 – 400. Assessing the relationship will involve the comparison of statistical data on the brand's value and financial performance)dependent variables(and its correlation to the various other forms of marketing identity including social media)independent variables(. Establishing the relationship between variables using logic and statistical measurement is symptomatic of this papers' positivist research paradigm)Khaldi, 2017(.

Research approach selection

In keeping with the chosen positivist research paradigm, the focus on quantitative data has been the foremost priority as the variables stated above can be quantified and numerically evaluated. The financial performance)dependent variable(and business value)based on customer equity(measured by various cost-benefit analyses and productivity ratios and the various independent variables measured through the use of a survey questionnaire and is likely to prove whether the aforementioned hypotheses are true or false. This follows a deductive reasoning process that affirms our quantitative research method (Sondhi & Wilson, 2011(.

The following are the two conditions required for valid research participant entry.

- All participants must be familiar with social media, the minimum conditions of which can be denoted by the participant's ownership of at least one social media account.
- All participants are required to be a user/buyer of a cosmetic product as the minimum condition of which can be

denoted through the participant's purchase of at least one cosmetic product or at the least be employed in the section of cosmetics sector.

In implementing these conditions, the research's initial sample size of the entire Thai population can be streamlined into manageable segments of the Thai population that are closely tied with the variables stated in the research approach. Also taking into consideration the formula to calculate the minimum optimal sample size, factors such as margin of error, confidence interval and total population can be represented in the following equation.

Minimum sample size

$$\frac{\frac{z^2 \times p\,(1-p)}{e^2}}{1+\ (\frac{z^2 \times p\,(1-p)}{e^2 N})} \quad \text{... (1)}$$

N = population size • e = Margin of error)percentage in decimal form(• z = z-score

The z-score is the number of standard deviations a given proportion is away from the mean. Surveymonkey)2019(provides a tabulated set of values of each z score corresponding to a range of confidence levels that would be considered statistically reliable (Table 1).

Table 1. *The Confidence Interval of Z-Score*

Desired confidence level	z-score
80%	1.28
85%	1.44
90%	1.65
95%	1.96
99%	2.58

According to the data from the World Bank in 2017, the Thai population at the time was close to 70 million. Entering the stated values, and the population size of Thailand in 2017 into the formula with the desired confidence interval of 95%, the appropriate sample size is set at 385.

The numerical data format of this research has produced raw data that are coded into the SPSS program that will compute factor analysis calculations of the data.

The adoption of a quantitative research approach has had its immediate results within a short span of time but the difficulty of the codifying of research data results has been cumbersome and tallying all these results into the SPSS framework has been consuming. The advantages, however, outweigh the disadvantages as the established drawbacks of less controllable research environment is remedied by the readily editable and customisable survey form and the online apprehension of participants further inquiring about the survey questions. The issue of improper representation of the sample in qualitative research)Younus, 2014(is to some extent addressed by thorough screening and demographic questions to distil the appropriate target segments. The limitations of outcomes in quantitative data)Simon, 2011(has been partially rectified by the number of variables stated in the hypotheses and the inclusion of demographic influences as well in the research analysis.

Reliability test – Cronbach Alpha

In this research, the reliability test was proceeded to analyze the internal consistency of the overall collected data. The internal consistency of a data is calculated to assess, whether or not, the overall dataset presents a common result as seen in Table 2.

Table 2. *Cronbach Alpha Reliability Test*

Variable	Item	Cronbach's Value
Curation	3	0.873
Creation	3	0.731
Collaboration	3	0.785
Value Equity	3	0.788
Brand Equity	3	0.891

Relationship Equity	3	0.880
Firm Financial performance	4	0.731

In Table 2, it was seen that the Cronbach alpha test showcased an alpha value above 0.70. The data collected on *curation, brand equity,* and, *relationship equity* depicted a high internal consistency value. However, other existing data also depicts a value above 0.65. As per the methodological statement, the Cronbach alpha value greater than 0.65 is considered to provide an internally consistent data. Therefore, this research validates the data conformity to provide consistent research.

Data validity and screening test

To assess that the collected data is collected from a valid population, this research presents two screening question. The two research questions (Table 3 and 4) include the assessment of skincare products and the use of social media.

Screening Question 1: Have you purchased organic skin-care products?

Table 3. *Screening Question 1*

		Frequency	Percent	Valid Percent
Valid	**YES**	398	100.0	100.0

Screening Question 2: Do you use social media?

Table *4. Screening Question 2*

		Frequency	Percent	Valid Percent
Valid	**YES**	398	100.0	100.0

From the data screening test, a total of 398 responses were selected. These 398 data comprised of unique demographics based on age, gender, occupation, and, education which is listed in Table 5.

Table 5*. Gender Composition*

Gender	Frequency	Valid Percent
Female	168	42.20 %
Male	230	57.80 %
Total	398	100 %

Data analysis

Hypothesis 1: Social Media Marketing and Financial Performance

The first hypothesis is tested via the correlation between the dependent variable – firm's financial performance with the independent variable,)a(curation,)b(creation, and,)c(collaboration A Pearson correlation test proceeds between the dependent and independent variable.

Hypothesis 1)a(test

There exists a positive relationship between curation and the financial performance of the Organic Skin Care firm in Thailand.

Table 6*. Hypothesis 1(a) Test*

Pearson Correlation)Curation(		**Remarks**
Pearson Correlation	0.22	Sig)2 Tailed(< 0.01
Sig)2-Tailed(	0.00	
N	398	

The first test suggests that the relationship between the *curation* factor, and, the financial performance have a positive correlation (Table 6). The significance level of 0.01 is considered in this research. It can be seen that the significant correlation is 0.00 which suggests a lower value compared to 0.01. Added to that, there is a 22% correlation or explanation between the two variables.

Hypothesis 1)b(test

There exists a positive relationship between creation and financial performance of the Organic Skin Care firm in Thailand.

Table 7*. Hypothesis 1(b) Test*

Pearson Correlation)Creation(		Remarks
Pearson Correlation	0.30	Sig)2 Tailed(< 0.01
Sig)2-Tailed(	0.00	
N	398	

Hypothesis 1)b(suggests that there is a significant relationship between the creation factor of social media advertising and the financial performance of the firm. According to the respondents, the creation factor tends to provide a significant level of organizational effectiveness and develops a positive influence on financial performance. The correlation level is stated at 0.30 (Table 7).

Hypothesis 1)c(test

There exists a positive relationship between collaboration and financial performance of the Organic Skin Care firm in Thailand.

Table 8. *Hypothesis 1(c) Test*

Pearson Correlation (Collaboration)		Remarks
Pearson Correlation	0.25	Sig)2 Tailed(< 0.01
Sig (2-Tailed)	0.00	
N	398	

For the test hypothesis 1)c(, it could be seen that the relationship is positive between the collaboration factor and the firm's financial performance (Table 8). The collaboration factor has a medium variability on the firm's financial performance based on the results.

Hypothesis 2

Similarly, the second hypothesis is tested to find the relationship between customer equity and value, and the financial performance of the organic skincare in Thailand. In order to proceed with this test, the ANOVA tests are utilized. The ANOVA regression is assessed to identify the relationship between how the ANOVA test results predict the financial performance of the firm based on customer equity.

Hypothesis 2)a(Test

There exists a positive relationship between value equity and financial performance of the Organic Skin Care firm in Thailand.

Table 9. *Hypothesis 2(a) Test*

Model Summary		
R	R-Squared	Adjusted R-Squared
0.360	0.130	0.128
Regression (ANOVA) F-value		59.127
Regression (ANOVA) Sig.		0.000
Co-efficient Value		0.360

Based on the findings above, it can be seen that the dependent variable)value equity(tends to have a positive influence on an organic cosmetic firm's financial performance. That said, the dependent variable explains 36% of the total data acquired in the research (Table 9).

Hypothesis 2)b(test

There exists a positive relationship between brand equity and financial performance of Organic Skin Care firm in Thailand.

Table 10. *Hypothesis 2(b) Test*

Model Summary		
R	R-Squared	Adjusted R-Squared
0.315	0.099	0.097
Regression (ANOVA) F-value		43.622
Regression (ANOVA) Sig.		0.000
Co-efficient Value		0.315

The hypothesis test 2)b(suggests that there is a 31.5% explanatory capacity of brand equity on a firm's financial performance. Similarly, a positive relationship is depicted in the findings (Table 10).

Hypothesis 2)c(test

There exists a positive relationship between relationship equity and financial performance of the firm.

Table 11. *Hypothesis 2(c) Test*

Model Summary		
R	R-Squared	Adjusted R-Squared
0.269	0.072	0.070
Regression **(**ANOVA**)** F-value		30.785
Regression **(**ANOVA**)** Sig.		0.000
Co-efficient Value (Beta)		0.269

Based on the research findings, relationship equity has a positive influence on the financial performance of the firm. That said, however, this factor has a lower explanatory capacity at 26.90%. That said, however, the variable poses a significant relationship (Table 11).

Hypothesis 3

The third and final hypothesis is designed to test the impact of social media marketing on the customer equity of the users. That said, a correlation approached is utilized in this research to identify how both variables are inter-related. A significance level of 0.01 is subjugated in this research.

Correlations

Table 12. *Hypothesis 3 Test*

		Curation	Creation	Collaboration	V.E.	B,E,	R.E.
Curation	Pearson Correlation	1	0.203**	0.167**	0.266**	0.199**	0.222**
	Sig.)2-tailed(		0.000	0.001	0.000	0.000	0.000
	N	398	398	398	398	398	398
Creation	Pearson Correlation	0.203**	1	0.152**	0.409**	0.306**	0.288**
	Sig.)2-tailed(	0.000		0.002	0.000	0.000	0.000
	N	398	398	398	398	398	398
Collaboration	Pearson Correlation	0.167**	0.152**	1	0.181**	0.243**	0.287**
	Sig.)2-tailed(	0.001	0.002		0.000	0.000	0.000
	N	398	398	398	398	398	398
V.E. (Value Equity)	Pearson Correlation	0.266**	0.409**	0.181**	1	0.226**	0.310**
	Sig.)2-tailed(	0.000	0.000	0.000		0.000	0.000
	N	398	398	398	398	398	398
B.E. (Brand Equity)	Pearson Correlation	0.199**	0.306**	0.243**	0.226**	1	0.241**
	Sig.)2-tailed(	0.000	0.000	0.000	0.000		0.000
	N	398	398	398	398	398	398
R.E. (Relationship Equity)	Pearson Correlation	0.222**	0.288**	0.287**	0.310**	0.241**	1
	Sig.)2-tailed(	0.000	0.000	0.000	0.000	0.000	
	N	398	398	398	398	398	398

**. Correlation is significant at the 0.01 level)2-tailed(.

Based on the correlation analysis in Table 12, it is clear that the sub-variables of social media marketing and customer equity tends to be significant. Each of the variable ha a significant result. However, it can be seen that collaboration and creation has the least correlation, while, value equity and equity has the highest correlation between each other. Similarly, other existing variables also depict a positive correlation between each other. There are no other insignificant correlation variables in the study.

RESULTS AND DISCUSSIONS
Summary of the findings

It can be concluded that all of the presented findings depict a positive relationship between the outright suggested variables on the financial performance of the firm. The independent variables of this research include the social media marketing factors including: (a) curation, (b) creation, (c) collaboration, (d) value equity, (e) brand equity, and (f) relationship equity. Based on the findings, this research can proceed with the assessment via data triangulation. The data triangulation refers to the triangulate the research between consumers choice based on social media marketing and consumer equity, along with the firm's financial performance. A summary of the findings are shown in Table 13.

Table 13. *Hypothesis Summary*

Hypothesis	Remarks	Literature
There exists a positive relationship between curation and financial performance of the Organic Skin Care firm in Thailand.	Hypothesis Accepted	Accepted Pelet et al.)2015(
There exists a positive relationship between creation and financial performance of the Organic Skin Care firm in Thailand	Hypothesis Accepted	Accepted Karjaluoto et al. 2015
There exists a positive relationship between collaboration and financial performance of the Organic Skin Care firm in Thailand.	Hypothesis Accepted	Accepted Zhu et al. 2015
There exists a positive relationship between value equity and financial performance of the Organic Skin Care firm in Thailand.	Hypothesis Accepted	Accepted Hossain et al.)2017(Zhang et al.)2016(
There exists a positive relationship between brand equity and financial performance of Organic Skin Care firm in Thailand.	Hypothesis Accepted	Accepted Keller and Brexendorf)2017(Luo)2019(
There exists a positive relationship between relationship equity and financial performance of the firm	Hypothesis Accepted	Accepted Liao et al.)2017(Lee et al. 2018(Cheng et al. 2019
There exists a positive relationship between social media marketing and customer equity of the Organic Skin Care firm in Thailand.	Hypothesis Accepted	Accepted Varkaris and Neuhofer 2017 Stephen, 2016 Yuan et al.)2016(

Discussion of the primary findings

Based on the research by Tuten and Solomon)2017(, it was found that the social media is a combination of various web-based activities that allows consumers to develop a profile and connect to brands and other consumers. The notion of Web 2.0 has introduced numerous platform like Facebook, Instagram, Twitter etc., that benefits the overall consumers and social media marketers.

In this research, the findings indicate that majority of the users were using Instagram at 51.30%. Added to that, other forms of social media application were only used by 43.80% of the total respondents combines. This showcases that Instagram is amidst the proliferating social media networking site that would benefit the marketers of the cosmetics industry. In addition, the research by Kaplan and Haenlein)2011(and the study by Felix et al.,)2017(suggested that social media can basically engage consumers with micro-blogs, video-sharing application, and other engaging contents. The use of engaging content for the cosmetics industry can be proliferating over the years. A total of 92.50% of the surveyed respondents suggested that this provides value to the business, and over 72.10% of respondents were engaged with the social media application. Since a large portion of the consumers have spent on online marketing, and online commerce – these consumers are focused on publishing, sharing, and developing the interest of brand-specific consumers to engage with their page and their post. That said, the research by Turcotte et al.,)2015(further suggested that the consumers tend to share reviews, and post reviews that can develop the metrics of trustworthiness for brands. This also tends to build brand value in the social media platform.

The first pillar, content curation is presented by Pelet et al.)2015(as essential since it encourages the consumer to interact with the brand. The findings of this research demonstrated that there was a positive relationship between the curation factor and the financial performance of a business.

The second pillar is the creation. By definition, creation is the one in which a company will create attractive content for its customers defined by Karjaluoto et al.)2015). Studies have shown that consumers are sensitive to quality content. This hypothesis was confirmed since the respondents declared that quality content positively influences their buying habits.

The last pillar is collaboration. Research by Zhu et al. 2015 suggests that brands must maintain a privileged link with customers, and interact with them regularly. We can also deduce that thanks to research, collaboration has a positive influence on the financial performance of a company. Studies by Zhang et al.)2016(, Keller & Brexendorf)2017(or Liao et al.)2017(, other factors such as value equity, relationship equity and brand equity are assets for the development of a business.

The findings of this research indicated that there was a positive relationship between these three factors and the financial performance of a business. A good example of this phenomenon is the cosmetic brand Glossier. It is one of the many brands whose social media are an integral part of their marketing strategies. Studies by Schiffer)2018(have shown that consumers, the vast majority of whom are women, pay attention to their beauty and makeup products. The Glossier brand understood that reviews and opinions were essential for their customers. Glossier understood and made it possible by using certain packaging colours, or even stickers have shown studies conducted by Maril)2019(. By nurturing and maintaining relationships with customers, the results of studies conducted by Beltran)2019(shows that Glossier had reached a value of 1.2 billion, and attracted more than 1 million new customers, which is considerable for a company that is only 8 years old.

Concluding this discussion, it can be stated that the research develops as a foundation of the relationship between the consumer's perceived financial performance of the firm is positive based on the social media marketing and the customer equity. Added to that, this research also suggests that brands that are engaged in the successful pursuance of social media can support brand value development and the development of customer equity.

CONCLUSIONS

The significance of the research and the findings revolve around the cosmetics industry. Cosmetics industry are one of the important source of revenue for Thailand, as well as, with the outlying development of the organic cosmetic industry – there is a need for the market review. That said, the findings suggest that – firstly, the research submits to the development of the cosmetics industry, and how consumers perceive the development of financial development based on customer equity and the development of social media marketing. Firstly, the findings suggest a positive)yet, a low-moderate strength correlation(between social media marketing and the firm’s financial performance. This suggests that marketers should emphasize on developing their social media marketing context. Added to that, the marketers should also focus on pursuing the development of customer equity, as customer equity contributes to positive financial performance as well. The positive development of financial performance, based on the customer perspective, tends to provide a positive contribution to the research. Added to that, the relationship between customer equity and social media marketing is positive. Therefore, social media marketing establishes as the foundation to develop customer equity, as well as, develop the financial performance of the firm. The marketers that are engaged in a substantial proceeding of the growth a perceived performance of a firm are highly likely to pursue a suitable content strategy in social media marketing – emphasizing on curation, collaboration, and creation. Similarly, proper development of customer equity, as well as, emphasizing on stakeholder’s equity can support the development of the financial performance of the firms. That said, the findings of this research are also important for the understanding of the researcher.

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UNDERSTANDING MILLENNIALS INVESTMENT BEHAVIOR IN PEER-TO-PEER LENDING: CASE STUDY FROM INDONESIA

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Abstract

Peer-to-Peer (P2P) Lending has become alternative investment option that expected to experience tremendous growth with the evolvement of technology solutions as people become more and more digitally connected. Millennials becomes the most interesting target generations for P2P Lending platform as this generations highly exposed by digital technology. Due to different characteristics and behavior of millennials dealing with financial and investment products, the research aims to distinguish these characteristics and behaviors and group them into several groups. The purpose of this research is to study Millennials investment behavior in P2P Lending platform based on demography, financial behavior and marketing media preference. Online survey was conducted to 205 respondents in Indonesia who have understand or have invested in Peer to Peer Lending platform. Cluster Analysis is to analyze the data and categorized given sample into several groups who have similar characteristics and behavior. The results show 4 distinctive segments, they are Budding Millennial Investors, Confident Millennial Investors, Financially Oblivious Millennials and Pragmatic White-Collar Millennial Investors. By distinguishing distinctive groups within given population, can provide better understanding towards millennials investment behavior in P2P lending platform and therefore can help marketing managers and decision maker to develop better marketing strategy in targeting millennials investor.

***Keywords**: Peer-to-Peer Lending, millennials, financial behavior, marketing media*

INTRODUCTION

Fintech Lending has experienced significant development recently as Fintech Lending able to overcome problems such as infrastructure and risk management challenges faced by conventional lending providers. Using digital technology, novel approaches and innovative business model, Fintech Lending able to achieve wider coverage of targeted consumers. P2P Lending is one of Fintech Lending that experience spurious growth with estimate CAGR of 53.06% (Research and Markets, 2020) during the period of 2016-2020, globally. P2P lending is a new financial service provide loans or investment for individuals, companies, MSMEs (micro, small and medium enterprises), by connecting borrowers/investors and lenders through technology and internet without intermediation of financial institutions (Babaei and Bamdad, 2020; Serrano-Cinca et al., 2015). The key driver of skyrocketed P2P lending popularity is because P2P lending targets high-risk borrowers excluded from traditional credit

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channels, such as commercial banks (Yum et al., 2012).

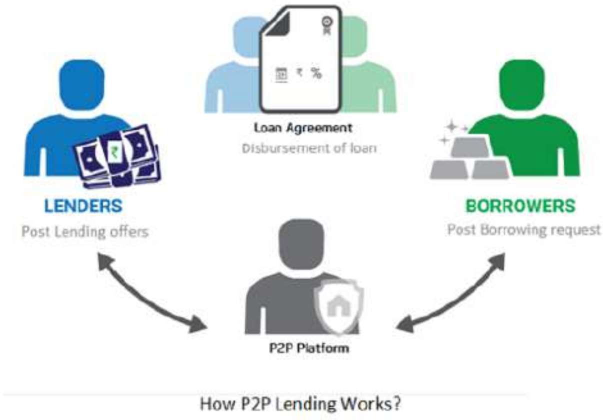

Figure 1. How P2P lending works?
Source: Thepaypers.com (2020)

In spite of the significant growth of P2P Lending, it is a highly risk business characterized by uncertainty, anonymity, lack of control and potential opportunism (Chen, Lai and Lin, 2014). Therefore, it faces challenges to attract investors to loan their money in P2P lending platform. Millennials have become a prime investor market for P2P lending. There are some reasons why Millennials are potential investors. First, Millennial are more native to technology, they display higher trust in technology solutions than traditional finance advice. Second, they prefer to have greater control over their investment's management method; therefore, they are increasingly relying on technology to manage their money (Curphey, 2020). Third, millennials are less confident about investment, 67% millennials find investing scary and confusing where 52% believe investment market is rigged against them (Yoon & Okimoto, 2018), but they are eager to learn. Based on above reasons, millennial now become the most powerful and attractive generations.

Previous researches have been conducted to identify the critical success factor of P2P lending such as analyzing intention to participate in P2P Lending (Gunawan, Susanto, Rudi and Gunadi, 2019); risk management analysis (Paulus, 2018); or P2P lending platform adoption (Rosavina and Rahadi, 2018). However, market segmentation can provide different perspective by dividing market into several groups with identical characteristics such as demography, behavior and psychography, to help financial service companies deliver better service and reduce marketing costs for the company (Fungfeld & Wang, 2009). Especially millennial is native to technology and more self-driven in deciding investment options. Therefore, by doing segmenting millennials according to their financial attitude and behavior in investment, it will give P2P lending companies better understanding and can develop results which indicate desirable marketing actions (Johnson, 1971).

The aim of this paper is to understand millennial investing behavior in P2P lending platform through the case study of Indonesian millennial behavior. It is widely known that, P2P lending highest market comes from developed countries such as Europe, US and China. However, P2P lending experiences fast-growing in emerging economies such as Asia Pacific countries (e.g South-Korea, Japan, India, Australia and Indonesia) (Valuates Reports, 2020). P2P lending in Indonesia has a promising potential because it targets the unbanked people in Indonesia which represent 48.9% of the entire population (fintechnews.sg, 2018). Indonesia's, P2P lending currently have more than 267,000 lenders and 5.2 million borrowers, 99 registered providers and so far, disbursed 1.8 billion USD worth of loans (fintechnews.sg, 2018). In European countries, 50.3% of the lenders are millennials (Robo.cash, 2018), where a similar situation also happens in Indonesia, with 69.53% of the P2P lenders (aged 19-34 years old) are also millennials. Therefore, this research will perform the segmentation based on millennials demography, financial attitude and behavior, source of information, marketing media and Peer to Peer preference. In doing so, we are hoping this paper can contribute to existing studies by giving better understanding of millennials investing behavior in P2P lending especially in the emerging economies countries such as Indonesia.

LITERATURE REVIEW

Marketing can be defined as a process where the company creates value for their customers and attempts to build a strong relationship in order to capture value in return from their customers. (Armstrong & Kotler, 2016). Two important concepts in this research are a STPD (Segmentation, Targeting, Positioning and Differentiation) and Marketing Mix (7P) for services which consists of *Product, Price, Place, Promotion, Process, People* dan *Physical Evidence*. This research focuses on the segmentation process, where the goal of segmentation is to create distinct and identifiable groups so the company can create special marketing programs for each segment. The segmentation process in this research is based on demography, financial behavior and attitude, source of information, marketing media and Peer to Peer preference as mentioned earlier.

Service

Service is an economic activity done by one party to another. It is normally time based and the service itself can give desired results to the customer or an object owned by the customer. Service itself can be categorized into several categories according to (Wirtz & Lovelock, 2018), service can be categorized into *people processing, possession processing, mental stimulus processing,* and *information processing. P2P Lending* itself can be categorized into *information processing*, yet P2P Lending can also be considered as a *Credence Service.*

Credence Goods is a product or service that has high information asymmetry between the seller dan the buyer, a few example services are legal service, insurance and financial services (Mortimer & Pressey, 2013). A service can have a *credence attribute* if it's hard to evaluate even after being used by the consumers. The harder it is to evaluate the benefit of a service the higher the risk perceived by the consumer.

Integrated Marketing Communication

Integrated Marketing Communication (IMC) is a practice of unifying marketing activities by the company which includes the message itself, the tools and message from the marketing mix, all of this done in order to deliver a consistent message through the various communication channels for that brand (Moriarty, et al., 2012). This research places an emphasis on the promotion mix which is used for segmenting the market. The promotion mix itself consists of *Advertising, Sales Promotion, Personal Selling, Public Relations*, dan *Direct Marketing.*

Finance

Finance can be defined as the study and art of managing money (Gitman & Zatta, 2015). Finance itself is not limited to the definition above and actually has quite broad definition. This research places emphasis of *Financial Services*. The existence of Financial Service itself has made it possible for people who have little understanding of Finance acquire services to help them financially in their daily life. One of the aforementioned financial services is investment. Investment can be defined as commitment of resources or funds with the expectation of obtaining a greater return in the future (Bodie, et al., 2013). Investments are also not risk free and the investor needs to understand the associated risk with the investment they have chosen. This research focuses one certain investment type which is *Peer to Peer Lending*.

Peer to Peer Lending can be defined as type of financial transaction which is done directly between the individual and company without any intermediary of financial institution (Pokorna & Sponer, 2016). Peer to Peer Lending itself has a few benefits and drawbacks for either the lender or borrower. From a lender perspective, P2P Lending can give greater returns and from a borrower perspective, P2P Lending loans are more accessible and easier in terms for the borrowers when compared to bank loans.

Financial literacy

Financial Literacy according to the OECD can be defined as a combination of awareness, knowledge, skill, attitude and behavior necessarily needed to make financial decision for the well-being of an individual. Financial Literacy according to OECD can be divided in to 3 dimensions which are *Financial Knowledge*, *Financial Behavior* and *Financial Attitude.*

Financial Knowledge according to *Financial Industry Regulatory Authority (FINRA)* can be defined as retail investor's understanding of basic principles of the market, instrument, organization and regulations surrounding finance. Financial knowledge itself can be divided in to two which are *objective financial knowledge* and *subjective financial knowledge.* This research only focuses on subjective financial knowledge which as respondents their beliefs towards the level of financial knowledge they currently have.

Financial Attitude can be considered as a certain disposition for an individual in how they act which is formed based on their economic a non-economic beliefs of an individual (Garg & Singh, 2017). Financial Attitude in this research are *Interest in Financial Issues* and *Intuitive Decisions. Financial Behavior* can be defined as individual's behavior in finance that can significantly affect a well-being of a person (Garg & Singh, 2017). Financial Behavior can be considered as result of someone's *Financial Attitude.*

Source of information

Consumer**s** have their own behavior in decision making when purchasing a product/service. The consumer decision making process consists of several stages which are *Need Recognition*, *Pre-Purchase Information Search*, dan *Evaluation of Alternatives.* One important step in this research is *Pre-Purchase Information Search* where consumers search for information to purchase a product/service. Source of Information itself can be categorized in to 4 sources, these 4 sources of information are *Impersonal Advocate*, *Impersonal Independent*, *Personal Advocate* dan *Personal Independent* (Mortimer & Pressey, 2013).

MATERIALS AND METHODS

Research design and procedures

Combination of online survey and paper-based survey were used to gather data. 205 respondents have participated in the survey. Respondents characteristic are Millennials located in Indonesia who have understand or have invested in Peer-to-Peer Lending platform. Cluster Analysis and Crosstabulations were used to analyze the data. Cluster analysis is statistical procedure that is used to classify an object or people in to several groups with a basis of two or more variables for classification (McDaniel & Gates, 2015). This research uses *K-Means Cluster*, this clustering method is based on variation within cluster to create similar clusters and not based on *Euclidean Distance or city block distance* (Sarstedt & Mooi, 2019). K – Means Cluster is a clustering method that is generally used for marketing research for grouping purposes. *Cross-tabulation* can be used to further analyzed the answer of respondents relative to the answer of other respondents (McDaniel & Gates, 2015). *Cross-tabulation* in research is normally accompanied with a Chi-Square Test to measure if there's an association between two tested variables (Malhotra, 2010).

Measurement variable

Table 1. *Measurement Variable*

Variable	Indicator
Socio-Demography	Age, Gender, Occupation, Marital Status, Lastest Education, Income
Marketing Communication Mix	Advertising
	Direct marketing
	Sales Promotion
	Public Relations
Financial attitude	Subjective Financial Knowledge
	Financial Risk Tolerance
	Intuitive Decisions
Financial behavior	Investment Horizon
	Interest in Financial Issues
	Expected Return on Investment
	Investment Sum
	Prior Investment

	Reason for Investing
	Investment Considerations
Source of information	Impersonal Advocate
	Impersonal Independent
	Personal Advocate
	Personal Independent
Peer-to-peer preference	P2P Field
	Platform

RESULTS AND DISCUSSIONS

Data gathered for this research has a total of 205 respondents who are understand Peer to Peer Lending Platform. The data gathered then tested for validity and reliability test before performing the cluster analysis. One item was not valid, therefore we excluded from data analysis.

Cluster analysis was employed to classify millennials investing behavior with similar characteristics, behavior and psychographic intro groups. The analysis was performed using K-Means clustering procedures. Using dendogram as seen in Figure 2, four clusters were formed and appeared to be the most appropriate in terms of cluster interpretation, meaningfulness and size.

Figure 2. Cluster Analysis Dendogram

All 205 respondents were clustered in to 4 groups where the result is shown in Table 2. The results show that first cluster represented 10.73%, the second cluster represented 21.46%, the third clustered 38.05%, and the fourth cluster represented 29.76% of all respondents.

Table 2. *Sample Sizes for the Four Cluster*

Cluster	Sample Size	Percentage of Sample Size
Cluster One	22	10.73 %
Cluster Two	44	21.46 %
Cluster Three	78	38.05 %
Cluster Four	61	29.76 %

The Final Cluster Center table (table 3) summarized the ANOVA (Analysis of Variance) test as well as the average score of each attribute of the four clusters formed. The greater the score of each attribute indicates those attributes are the most related to the members. However, the non-significant attribute can still be interpreted in the research implications because the non-significant results also indicate that some respondents in each cluster choose the same answer.

Table 3. *Final Cluster Centers*

Final Cluster Centers					ANOVA Test	
Attributes	Cluster 1	Cluster 2	Cluster 3	Cluster 4	F-value	Sig.
Age	1.77	3.00	1.78	2.62	28.434	0.00
Gender	0.82	0.68	0.50	0.64	3.138	0.03
Occupation	3.68	1.57	3.90	1.44	84.629	0.00
Marriage	0.00	0.23	0.03	0.20	6.504	0.00

Education	2.45	3.20	2.19	2.90	54.971	0.00
Income	1.64	5.32	1.31	3.77	191.031	0.00
Financial Interest	2.36	1.84	2.90	1.74	21.678	0.00
Investment Horizon	2.77	2.50	2.44	2.08	2.698	0.05
Expected Return	3.41	3.61	3.03	3.08	4.768	0.00
Investment Value	6.45	6.59	2.42	2.85	369.42	0.00
Have not Invested yet	0.09	0.02	0.41	0.08	15.151	0.00
Deposit / Savings	0.55	0.55	0.28	0.39	3.563	0.02
Gold	0.09	0.07	0.04	0.16	2.368	0.07
Mutual Fund	0.14	0.27	0.08	0.28	4.227	0.01
Stocks	0.23	0.41	0.09	0.26	6.158	0.00
Peer to Peer Lending	0.14	0.64	0.13	0.48	17.148	0.00
Foreign Exchange	0.09	0.16	0.04	0.08	1.814	0.15
Future Index	0.00	0.05	0.00	0.02	1.468	0.22
Cryptocurrency	0.05	0.00	0.00	0.00	2.848	0.04
Property	0.09	0.20	0.03	0.11	3.624	0.01
Obligation / Government Bonds	0.05	0.07	0.04	0.08	0.434	0.73
Investment Reason	2.82	2.73	2.63	2.67	0.238	0.87
Liquidity	0.64	0.66	0.53	0.56	0.816	0.49
Low Risk Investment	0.09	0.16	0.22	0.20	0.694	0.56
High Return Investment	0.23	0.18	0.19	0.20	0.065	0.98
Practical Investment	0.36	0.52	0.32	0.52	2.715	0.05
Low Capital Investment	0.00	0.00	0.05	0.07	1.381	0.25
Easy to understand investment	0.36	0.34	0.27	0.33	0.388	0.76
TV / Radio Ads	0.14	0.16	0.28	0.15	1.795	0.15
Magazine/Newspaper Ads	0.05	0.20	0.03	0.11	4.038	0.01
Above the line Ads	0.18	0.11	0.05	0.08	1.374	0.25
Social Media Ads	0.27	0.41	0.29	0.30	0.738	0.53
Web ads	0.36	0.36	0.32	0.43	0.544	0.65
Direct Marketing	1.18	1.32	1.27	1.21	0.657	0.58
Sales Promotion	1.64	1.70	1.73	1.79	0.286	0.84
Magazine/Newspaper Article	0.18	0.14	0.10	0.11	0.37	0.78
Special Report on TB	0.14	0.30	0.21	0.18	0.993	0.40
Event Sponsor	0.18	0.09	0.21	0.28	1.913	0.13
Online Article	0.32	0.32	0.23	0.26	0.463	0.71
Social Media Non-Ads	0.09	0.11	0.23	0.18	1.301	0.28
Community Event	0.14	0.27	0.15	0.30	1.886	0.13
Subjective Financial Knowledge	3.23	4.11	2.96	3.64	17.352	0.00

Financial Risk Tolerance	2.95	3.75	2.95	3.33	5.908	0.00
Intuitive Decision	4.23	4.55	4.12	4.38	3.37	0.02
Platform	0.45	0.77	0.76	0.79	3.533	0.02
Loan for Medium Enterprise	0.68	0.50	0.42	0.51	1.582	0.20
Loan for Micro Small Business	0.41	0.48	0.41	0.57	1.361	0.26
Loan for Farmer/Fisherman	0.14	0.25	0.08	0.16	2.355	0.07
Loan for Education	0.14	0.27	0.32	0.18	1.778	0.15
Loan for Personal Needs	0.14	0.16	0.10	0.07	0.845	0.47
Loan for others	0.09	0.05	0.14	0.02	2.799	0.04
Impersonal Advocate	3.73	3.77	3.64	3.48	0.91	0.44
Impersonal Independent	3.95	4.23	3.77	3.85	2.634	0.05
Personal Advocate	3.95	4.00	3.41	3.39	5.348	0.00
Personal Independent	3.95	3.80	3.69	3.67	0.516	0.67

If ANVOA test showed significant results (H0 < 0.05) means the attributes can be used as segmentation variables. While insignificant results (H0 > 0.05) was ignored and did not use as segmentation variables.

Cluster Profile

To put a face and easily recognized the characteristics of each cluster, names were assigned to uniquely distinguished as a group. More detailed table and discussion of each four clusters as seen in Table 4.

Attribute	***Cluster 1 (Budding Millennial Investors)*** ***N = 10.73%***	***Cluster 2 (Confident Millennial Investors)*** ***N = 21.46%***	***Cluster 3 (Financially Oblivious Millennials)*** ***N = 38.05%***	***Cluster 4 (Pragmatic White-Collar Millennial Investors)*** ***N = 29.76%***
		Demographics		
Age	21 – 25 years old	21 - 25 years old (43%) 26 - 30 years old (27%)	21 - 25 years old	21 - 25 years old
Gender	82% Male 18% Female	68% Male 32% Female	50% Female 50% Male	64% Male 36% Female
Marriage	100% Not Married	23% Married 76% Not Married	3% Married 97% Not Married	20% Married 80% Not Married
Occupation	College Student	Employee	College Student	Employee
Education (Last Education)	Highschool & Graduate	Graduate	Highschool	Graduate
Income	Less than 266 USD	More than 666 USD	Less than 133 USD	266 USD – 400 USD
		Financial Behavior		
Financial Interest	Every few days	Every day	Almost Never	Every day Every few days
Investment Horizon	Over 5 years	Over 5 years	Less than 3 years	Less than 3 years
Expected Return	10 -15 %	10 -15 %	10 -15 %	10 -15 %
Investment Value (Amount of money to willing to invest regularly)	More than 333 USD	More than 333 USD	Less than 66 USD	66 USD – 133 USD

Prior Investments	Cryptocurrency (5%) Deposit/Savings (55%)	Deposit/Savings (55%) Mutual Funds (27%) Stocks (41%) Property (20%) *P2P Lending* (64%)	Have not invested yet (41%) Deposit / Savings (28%)	Gold (16%) Mutual Funds (28%)
Investment Consideration	-	Easy and Simple (52%)	-	Easy and Simple (52%)
Financial Attitude	Financial Risk Tolerance (3) Subjective Financial Knowledge (3) Intuitive Decision (3)	Financial Risk Tolerance (1) Subjective Financial Knowledge (1) Intuitive Decision (1)	Financial Risk Tolerance (3) Subjective Financial Knowledge (4) Intuitive Decision (4)	Financial Risk Tolerance (2) Subjective Financial Knowledge (2) Intuitive Decision (2)
Source of Information	Impersonal Advocate (2) Impersonal Independent (2) Personal Advocate (2) Personal Independent (1)	Impersonal Advocate (1) Impersonal Independent (1) Personal Advocate (1) Personal Independent (2)	Impersonal Advocate (3) Impersonal Independent (4) Personal Advocate (3) Personal Independent (4)	Impersonal Advocate (4) Impersonal Independent (3) Personal Advocate (4) Personal Independent (3)

Note:

- Percentage show in table represents how much respondents in a certain cluster choose that option
- The number in brackets ( ) , show the rank of a certain attribute relative to other clusters

Cluster One: *Budding Millennial Investors*

Cluster One is named *Budding Millennial Investors* because they are beginner investors who have tried to in various kinds of investment options such as mutual funds, stocks and P2P lending however, most of them still afraid to take risk and mainly invest their money in bank deposit. Some of the respondents have tried to invest in the form of Cryptocurrency, this shows that respondents in this cluster are looking for the best form of investment. However, they have limited financial knowledge, therefore, they are not brave enough to take risks. They have positive attitude towards financial information from company's representatives and report from third party. Budding Millennial Investors is the smallest clusters dominated by male (82%) aged between 21 -25 years old, not married, college students, with latest education of high school or college. Their average income is less than 266 USD. They are willing to invest in big amount of money and in mid to long term investments. This cluster also have positive attitude towards P2P lending with high curiosity. Therefore, this cluster is a potential cluster to introduce P2P lending platform.

Cluster Two: *Confident Millennial Investors*

Cluster two is named Confident Millennial Investors because they understand and have experience in investment. Majority of respondents in this cluster have investment in bank deposit, stock, P2P lending and properties, therefore they have high-risk tolerance. Their most important considerations for investing are easiness and simplicity in doing the investment. This cluster has invested in P2P lending platform and has altruism characteristics compared to other clusters. Confident Millennial Investors is dominated by male (68%) aged between 21-30 years old, not married and an employee. This cluster financially more stable as their income on average is above 666 USD and relatively have high financial literacy as they like to read news and report about investment every day. They are willing to invest in both short- and long-term investment period. As the most mature and financially literate cluster, this segment is the most beneficial cluster to be introduced P2P lending.

Cluster Three: *Financially Oblivious Millennials*

Cluster Three is named Financially Oblivious Millennials as they have very little or no knowledge about investment. They also never invested before and afraid of taking risk in investing their money. Financially Oblivious Millennials is the largest cluster of all cluster, dominated by respondents from 20-25 years old, not married, and college students, their average income are less than 133 USD. They not really interested in investing their money, therefore, they do not consider broadening their financial knowledge. They are willing to invest only in small amount of money and for short-term period. This cluster is the most difficult and unfavorable to be introduced about P2P lending platform.

Cluster Four: *Pragmatic White-Collar Millennial Investors*

Cluster four is named Pragmatic White-Collar Millennial Investors as they are dominated by professional or employee who have high financial literacy. They have invested in gold, mutual funds and P2P lending platform. They prefer to invest in the form of investment which does not required too much time to research for financial statement of fund prospectuses such as mutual funds. They have moderate-risk tolerance as they prefer practical and easy investment options.

Pragmatic White-Collar Millennial Investors is dominated by male (64%) aged between 20-25 years old, not married, professionals or employees in private company. Their average income between 266 USD – 400 USD. They are interested in finance issues as they read financial news regularly. They are willing to invest in small amount of money with short-term period investment. This cluster has promising potential to be introduced about P2P lending even though not as easy as Confident Millennial Investors Cluster.

This research provide evidence that millennials investing behavior should be differentiate into several cluster which put individuals with similar behavior into one group. By understanding millennials investing behavior can help P2P lending platform to develop suitable approach for each segment. Therefore, this research clarifies that one-for-all approach is not suitable anymore when targeting millennials.

This research is able to distinguish four different segment of millennials investing behavior. The results show that the largest segment is *Financially Oblivious Millennials* where most of the member of this cluster have low financial literacy. They are not risk taker and mostly not interested to learn financial products. The second largest segment is *Pragmatic White-Collar Millennial Investors* where most of the member are professional or employee who are actually have high financial literacy. They have invested in several products including investing in P2P lending platform. They have higher tolerance to risk and willing to try new financial and investment products. The third largest segment is *Confident Millennial Investors* where most of the member have experience in investment and have invested in P2P lending platform. The have high tolerance to risk and has altruism characteristics compared to other clusters. The smallest segment is *Budding Millennial Investors* where most of the member are beginner investor who has interest to learn financial and investment products. However, they have minimum budget, therefore very picky and afraid to take risks.

It can be concluded that two clusters which are *Pragmatic White-Collar Millennial Investors and Confident Millennial Investors* combined have already representing 50% of total respondents. Therefore, there are growing numbers of millennials who have higher financial literacy, experience in investing, and have higher risk-tolerance to try and invest in new financial or investment products. This potential numbers can be beneficial for P2P lending platforms, as in the future sharing economy is getting more and more popular.

In this research, only P2P lending as one type of sharing economy form in financial and banking industry. However, P2P lending are expected to growth tremendously with the evolvement of technology solutions as people become more and more digitally connected. Therefore, by segmenting millennials based on their investing behavior will provide marketing manager of P2P Lending platform to enhance their strategies.

The research also provides theoretical implication. It shown that segmentation research able to provide deeper understanding of given populations which have heterogenous characteristics. The study also emphasize that one-for-all approach are not suitable anymore when targeting millennials.

CONCLUSIONS

The research provides useful information and guidelines by highlighting four different clusters amongst millennials investing behavior. 50% of respondents are potential millennials as they are familiar and have experience with financial and investment products. This research also highlights the importance of segmentation research to provide deeper understanding of millennials investing behavior. Therefore, we suggest marketing managers of P2P Lending platform to develop segmented strategy for each cluster.

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THE IMPACT OF WORD OF MOUTH AND BRAND IMAGE ON BUYING DECISIONS OF ZOMATO GOLD'S MEMBERSHIP

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Abstract

In January 2020, Zomato Gold has around +1500 restaurant partners in JABODETABEK within total members +100.000. Zomato gold focuses on the FNB world, where other competitors have beneficial besides FNB such as spa, fitness, salon. It aims to stay in the FNB corridor. The purpose of this study is to investigate the Impact Word of Mouth and Brand Image on Buying Decisions. The objective of this research is the sales of Zomato Gold's membership affected the variables, by obtained samples from the questionnaire results of 102 active users of Zomato Gold. Simultaneous test results (F) showed a significance value (p-value) smaller than the alpha value of 0.000 <0.05. The effect of the two variables on the Buying Decision is 43.3% while the remaining 56.7% represents the influence of other variables. Thus, companies need more focus on Brand Image, improve their services on Zomato Gold, it can affect the impact of variable WOM more positively.

Keywords: *word of mouth, brand image, buying decision*

INTRODUCTION

In this Digital Era, almost every process has changed into something easier and simpler. The presence of the Digital era makes people could some kind of interaction that never is done online before, such as pay with their mobile phone or make a reservation only by second. People be more interactive with each other, because it is easy to be in touch with others. It seems to happen in Instagram, or Facebook, or Twitter, people could easily spread the information, good or bad. A lot of companies or brands use the internet as their platform to approach their customer, and they could easily trigger their customer by the internet. For example, share their promos online on Instagram Ads, or for more advance, many brands have to pay some people who have a lot of followers on their social media to share the promos as Native advertising. According to Hossain et al. (2017), humans share their feelings, experiences with each other to build a decent relationship. This relationship makes trust between the humans, by the time the concept of word of mouth came up in society. Word of mouth gives satisfaction to the consumer. The concept of word of mouth increased largely in the last thirty years for the help of the internet, which gives the online platform to share reviews. Now it becomes a trend to share the experience about the product/service. Meanwhile, these phenomena is about a lot of things become easier by using digital technology, Zomato as a food discovery platform can be seeing the possibility, in which Zomato has launched Zomato Gold in 2018 as a yearly subscription product for the user. Zomato Gold is a program that connects

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restaurants and VIP members. Zomato believes that Zomato Gold's user as a VIP user because they are active and loyal customers. Zomato Gold is a paid membership program when people willingly buy membership; they also have the budget to go out explored restaurants. Zomato Gold got so many interests from the user because they offer a different kind of promo other than any digital promos. Zomato Gold offers a 1+1 Free on Food or 2+2 Free on Drinks, and this promo will never change as long as the user keeps subscribing to Zomato Gold.

On the Restaurant's side, the restaurant could choose which promo they would like to offer to the user, whether the food promo or drinks promo. Also, Zomato Gold will bring them more profit as the Zomato Gold user come more often which help to maintain customer loyalty from restaurant side better than they usually did and the new customer as well, it also will impact inside restaurant industry. In January 2020 Zomato Gold reach the number of users less or more than 106.000 active users and partnering with less or more than 1.500 restaurants and keep growing. Every day in Jakarta there are more a thousand unlock/visit Zomato Gold restaurants and would be increasing over the weekend. This research has a purpose to investigate the Impact Word of Mouth and Brand Image on Buying Decisions. The objective of this research is the sales of Zomato Gold's membership affected the variables. Which way is best to increase their number of sales to hit the target, and how Zomato can improve their products in the future.

LITERATURE REVIEW

Word of Mouth

The power Word of Mouth can be defined as organic free promotion spread by the customers who already had an experience with those products from the company. Jalilvand, Esfahani, and Samiei in Luong *et al* (2017) defined word of mouth (WOM) as "a process of sharing opinions and information about the specific product between customers". Ansary et al. (2018) said The information comes from different sources, among which one of the most important is WOM. Moreover, (Jalilvand and Samiei; Wangenheim; in Ansary (2018) considered that WOM is an important force in the marketplace, influencing attitudes, preferences, purchase intention, and consumer decision making. WOM has become a much more influential factor in consumer behavior compared to other forms of marketing communications, such as advertising and publicity. Alam and Yasin in Ansary (2018). The strong word of mouth communication of the sender is important for usefulness because it includes the usage of persuasive words or phrases. Kazmi, A., & Mehmood, Q. S. (2016). Companies should be known for the risk of negative WOM communication because the WOM is a strong tool to increase the reputation of the product or company as well as the decrease of the product sale even in the high equity branded product. Furthermore, if the products are bad people might not talk about it or even talk about it from a negative perspective, and it becomes a disadvantage for the company. This is called the Brand Image of the product.

Brand Image

Brand image means how a consumer perceives a brand like what Chandon in Shahid *et al* (2017) said. According to Shahid *et al* (2017) result, building a positive image of their brand companies have to try very hard. To keep the consumer aware of their brand and to sustain their customer a company will have to keep triggering its brand and advertise more and more to let a large number of people know about their brand. Management study guide in Regina Virvilaite *et al* (2015) state Brand image is the content of the product because when the consumer buys a product, they buy an image formed during the feedback. Corporate image is a set of associations perceived by consumers to companies that make a product or service. User image is a set of associations perceived by consumers to users who use a good or service. Meanwhile, Brand Image is the content of the product but the Management study guide in Regina

Virvilaite *et al* (2015) states that the item's brand image is not created; it is self-formed. This is determined by the simplicity of usage, feedbacks, functional characteristics, and product value. According to Koubaa in Fadli, O *et al* (2017), as metaphor people say "products are made by companies and brands are made by customer". However some research results demonstrate that brand image exerts no direct influence on customer loyalty, but it can impact on customer loyalty via customer satisfaction. Zhang, Y (2015). On the other hand Simamora; Listyawati; in Aprilia *et al* (2018) explained Brand image consists of three parts, namely, corporate image, user image, and product image. Moreover, Cronin in Luong *et al (*2017) stated that consumer buying decision totally depends on brand image.

Barich and Kotler in Upamannyu et al (2015) found that corporate image is the overall impression made on people about an organization. Zameer *et al* (2015) Finding a result there is a positive relationship between service quality, customer satisfaction, and corporate image. It is also analyzed by the results that service quality and customer satisfaction have a high impact on the customer's perceived value where corporate image also affects the customer's perceived value. The key factor is the influence of corporate image that the stakeholder's experience of the firm Dowling in Upamannyu *et al* (2015). Supported by Keller in Sallam, M. A. (2016) Formulating an effective corporate branding strategy that fulfills the needs of stakeholders can improve customer brand evaluations and brand resonance. All the organizations have a unique image and this image is formed based on a perception of its stakeholders, whether the organization does good jobs for them or not to do but the image of each organization would be "unique" in nature. Upamannyu *et al* (2015). Sutisna in Aprilia *et al* (2018) mentions that the indicators in the user image include:

- The style, the lifestyle of a person who poured in the activity and describes the whole person in interacting with his environment.
- Cool, which is the principle in life that teenagers use.
- Confidence, a person's belief in all aspects of his own and the belief makes him feel able to achieve the goals in his life

Interesting, the appearance that reflects the personality of a person.

It can be concluded that User Image is a bunch collection of associations that consumers perceived to users who use goods or services, including the users themselves, lifestyle or personality, and social status. Lala (2019).

Symbolic product images refer to the stereotypic personality images consumers have of a specific product. Examples of stereotypic personality images people may have of a particular store include traditional versus modern, classy versus folksy, sexy versus plain, friendly versus formal, high status versus low status, etc. These symbolic images are differentiated from their functional counterparts in that the latter involves attributes that are related to the physical benefits of the product and not the stereotypic personality characteristics associated with it. Sirgy (2015).

Buying Decisions

Consumer buying decision is a series of choices made by consumer before making a purchase. Pride and Ferrell (2012) as cited in Sagala, Destriani, Putri, and Kumar (2014) found in Oladepo *et al* (2015) stated that to understand consumer buying decisions, the marketer should understand the consumption process and the utility of products in consumers' perceptions. They also declared that when purchasing products unconsciously, a consumer gets through several steps in the making of a purchase decision, purchase, and post-purchase evaluation.

- The first step decision is problem recognition where the consumers are able to differentiate between their needs and wants. Marketers usually use advertising, sales person, and packaging to stimulate recognition of the needs or wants.

- The second step is information search where the consumer seeks the information from their memory about the products, seeking the information from outside sources, such as from friends, relatives, government reports, publication, sales person, website, packaging label, and display, or by repetition.
- The third is evaluation of alternatives where the consumer will establish criteria which consist of characteristic that are important for them.
- The fourth step is the purchase decision where the customer decides to buy the product after evaluating among alternatives.

The last step is the post-purchase decision where the consumer decides to keep purchasing the product if he is satisfied or stop purchasing the product if he is dissatisfied.

The buying decision made by consumers is based on various motives and specific impulses. The stronger the consumer's impulse and motives, the stronger the decision to buy a particular product (Chang & Wang, 2011; Bai & Qin, 2016; in Amron (2018).

Satisfaction plays a vital role in marketing because of it is a good predictor of purchase behavior according to McQuitty *et al.,* Saleem *et al* (2015). Further, Satisfaction leads customers towards long term profitable relationship with the brand, which is customer loyalty also give value to brand and extend an affirmative word of mouth marketing that build good brand repute (Hanif, in Nazir *et al* 2016).

A consumer's purchase intention depends upon very much on the level of satisfaction, he expects and receives. If the brand satisfies the consumer, he/she will become a regular buyer of that particular brand but if not the consumer might engage in the negative marketing of the brand. Engel, Blackwell and Miniard, found in Shahid *et al* (2017). Zahid *et al* (2016) said that purchase intention is a useful, tool that can be used to predict consumer buying behavior. Once the individual makes a decision to purchase a particular product in a particular store or of company, they had been driven by their previous intention that has been developed about the product. Angga (2019) has summarized the purchase intention of the consumers to buy products can be predicted by attitude, subjective norm, perceived behavioral control, as well as their knowledge (perception and expectation) towards the particular products or services.

In this digital era, Zomato provides promotion by using technology that customers will ease of use. This research will have the purpose of finding the effect of Word of Mouth and Zomato Gold's brand image on the user's buying decision. It will also use previously established journals as the basis or reference when collecting and analyzing data in the field, in order to solve the phenomena.

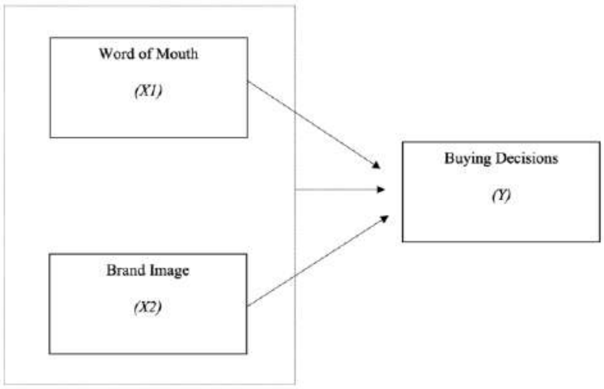

Figure 1. Conceptual Framework
Source: (Khair Harahap, 2013)

H_1: There is a significant impact Word of Mouth towards Buying Decision

H_2: There is a significant impact Brand Image towards Buying Decisions

H_3: There is a significant impact Word of Mouth and Brand Images on Buying Decision of Zomato Gold's membership.

MATERIALS AND METHODS

The design of this research will use a descriptive research design, with the main objective of the research is to investigate an Impact Word of Mouth to Brand Image towards Buying Decision. This research is designed to collect data that describe persons and situations. How asked the research questions would result in descriptive and explanatory. Considering that in this research use field study, such as questionnaires. It can be said that this research based on the nature and methods of data collection is a descriptive study. The population targeted for sampling is an active member of Zomato Gold in JABODETABEK. Likert scale is implemented in this research. The respondents need to specify their level of agreement or disagreement on an agree-disagree scale for a series of statements while responding to a questionnaire item. Questions were closed questions based on 4 Likert scales that each spectrum includes strongly agree, agree, disagree, and strongly disagree. This is an unbalanced rating scale that doesn’t have a neutral point.

RESULTS AND DISCUSSIONS

Respondent profile

A total of 102 questionnaires were distributed and the result of questionnaire were declared good and feasible to investigate. By the gender of the respondents, 46.1% of them was male and 53.9% was woman. By the age of the respondents, 33.3% was aged between 16-22 years old, 55.9% was aged between 23-29 years old, 9.8% was aged between 30-35 years old, and left 1% was aged >36 years old. By the job of the respondents, 51% was dominated as an employee, 5% as an entrepreneur, 38% as a student, and 6% had their own profession. By domicile of the respondents, it shows that 68% of them from Jakarta, 11.7% from Bogor, 4.9% from Depok, 11.7% from Tangerang, and 3.7% from Bekasi.

Validity and reliability test

Validity Test

The validity test of this research shows the smallest r value of 0.461 and the largest r count of 0.753. The value of r-table of this study obtained the value of 0.19. Pointing out to the provisions of the value of r count > r-table, which has a greater value than r-table of 0.19. Therefore, we can conclude they were considered the questions points of the variable are valid.

Reliability test

The reliability test of this research shows that the smallest Cronbach Alpha value is 0,641 and the largest value is 0.807. Pointing out to the value of Cronbach Alpha should be higher than 0.6, it can be concluded that all the variables are reliable. Therefore, the items in each of the variable concepts were declared feasible and could be used as a measuring instrument.

Multicollinearity, Normality, Heteroscedasticity, Autocorrelation Tests

The result of Multicollinearity test of this research is the tolerance value in this study was 0.818 with reference to the provision of tolerance value > 0.10, it can be concluded that the tolerance value of this study meets the requirements. Similarly, the value of the variance inflation factor (VIF) fulfilled the VIF requirement < 10. The VIF value of this study is 1.222 it can be concluded of this study have no multicollinearity.

The normality test of this research tested by Shapiro-Wilk method. It is showed that the significance value is 0.509 > 0.05 which greater than the alpha. Thus, the residual value is normally distributed.

If there is any correlation between independent variables with residual value, it can be concluded Heteroscedasticity. From this test, the significance value of X1 is 0.939 and the significance value of X2 is 0.689, it means that both of the independent variables are above significance level of 0.05 or 5%. It can be concluded there is no correlation between the residual value and the independent variable X1 and X2.

In this research, the run test testing method used for autocorrelation test. It is used to test whether there is a high correlation between residuals. Based on SPSS analysis results, we found that multicollinearity, heteroscedasticity, autocorrelation did not occur. The SPSS analysis result also showed that the residual value is normally distributed. Therefore we can conclude that this regression model is eligible for multiple regression tests.

Multiple Regression Test

The result of Multiple Regression analysis are used to determine the impact between Word of Mouth (X1) and Brand Image (X2) on Buying Decisions (Y). The results are provided in Table 1.

Table 1. *Regression Analysis Result*

Model	**Unstandardized B**	**Coefficients Std. Error**	**Standardize Coefficients Beta**	**t**	**Sig.**
(Constant)	5.205	1.29		4.034	0.000
WOM	0.317	0.51	0.227	2.712	0.000
Brand Image	0.325	0.051	0.528	6.318	0.000

a. **Dependent variable: Buying decisions**
b. **Predictors: (Constant), Brand Image, Word of Mouth**

Source: Processed Data Processing

Based on the result above, the regression model on this research is Y = 5.205 + 0.137 (X1) + 0.325 (X2) + e, with the interpretation as:

a) B_0 = 5.205
The constant of the regression equation shows a value of 5.205 meaning that if there is no contribution to the Word of Mouth variable (X1) and Brand Image variable (X2) then the Buying Decisions (Y) will have a value of 5.205.

b) B_1 = 0.137
This regression coefficient shows the value of contribution given the variable WOM (X1) to Buying Decisions (Y). The coefficient of the WOM variable which is positive means every increasing WOM variable (X1) in value by 1 point will increase by 0.137.

c) B_2 = 0,325
This regression coefficient shows the value of contribution given the variable Brand Image (X2) to Buying Decisions (Y). The coefficient of the Brand Image variable which is positive means every increasing Brand Image variable (X1) in value by 1 point will increase by 0.325.

F-test

The F-test in this study resulted in the F-count shows a value of 37.800, and the significance value shows 0.000 which less than F-table at 5% as the significance level with degrees 2 and 99 free of 3,09. Because F-count > F-table (37.800 > 3.09) and Sig F < 5% (0.000 < 0.05), This result proves that there is a significant influence between the Word of Mouth, Brand Image, towards Buying Decisions.

t-test

In testing the hypothesis of the influence of the WOM (X1) on Buying Decisions (Y), a t-count of 5.069 was obtained with a significance value of 0,000. The statistical value of the t-test is greater than the table (5.069> 1.98) or the significance value is smaller than α = 0.05. Then concluded the WOM variable (X1) partially had a significant influence on the buying decision variable (Y). Furthermore, in testing the hypothesis of the brand image (X2) on the buying decision (Y), a t-count of 8.010 is obtained with a significance value of 0.000. The t-test statistic value is greater than t-table (8.010> 1.98) or the significance value is smaller than alpha = 0.05. Then concluded the brand image variable (X2) partially had a significant influence on the buying decision variable (Y).

Determination Coefficient R^2

Table 2. *Determination Coefficient R^2*

Model	R	R Square	Adjusted R Square
1	0.658	0.433	0.422

Source: Processed Data Processing

Based on the analysis result above, The R^2 value is 0.433 which means in every change of WOM and Brand Image, there will be a 43.3% impact on Buying Decisions, and there is still around 56.7% impact which coming from outside this research variable.

Table 3. *Coefficients Beta*

Model	Coefficients Beta	t	Sig.
WOM (X1)	0.227	2.712	0.008
Brand Image (X2)	0.528	6.318	0.000

Source: Processed Data Processing

Based on the table 3, it can be seen that the Brand Image variable (X2) is the variable that has greatest beta coefficient 0.528, compared to the Word of Mouth variable (X1) with a value of 0.227. This can be interpreted that the Buying Decisions variable (Y) is more influenced by the Brand Image variable (X2).

Theoretical Implications

Based on result analysis, authors will discuss the research hypothesis regarding impact Word of Mouth and Brand Image on Buying Decisions of Zomato Gold's membership.

1. Variable Word of Mouth has a significant impact on variable Buying Decisions. This is caused by the value of sig lower than the significant level specified t-test at 2.712 > 1.98 and has an influence of 20.4% of Word of Mouth that can explain the variation of Buying Decisions.
2. Variable Brand Image has a significant impact on variable Buying Decisions. This is caused by the value of sig lower than the significant level specified t-test at 6.318 > 1.98 and has an influence 39.1 % of Brand Image can explain the variation of Buying Decisions.
3. Variable Word of Mouth and Brand Image indicates there is a significant influence on Buying Decisions. This is caused by regression value is higher than F table 37.800 > 3.09 and has an influence of 43.3 % of Word of Mouth and Brand Image can explain the variation of Buying Decisions.

Practical Implication

Based on result analysis, this would be the result practical implication theory that has found to identify the problem on this research.

1. Impact Word of Mouth on Buying Decisions, since, from the very first launch, Zomato has already done much advertising such as Instagram, billboard, influencers, referral code to create positive Word of Mouth about Zomato Gold to introduce Zomato Gold to a lot of people and create the awareness. And also by that advertisement, Zomato trying to get a lot of users to join Zomato Gold.
2. Impact Brand Image on Buying Decision, based on the sampling results, 70% of the sampling agree that Zomato is the food discovery platform who has the credibility to make innovation for their user. Based on that Brand Image, Zomato has built trust from their user, and impact positively to the buying decision.

Impact Word of Mouth and Brand Image on Buying Decision has a positive impact on the increasing number of sales. It is shown on the results of the sampling that 43,3% of Word of Mouth and Brand Image influence the decision to buy and join Zomato Gold.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The multiple regression analysis has found indicate that there is a positive and significant impact of the independent variable which Word of Mouth and Brand Image on the dependent variable, Buying Decisions of Zomato Gold's membership. All the research hypotheses were accepted providing evidence of this positive relationship.

In this study investigated the relationship between Word of Mouth towards Buying Decisions, previous studies in Irbid has shown that e-WOM quality is the most influential dimension (predictor) on purchase intention, As well as, the corporate image was found to mediate the relationship between the independent variables and the dependent variable. Bataineh, AQ (2015). In line with previous studies, this study based on a questionnaire of section WOM most people like to recommend the other to buy Zomato Gold's member, occurring results on variable WOM there are significant impacts towards buying decisions. Implications Lopez & Sicilia (2014) a studies from Spain state given the increasing access to online opinions from mobile devices, could develop apps for mobile phones and tablets which collect all consumers' opinions about a company's products, or even with which consumers could write their own opinions about the products they try. These apps could include tools that enable consumers to evaluate source trustworthiness to help them make their decisions based on e-WOM. Supports previous studies result from northern Egypt Abd-Elaziz, ME, Aziz, WM, Khalifa, GS, & ... (2015). the relationship between EWOM determinants and customer purchasing decision. As with offline wom, source credibility affects EWOM influence. When perceived source credibility is high, EWOM is more influential on purchasing decision. By then this study has source credibility who already become a member of Zomato Gold where when they give the information to others talk about beneficial become a member, people might be more convinced to buy a member since the information came from credibility source. Besides, why Zomato Gold's members mostly give information about beneficial become a member, because Zomato has a referral code program. The system is beneficial for both sides. Referral code can be shared by the member user of Zomato Gold to the non-Zomato Gold user. The benefit from the member they can get free extend members for one month/referral code, and for the non-Zomato Gold user they can get 10% off discounts member of the price. Based on a questionnaire on a section WOM, 59.8% give their referral code to the others before anyone purchases the member. By then we can see how does it work on variable Word of Mouth has a significant impact on Buying Decisions of Zomato Gold's membership.

Also, this study investigates the relationship between Brand Image towards Buying Decisions, previous studies in Bangalore, India by Raj, MPM, & Roy, S (2015). State Brands with a positive brand image do stand a fair chance but consumers prefer friends and expert reviews in newspapers as their most trusted source of seeking information about such products. However, there is still a small portion of the market that makes emotional buying decisions and even they are active information seekers. This proves, a company that provides less clarity on what it intends to offer in this market, has very minimal chance of survival and the contrary is true for companies giving customers solid information sources with authenticity. Similar to Zomato, the user could make a review on Zomato about their experience and it can't be deleted by anyone but Zomato. The result of this analysis indicates the multiple regression test based on beta values and significance brand image has an effect of 32.5% towards buying decisions in this research. It means the brand image is the most influential dimension of buying decisions membership of Zomato Gold.

As above from the literature review clarify about WOM communication, Kazmi, A., & Mehmood, Q. S. (2016) previous studies from Pakistan said WOM communication can influence the consumer perception towards the brand and services which have high-quality belief. So, it would be more effective to analyze the E-WOM communication and brand image. Furthermore, previous studies in Turkey by Yaman, Z. (2018). companies need to pay more attention to word-of-mouth marketing. The increase in the quality perception will positively contribute to the brand image, while it will create an opportunity to attract more customers to companies with less cost through word-of-mouth marketing at the same time.

Recommendations

Based on the research that has been done, the authors contribute suggestions to Zomato to increase selling member Zomato Gold's relate by improving marketing session on Word of Mouth and Brand Image also give for future research.

For Zomato, the author advises the company to be more focused on their Brand Image, and improve their service on Zomato Gold, so the user will be more satisfied, loyal, and they will make good reviews on the product and services of Zomato Gold to others that can impact WOM more positively. If Zomato Gold has good reviews it will affect the purchase intention of the user, because based on the sampling results that the author got, Brand Image is more influential rather than WOM. And also the author advises the company to do more advertising on Zomato Gold, so the company could reach more users to join Zomato Gold.

As stated in the previous chapter that all of the independent variables, WOM and Brand Image have only 43.3% influence on buying decisions, therefore, further research is suggested to increase the number of samples and observation periods to find more effective and comprehensive research results. Furthermore, in future research, the author advises researching other variables that affect the buying decision.

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