



0-1 GTM Launch: Ad Tool for SMBs

*Empowering SMB's to grow independently by
launching
a simplified ad buying tool.*

*Helped scale SMB ad adoption from 5% to
17.5% on the Gojek platform in 3 months*

Case Study Presented by: Kritika Rastogi

Gojek is Asia's largest Super App valued at \$28 billion combining payments, food delivery, and ride-hailing into one platform.

Only 5% of the targeted SMBs ran ads, creating an opportunity to fuel ads monetization

Market Landscape

The pandemic accelerated SMB onboarding as dine-in demand dropped

New entrant Grab disrupted Gojek's monopoly post 2019, backed by investor funding.

Competitor Approach

Grab was scaling SMB ads monetization using dedicated sales team backed by investor funding.

Other ads platforms such as Meta and TikTok started reaching out to restaurants for ads

Gojek's Ad Platform

All ad buys was done via dedicated sales teams

While Gojek's focus continued to be on 'Big Brands'- ad revenue started flattening and 30-40% of ad inventory remained unsold

Gojek's SMB Universe

Overall Universe: 300K
Key Merchants: 1000
SMB: 900 out of 1000

Limited sales support to SMBs and focused more on Enterprise

More commission % paid by SMBs vs enterprise merchants

Underutilized inventory, plateauing enterprise ads spend, sales led SMB growth by competitors → Key opportunity: Onboard non-engaged SMB merchants to try Gojek Ads, drive their growth and, in turn, ad revenue

Key Tension: SMBs wanted to grow their business through ads but lacked the guidance and understanding do it. Sales lacked the bandwidth to support them, allowing competitors with stronger SMB focus to capture the opportunity

Key Qual Findings (Merchants)

Visible Intent, Low Support

Wanted to run ads to grow their business but lacked sales support or guidance

Knowledge Gap

Lacked know how about digital ads, how they functioned and were measured

Ease and Speed

Wanted a quick, simple to use on the go tool

Perception barrier

Many viewed advertising as expensive and complicated often associating it with large brands.

Testimonials (translated)

Users:

"While it benefits me, I still find it super complicated to work with as there is no support"

"I don't always know if i'm the right ads for my business"

Non Users:

"I tried running ads on facebook which was too complicated so I never attempted to run on gojek"

I don't think gojeks ads is for small business owners like me, as I only see big brands."

"I think it will be too expensive and not sure how long it will take to get returns"

Competitor User:

"Support person is able to assist me well"

Sales Team Insights

Bandwidth constraints

1 salesperson managed 25+ SMBs and couldn't support them effectively.

Opportunity cost vs ROI

SMB ad budgets were small and infrequent, making ROI-based selling hard.

Lack of clarity

Sales struggled to advise merchants on which ad formats combination would actually drive results.

Drivers of consideration: Ease of use, Affordability & ROAS, knowhow support

Managing SMB with minimal support

Create a self-serve ads platform, to move from a sales-dependent model to a scalable, product-led SMB monetization tool to buy ads independently

Key Insight

SMBs wanted to grow their business through ads but lacked the guidance and understanding to do it. Sales lacked the bandwidth to support them, allowing competitors with stronger SMB focus to capture the opportunity.

Strategic Opportunity

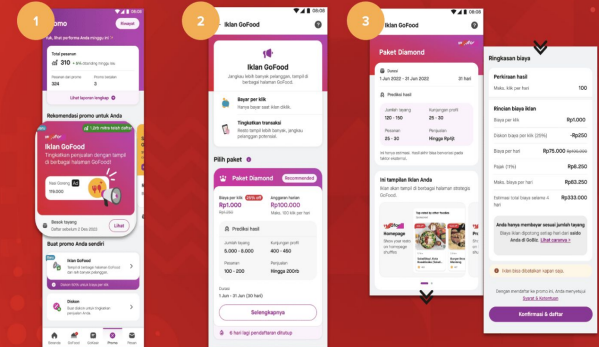
Empower SMBs to advertise easily and grow independently scaling monetization without scaling headcount.

Solution

Gojek Ads Self-Serve Platform : A simple tool that helps small restaurants buy ads, quickly, independently, and affordably.

Gojek Ads Self-Serve Platform

1. Cara Membayar Rekomendasi Paket Iklan di Muka



1. Buka halaman **Promo**, lalu pilih iklan GoFood di bagian Rekomendasi Paket.

2. Pilih jenis paket iklan GoFood yang Anda inginkan.

3. Pada halaman **Konfirmasi**, pastikan semua rincian benar. Lalu, lanjut dengan klik **Konfirmasi & daftar**.

Collaboration with product managers to influence the roadmap and secure leadership buy-in

1 Feature Prioritization (Drivers of Considerations)

Know-how

- Tooltips
- Interactive learning



ROAS

- Simple ROI dashboard
- Pre-set Ad bundles based on budget and objectives



Affordability

- Reduced minimum ad spend criteria
- No penalty on cancelling activated ads
- Budget options-Tiered amounts



Ease of Use

- Integration into the existing merchant app
- Minimal clicks to buy ads
- Guided ad buying features in UI/UX
- Simple and quick ads visual creation process
- Location radius: 4 km
- Easy to select user segments: New, existing, lapsed

2 Leadership Buy-in

Business Case

Business case showing long-term impact potential

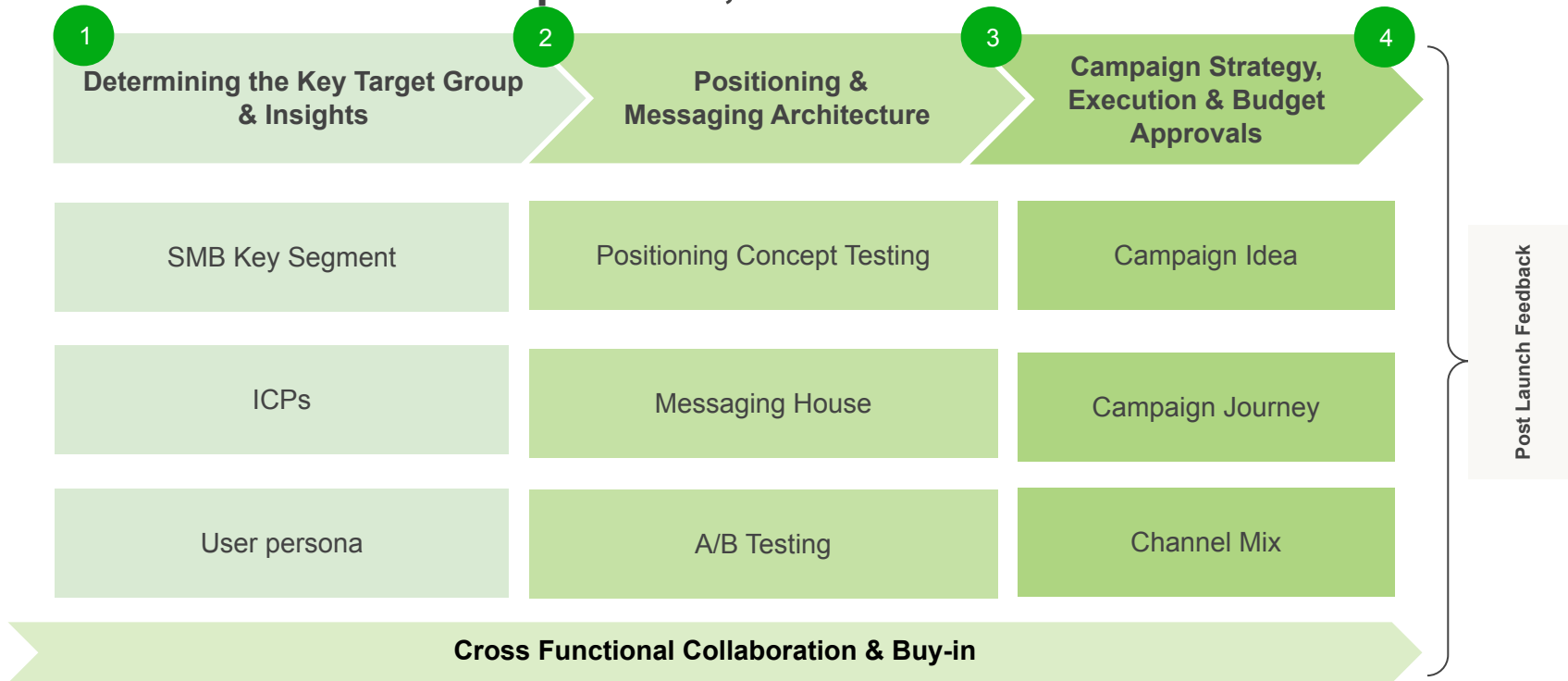
Mission Alignment

Aligned with company's mission of empowering local SMBs - "a start-up for the children of the land"

Cross-Functional Approval

Secured leadership (Sales, Commercial & Product) approvals for launch in 3 months

Key Goal: Increase SMB ads adoption from 5% to 15% by driving awareness and trial for the self-serve ads platform, in the first three months



GTM JTBD: Drive awareness, education and trial among SMB merchants to scale ad adoption

1. Narrowing down Key Target and Insights

ICP: Digitally aware, growth-focused SMB restaurant owners (3–9 restaurants) who want to grow their business through ads on the Gojek platform

Firmographic

Segment: Growth-Oriented SMB
(Mid Segment= 400 Merchants)
Size: 3-9 restaurants
Revenue: \$5K/month/store on Gojek
Market: Jakarta (Capital)
Budget: \$200–300/month for ads

Behavioural/ Psychographic Attributes

- **Intent:** Boost daily sales through ads
- **Challenge:** Basic understanding of ads
- **Preferred Channel:** On-the go, quick setup
- **Current Behavior:** Posts on Insta/Whatsapp
- **Motivation:** *“I want my restaurant to be discovered by more people, so I get more sales”*
- **Decision Trigger:** “If it’s easy, quick, and ROI-driven, I’ll do it myself.”
- **Pain Points:** Limited budget | Unsure of which ad format would work

Key Attributes

- Consistent revenue
- Aware of Gojek Ads
- Require guidance on how and what Ads to use
- Moderately tech-savvy
- Clear intent to advertise, if it’s simple and affordable, they’ll do it themselves.

Meet Rina – A growth-minded Restaurant Owner eager to grow, but underserved by Sales

“How easily I buy groceries on my phone, if I can buy ads it will be great, then new people can know about my restaurant. But should not be too expensive ya”.

Goals and Motivation

- Grow daily sales
- Attract new customers
- Looking for high ROI levers to grow business



Rina Santoso 44 years old, owns 3 dining outlets in Jakarta, single mother of two

About Rina

Lifestyle: Loves spending time with her kids and travels a lot

Monthly Revenue: \$12,000

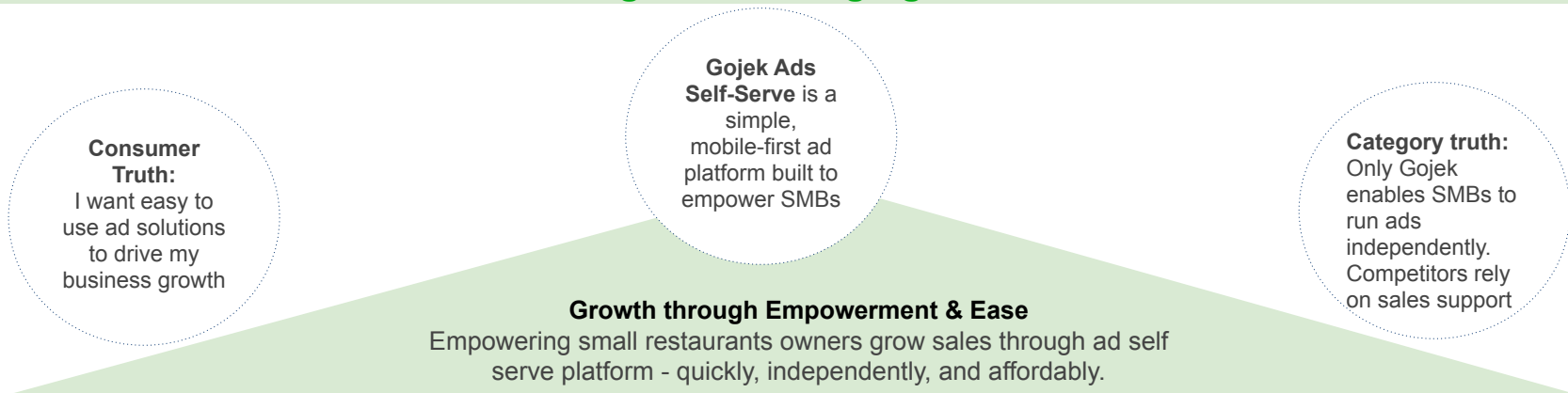
Team Size: 15 employees

Digital Maturity: Moderate(uses Insta and Whatsapp to promote her restaurants)

Pain Points

- Limited sales support
- Understand importance of ads but does not understand the ad formats
- Find ads expensive; limited budget
- Very busy and occupied in day to day operations

2. Positioning and Messaging Architecture*



	Empowerment, Ease and Speed <i>If you can use WhatsApp you can run your own ads on Gojek, no marketing experience or waiting for sales.</i>	Smart Ad Guidance <i>Choose the right ad mix based on your budget and growth needs</i>	Affordability and Growth <i>Grow your business within your budget and view your performance anytime.</i>
Message Pillars			
Reasons to Believe	Creating ads by yourself in just 8 steps on your mobile	“Ad bundles” designed for you and your needs based on historical performance, objective etc.	Start as low as \$50 per campaign Pay per click model Clear ROI dashboard

Single minded message: “Now you can run ads yourself, like a big brand in just a few clicks”

* Concept Testing (Positioning) & A/B Testing (Messaging with non-user and user SMB advertisers)

3. Campaign Strategy

Campaign Idea:

Generating awareness through direct SMB merchant engagement via Webinars as the first point of interaction and driving adoption through incentives for trials and ongoing success stories

Key Message:

You Got this! Go big in 8 clicks. Run your own ads and grow with Gojek.



Rallying Cry: Sama Gojek, Pasti Bisa Dong! (Empowerment led – You got this)

Objective: These webinars are designed to be create open dialogue, proving the tool's value with a live demo and testimonials and an exclusive Call to Action to encourage trials.

Execution: 6 webinars | 400 SMB merchants targeted

Trial Tactic: 30% off on ad rates trial offer via a clickable demo to convert considerers.

Agenda of the Webinar: Welcome, Vision & Market Context → Ad tool Introduction and Education → Live Demo → Live SMB Customer Testimonial → Trial Offer: Scan QR Code → Interactive Q&A

Phase 1

Drive Awareness and Sign ups for the Webinar

Phase 2

Webinar Day/ Q&A

Phase 3

Trial Month






Phase 4

Trial → Adoption

Phase 5

Considered but not tried → Trial

Campaign Journey

	Product launch			Leveraging Momentum	
	Drive Sign-ups	Webinar/Q&A	Trial Month	Tried → Adoption	Considered but Not Tried → Trial
	Day 1 to 15	Day 15-45	Day 45-75	Next 90 days	
Key Idea	 Inviting SMBs to learn how to increase daily orders by themselves in a few clicks	 30% trial offer	 Push to use trial offer, creating FOMO	 Result and urgency based push post trial	 New users Incentive & SMB Success Stories
Core Message	<p><i>“Increase your daily orders using our simple 8-click ad process.</i></p> <p><i>Join the free webinar and you win a chance to win exciting offers!”</i></p>	<p><i>“Your 30% off trial is ready!.</i></p> <p><i>Launch your first ad campaign in minutes</i></p>	<p><i>“Final 10 Days. Don't lose your 30% benefit!</i></p> <p><i>Launch your campaign and grow your sales”</i></p>	<p><i>“You drove great results, do it again!.</i></p> <p><i>Pay-day is in 5 days. Book ads now to get more sales”</i></p>	<p><i>“Join the success stories. Pak Larry ran ads and got 20% more sales. You can too!</i></p> <p><i>You are one step away from reaching new customers just like Bu Ida”</i></p>
Cross Functional	Sales: Head SMB, Sales Strategy, Sales Teams Ops Product Managers Marketing Brand Design CRM Comms Legal				

Calendar driven Owned Channel Mix utilised as per phases and content strategy

Owned database

Email



1. Introducing tool
2. Sign up Now!
3. Success Stories
4. Demo Video
5. 3 Part drip series
6. Webinar invite

Whatsapp



In App

Notification



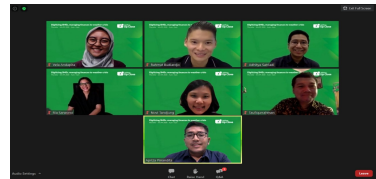
1. Tool announcement
2. Quick CTA: *“Try now” / “Create an ad”*
3. Webinar reminder
4. Offer prompt (30% discount for trial users)

Banner



BTL Channel

Webinar



Workshops

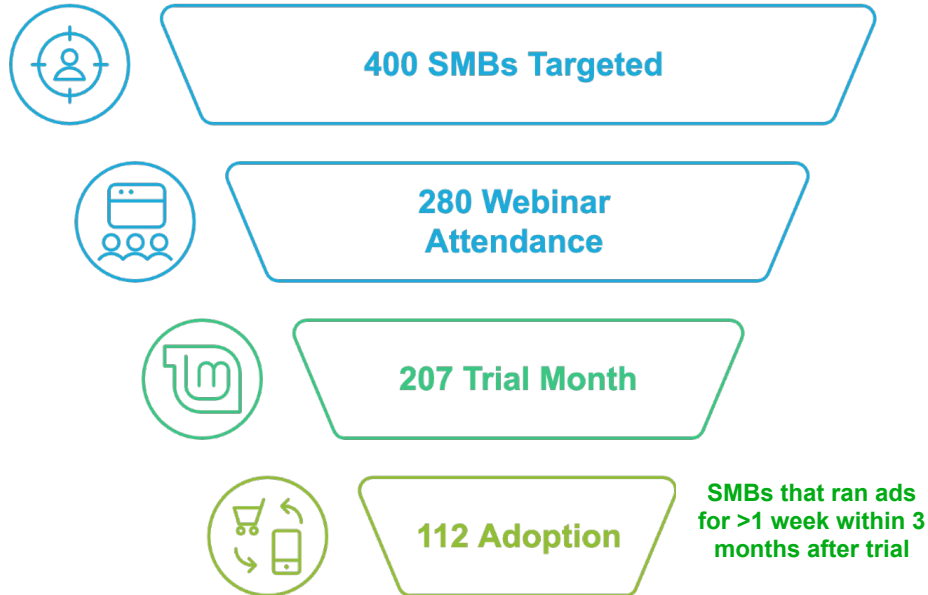
1. Product walkthrough deck
2. Live demo
3. SMB testimonial videos
4. FAQ sheet / guide
5. Clickable ad creation demo
6. Discount offer QR code

Internal Sales Channel



1. Sales talk script
2. WhatsApp message script
3. 1-pager: features + benefits
4. Demo deck / product overview
5. Objection-handling guide
6. Quick explainer videos for internal sales use

Successfully achieved **17.5%** ad tool adoption vs the targeted 15%



Positive Impact on SMBs

1

8000+ new orders generated through ads in Nov-Jan for new adopters

2

Average 25% increase in impressions on SMB merchant pages

3

*"Never knew that ads on Gojek were **so simple and profitable**...Love it!"*

- *Ramen chain owner, Jakarta*

Next wave of growth: Refining Ad tool, Additional ICP targeting & Regional Market Outreach



Thank you for your time!