



# How Two Indonesia-based Marketplace Companies Communicate Their Image on Their Owned Media: Move Analysis

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> move, positive image, image/lobbying blog, owned media, business communication</p> <p><b>DOI:</b> <a href="http://dx.doi.org/xxxx.xxx.xxx/jesscom.vvvv">http://dx.doi.org/xxxx.xxx.xxx/jesscom.vvvv</a></p> <p>Submitted: 12 Oct 2024; Revised: 26 Oct 2024; Accepted: 2 Nov 2024; Published: 30 Dec 2024</p>	<p>Companies have a task to communicate and construct their good image to not only consumers but also relevant groups such as key partners, investors, policy makers, and public. The practice remains salient in computer-mediated communication nowadays. The companies usually deliver the message through, among others, their owned media. This study analyzes how two Indonesia-based marketplace companies communicate their image through image/lobbying blog published on their owned media. The research design was content analysis. Applying purposive sampling, 48 articles in English were analyzed by using a codebook adapted from McLaren and Gurău (2005) and Catenaccio (2008). The results shows that both companies employed similar step in move announcement, that is, a tendency to announce results. However, they had different follow-up strategy especially for move elaboration and comment. This study suggests move variation be inculcated to students majoring English for business communication for raising their awareness in the variation which later would lead to their skills in communicating company image in the workplace.</p>
<p><b>How to cite:</b> Anyassari, N.F., Agustina, H.N., Handayani, T.A. (2024). How Two Indonesia-based Marketplace Companies Communicate Their Image on Their Owned Media: Move Analysis. <i>Journal of English Studies and Business Communication</i>, 1(2), 52-57. DOI: <a href="http://dx.doi.org/xxxx.xxx.xxx/jesscom.vvvv">http://dx.doi.org/xxxx.xxx.xxx/jesscom.vvvv</a></p>	

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## 1. INTRODUCTION

Companies need to communicate with not only their consumers but also public and focal groups such as policy makers and investors to construct good image. This business communication agenda is considered important to maintain business growth. Previously, it

was done in printed form. However, nowadays, as technology and the Internet have been growing fast, computer-mediated communication (CMC) is an integral part in business communication (Jackson, 2007). Blog on owned media plays as a strategic tool to accommodate CMC in business communication (Maurya, 2011; Colton and Poploski, 2018).

Blog specifically aiming at constructing good image of a company is called image/lobbying blog (Puschmann and Hagelmoser, 2015). According to Puschmann and Hagelmoser, image/lobbying blog is written by public relations division or corporate communication division of a company. The audience ranges from customers to stakeholders. The objectives of image/lobbying blog are (1) creating positive public perception of a company, (2) shaping public discussion of a company and its products, (3) aligning company's activities with the existing policy, (4) reacting to criticism. Big and leading companies have also been adopting blog as their business communication tool, such as Google, Hawlett and Packard, and Microsoft; Indonesia-based consulting firms have also used it (Hidayanto, et al., 2014).

English in business communication plays a strategic role. As the effect of globalization, companies are required to be representative in international arena, and English has been influential in accommodating business communication (Kankaanranta and Planken, 2010), including composing materials for image/lobbying blog, despite different mother tongue and cultural background. Genre is promoted to approach the use of English in business communication setting (Bhatia and Bhatia, 2011). However, research on the use of English in image/lobbing blog has been occupied by data from developed country settings (e.g. Gilpin, 2010; Jokela, 2020; DeCock and Granger, 2021; Antioco et al., 2023). In order to fill in the gap and enrich the perspective seen from developing country practices, this study was conducted by using genre as the framework. Using marketplace business sector in Indonesia as the research setting, the research question this study addressed is: what is the move applied in image/lobbying blog of Indonesia-based marketplace companies?

## **2. RESEARCH METHOD**

### **2.1 Research Design**

To achieve exploratory research objective, this study employed content analysis as the research method (Neuendorf, 2002). The choice of the research design was driven by two-fold. First, content analysis provides systematic analysis of written text or other multimodal elements because it follows scientific method (Neuendorf and Kumar, 2015). In addition to that, content analysis has been deemed as a suitable research design in the field of communication, such as business communication (e.g. Lock and Seele, 2015), across media including social media and blogs (Neuendorf and Kumar, 2015).

Purposive sampling was used as the sampling technique. There were two criteria to select the sample: (1) the company belongs to unicorn marketplace startups label per year 2022, (2) the company has image blog articles in English published within 2020-2023. The sample derived after applying those two limiting criteria to thirteen 2022 unicorn startups. The list of those thirteen 2022 unicorn startups was based on Dewi (2022).

### **2.2 Research Setting**

Purposive sampling criterion 1 resulted two marketplace companies. The first company, with label B, is a marketplace which is oriented to help small and medium enterprises in Indonesia. The second company, with label To, is another Indonesia-based marketplace which uses internet to help small businesses grow digitally.

Purposive sampling criterion 2 resulted 48 articles (24 each) from two marketplace companies above. Those articles were then analyzed by using the following instrument.

## 2.3 Instrument

A codebook was developed to guide the analysis. Findings from McLaren and Gurău (2005) and Catenaccio (2008) were used as the basis of codebook development. Table 1 below shows the analytical framework to answer the research question.

Table 1. Move and step of image/lobbying blog articles

Code	Step	Move
H	Headline	Title
L	Lead summary	Announcement
A1	Announcement 1: Launching a new product/service	
A2	Announcement 2: Announcing results and other company-internal information	
A3	Announcement 3: Describing other types of company's activity	
EJ1a	Elaboration 1a: Justification by indicating the need for the product/service	Elaboration
EJ1b	Elaboration 1b: Justification by referring to the advantages for potential beneficiaries	
EJ1c	Elaboration 1c: Justification by qualifying the result as positive	
ED	Elaboration 2: Detailing product/service/company/activity	
PQ	Positive and promotional quotation/comment/testimony	Comment
C	Credentials	
CD	Contact details	Contact Details

## 2.4 Data Analysis Procedures

Data analysis followed five steps below.

(1) Reading throughout the articles

Once 48 articles had been collected, the coder read the whole articles to understand the content. Reading activity was done more than once in order to comprehend the text fully.

(2) Analyzing moves in the articles

Once the coder had understood the content of the article, the process continued to the structure labeling by referring to the codebook. A group of sentences which realizes the same communicative objective was label accordingly.

(3) Delimiting the analysis

In order to avoid fatigue during data analysis stage, the coder was only allowed to analyze three articles per day. Delimitation is considered important to mitigate bias in order to maintain data analysis quality.

(4) Applying intra-coder reliability

To regard trustworthiness of move analysis, after all 48 articles had been labeled, the coder rechecked the move labels on different days. The coder confirmed or made a revision of the move label when it was necessary.

(5) Displaying the analysis results

The coder then summarized the analysis results in the form of table. The table consists of six columns starting from the company name on the left to five moves on the consecutive columns to the right. Columns for steps were provided under each move.

### 3. FINDINGS AND DISCUSSION

#### 3.1 Findings

Table 2 below shows the findings of research question 1 about move structure applied in image/lobbying blog articles of Indonesia-based marketplace companies.

Table 2. Move structure

Marketplace Companies	Title		Announcement			Elaboration				Comment (CEO)		Contact Detail
	H	L	A1	A2	A3	EJ1a	EJ1b	EJ1c	ED	PQ	C	CD
<b>B</b>	24	1	8	15	12	8	15	17	24	71	29	5
<b>To</b>	24	1	7	28	6	1	22	16	28	87	17	0

From Table 2 above, both marketplace companies use the same step in move announcement, that is, to announce results and other company internal information (A2) to communicate their image to public. However, they have different steps in move elaboration. B used step EJ1c justification by qualifying the result as positive, and To used step EJ1b justification by referring to the advantageous for potential beneficiaries. The companies also have different way in presenting comment as B preferred credentials, whereas To employed positive quotation. Last, contact detail, which was very popular in printed form, was still used by B. However, this move was absent in To.

Figure 1 and 2 below juxtapose the different move structure of those two marketplace companies to write articles in image/lobbying blog.

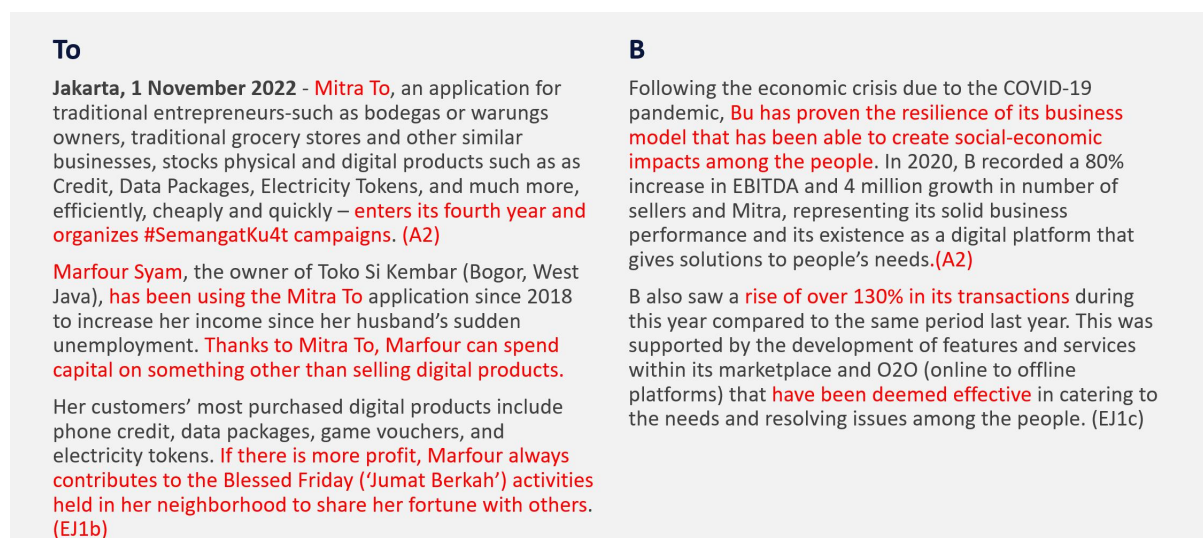


Figure 1. Juxtaposition between To and B move Announcement and Elaboration

To	B
<p>Jakarta, August 26, 2022 – To, an Indonesian technology company and part of the [name] Group, has strived for 13 years to advance everyday use of technology in an attempt to make finding and starting anything, as well as achieving more, easier.(A2)</p> <p>"Some of our tech optimizations, especially in this era of social commerce, are [name of a product], our video streaming channel that connects buyers and sellers through unique shows and offerings, and [name of a product], enabling users a chance at extra income by recommending products from To," To's Head of Sales Operation &amp; Product, [name of a person] said.(PQ)</p> <p>"Those added values further contribute to [name of a product]'s transaction growth by more than three times in the past six months, compared to the previous six. Makassar, Denpasar, Indramayu, Jambi, and Balikpapan became some areas with the highest transaction growth," [name of a person] explained.(PQ)</p> <p>Sellers, on the other hand, can use [name of a product] to raise brand awareness, improve sales, and access educational modules that can help their stores grow. (EJ1b)"Over the past six months, the number of sellers using [name of product] has more than tripled, compared to the previous six," [name of a person] continued.(PQ)</p>	<p>Throughout its 11-year journey, B has established a provenly healthy business model. In 2020, the company's total processing value (TPV) has reached US\$ 6 billion (IDR 85 Trillion) As of December 31, 2020, the number of registered users is 104.9 million. As for the TPV, approximately 70% of transactions come from cities outside tier 1 areas. This proves B's focus on an equitable national economy. (C)</p> <p>B continues to grow with rising financial performance, effective business strategies, and supported by substantial market potential. From 2018 to 2020, the average compound annual growth rate (CAGR) of the company's revenue has reached 115%. By 2020, B's revenue stands at US\$ 95.8 million (IDR 1.35 Trillion). This year, B keeps progressing into a technology company that does not only provide benefits for the MSMEs through online platforms, but also through offline platforms and services. (C)</p> <p>The company's track record of online to offline (O2O) programs known as [a specific terminology] has shown a significant growth. The revenue growth of [a specific terminology] members from 2018 to 2020 is more than 1,200%. (C)</p>

Figure 2. Juxtaposition between To and B move Comment

### 3.2 Discussion

Similarities appeared in the analysis. Both companies had a tendency to employ similar step in move announcement by which both exposed results of their performance to public. This is embedded with the idea of traction as an attempt to show business progress. By exposing significant results of business performance, relevant groups would be convinced that the companies are positively growing (e.g. Baehr and Loomis, 2015). This attempt would then lead to good image construction of the companies.

Move variation was also detected. The way each company elaborated move announcement differed. The variation might be interpreted as genre in business and professional settings should not be viewed as stable for replication. Iterative and flexible move appears in this context to accommodate the communication requirement. As a result, creativity to exploit generic convention is necessary to fit with the audience in business communication setting (Bhatia, 2013; 2014).

### 4. CONCLUSION

This study exhibits move variation in image/lobbying blog of Indonesia-based marketplace companies. The findings of this study have some pedagogical implications especially in the area of English for business communication. Faculty members need to integrate genre as one of the basis in shaping teaching framework. It is assumed that students majoring English for business communication have yet to enter workplace situation. Genre appears as a bridge to connect the students' language competence and communication requirement in the workplace.

Limitations in this study are evident as it only focused on move analysis. Linguistic features in realizing the move need further exploring. Therefore, future researchers are suggested to follow up this study by delving into it.

### Acknowledgement

This article reports part of research which received a full funding from annual research competitive program held by Politeknik Negeri Malang year 2023 number 023.18.2.677606.

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