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CREATING SHARED VALUE IN A TWO-SIDED B2B DIGITAL MARKETPLACE: STRATEGIC MARKETING FOR THE HEAVY EQUIPMENT RENTAL INDUSTRY

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Abstract: *The heavy equipment rental industry is characterized by fragmented supplier networks, relationship-based transactions, limited price transparency, complex equipment verification requirements, and operational uncertainty. These conditions create challenges not only for business customers seeking reliable equipment but also for rental vendors seeking broader market access and higher equipment utilization. This study aims to analyze how strategic marketing can create shared value between customers, equipment vendors, and the platform operator within a two-sided B2B digital marketplace through the GetWork! business model. The study employs a descriptive qualitative approach using a document-based case study design. The primary data were derived from the GetWork! Business Plan, particularly Chapter V, Marketing Plan, covering marketing objectives, segmentation-targeting-positioning, the 7Ps marketing mix, NICE relationship marketing, customer and vendor acquisition, retention programs, sales activities, and revenue strategy. Six scientific studies on B2B marketing, digital marketing, perceived value, price perception, social media marketing, and brand experience were used as the principal supporting literature. Data were analyzed through data reduction, thematic classification, cross-side value mapping, alignment analysis, and literature comparison. The findings indicate that GetWork!'s proposed marketing architecture creates value on the demand side through vendor verification, price transparency, digital contracting, monitoring, and service reliability, while the supply side benefits from expanded market access, increased equipment exposure, relationship development, and opportunities for higher asset utilization. The integration of STP, the 7Ps, NICE relationship marketing, CRM, acquisition, retention, and diversified revenue streams provides a mechanism for aligning customer value, vendor value, and platform value. However, the effectiveness of this model remains dependent on balanced acquisition between both sides, vendor service quality, customer retention, prevention of off-platform transactions, and validation through actual marketplace transactions.*

Keywords: *Two-Sided Marketplace; B2B Marketing; Shared Value; Heavy Equipment Rental; Relationship Marketing; Digital Platform*

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INTRODUCTION

Digital transformation has changed the way organizations search for suppliers, compare alternatives, manage transactions, monitor services, and establish long-term

business relationships. This transformation is particularly relevant to industries in which purchasing or rental decisions involve relatively high transaction values, operational risk, technical specifications, regulatory requirements, and multiple decision makers. Heavy equipment rental represents one such industry because customers do not merely require access to equipment; they also require information regarding availability, technical suitability, price, equipment condition, regulatory compliance, delivery reliability, and operator competence.

In Indonesia, the traditional heavy equipment rental process still relies heavily on personal relationships, recommendations, direct communication, and individual negotiations between customers and equipment providers. Within such a structure, customers may experience difficulties in identifying suitable vendors, comparing prices, confirming equipment specifications, verifying operational documents, and monitoring mobilization. At the same time, equipment owners may experience limited market reach and lower utilization when their assets are not connected to sufficiently broad demand networks. The GetWork! Business Plan was developed to address these problems through a digital marketplace that connects B2B customers requiring heavy equipment with verified equipment-rental vendors.

The marketing problem faced by this type of platform differs from that of a conventional single-sided service company. GetWork! must simultaneously develop demand from customers and supply from equipment vendors. Acquiring customers without sufficient equipment availability may lead to low fulfillment and dissatisfaction. Conversely, acquiring large numbers of vendors without sufficient transaction demand may lead to low vendor activation and declining participation. Therefore, marketing should not be treated merely as promotional communication. It must serve as a mechanism for developing, coordinating, and retaining both sides of the marketplace.

Rosdiana et al. (2025) demonstrate that marketing in B2B material-handling rental services requires more than conventional promotion. Their study emphasizes segmentation, relationship marketing, digital marketing, networking, and the NICE framework—Networking, Interaction, Common Interest, and Experience—as mechanisms that can strengthen business relationships and sales effectiveness. This perspective is relevant to GetWork! because the platform also operates in a B2B equipment-service environment in which trust, relationships, technical reliability, and repeat transactions are central to commercial performance.

Digital marketing nevertheless cannot be separated from service differentiation. Aristin et al. (2026) show that a technology-driven warehousing startup can combine market penetration with service differentiation through digital marketing, CRM, partnerships, IoT-supported services, and premium customer experience. Their findings indicate that digital channels are useful for acquisition, while differentiated service capability is important for creating longer-term competitive value. For GetWork!, this suggests that digital marketing should not end with traffic or lead generation but should be connected to verified vendors, transparent transactions, monitoring capabilities, and service reliability.

The role of perceived value is also relevant. Marselinus et al. found that effective social media marketing activities can enhance perceived value and brand authenticity, which subsequently contribute to purchase intention. Although their empirical context concerns

consumer products, the underlying implication remains useful for digital service design: digital communication is more valuable when users can clearly perceive the benefits obtained relative to the resources, costs, and effort required. In a heavy-equipment rental context, perceived value may therefore depend less on promotional intensity alone and more on whether the platform reduces search effort, increases information transparency, improves reliability, and lowers transaction uncertainty.

A similar caution can be derived from Irwan and Sofia (2026), who found that social media marketing activities did not directly generate purchase intention in their fashion-industry sample; instead, consumer motivation played a more important mediating role. Although their study represents a B2C setting and should not be directly generalized to industrial purchasing, it supports the argument that digital exposure alone should not be treated as equivalent to actual transaction conversion. For GetWork!, social media awareness therefore needs to be integrated with search marketing, direct selling, sales visits, account development, industry exhibitions, CRM, and clear utilitarian benefits for corporate customers.

Pricing is another strategic component in the rental decision. Susanto et al. (2025), through a systematic literature review, show that price perception influences customer evaluations, purchase decisions, satisfaction, and long-term loyalty. In a B2B rental environment where quotation structures, mobilization costs, equipment duration, operator costs, and additional charges can vary, transparent pricing can therefore become an important component of perceived fairness and trust. GetWork!'s marketing plan addresses this issue by integrating price transparency with equipment information and verified service providers.

Beyond initial transactions, the platform must also create a consistent service experience. Nosi et al. (2025) highlight that experience comprises several interacting dimensions and can contribute to stronger loyalty and long-term relationships. In the context of GetWork!, experience is not limited to interface design but extends from equipment search and quotation to vendor selection, contracting, mobilization, monitoring, payment, completion, feedback, and subsequent rental activity.

Despite the relevance of these previous studies, most of them examine marketing effectiveness, digital communication, price perception, brand experience, or customer purchase behavior primarily from the customer side. Limited attention has been given to how a marketing architecture simultaneously creates economic and service value for both demand-side customers and supply-side vendors within a two-sided B2B equipment marketplace. This issue is particularly important in the heavy equipment rental industry because platform growth depends on the interaction between customer demand, vendor availability, service reliability, trust, and repeat transactions.

Accordingly, this study conceptualizes shared value as the simultaneous creation of useful and economically relevant benefits for three connected actors: customers, vendors, and the platform. Customer value arises when the rental process becomes more accessible, transparent, reliable, and controllable. Vendor value arises when equipment providers receive broader market access, transaction opportunities, digital visibility, and improved potential utilization. Platform value arises when these reciprocal benefits generate transactions, retention, recurring participation, and diversified revenue.

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Based on this background, the research problem addressed in this study is how GetWork!'s strategic marketing plan can create and coordinate value between both sides of a B2B heavy-equipment rental marketplace. This study aims to: (1) analyze the alignment between GetWork!'s business strategy and marketing plan; (2) examine the two-sided segmentation, targeting, and positioning architecture; (3) identify the value created for customers and vendors; (4) analyze the role of the 7Ps marketing mix, NICE relationship marketing, acquisition, retention, and sales activities in connecting both sides; and (5) assess how shared value creation can support marketplace growth and revenue development.

RESEARCH METHODS

This study employs a descriptive qualitative approach using a document-based case study design. The approach was selected to obtain a systematic understanding of the strategic marketing architecture proposed for GetWork!, a digital B2B marketplace for heavy-equipment rental.

The primary research document is the GetWork! Business Plan, particularly Chapter V, Marketing Plan. The units of analysis include marketing objectives and targets, market segmentation, customer and vendor targeting, positioning strategy, the 7Ps marketing mix, NICE relationship marketing, customer acquisition, vendor acquisition, customer retention, marketing and sales activities, key performance indicators, Gross Merchandise Value (GMV), and the platform's proposed revenue streams.

Scientific literature was used as a conceptual and comparative foundation rather than as the primary source of company data. Six principal scientific studies were selected because of their relevance to the research themes. Rosdiana et al. (2025) were used to support the analysis of B2B marketing, NICE relationship marketing, and sales effectiveness. Aristin et al. (2026) supported the analysis of digital marketing, market penetration, differentiation, CRM, and partnership development. Irwan and Sofia (2026) were used to interpret the distinction between digital marketing exposure and actual purchase motivation. Marselinus et al. were used to support the discussion of perceived value and digital interaction. Susanto et al. (2025) supported the interpretation of transparent pricing and price perception, while Nosi et al. (2025) were used to analyze experience and loyalty.

Data collection was conducted through document analysis by identifying, selecting, and classifying information from Chapter V of the GetWork! Business Plan. Supporting information from other business-plan chapters was only used where necessary to clarify the connection between marketing strategy and the proposed value proposition.

Data analysis was conducted in five stages. First, data reduction was performed by selecting information directly related to the marketing model. Second, the information was grouped into major themes comprising strategic alignment, customer-side marketing, vendor-side marketing, STP, marketing mix, relationship marketing, acquisition, retention, sales conversion, and revenue development. Third, a cross-side value analysis was conducted to identify which marketing components create value for customers, vendors, and GetWork!. Fourth, an alignment analysis examined whether marketing activities were connected to measurable marketplace outcomes. Fifth, the findings were compared with the six selected scientific studies to identify areas of conceptual consistency and implementation risk.

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The concept of shared value in this study is operationalized as mutual value generated among marketplace participants rather than as an empirically tested causal construct. Customer-side value includes search efficiency, transparency, reliability, transaction control, and service quality. Vendor-side value includes market access, visibility, transaction opportunities, customer relationships, and equipment utilization opportunities. Platform-side value includes transaction growth, user activation, retention, GMV, and diversified revenue.

Data validity was maintained through internal document triangulation by comparing marketing objectives, STP, marketing mix, relationship marketing, sales planning, and revenue planning within the GetWork! Business Plan. Conceptual triangulation was conducted by comparing the proposed marketing practices with findings from the six supporting scientific studies.

This study is limited to analysis of the proposed business-plan design. It does not contain actual post-launch transaction data. Therefore, the findings do not claim that the proposed marketing strategies have already increased customer retention, vendor utilization, GMV, or financial performance. These outcomes must be empirically evaluated after marketplace operations begin.

RESULTS AND DISCUSSIONS

1. Alignment Between Business Strategy and Strategic Marketing

GetWork!'s marketing plan is designed as a continuation of the company's broader business strategy. Rather than positioning marketing exclusively as a communication function, the plan links market identification, product development, customer and vendor acquisition, relationship management, transaction conversion, retention, and revenue development.

The proposed marketing targets are divided into short-, medium-, and long-term horizons. During the short-term phase, the priority is market validation and initial acquisition. The business plan identifies an initial database of 400–500 target companies, 35–40 monthly sales visits, approximately 100 initial inquiries, 50–60 qualified leads, and 12–18 first-year transacting customers. The medium-term phase moves from basic awareness toward transaction growth, CRM, repeat orders, and strategic partnerships. The long-term phase emphasizes retention, annual contracts, higher average transaction value, multiple-service adoption, and revenue expansion.

Tabel 1. GetWork! Strategic Marketing Roadmap

Time Horizon	Strategic Focus	Selected Planned Indicators
Short term, Y0–Y2	Market validation, positioning, initial customer and vendor acquisition	400–500 target-company database; 35–40 sales visits/month; 100 inquiries; 50–60 qualified leads; 12–18 first-year transacting customers
Medium term, Y3–Y4	Transaction growth, CRM, account development, repeat business, strategic partnerships	20–25% annual customer growth; 25–30% conversion; 25–30% repeat orders; approximately 10 strategic partnerships
Long term, Y5 onward	Loyalty, contract development, multi-service adoption, revenue expansion	45–55% retention; 25–35 annual contracts; 15–20% increase in average transaction value; 35–40% of customers using more than one service

Source: Adapted from the GetWork! Marketing Plan.

This phased structure shows that customer acquisition is not treated as the final marketing objective. The later stages increasingly emphasize the economics of existing relationships. This is consistent with Rosdiana et al. (2025), who emphasize that B2B marketing effectiveness is strengthened by relationship-oriented activities and not merely by initial customer acquisition.

The structure is also conceptually aligned with Aristin et al. (2026), who identify different priorities across startup growth phases. Market penetration may be particularly important during early growth, while differentiation, CRM, partnerships, and loyalty become increasingly important as the customer base develops. In GetWork!, however, product development remains strategically important because customer acquisition depends on whether the platform can actually deliver differentiated functions such as vendor verification, digital contracting, monitoring, and integrated transaction management.

A critical implication is that planned marketing targets should ultimately be connected to actual marketplace metrics. Traffic, followers, inquiries, and leads indicate activity, but they do not necessarily demonstrate marketplace value. Actual performance should later be evaluated through customer activation, vendor activation, fulfillment rate, transaction completion, repeat orders, vendor response rates, retention, and GMV.

2. Two-Sided Market Segmentation, Targeting, and Positioning

GetWork!'s segmentation reflects the heterogeneous nature of heavy-equipment demand. The Business Plan identifies construction, logistics and warehousing, mining, oil and gas/EPC, and event and exhibition activities as relevant industrial segments. These sectors differ in equipment requirements, project duration, geographic location, transaction value, documentation standards, and service expectations.

The initial customer priority is the construction sector, particularly within Jabodetabek and West Java. Logistics and warehousing represent an additional priority because of recurring demand for material-handling equipment. Mining and oil and gas/EPC are treated as strategically attractive but more complex segments because of location, compliance, safety standards, and equipment specifications.

Unlike a conventional STP model that focuses only on customers, GetWork! must also target vendors. Regional vendors are strategically important because geographic proximity can improve equipment availability and reduce mobilization burden. National vendors can contribute fleet scale, wider service coverage, and credibility, while specialist vendors can support more complex equipment requirements.

Tabel 2. Two-Sided Target Market Architecture

Marketplace Side	Segment	Strategic Role
Customer	Construction	Primary initial demand source for project-based equipment rental
Customer	Logistics & Warehousing	Recurring material-handling and operational equipment demand
Customer	Mining	Higher-value opportunities with greater operational complexity
Customer	Oil & Gas / EPC	High-value projects requiring strong documentation and compliance
Customer	Event & Exhibition	Temporary and niche demand for lifting, power, and supporting equipment
Vendor	Regional Vendors	Local availability, faster fulfillment, lower mobilization distance
Vendor	National Vendors	Fleet scale, wider coverage, operational reputation
Vendor	Specialist Vendors	Supply of specialized equipment for mining, EPC, and complex projects
Vendor	Event Equipment Vendors	Supply for temporary installation, lifting, power, and event activities

Source: Adapted from the GetWork! Market Segmentation and Target Market Selection.

This structure demonstrates why marketplace marketing must be managed as a balancing process. Customer-side growth generates demand opportunities for vendors. Vendor-side growth increases equipment availability and service alternatives for customers. Neither side can independently produce a functioning marketplace.

Rosdiana et al. (2025) show that clear segmentation and networking are particularly relevant in B2B service markets because business relationships and sector-specific needs influence customer acquisition. Similarly, Aristin et al. (2026) demonstrate that a clear segment focus allows digital startups to combine market penetration with meaningful service differentiation.

GetWork!'s proposed positioning can therefore be interpreted in two ways. For customers, the platform functions as a digital rental command center providing greater visibility and control over the rental process. For vendors, it acts as a digital growth partner providing access to potential demand and digital market participation. These two positioning roles are complementary rather than contradictory.

3. Customer-Side Value Creation

Customer-side value begins with the reduction of uncertainty in the rental process. The GetWork! Business Plan identifies several customer problems, including difficulties in

identifying reliable vendors, limited pricing transparency, complex ordering processes, potential equipment mismatch, delivery uncertainty, and insufficient service responsiveness.

The proposed platform addresses these issues through vendor verification, transparent equipment information, digital service agreements, real-time monitoring, an integrated dashboard, customer support, rating and review mechanisms, and inspection or compliance-related services.

Tabel 3. Customer-Side Value Architecture

Customer Problem	Proposed Marketing/Service Mechanism	Intended Customer Value
Difficulty identifying reliable vendors	Vendor verification and digital profiles	Reduced supplier-search uncertainty
Limited pricing transparency	Structured pricing information and comparison	Greater price visibility and budget control
Fragmented rental process	Integrated digital marketplace	Lower search and transaction effort
Equipment-quality uncertainty	Verification, documentation, rating, and review	Greater confidence in equipment selection
Delivery uncertainty	Monitoring and transaction notifications	Greater visibility over equipment mobilization
Administrative complexity	Digital service agreement and transaction records	Faster and more traceable administration
Need for continued support	Customer support and CRM	Improved responsiveness and relationship continuity

Source: Adapted from the GetWork! Market Segmentation and Target Market Selection

Transparent pricing is strategically important in this architecture. Susanto et al. (2025) identify price perception as an important factor in customer evaluation, purchasing decisions, satisfaction, and loyalty. GetWork! should therefore avoid positioning price transparency merely as an opportunity to become the cheapest provider. Instead, transparent pricing should be combined with equipment quality, certification status, vendor rating, service reliability, and other value indicators so that customers compare complete service value rather than price alone.

This is also supported by Marselinus et al., whose findings emphasize the relationship between marketing activity and perceived value. For GetWork!, perceived value is expected to arise when corporate users see a clear relationship between platform-related costs and the benefits gained from reduced search effort, reliable information, transaction documentation, and improved control.

Irwan and Sofia (2026) provide another relevant caution. Their study found that social media marketing exposure did not automatically translate into purchase intention. Although their study involved fashion consumers rather than industrial buyers, the implication is useful: GetWork! should not assume that social-media reach is equivalent to customer acquisition. Corporate customers are expected to evaluate practical benefits, equipment suitability, price, risk, compliance, and service reliability before entering transactions.

The marketing design should therefore emphasize utilitarian value. LinkedIn, search marketing, SEO, webinars, industrial exhibitions, sales visits, case demonstrations, and

account-based communication are likely to be more meaningful when they clearly explain how the platform reduces operational complexity or procurement risk.

4. Vendor-Side Value Creation

A two-sided marketplace cannot create sustainable customer value unless participating vendors also receive relevant benefits. GetWork!'s vendor-side marketing strategy is therefore designed to increase market exposure, broaden customer access, support equipment utilization opportunities, and provide participation in an organized digital transaction ecosystem.

For many conventional equipment providers, customer acquisition remains dependent on existing relationships and referrals. A digital marketplace can potentially expand the vendor's accessible customer network beyond its existing contacts. The platform can also enable vendors to display equipment availability, technical information, documentation status, ratings, and service profiles in a more structured manner.

Tabel 4. Two-Sided Target Market Architecture

Vendor Requiremen	GetWork! Mechanism	Intended Vendor Value
Broader access to potential customers	Marketplace listing and customer acquisition programs	Expanded market reach
Better equipment exposure	Searchable equipment catalogue and vendor profile	Increased digital visibility
Higher potential asset utilization	Matching of customer requirements and equipment availability	Additional rental opportunities
Business credibility	Verification badge, documentation, ratings, reviews	Stronger trust signals
Long-term relationships	Vendor relationship management and CRM interaction	Repeat participation
Premium visibility	Sponsored listings and advertising services	Greater promotional exposure
Business information	Dashboard and future analytics services	Better commercial insight

Source: Authors' synthesis based on the GetWork! Business Plan.

The Common Interest element of GetWork!'s NICE framework is particularly important in explaining shared value. Customers seek fast, safe, and reliable access to equipment. Vendors seek higher utilization and transaction opportunities. GetWork! requires transactions to remain within the platform to sustain its business model. Trust therefore represents a common interest shared by all three actors.

Rosdiana et al. (2025) emphasize that networking in B2B services can improve access to knowledge, opportunities, customers, and strategic relationships. In the GetWork! context, vendor networking is not merely a relationship-building activity but a component of marketplace supply development.

However, vendor acquisition should not be measured only by the number of vendors registered. A marketplace may have many registered suppliers but still suffer from low

operational availability. Vendor-side performance should eventually be measured through active vendors, available equipment, quotation-response rates, order acceptance, transaction completion, fulfillment performance, rating, repeat transactions, and vendor retention.

5. Integrated Marketing Mix and Relationship Marketing

GetWork!'s Marketing Plan combines the 7Ps Marketing Mix with NICE Relationship Marketing. The 7Ps structure defines how the service is designed and delivered, while NICE provides a relational mechanism for maintaining participation after customer and vendor acquisition.

Tabel 5. Two-Sided Target Market Architecture

Framework	Element	GetWork! Application	Strategic Function
7P	Product	Marketplace, vendor verification, digital contract, monitoring, dashboard, compliance services	Create functional service value
7P	Price	Transparent rental information and platform-based revenue schemes	Improve value clarity
7P	Place	Web/mobile digital access and B2B market coverage	Improve accessibility
7P	Promotion	SEO, LinkedIn, search ads, exhibitions, content, sales visits, referrals	Generate awareness and leads
7P	People	Marketing, sales, customer support, vendor management	Support relationship quality
7P	Process	Search, inquiry, quotation, contracting, monitoring, payment, evaluation	Reduce transaction complexity
7P	Physical Evidence	Website, dashboard, vendor badge, contract, transaction record, rating	Strengthen trust and tangibility
NICE	Networking	Industry associations, vendors, industrial estates, strategic partners	Expand market connectivity
NICE	Interaction	CRM, customer support, vendor communication, notifications, feedback	Maintain active relationships
NICE	Common Interest	Customer reliability, vendor utilization, platform transactions, shared trust	Align marketplace incentives
NICE	Experience	Easy search, clear information, contract, monitoring, after-sales	Encourage repeat usage

Source: Authors' synthesis based on the GetWork! Marketing Plan.

This combined framework extends marketing beyond the acquisition stage. The 7Ps determine whether the service proposition is usable and credible, while NICE influences whether marketplace relationships remain active.

Rosdiana et al. (2025) specifically identify NICE as relevant to B2B marketing, where networking, interaction, common interests, and experience help develop stronger business relationships. Their findings provide direct conceptual support for GetWork!'s use of NICE.

Nosi et al. (2025) further emphasize that experience should be understood holistically rather than as a single isolated interaction. This is highly relevant to GetWork!. The marketplace experience begins before a transaction through information search, continues through quotation and contract processes, and extends into mobilization, monitoring, completion, payment, feedback, and repeat rental.

Therefore, poor performance in one part of the process may weaken the overall value proposition. A sophisticated digital interface cannot compensate for late equipment delivery, while a good vendor cannot fully compensate for a confusing digital process. Customer and vendor experience must therefore be coordinated across both digital and operational touchpoints.

6. Customer Acquisition, Vendor Acquisition, and Retention

GetWork! sales funnel is designed to convert market awareness into actual transactions. The first-year plan approximately 400–500 target companies and aims to generate approximately 100 inquiries. From these inquiries, 50–60 are expected to become qualified leads, and approximately 12–18 customers are expected to complete transactions.

Tabel 6. Two-Sided Target Market Architecture

Funnel Stage	Planned Indicator	Primary Activities
Target Database	400–500 companies	Account mapping, industry database, prospecting
Inquiry	100 first-year inquiries	SEO, website, LinkedIn, search ads, exhibitions, referrals, direct sales
Qualified Leads	50–60 leads	Qualification of project need, timing, budget, and equipment requirements
Transaction	12–18 first-year customers	Proposal, quotation, negotiation, vendor matching, closing
Retention	Developed after first transaction	CRM, follow-up, loyalty, project packages, priority service

Source: Adapted from the GetWork! Business Plan.

The funnel is strategically useful because it prevents the company from treating market-size estimates as equivalent to actual sales. Each stage has a different commercial meaning and requires separate metrics.

Digital channels are particularly useful at the awareness and lead-generation stages. However, the findings of Irwan and Sofia (2026) reinforce the importance of distinguishing digital interaction from actual buying intention. For this reason, GetWork!'s use of sales visits, direct corporate approaches, exhibitions, proposal presentations, and negotiation remains important for converting digital interest into B2B transactions.

Aristin et al. (2026) similarly show that digital channels become more effective when combined with CRM, partnerships, conversion management, and differentiated service

value. This supports GetWork!'s decision to integrate digital marketing with business-development and relationship-management activities rather than relying exclusively on social media.

Retention is particularly important because customer acquisition costs in B2B markets can be significant due to lengthy evaluation and negotiation processes. GetWork!'s retention program includes CRM follow-up, customer-success activities, priority service, loyalty programs, feedback management, and service packages.

Customer retention should eventually be evaluated using a clear denominator:

Retention Rate = Returning Existing Customers ÷ Active Customers in the Previous Period × 100%

This is preferable to calculating retention based on inquiries or leads because only customers that have previously transacted can technically be retained.

Vendor retention requires a similar logic. Vendors are likely to remain active when platform participation generates relevant commercial opportunities. Therefore, supply-side retention should ultimately be connected to active listings, inquiries received, quotation opportunities, transactions, utilization, payment reliability, and vendor experience.

7. Pricing, Perceived Value, and Revenue Architecture

GetWork!'s revenue architecture is based on an asset-light platform model. The company does not recognize the entire value of equipment rentals as revenue because GetWork! does not own the equipment. Instead, the total rental value transacted through the platform is treated as Gross Merchandise Value (GMV), while GetWork! earns revenue from fees and value-added services. The proposed revenue streams include transaction fees, annual subscription fees, advertising fees, and monitoring-service fees.

Tabel 7. GetWork! Revenue and Value Architecture

Revenue Stream	Primary Target	Underlying Value
Transaction Fee	Customer and vendor transactions	Successful marketplace matching and transaction facilitation
Annual Subscription Fee	Vendors and corporate customers	Premium access, dashboards, reports, and priority features
Ads Fee	Vendors	Increased visibility through sponsored or featured placement
Monitoring Service Fee	Corporate customers	Greater operational visibility and project control
Inspection & Compliance Fee	Customers and vendors	Improved assurance regarding equipment and documentation
Data Analytic Service	Corporate users and vendors	Rental-demand, performance, and decision-support insights

Source: Adapted from the GetWork! Revenue Stream Model.

The revenue model illustrates an important relationship between shared value and monetization. Revenue is created only when the platform provides a service sufficiently useful for one or both sides to justify payment. Transaction fees monetize successful exchange, subscription monetizes sustained platform utility, advertising monetizes vendor visibility, monitoring monetizes information and control, and compliance services monetize risk reduction.

The Business Plan projects total revenue to grow from approximately IDR 885.4 million in Year 1 to IDR 29.37 billion in Year 5. These values are projections rather than realized outcomes and therefore must be treated as assumptions requiring operational validation.

Price perception remains important within this model. Susanto et al. (2025) show that the perception of price affects value judgments and longer-term customer responses. Consequently, GetWork! should communicate not only the numerical price but also what is included in the service, such as verification, documentation, monitoring, service response, and platform protection.

Marselinus et al. likewise demonstrate the strategic role of perceived value. Applied carefully to GetWork!, this suggests that willingness to use paid platform features is likely to depend on whether customers and vendors perceive measurable benefit relative to their financial and operational sacrifices.

8. Integrated Shared-Value Marketing Architecture

The analysis indicates that GetWork!'s strategic marketing should be managed as an integrated value system rather than as a collection of independent promotional programs.

Tabel 8. Integrated Shared-Value Marketing Architecture

Strategic Pillar	Customer-Side Value	Vendor-Side Value	Platform Value	Required Indicators
Segmentation & Targeting	Relevant equipment and service offers	Access to relevant demand	Better marketplace matching	Segment conversion, match rate
Verification	Greater trust and lower supplier risk	Credibility and reputation	Platform trust	Verified listing %, compliance issues
Price Transparency	Better budget control	Clearer quotation environment	Transaction confidence	Quote conversion, price complaints
Digital Process	Lower transaction effort	Easier administration	More on-platform activity	Digital transaction rate
Monitoring	Greater operational visibility	Service-performance evidence	Premium service potential	Monitoring adoption
Relationship Marketing	Support and continuity	Repeat customer relationships	Higher retention	Customer/vendor retention
CRM & Sales	Faster follow-up	More transaction opportunities	Better pipeline conversion	Lead conversion
Experience	Easier and more reliable rental journey	Better participation experience	Loyalty and network continuity	CSAT, repeat order
Revenue Services	Value-added service options	Visibility and analytics	Revenue diversification	Revenue by stream

Source: Adapted from the GetWork! Revenue Stream Mo

The table demonstrates that customer value and vendor value are interconnected. Vendor verification creates customer confidence but also creates a reputational signal for qualified vendors. Price transparency creates greater customer clarity but may also reduce

inefficient quotation processes. Monitoring creates customer control while generating evidence of vendor service performance. CRM strengthens the customer relationship while also generating more repeat opportunities for vendors.

In this architecture, marketing acts as a value orchestration mechanism. Its role is not simply to persuade customers to purchase. It coordinates market information, trust, relationships, transaction processes, and economic incentives across multiple actors.

This interpretation extends the B2B relationship perspective offered by Rosdiana et al. (2025). NICE relationship marketing can function as more than a retention technique; within a marketplace it can help maintain interaction and shared incentives across customers, vendors, and the platform.

The architecture is also consistent with the experience perspective summarized by Nosi et al. (2025). Because marketplace participants encounter the brand through multiple touchpoints, value is created through accumulated experience rather than through one promotional encounter.

9. Contribution to Marketplace Growth and Business Development

The GetWork! strategic marketing plan has the potential to support business development through five interrelated mechanisms.

First, market transparency can reduce information asymmetry by presenting equipment information, pricing structures, vendor credentials, and transaction records in a more structured manner.

Second, relationship development can reduce dependence on one-time acquisition by encouraging CRM-based account development, customer retention, vendor retention, referrals, and repeat transactions.

Third, marketplace liquidity can improve when demand-side customer acquisition is coordinated with supply-side vendor development. More active customers create opportunities for vendors, while more available and reliable vendors improve the customer proposition.

Fourth, **service** differentiation can reduce the platform's dependence on price competition. Vendor verification, digital contracts, monitoring, compliance services, dashboards, and customer support provide non-price dimensions of value.

Fifth, revenue diversification enables the platform to monetize multiple forms of value rather than relying exclusively on transaction commissions.

Tabel 9. Strategic Marketing Contributions to Marketplace Development

Dimension	Marketing Mechanism	Expected Contribution	Future Validation Indicator
Customer acquisition	SEO, LinkedIn, direct sales, exhibitions, referrals	Growth of qualified demand	CAC, inquiries, qualified leads, conversion
Vendor acquisition	Vendor outreach, networking, partnership program	Growth of available supply	Active vendors, active equipment
Marketplace matching	STP, equipment information, vendor verification	Better demand–supply fit	Match rate, fulfillment rate
Customer retention	CRM, customer success, loyalty	Repeat transactions	Retention, repeat-order rate
Vendor retention	Vendor relationship management	Stable and responsive supply	Vendor churn, vendor transaction frequency
Experience	Digital process, monitoring, support	Greater marketplace trust	CSAT, complaints, rating
Revenue	Transaction and value-added services	Business sustainability	GMV, take rate, revenue per stream
Shared value	Alignment of customer, vendor, and platform benefits	Stronger ecosystem participation	Cross-side activation and retention

Source: Authors' analysis and synthesis.

These contributions remain conceptual because GetWork! has not yet generated actual marketplace operating data within the scope of this study. This limitation is important. The presence of a marketing plan does not automatically guarantee marketplace liquidity, customer retention, or vendor utilization.

Several indicators should therefore receive particular attention after launch. Customer-side metrics should include inquiry-to-transaction conversion, fulfillment rate, repeat order, retention, average transaction value, customer satisfaction, and complaint rate. Vendor-side metrics should include active vendors, listing availability, response time, order acceptance, transaction completion, rating, and vendor retention. Platform metrics should include GMV, take rate, on-platform transaction rate, revenue diversification, and suspected off-platform transaction leakage.

Off-platform or "backstreet" transactions represent a particularly important risk in a two-sided marketplace. Once buyers and vendors meet, they may have incentives to transact directly and avoid platform fees. GetWork! therefore needs to provide continuing value that is difficult to reproduce outside the platform, including digital documentation, monitoring, transaction history, loyalty benefits, verified reputation, customer support, compliance support, and potentially better commercial terms for repeat users.

The shared-value logic can therefore be summarized as follows:

More qualified vendors → greater equipment availability and customer choice → greater customer value → more customer demand and transactions → greater vendor

utilization opportunities → stronger vendor participation → greater marketplace value.

This reinforcing cycle represents the central strategic marketing challenge of GetWork!. Marketing performance should ultimately be assessed not only through awareness but through the strength of this cross-side cycle.

CONCLUSION

GetWork!'s strategic marketing plan provides a structured basis for developing a two-sided B2B digital marketplace in the heavy equipment rental industry. The plan integrates market segmentation, customer and vendor targeting, positioning, the 7Ps marketing mix, NICE relationship marketing, acquisition, CRM, retention, sales conversion, and diversified revenue streams.

The analysis shows that the proposed model can create different but complementary forms of value. Customers are offered improved access to vendors, greater price and equipment transparency, digital contracting, monitoring, transaction traceability, and service support. Vendors are offered broader market access, digital visibility, business relationships, transaction opportunities, and the potential for improved equipment utilization. GetWork! captures platform value when these benefits generate transactions, retention, GMV, and demand for value-added services.

Strategic marketing in this context therefore performs a broader function than conventional promotion. It acts as a mechanism for coordinating demand, supply, trust, interaction, service experience, and transaction value across the marketplace. The integration of NICE relationship marketing is particularly important because long-term platform performance depends not only on acquiring both sides but on maintaining their willingness to transact repeatedly within the ecosystem.

The study also identifies several conditions that require validation after implementation. Customer and vendor acquisition must remain balanced; vendor quality and availability must be maintained; digital traffic must be converted into qualified B2B transactions; pricing transparency should communicate value rather than encourage price competition alone; and the platform must provide sufficient continuing benefits to reduce off-platform transactions.

GetWork! is therefore advised to measure marketing performance through cross-side marketplace indicators rather than awareness metrics alone. Customer conversion, vendor activation, fulfillment, repeat order, retention, service satisfaction, GMV, vendor utilization, and on-platform transaction rates should become key indicators after launch. Revenue projections and long-term retention targets should also be reviewed periodically against actual operational evidence.

As this study is based on a business-plan document, the findings represent an analysis of proposed strategic design rather than evidence of realized business performance. Future research should evaluate the actual implementation of GetWork! after launch using customer, vendor, transaction, retention, service-quality, GMV, and financial data. Such empirical analysis would provide stronger evidence regarding whether shared value creation across the two sides of the marketplace leads to sustainable platform growth.

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