

# GLOBAL TEAM



## TEAM MEMBERS:

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# BACKGROUND



- Tokopedia grew by adding new market segments in its e-commerce platforms.
- Gojek expanded its platform regionally and developed its superapp, offering on-demand services from food to massages & manicures.
- GoTo contributes to 2% of Indonesia's GDP.

# COMPETITOR

	<u>GoTo</u>	<u>Grab</u>	<u>Shopee</u>
Headquarter	Indonesia	Singapore	Singapore
Industry	E-hailing & Ecommerce	e-hailing	e-commerce
Market	Indonesia, Vietnam, Singapore, Thailand, Philippines	Singapore, Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Thailand, Vietnam	Malaysia, Thailand, Taiwan, Indonesia, Vietnam, Phillipines
Number of Users	Gojek in SEA: 38 million Tokopedia in Indonesia: 16 million	24.1 million	90 million
Company Market Capitalization	\$32.4 billion	\$12.3 billion	\$17.4 billion

### Gojek Vs Grab in Indonesia

	<u>Gojek</u>	<u>Grab</u>
Service	GoRide, GoCar, GoBluebird, GoPulsa, GoFood, GoShop, GoSend, GoMassage, GoClean	GrabCar, GrabBike, GrabMart, Grab Kilat, GrabHealth, GrabHotel.
Cost	Lower fee by 0.02%-0.05% compared to Grab	Higher fee by 0.02%-0.05% compared to Gojek
Payment Options	GopayLater, Gopay, Linkaja, Debit/credit card, Kantong Jago, Cash.	OVO, Ovo PayLater, Debit/credit card, Linkaja, Cash.
Number of Transactions (Monthly)	100 million transactions (Include other services)	46 million transactions (only for e-hailing)
Company Share of Indonesia Ride-hailing market	100 million transactions (Include other services)	46 million transactions (only for e-hailing)
Applications Download	130 million Downloads	160 million downloads
Number of Cities (Global)	204 Cities	330 Cities

### Tokopedia Vs Shopee in Indonesia

	<u>Tokopedia</u>	<u>Shopee</u>
Number of E-commerce Visits (Quarter 3 2021)	158.1 million visits	134.6 million visits
Average time spent on each visit	6 minutes 14 seconds	6 minutes 30 seconds
Ranking on App Store and Play Store	Rank #2 and Rank #4	Rank #1
Featured Categories	Electronic goods, medical goods, beauty products, and room decoration.	Fashion wear, Hype or trend products, miscellaneous things
Delivery Cost	Offer free Shipping (Shopee offers more often compared to Tokopedia)	

# COMPETITIVE ADVANTAGE

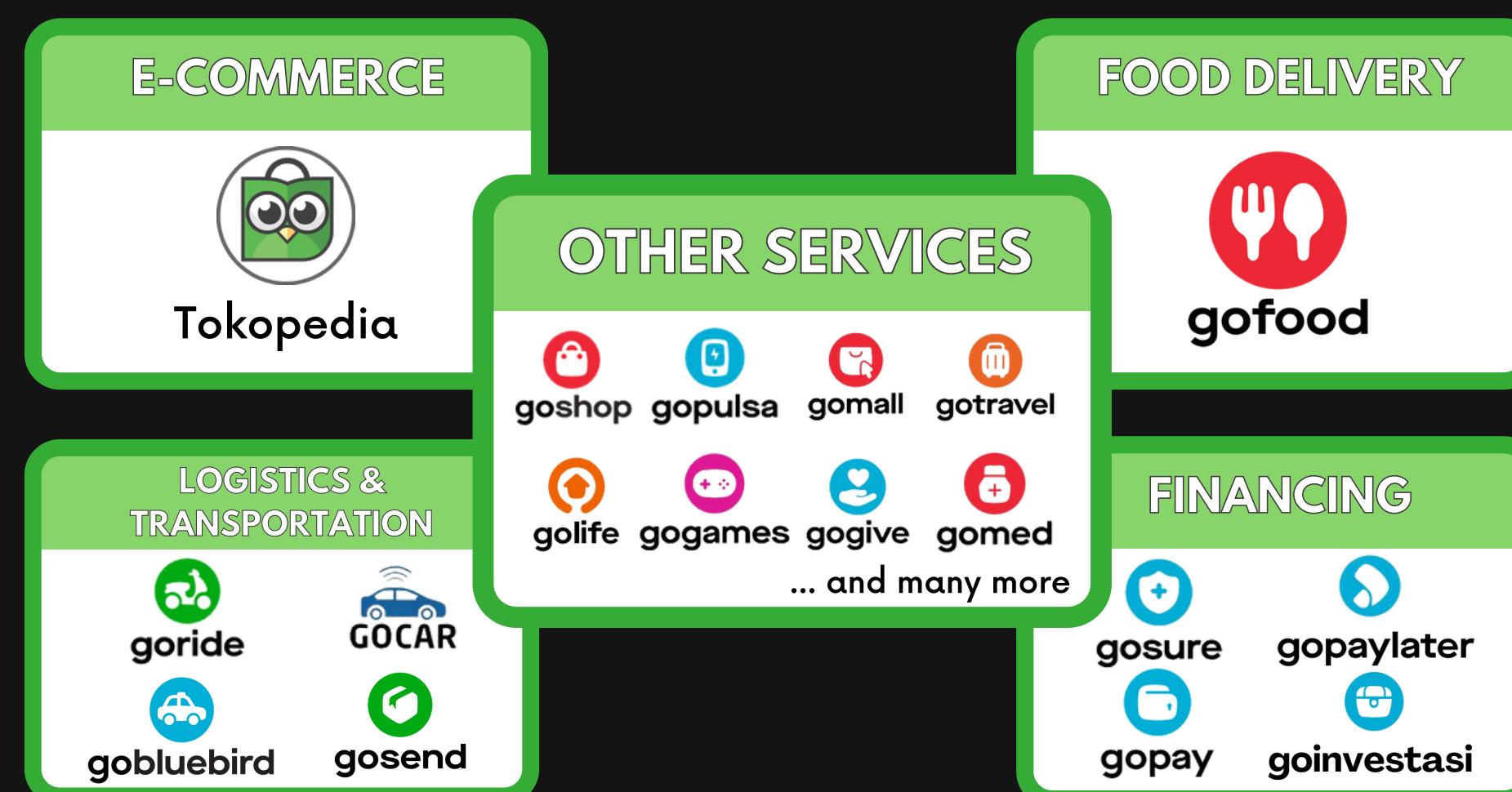
- Secured funding from well-known Investors such as Alibaba Group, Blackrock, Google, Sequoia Capital, Temasek, and many more.
- High network effects, Gojek and Tokopedia, both can increase the number of active users with the merger by tapping the other company user network.
- Have an established company in different Industry: e-commerce, ride hailing, and financial technology.
- Opportunities to have additional synergies due to the merge. Example, data sharing, related promotion that boost both platforms, additional financial funding
- Have a high market penetration in the Indonesian market.

# FUTURE OUTLOOK

- GOTO has many room to grow in Indonesia as many of Indonesia people have not been exposed to the digital economy.
- GOTO faced fierce competition in Indonesia
- With the recent IPO event, GOTO may paved its way to more countries
- GOTO is expected to have more partnership in the future

# BUSINESS MODEL

"AMAZON, DOORDASH, UBER, PAYPAL, AND STRIPE COMBINED TOGETHER."



# SWOT ANALYSIS

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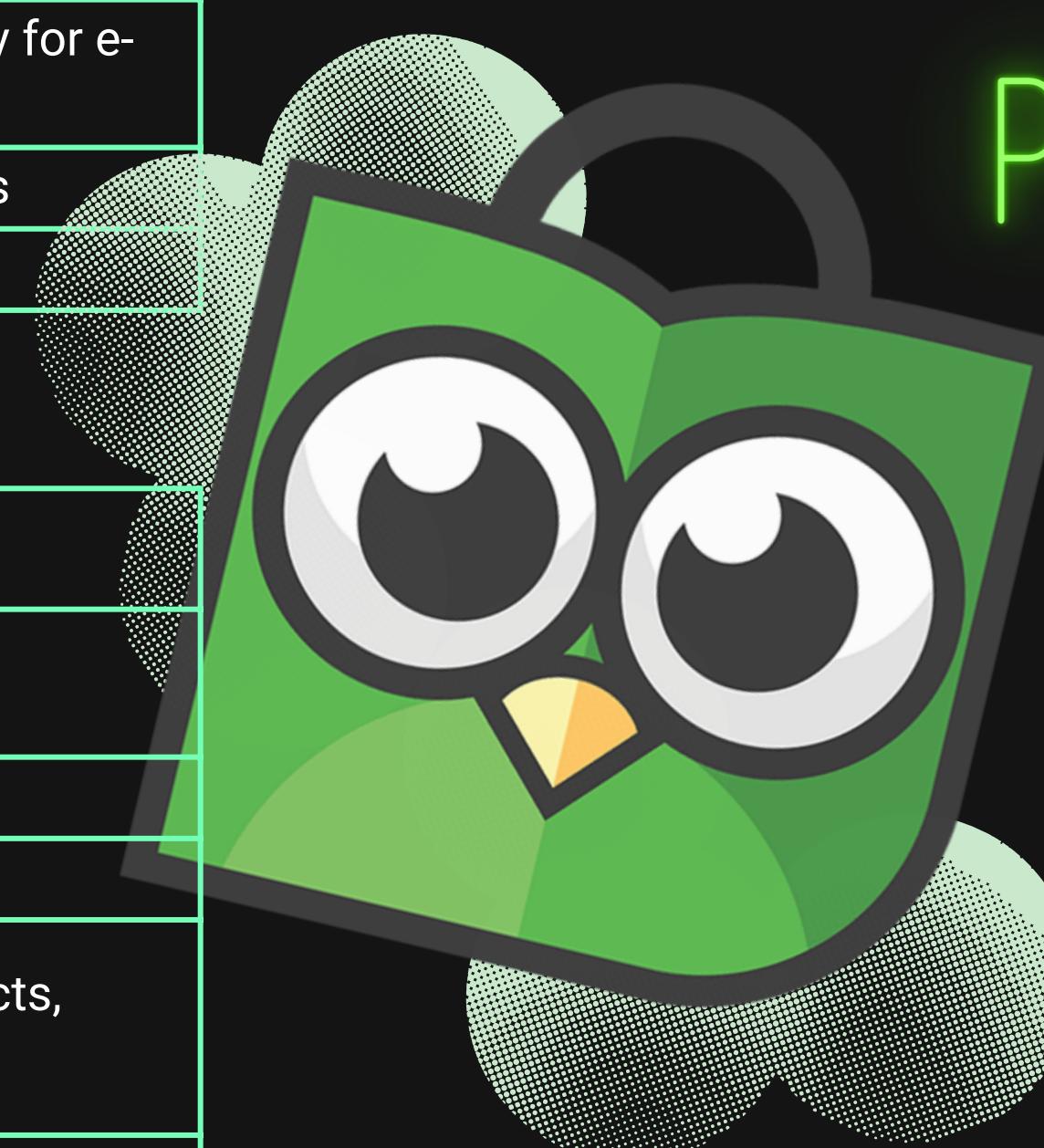
- Biggest tech company in Indonesia
- Strong brand reputation & customer base
- First platform in Southeast Asia that has complex & complete ecosystem
- Support from well-known investors

- Dependency on the Internet availability
- Evaluation of service quality highly depends on drivers & merchants attitude
- Issues with security & credibility (scam, leaked customer data)

- Promising growth and business expansion opportunity
- High access to youth market due to high internet penetration
- Attract more investors & partners
- Establish distinctive promotion & offer

- Government policies
- New entrance or merger of other competitors
- Employees dissatisfaction
- Scandals and allegations

# PORTER'S FIVE FORCES



## Competition Rivalry

**HIGH**

- Strong and various players in the 3 industries
- Rapid industry growth
- Low customers switching cost

## Threat of New Entrants

**LOW**

- Market domination by big and experienced companies
- Strong funding is necessary to sustain in the industry
- Difficulty for new players to build loyal customer base

## Threat of Substitute

**HIGH**

- Various players in the industry
- Similar products and prices offered by competitors
- Low customers switching cost
- Low brand loyalty

## Power of Buyer

**HIGH**

- More than 100 million MAUs
- Price sensitive
- High ability to substitute
- Low customers switching cost

# RECOMMENDATION

- Improve its system to avoid hack and customer's data theft
- Use big data analysis to provide better service for customer
- Differentiate its strategy i.e. GOTO can adopt the group purchase strategy for the marketplace and implement premium subscription for priority pickup in the ride hailing service
- For ride-hailing service, GOTO need to carefully monitor its driver (strict policy) to ensure drivers provide the best service for customer
- For marketplace, Indonesia is a large country with 17,000 islands, GOTO need to improve logistics problem to serve customer's better

