



GLOBAL TEAM



goto
Go Far, Go Together

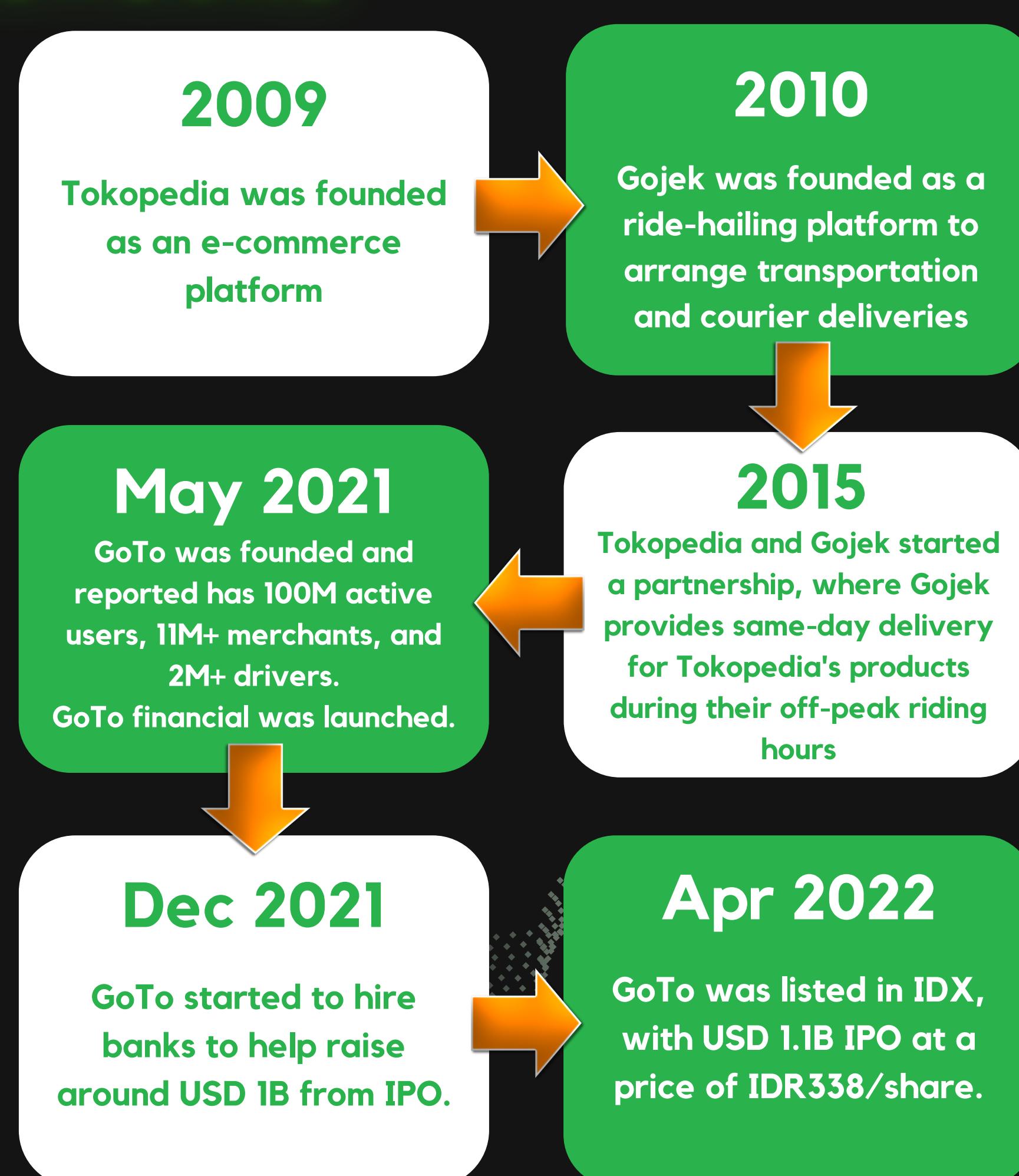
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BACKGROUND

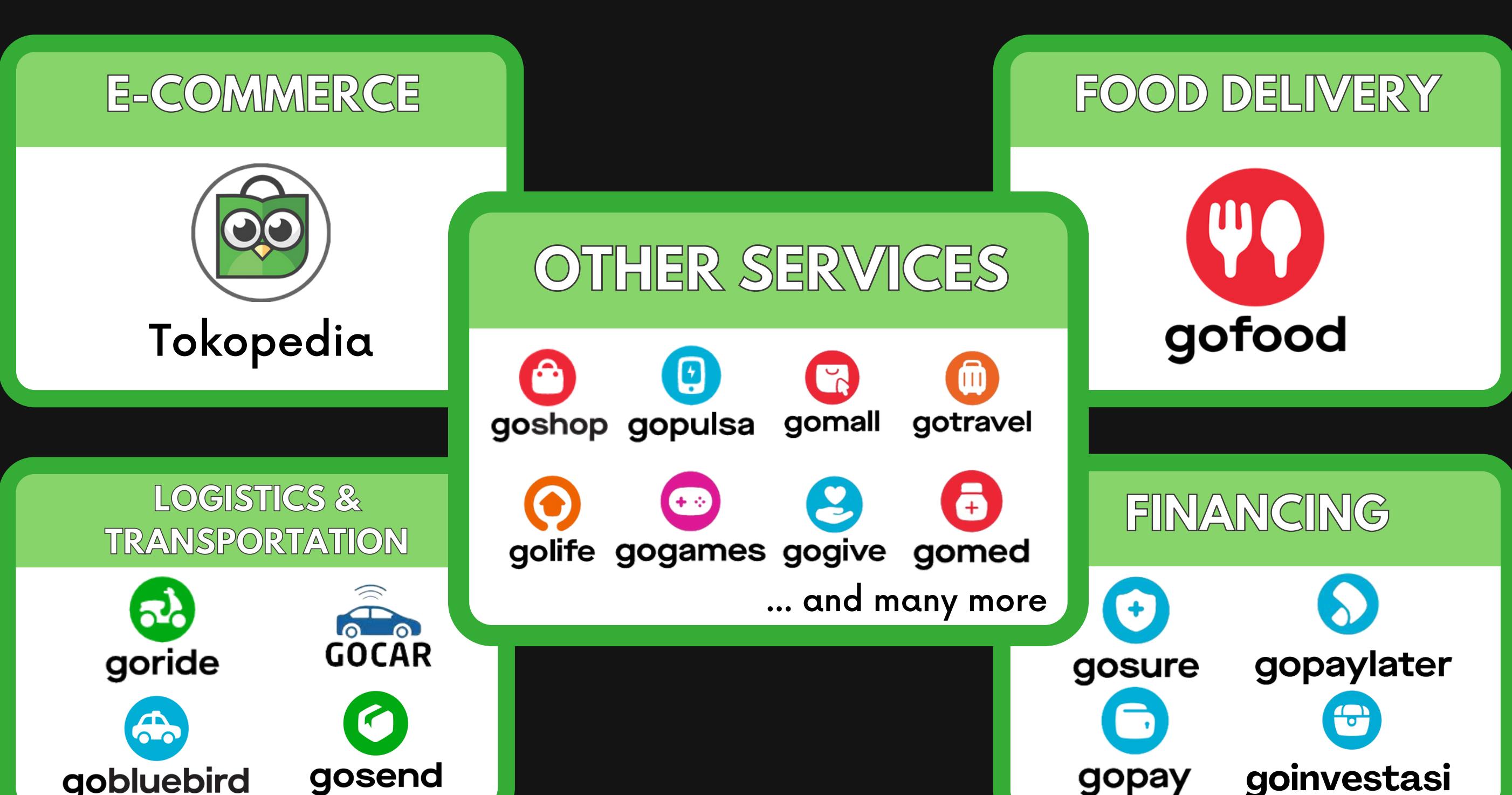


- Tokopedia grew by adding new market segments in its e-commerce platforms.
- Gojek expanded its platform regionally and developed its superapp, offering on-demand services from food to massages & manicures.
- GoTo contributes to 2% of Indonesia's GDP.



BUSINESS MODEL

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



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, Phillipines | 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, GrabKilat, 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 | 80% | 65% |
| 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 | 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 large potential 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.

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.
- Customers satisfaction highly depends on drivers & couriers 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 promotions & offers.

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

PORTER'S FIVE FORCES



Competition Rivalry

HIGH

- Strong and experienced 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 Buyers

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.
- Some business are still overlap, it will be better if GoTo reduce this event.
- 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 customers better.