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Analysis of Decision Making in Business Strategy of PT GotoGojek Tokopedia

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Abstract: Decision making is one of the key aspects of business strategy that can determine the success or failure of a company. The purpose of this study is to analyze the impact of strategic decisions on the business sustainability of PT GoTo Gojek Tokopedia, one of the largest technology companies in Indonesia. The focus of this research is to assess the effectiveness of decision making on operational, financial and human resource management aspects and their impact on the company's competitiveness in the market. Using a qualitative approach and secondary data analysis, the findings reveal that PT GoTo's strategic decisions have a significant impact on operational efficiency and adaptability to market trends. However, there are challenges to overcome, such as consistent strategy execution and risk management. This study provides important insights for business professionals to effectively make strategic decisions to gain a competitive advantage.

Keywords: Strategic Decision Making, Business Strategy of PT GoTo, Operational Efficiency and Competitiveness

Introduction

The development of digital technology in today's era has changed the way businesses operate, including in Indonesia, which is one of the largest digital markets in Southeast Asia. The technology and e-commerce sectors continue to grow rapidly, where applications for daily needs, such as transportation and online shopping, are increasingly in demand. In this context, PT Goto Gojek Tokopedia (GoTo) has emerged as one of the major players offering an integrated service ecosystem. PT GoToGojek Tokopedia is a leading technology and e-commerce company in Indonesia that was born from the merger between Gojek and Tokopedia in 2021. The company has become one of the major players in the country's digital industry, with services that include transportation, digital payments, e-commerce, and more. However, GoTo's success did not just happen. It depends on making the right decisions in various aspects, such as technology development, market expansion, and collaboration with business partners. The challenges faced are not easy, such as fierce

competition with local and global companies, changes in government regulations, and changing consumer needs

Therefore, making the right strategic decisions is key to maintaining a competitive advantage and achieving business goals. Strategic decision-making in business has a significant impact on company performance. Wrong decisions can lead to financial losses, reputational decline, and loss of customers. On the other hand, the right decisions can improve operational efficiency, increase revenue, and strengthen market position. This research is here to understand how GoTo makes strategic decisions that are able to maintain its position as a leader in the market. By looking at what GoTo does, we can learn about how large companies face challenges, seize opportunities, and stay relevant in the midst of rapid change.

Literature Review

1. Strategic Decision Making Strategic decision making is the process of selecting alternative courses of action to achieve a company's long-term goals. According to McShane and Von Glinow (2021), strategic decisions usually involve analyzing complex situations and have a significant impact on the continuity of the organization. The main elements of strategic decision making include problem identification, information gathering, evaluation of alternatives, and decision implementation.
2. One of the tools often used in the strategic decision-making process is SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This analysis helps companies recognize internal advantages and external opportunities, as well as understand the weaknesses and threats that can affect company performance. The use of SWOT analysis allows management to prioritize strategies that must be implemented (Aji et al., 2023).
3. Data-Driven Approach In today's digital world, the way we make strategic decisions is increasingly influenced by a data-driven approach. By leveraging big data and analytics tools, organizations can better predict market trends, understand consumer behavior, and assess potential risks. Gunawan et al. (2023) emphasize that decisions based on data analysis tend to be more accurate and relevant than those based solely on gut feeling.
4. Evaluating Decision Success and Business Impact The success of strategic decisions can be measured by how well they achieve organizational goals, improve operational workflows, and increase competitiveness in the market. Rosyada et al. (2024) point out that effective decision-making not only improves financial performance but also strengthens the organization's market position through innovation and unique product offerings.

Methodology

This research uses a qualitative approach to understand the strategic decision-making process carried out by PT GoTo Gojek Tokopedia. This approach allows in-depth analysis of how strategic decisions are made, the factors that influence them, and their impact on the success of the company. The data used is secondary data, such as company annual reports, scientific journals, articles, and other relevant documents.

Result and Discussion

A. How does the strategic decision-making process at PT GoTo Gojek Tokopedia affect the operational and financial success of the company?

PT GoTo Gojek Tokopedia's strategic decision-making process has a significant impact on the company's operational and financial success. As one of the largest technology companies in Indonesia, GoTo faces market complexity and intense competition. Therefore, strategic decision-making is a key factor in determining the direction and sustainability of the business.

This process begins with the company actively leveraging big data to analyze market trends, consumer behavior, and changes in the business environment to identify strategic issues and opportunities. This step will allow GoTo to understand market needs and identify potential growth opportunities such as developing fintech services, expanding logistics services, and integrating ecosystems. For example, the increasing demand for credit-based payment solutions has led to the development of the GoPayLater feature.

The company then develops a range of strategic alternatives by considering operational and financial implications. During this phase, management uses a data-driven approach to evaluate strategic options based on their expected return on investment (ROI), market potential, and relevance to the business ecosystem. An example of the implementation of this strategy is the expansion of GoFood services to secondary and tertiary cities in Indonesia based on profitability analysis and local needs.

GoTo's management decisions are highly integrated across the company's businesses, including Gojek, Tokopedia, and GoPay. This approach not only improves operational efficiency but also ensures a better customer experience. For example, the integration of Gojek's instant delivery service with Tokopedia's platform has reduced product delivery times and improved customer satisfaction, thereby strengthening user loyalty to the GoTo ecosystem.

To ensure the effectiveness of the strategies implemented, GoTo continuously monitors and evaluates performance using key metrics such as gross transaction value (GTV), monthly active users, and profit margins. This monitoring allows the company to identify areas that require improvement or strategy adjustments to optimize results.

The results of this strategic decision-making process are evident in the company's operational and financial success. On the operational side, GoTo was able to improve logistics efficiency through automation and technology optimization. In addition, synergies within the ecosystem allow the company to offer integrated services to its customers. From a financial perspective, the right strategic decisions have helped drive revenue growth, especially through digital services such as GoPay and GoPayLater, while reducing operating costs through efficiencies in various areas.

GoTo's innovative, integrated, and data-driven strategic approach has enabled it to maintain its competitive advantage in the market while building a strong foundation for long-term growth. This strategic decision-making process not only reflects the company's ability to address business challenges.

B. How does decision-making impact PT GoTo's adaptability to changes in the market and business environment?

Decision-making refers to the process of choosing one of the various options available in order to achieve a certain goal. Within the scope of PT GoTo Gojek Tokopedia, which is a leading technology company in Indonesia and focuses on various digital services such as transportation, payments, online shopping, and logistics, strategic decision making plays an important role in the company's ability to adapt to market dynamics and changing business conditions. Strategic decision-making is critical to PT GoTo Gojek Tokopedia's ability to adapt to dynamic changes in the market and business environment. In terms of product and service innovation, decisions such as the development of new features, such as GoPay Later or promotions on Tokopedia, allow GoTo to increase its competitiveness and align its offerings with market demand. However, if innovation is implemented without a thorough understanding of consumer needs, it may result in market failure.

Decisions related to operational efficiency, such as the realignment of the workforce structure, assisted GoTo in reducing operating costs and reallocating resources to strategic innovation. The positive outcome of such measures is improved business sustainability. However, if not managed effectively, they can lead to a decline in employee morale and create internal instability. Partnerships and market expansion are also important areas of decision-making. The choice to collaborate with small and medium-sized enterprises (SMEs) or expand into new regions can increase local customer loyalty and broaden the consumer base. Nonetheless, risks arise if the selection of partners is inappropriate or if the execution of the strategy is slow, potentially reducing the effectiveness of these initiatives.

In the area of technology and data utilization, the decision to utilize artificial intelligence and big data allows GoTo to reduce uncertainty, improve operational efficiency, and provide more personalized services to customers. However, over-reliance on

technology without considering the emotional aspects of consumer behavior can create vulnerabilities. Finally, adapting to regulatory changes, such as digital taxation, requires fast and accurate decision-making. Aligning operations with regulations can enhance a company's reputation, ensure compliance, and avoid sanctions or penalties. Conversely, a slow response to regulatory changes can disrupt operations and damage a company's reputation.

C. What are the challenges PT GoTo faces in ensuring consistency and effectiveness in the implementation of its strategic decisions?

PT GoTo Gojek Tokopedia, as a result of the merger between two major companies in Indonesia, faces various challenges that affect the consistency and effectiveness of the implementation of its strategic decisions. The merger between Gojek, which focuses on transportation and on-demand services, and Tokopedia, a large e-commerce platform, has created a new entity with great potential. However, this process also brings a number of internal and external challenges and is interrelated. PT GoTo Gojek Tokopedia, as a result of the merger between two major companies in Indonesia, faces a variety of strategic challenges that affect the consistency and effectiveness of the execution of its strategic decisions. The merger between Gojek, which focuses on transportation and on-demand services, and Tokopedia, a large e-commerce platform, has created a new entity with great potential. However, this process also brings a number of complex and interrelated internal and external challenges.

One of the key challenges faced was the change in the company's leadership structure. After the merger, several founders and key leaders from both companies decided to step down from their active positions. These decisions created uncertainty among employees, business partners and investors. When new leaders take over, it often takes time to rebuild trust, both inside and outside the company. This transition risks disrupting the continuity of the strategic vision if it is not accompanied by clear communication about the company's future direction.

The integration process between Gojek and Tokopedia is also a big challenge that requires time and resources. Combining two companies with different business focuses requires unifying technology systems, work cultures, and management processes. This is often a problem, especially if each company has a different way of working and approach to running its business. For example, Tokopedia's logistics and technology systems need to be aligned with Gojek's on-demand platform to create a truly integrated ecosystem.

The pressure to achieve profitability is the next significant challenge. Before the merger, both Gojek and Tokopedia relied on a subsidy strategy to attract users and partners. However, after the merger, GoTo faced demands from shareholders and the market to prove

that its business is capable of generating profits. Measures such as headcount reduction and elimination of services deemed less productive have been taken. However, these policies may impact the morale of employees, driver-partners, and customers, which may ultimately affect the company's image.

Effective corporate governance is also an important concern. As a result of the merger of two large entities, GoTo faced the challenge of creating a governance system capable of supporting consistent strategic decision-making. The merger involved multiple divisions and teams that previously worked independently. Without proper coordination, strategy execution can be ineffective, potentially even creating internal conflicts that are detrimental to the company.

On the other hand, regulatory changes in Indonesia and the Southeast Asian region present additional challenges for GoTo. As a company in the technology sector, GoTo must comply with new government regulations related to e-commerce, ride-hailing, and fintech services. These regulatory changes often require rapid adjustments to company strategy and operations. Failure to comply with regulations can have serious repercussions, including legal risks and reputational damage.

In addition to regulation, GoTo also faces fierce competition in the regional market. The presence of large players such as Grab, Shopee, and Sea Group creates pressure to continuously innovate and offer competitive services. This competition occurs not only in terms of price, but also user experience, service speed, and the ability to utilize advanced technologies such as artificial intelligence and data analytics. In this situation, GoTo must find ways to differentiate itself from its competitors and strengthen its position in the market.

The integration of GoTo's ecosystem of transportation, online shopping, and fintech services brings technical challenges. For example, the ability to integrate customer data from multiple platforms into a cohesive system requires advanced technology and strong data protection. Success in this integration will determine the extent to which GoTo can capitalize on the synergies of its various services to create added value for users.

In addition to technical challenges, the organizational culture aspect is also an issue that requires serious attention. Gojek and Tokopedia have different work cultures, which are reflected in the way decisions are made, interactions between teams, and approaches to innovation. This cultural integration process takes time and effort to ensure that all employees feel valued and engaged in the new company vision. If not managed well, these cultural differences can become an obstacle in the execution of the company's strategy.

GoTo's success in meeting these challenges depends largely on its ability to maintain the trust of all stakeholders. Shareholders, business partners, customers, and employees need to be assured that the company is up to the challenge and remains on the right path to

growth and sustainability. With a well-planned approach and good execution, GoTo has great potential to become a digital ecosystem leader in Southeast Asia. However, this journey requires consistent effort, strong collaboration, and continuous innovation to achieve the desired results.

To overcome:

1. To address the uncertainty that comes with a change in leadership, GoTo must ensure that the transition is transparent and communicative. Companies should utilize effective internal communications to explain the new vision and mission to employees and partners. Regular discussion forums, town hall meetings, and open letters from the new leader can help convey clarity on the company's direction. Additionally, GoTo may consider building an executive team that represents the experience and values of both predecessor companies, thus creating a sense of continuity for all parties involved.
2. To face the challenges of ecosystem integration, GoTo should prioritize technology development that can harmonize operational systems between Gojek and Tokopedia. For example, the companies can build a unified data platform that enables interoperability between their services. In addition, cross-functional training for employees from both entities can help create a better understanding of each other's work processes. To avoid conflict, change management should be part of the company's strategy, emphasizing collaboration and shared goals.
3. The pressure to achieve profitability can be addressed through a balanced approach between operational efficiency and innovation. GoTo can focus on core services that contribute significantly to revenue, while reducing subsidies on less efficient services. For example, the use of data analytics to identify the most profitable market segments can help in optimizing marketing strategies. On the other hand, investments in technologies such as artificial intelligence to improve operational efficiency can also reduce costs without service quality.
4. To create effective governance, GoTo needs to implement a clear organizational structure and ensure that each business unit has well-defined accountabilities. One step that can be taken is to establish a cross-departmental strategic committee tasked with overseeing the implementation of strategic decisions. In addition, the company can utilize project management technology to ensure that all decisions are implemented consistently across divisions. Transparency in decision-making and reporting should also be improved, especially to shareholders and strategic partners.
5. In the face of regulatory change, GoTo needs to build closer relationships with governments and regulators. Through intensive dialog, companies can provide constructive feedback on new policies, while ensuring that regulations are not

detrimental to innovation or business growth. In addition, companies should establish specialized teams tasked with monitoring and adjusting business strategies in accordance with regulatory developments. With this proactive approach, GoTo can remain compliant without losing competitiveness in the marketplace.

6. In the face of intense competition, innovation must be a top priority. GoTo can develop new features that differentiate it from competitors, for example by creating a more personalized user experience through the use of data analytics. In addition, the company can also establish strategic partnerships with other entities, such as logistics or fintech service providers, to strengthen its ecosystem. Creative promotional strategies, such as bundling services between Gojek and Tokopedia, can provide attractive added value for customers.

Conclusion

PT GoTo Gojek Tokopedia faces various challenges in executing its business strategy, especially after the merger between Gojek and Tokopedia. These include leadership changes that require open communication for employees and partners to understand the direction of the company, as well as the process of integrating technology systems and work culture that requires time and a careful approach. In addition, the pressure to be profitable is driving GoTo to focus on services that add the most value while still innovating.

GoTo also needs to ensure good corporate governance with a clear organizational structure and transparent decision-making. Regulatory changes in the technology sector and intense competition with other companies such as Grab and Shopee are external challenges that must be faced with a proactive and innovative approach. On the other hand, opportunities remain wide open if GoTo is able to create more personalized services, build strategic partnerships, and offer a better user experience. GoTo's success in overcoming these challenges will determine whether the company can continue to grow and become a leader in Southeast Asia's digital ecosystem. With a well-thought-out strategy, consistent innovation, and strong collaboration, GoTo has great potential to achieve this goal.

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