Perbanas International Conference on Economics, Business, Management, Accounting and IT (PROFICIENT) 2026
"Integrity-Driven Innovation: Reimagining Business, Finance, and Digital Transformation for Sustainable Impact"

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

Problem Analysis And Solution Strategic on PT Tokopedia (GoTo Group)

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Abstract, *This study aims to identify strategic problems faced by Tokopedia as a leading e-commerce startup in Indonesia and formulate solutions based on modern marketing and business innovation approaches. Using a qualitative case study method with a descriptive-analytical approach, data were collected from secondary sources including GoTo Group annual reports, academic journals, and industry news. Analysis was conducted through the Business Model Canvas (BMC), Value Proposition Canvas, Segmentation-Targeting-Positioning (STP) framework, and competitive pricing strategy. Findings reveal three play problems:competitive pressure from TikTok Shop resulting in market share erosion and declining gross merchandise value, value proposition misalignment toward the MSME segment amid changes in digital consumer behavio, and tension between short-term promotional pricing strategies and long-term profitability. Recommended solutions include brand repositioning based on MSME empowerment, restructuring market segmentation with a psychographic-behavioral approach, adoption of value-based pricing, and strengthening an integrated digital ecosystem. This research contributes to the Indonesian startup marketing management literature and provides practical implications for strategy managers in e-commerce platforms.*

Keywords : marketing strategy, business innovation, startup, e-commerce, Tokopedia, Business Model Canvas, value proposition, market segmentation, pricing strategy

INTRODUCTION

Ecosystem *startup* digital Indonesia experience growth outside normal in the last decade. Based on the report We Are Social and Hootsuite (2025), more than 215 million Indonesians have been connected to the internet, making Indonesia one of the largest digital markets in the world. Southeast Asia. Amidst the rapid flow of digitalization, Tokopedia, founded in 2009 by William Tanuwijaya and Leontinus Alpha Edison, has emerged as one of the largest marketplaces in Indonesia. In 2021, Tokopedia merged with Gojek to form GoTo Group, an entity that oversees an integrated digital ecosystem.

However, Tokopedia's journey has not been without obstacles. TikTok Shop's entry into the Indonesian *e-commerce ecosystem* in 2021, and the subsequent merger with Tokopedia at the end of 2021, have been significant. 2023, has created a new competitive landscape which is far more complex. Rapidly shifting consumer behavior toward social commerce, rising expectations for personalized and contextual shopping experiences, and persistent profitability pressures present strategic challenges that must be addressed with systematic business innovation.

Various studies shows that more than 50% *of startups* fail in five first year (Ries, 2011; Blank & Dorf, 2012). The main causes of failure include, among others, lack of *product-market fit* , inappropriate marketing strategy, unsustainable business model, as well as lack of understanding to need customer (CB Insights, 2021). In this context, Tokopedia faces the classic challenge of a growing *startup* (*scaling startup*), namely how to maintain momentum. growth while building a profitable business foundation.

Based on this background, this article seeks to answer three research questions: (1) What are the most crucial strategic issues facing Tokopedia in the context of Indonesia's current digital competition? (2) How can the Business Model Canvas and Value Proposition Canvas frameworks be used to diagnose and respond to these issues? (3) What strategic solutions can be recommended to restore Tokopedia's growth momentum in a sustainable manner. This article is expected to contribute academically to the management literature. *startup* marketing in Indonesia, while providing implications practical for stakeholders in the national *e-commerce industry*

Literatur Review

Strategy Marketing *Startup*

Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value (Kotler & Keller, 2022). In the *startup context* , marketing strategy is not just promotional activities, but rather an entire system that connects market need identification, value creation, pricing, distribution, and communication in an integrated manner.

Modern marketing strategies generally include three main stages, namely segmentation market (*segmentation*), determination market target (*targeting*), And determination market positioning *known* as STP (Kotler & Keller, 2022). For *startups* , this process is more dynamic and iterative than for established companies, given that *startups* operate under conditions of high uncertainty and limited resources. Ries (2011) emphasized the importance of a lean *startup approach* that prioritizes rapid validation through *the Build-Measure-Learn cycle* .

Business Model Canvas And Lean Canvas

Business Model Canvas (BMC) developed by Osterwalder & Pigneur (2010) is framework Work visual Which help businessman map All business logic on one page. The BMC includes nine blocks: *Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships* , and *Cost Structure* . *This tool has become the global standard for analyzing startup* business models .

Maurya (2012) then adapted the BMC into Lean Canvas, which is more oriented towards validating problems and solutions, by replacing the four BMC blocks with: *Problem, Solution, Key Metrics,* and *Unfair Advantage* . Lean Canvas is very suitable for early-stage *startups* because it emphasizes rapid experimentation and iteration.

Value Proposition

A value proposition is the core of a marketing strategy, explaining why customers should choose a particular product over other alternatives (Payne, Frow, & Eggert, 2017). Osterwalder et al. (2014) developed *the Value Proposition Canvas* (VPC) as a tool for aligning product offerings with customer needs. customer. VPC consists of from two side that is *Customer Profile* (containing *customer jobs, pains, gains*) And *Value Folder* (containing *products & services, pain relievers, gain creators*). Compliance (*fit*) between second side This determine success product in market.

Segmentation Market

Market segmentation is the process of dividing a heterogeneous market into homogeneous groups of buyers based on needs, characteristics, or behavior (Kotler & Keller, 2022). There are four main segmentation variables: geographic, demographic, psychographic, and behavioral. Effective segmentation must meet the following criteria: *measurable* , *accessible* , *and* relevant. *substantial* (sufficiently large), *differentiable* (can be

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[June 2026] [ISSN 3047-0951]

distinguished), and *actionable* (can be implemented). In the context of *e-commerce* , behavioral segmentation , especially based on usage levels, loyalty, and benefits sought, is becoming increasingly relevant due to the abundant availability of digital data.(Manrejo, et.al., 2026)

Strategy Price

Price is the only element of the marketing mix that generates revenue; the other elements generate costs (Kotler & Keller, 2022). Several pricing methods exist, including *cost-based pricing* (price = cost + margin), *value-based pricing* (pricing based on customer perceptions of value), and *competition-based pricing* (pricing based on competitors). For new products, two commonly used strategies are: is *market penetration pricing* (price low For seize share market) and *market skimming pricing* (high prices to maximize initial profits). In the industry *e-commerce* , strategy frequent penetration combined with cross-subsidy And aggressive promotion, but the long-term risk is the erosion of brand value perception (Nagle & Müller, 2018). (Halim, et.al., 2025)

Innovation And Development Product New

Product innovation is defined as the development of original products, improvements, or modifications through research and development (Kotler & Keller, 2022). The new product development process includes eight stages: idea generation, idea screening, concept development, concept testing, marketing strategy development, business analysis, product development, market testing, and commercialization.

McFadzen, O'Loughlin, & Shaw (2005) suggest that innovation requires Two key factors are individual qualities (vision, intrinsic motivation, *killer instinct*) and company drive (openness to new ideas, performance gap identification, capability development, focus on external challenges, and open communication). Innovative *startups* are able to maintain a competitive advantage through continuous iteration and rapid adaptation to market changes.

METHODS

This research uses a qualitative case study approach with a descriptive-analytical design. This method was chosen. Because its relevance in study phenomenon complex business in a real-world context, especially when the boundaries between the phenomenon and its context are not clearly defined (Yin, 2018). The object of the research is PT Tokopedia, which is part of the GoTo Group. Tokopedia was chosen *purposively* due to its significance as a representation of Indonesian *e-commerce startups* undergoing complex strategic transformation post-merger.

Source Data

Data was collected exclusively from verifiable secondary sources, including: (1) annual reports and official publications of GoTo Group for the period 2021–2024, (2) articles journal scientific from database reputable (Garuda, Google Scholar, Scopus), (3) industry news and analysis from trusted media (Katadata, DailySocial, Techinasia, Kontan), as well as (4) research reports from independent institutions such as Momentum Works and CB Insights.

Technique Analysis

The analysis was conducted in three stages. First, a situational analysis using the Business Model Canvas (Osterwalder & Pigneur, 2010) was conducted to comprehensively map Tokopedia's business model. Second, strategic gaps were identified using the Value Proposition Canvas (Osterwalder et al., 2014). Third, recommendations were formulated integrating the STP framework (Kotler & Keller, 2022), pricing strategy, and product innovation principles. The validity of the analysis was ensured through triangulation of data sources and internal peer review.

Results And Discussion

Profile And Development Tokopedia

Tokopedia was founded in 2009 with the vision of building a digital ecosystem that is equitable for all of

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Indonesia. By 2021, Tokopedia had become a unicorn with a valuation of over USD 7 billion, before merging with Gojek to form the GoTo Group. In late 2023, after the Indonesian government had temporarily banned TikTok Shop operate, Tokopedia And TikTok Shop announce merger in TikTok invested USD 1.5 billion to acquire a 75.01% stake in Tokopedia. This merger fundamentally altered the competitive landscape of Indonesian *e-commerce* , but the immature integration created new strategic complexities.

Mapping Business Model Canvas Tokopedia
Based on analysis using BMC, the following is a mapping of Tokopedia's post-merger business model:

Table 1
Business Model Canvas PT Tokopedia (2024)

Block BMC	Condition Moment This	Gap/Findings
Customer Segments	MSME sellers, consumers B2C, national & international brands	Segmen MSMEs underserved premium
Value Propositions	Ease of transactions, reach , empowering MSMEs	VP Not yet differentiate oneself from Shopee & TikTok Shop
Channels	applications , web,TikTok integration , logistics partners	TikTok integration is not yet optimal from a seller UX perspective
Customer Relationships	Self- service, community seller, Tokopoints	Personal engagement lost from TikTok Shop
Revenue Streams	Commission transaction, TopAds, service premium	Margin pressure from subsidy promotion
Key Resources	Infrastructure technology, data users, brand equity	Data Not yet optimized For personalization
Key Activities	Platform development , management marketing	Product innovation is slower than competitors
Key Partnerships	GoTo Group, TikTok, logistics, banking & fintech partners	Synergy ecosystem GoTo–TikTok is not yet fully realized
Cost Structure	costs marketing, subsidies promotion, HR	Promotion costs erode long-term profitability long

Source: Analysis researchers based on data secondary

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Identification Problems Main

Competitive Pressure from TikTok Shop And Market Share Erosion

Kehadiran TikTok Shop sebagai pemain *social commerce* yang memadukan hiburan dan transaksi telah mengubah ekspektasi konsumen secara fundamental. Berdasarkan laporan Momentum Works (2024), dalam waktu kurang dari dua tahun, TikTok Shop berhasil merebut 36,5% pangsa pasar *e-commerce* Indonesia, melampaui Tokopedia yang turun ke posisi ketiga dengan 18,4%. Gross Merchandise Value (GMV) Tokopedia mengalami tekanan signifikan, GoTo Group mencatatkan penurunan pendapatan *e-commerce* sebesar 12% year-on-year pada semester pertama 2024.

The root of this problem is structural. Tokopedia is built on a conventional *marketplace paradigm* (*browse → search → buy*), while TikTok Shop offers a *discovery commerce paradigm* (*watch → engage → buy impulsively*) which is more in line with the consumer behavior of Generation Z, who dominates the growth of new users (We Are Social & Hootsuite, 2025). Tokopedia's inability to respond quickly to this paradigm shift creates a user experience gap that is difficult to close with incremental feature improvements alone.

Misalignment Value Proposition to Segmen MSMEs

While Tokopedia consistently communicates its mission of empowering MSMEs, VPC analysis reveals a significant gap between its brand promise and the actual experiences of MSME sellers. Pain points faced by MSME sellers include increasingly expensive and unaffordable TopAds advertising costs, unequal competition with major brands, and a steep platform learning curve. Meanwhile, the most anticipated *gains* —broad market access, affordable logistics support, and personalized business mentoring—have yet to be met satisfactorily. This creates a paradox: Tokopedia claims to be *a champion* of MSMEs, yet its business policies structurally favor large sellers.

Tension between Strategy Price Promotional And Profitability

To maintain market share, Tokopedia allocates large promotional subsidies in the form of free shipping, *cashback* , and *flash sales* . This strategy is effective in driving short-term transaction volume (Nagle & Müller, 2018), but the long-term impact is significant. length damage perception mark brand And erode margin profitability. GoTo Group posted a net loss of IDR 9.6 trillion in 2023, largely due to promotional subsidies and high *customer acquisition costs. Reliance on penetration pricing* without a path to profitability creates a trap where reducing subsidies means losing price-sensitive customers, while maintaining subsidies means prolonging the loss period.

Solution Strategic Which Recommended

Repositioning Brand Based Ecosystem MSMEs Digital

Tokopedia needs to *reposition* its brand from just a *marketplace* largest to become the most comprehensive digital ecosystem for Indonesian MSMEs. This *repositioning* must reflected in the product, price, And communication. Implementation concretely covering

(1) Tokopedia UMKM Academy, a free digital education platform to equip MSME sellers with digital marketing, inventory management, and data analytics skills, (2) Tokopedia Community Fund, an incubation program that provides working capital and mentoring, (3) *TopAds tiered pricing policy* that provides subsidized advertising access for micro and small MSMEs. This approach is in line with Aaker's (1996) brand equity concept which emphasizes that strong brands are built through consistent and sustainable positive associations.

Restructuring Segmentation with Approach Psychographic- Behavioral

Tokopedia needs to move beyond demographic segmentation to a combination of psychographic and behavioral segmentation. According to Kotler & Keller (2022), four priority sub-segments that must be served with different approaches are: (a) Aspirational MSMEs; that is *seller* small Which ambitious, need empowerment comprehensive; (b) *Value-Seeker Consumers* , namely buyers who prioritize *value for money* and are *brand-agnostic* , (c) *Brand Loyalists* , namely consumers with strong loyalty to certain brands, (d) *Social Shoppers* , namely young consumers who are influenced by social content and recommendations. Each sub-segment requires a different *value proposition* , communication channel, and loyalty program. Implementing this precise behavioral segmentation is only possible through investment in data *analytics* and *AI-powered personalization capabilities* .

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Transition from Penetration Pricing going to Value-Based Pricing

The way out of the promotion trap, profitability is a gradual transition to *value-based pricing* (Nagle & Müller, 2018). In in practice, transition this can This is done through (1) a *bundling strategy* , namely selling premium services in one package at a more attractive price to increase transaction value and *switching costs* , (2) the Tokopedia+ program which provides priority logistics access, higher advertising *exposure* , *and dedicated customer service support* as a *value-based pricing instrument* for the middle to upper seller segment. This approach allows Tokopedia to reduce its dependence on direct subsidies without losing market share.

Strengthening Ecosystem Digital Integrated GoTo–TikTok

Tokopedia's biggest competitive advantage is its position as an integration hub between ecosystem GoTo (Gojek, GoPay, GoSend) And ecosystem TikTok (content, creator, *social commerce*). Integration Which smooth between *discovery commerce* TikTok Tokopedia's shop and *fulfillment excellence* can create a unique and difficult replicated. Recommendation concrete is develop feature *GoLive*

Commerce allows TikTok creators to *sell live* with direct integration into Tokopedia's order management system, payments via GoPay, and shipping via GoSend, all within a single, seamless *interface* . *This integrated ecosystem will create* a stronger *network effect , building a solid competitive moat (Teece, 2010).*

Table 2
Matrix Problems And Solution Strategic Tokopedia

Problems	Root Problem	Solution Strategic
Erosion share market by TikTok Shop	Missing the social/discovery paradigm commerce	GoLive Commerce integration , repositioning ecosystem
VP Misalignment to MSMEs	Gap between promise brand And experience real seller	UMKM Academy, tiered TopAds, community fund
trap- profitability	Dependence on penetration pricing without an exit strategy	Transition to value-based pricing, premium bundling
Synergy GoTo–TikTok Not yet optimal	Technical integration and strategic Not yet ripe	Unified development commerce ecosystem

Discussion

The findings of this study confirm the relevance of the theoretical framework used. Business Model Canvas (Osterwalder & Pigneur, (2010) proven effective as tool diagnostics to systematically identify strategic gaps. Meanwhile, *the Value Proposition Canvas* (Osterwalder et al., 2014) successfully highlighted the gap between Tokopedia's brand promise and its customers' actual experiences.

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Interestingly, the problem faced by Tokopedia is not a failure of innovation in the narrow sense, but rather a failure in adapting the business model. rapidly adapting to the changing paradigm of digital consumption. This is consistent with McFadzen et al.'s (2005) findings that innovation requires two factors: individual quality and corporate drive. Tokopedia appears strong in the first factor but needs to strengthen the second: openness to new ideas and focus on external challenges.

repositioning recommendations also align with Aaker's (1996) brand equity perspective, which states that successful brands not only possess a differential advantage but are able to maintain it through structured barriers to entry. The development of an integrated GoTo–TikTok ecosystem could be the strongest barrier to entry because it is difficult for competitors to replicate in the short term.

Conclusion And Suggestion

Conclusion

Based on the analysis that has been carried out, this study concludes three main things Tokopedia face three problem strategic Which each other related, erosion market share due to the paradigm shift to *social commerce* , *value* misalignment *proposition* to the MSME segment, and the promotion-profitability trap that threatens long-term business sustainability. *The Business Model Canvas* and *Value Proposition Canvas* frameworks have proven effective as diagnostic tools for systematically identifying and clarifying these strategic issues. Both frameworks generate *insights* that. deeper and more actionable than conventional financial or competitive analysis. The recommended solutions are *repositioning* based on the MSME ecosystem, restructuring of *psychographic-behavioral segmentation* , transition to *value-based pricing* , and strengthening the GoTo–TikTok ecosystem, is not merely an incremental improvement, but a strategic transformation that requires leadership commitment and significant resource investment. Its successful implementation will determine whether Tokopedia can maintain its relevance as Indonesia's leading *e-commerce platform* for the next decade.

Suggestion

For management Tokopedia And GoTo Group

repositioning must begin with internal improvements, namely strengthening data *analytics capabilities* to support precise behavioral segmentation and building a culture of innovation that is more *agile* and responsive to changing consumer behavior. External improvements without a strong internal foundation will result in shallow and unsustainable changes.

For academics And researchers

This research opens the door to more comprehensive follow-up studies using primary data, particularly in-depth surveys of MSME *sellers* and active Tokopedia consumers, to validate and enrich the findings generated from secondary approaches. *Mixed- methods research* , combining quantitative *platform data analysis* with qualitative interviews with key *stakeholders*, will provide a richer contribution to the literature on Indonesian *startup marketing management* .

For taker policy

This research underscores the importance of regulations that support the ecosystem. healthy *e-commerce and* competitive in which platform big No can use its market dominance to marginalize MSMEs, which are the backbone of the Indonesian economy. Regulations that encourage healthy competition and protection consumer data, and empowering digital MSMEs will create a sustainable ecosystem for all stakeholders.

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