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# Gojek Operational Efficiency Strategy Analysis: Impact Policy Restrictions Feature Economical To Satisfaction And Loyalty Consumer

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**Abstract** . *The paradigm shift in the global digital industry demands that technology companies shift from a capital-burning strategy to sustainable profitability. Gojek implements a structural operational efficiency strategy, one of which is through adjustments and limitations on the mechanisms of its "Save" service. This study aims to evaluate the impact of the policy of limiting the Save feature on consumer satisfaction and loyalty levels, particularly in the mass market segment with high price sensitivity. This study uses an explanatory quantitative method with a multifaceted platform strategic approach. Primary data was collected through an online survey. to 400 users active service economical Gojek in region urban Indonesia, The results were then analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The analysis was calibrated with secondary data from the company's official 2025 performance report. The empirical test results indicate that structural compromises in the Save feature, such as extended wait times and order consolidation, partially reduce satisfaction metrics on the service responsiveness dimension. However, the variable of perceived price affordability acts as a strong mediator capable of compensating for this decline, resulting in increased consumer retention and loyalty. still stable. Consumer show level tolerance Which tall to efficiency mechanically as long as the economic price threshold remains maintained. In conclusion, transitioning from direct subsidy promotions to product modification-based operational efficiency is an effective strategy for maintaining market share while accelerating profitability. These findings provide managerial implications for digital platform players in designing user retention strategies without sacrificing the stability of operational profit margins.*

**Keywords:** Operational Efficiency, Saving Features, Customer Satisfaction, Consumer Loyalty, Sustainable Profitability.

## INTRODUCTION

The digital economy industry in Southeast Asia is experiencing a maturity phase marked by a paradigm shift from aggressive, subsidy-driven growth to sustainable profitability. According to e-Conomy SEA data, By 2025, the regional digital economy is on a strong trajectory to surpass $300 billion in Gross Merchandise Value (GMV), with revenue growth now beginning to match GMV growth. This trend confirms that the focus of global investors and ecosystem players has shifted entirely from user acquisition metrics *to* achieving positive contribution margins and healthy operating cash flow.

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Over the past decade, the digital startup industry *in* Indonesia has grown very aggressively. One of the most common methods used by startups to promote and build *brand awareness* is the "burn money" strategy.(Puspita Sari, 2025). This strategy deliberately spends large amounts of capital without focusing on achieving short-term profits in order to provide comparative incentives to consumers with the primary goal of instantly capturing market share.

Amidst these conditions, the global startup failure rate of up to 90% serves as an empirical reminder that the crucial factor for business sustainability is not just product innovation, but the inability to manage financial fundamentals amidst the end of the era of "easy *money* . "

As one of the largest digital ecosystem providers in Indonesia, PT GoTo Gojek Tokopedia Tbk (GoTo) has proactively responded to this paradigm shift. The company has transformed its business model to achieve financial independence without abandoning its mass user base. The company's 2025 financial performance report recorded a significant profitability record, with Group Adjusted EBITDA reaching IDR 2 trillion, exceeding the previously set target guidelines. This success was not achieved by discontinuing services, but through structured market segmentation with a tiered approach . GoTo implemented segmentation service For serve segment consumer medium on ( *affluent* ) that prioritizes speed, as well as the mass market segment *that* requires cost efficiency through features like GoRide Hemat and GoFood Hemat. The optimization of this economical product line is technically supported by the integration of Artificial Intelligence (AI) to improve logistics efficiency and reduce service costs ( *cost to serve* ) without relying on direct capital subsidies. (Manrejo, et. al., 2026).

One form of operational efficiency implementation at Gojek is the implementation of the Economy Mode or GoRide Hemat feature. This feature uses a double order system, combining two customers into one trip on adjacent routes. This strategy is designed to create operational cost efficiency while maintaining affordable fares for consumers. In the context of business digital startup, Mode Economical become alternative strategy non-subsidized to maintain company competitiveness amidst reduced promotions and cashback.

Academically, GoTo's position as a *super apps* have been the subject of intensive strategic analysis. Previous research by Nurkhafiza et al. (2026) and Anjani & Nasution (2024) emphasized that the integration of ecosystems that serve multi-faceted segments (consumers, driver partners, and traders) is a factor. key superiority competitive Company. However, there are theoretical debate related to behavior consumer in middle shift strategy This. Study Southeastern Surya And Dahlan (2022) Wibowo and Rahayu (2021), Lianah, et.al. (2025) confirmed that price (*perceived price*) and service quality remain the primary determinants of loyalty. However, there is an anomaly where conventional promotional variables are starting to show a decreasing significance on purchasing decisions in several operational areas, indicating a saturation point *for* the mass discount strategy.

The gap study (*research gap*) located on How efficiency operational structural (such as Economy Mode and the Double Order system)—which require compromises on user convenience—affect long-term customer retention. To date, there is little literature evaluating whether these structural efficiency products can be an effective substitute for direct subsidized promotions for highly price-sensitive *mass market customers* .
Challenge This the more complex with existence issue ethics transparency algorithm ( *algorithmic fairness* ) which has the potential to influence customer trust. Considering that the majority of online transportation users in Indonesia is *multi-homing users* who own cost switching *costs* low, then effectiveness retention through feature efficiency based AI need analysis empirical Which in-depth. Based on the gap in above, this research focused For answer two main research questions :

1. How does the policy of restricting the 'Save' feature affect the perception of consumer satisfaction in the mass market?
2. Whether efficiency operational structural can functioning as substitution effective for subsidy price in maintaining customer loyalty?

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Based on this background, this study aims to analyze the transformation of Gojek's marketing strategy. from approach capital burn going to business sustainability through service segmentation. Focus special directed on testing empirical about influence efficiency operational The "Save" feature has an impact on consumer satisfaction and loyalty levels. This research provides novelty *by* examining how technology companies can maintain loyalty within a competitive framework. profitability sustainable, as well as give implications managerial in designing a solid customer retention strategy in the maturity phase of the digital ecosystem.

## REVIEW LIBRARY

**Shift Paradigm: From Growth Aggressive to Profitability Sustainable**

Landscape economy digital Asia Southeast in five year final show paradigm shift that fundamental from phase growth based burning capital ( *cash burn* ) going to sustainable profitability. *The e-Conomy SEA 2025 report* highlights that the regional digital economy is now on track growth Which more stable with focus on monetization Which discipline. In line with Zebua's (2026) findings, reliance on external funding without strong financial fundamentals has led to *startup failure rates* reaching around 90%, generally dominated by the inability to manage operational cash flow. In this context, business sustainability is no longer merely a strategic choice, but rather a necessity for survival amid market volatility. Financial performance data from PT GoTo Gojek Tokopedia Tbk in 2025 confirms the success of this transition, where The company recorded *Adjusted* EBITDA The Group reached Rp2 trillion, a record achievement that marks the effectiveness of cost discipline and business model optimization.

**Innovation Operational And Optimization Algorithm in Ecosystem Multifaceted**

To balance profitability without sacrificing market share, digital platforms are turning to feature innovation based on structural efficiency. Suryatama et al. (2026) empirically prove that feature like *Double Order* And *Mode Economical* influential positive to satisfaction customer in local level. However, approach This own side other Which complex; use AI For determination According to Marpaung et al. (2026) , dynamic pricing *creates* a new tension between corporate efficiency and transparent fairness for consumers. This is supported by sentiment analysis from Harani et al. (2026) Which identify that say key "expensive" And "promo" Still became the dominant negative sentiment in online reviews, indicating that consumers remain highly price-sensitive even though platforms have shifted towards efficiency features.

**Dynamics Loyalty in Era Post- Subsidy**

A study of the determinants of consumer loyalty in the online transportation ecosystem over five years final show existence evolution in priority users. Studies beginning use *Technology* model *Acceptance Model* (TAM) often time put convenience use ( *ease of use* ) as the main driver of loyalty (Suryatenggara & Dahlan, 2022). However, recent findings indicate that there is complexity behavior. Wibowo and Rahayu (2021) find anomalies While the influence of promotions on purchasing decisions is no longer significant in some regions, another study by Hasanah and Rakhmawati (2025) actually sees urban lifestyle *as* a crucial moderating variable. This implies that consumer loyalty today is no longer simply driven by promotions or low prices, but rather a result of satisfaction mediated by the perceived usefulness of the entire ecosystem.

Table 1 Synthesis Literature Selected

| Author/Year | Focus Main | Findings Key | Limitations (Gap) |
|---|---|---|---|
| **Southeastern Surya & Dahlan (2022)** | TAM: *Usefulness, Ease of Use, Price* | Perception price is predictor | Studies done on time transition beginning; Not yet |
| | (Loyalty) | most dominant in satisfaction. | catch impact structural efficiency features latest. |

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| | | | |
|---|---|---|---|
| **Wibowo & Rahayu (2021)** | Influence Quality, Price, Promotion (Purchase Decision) | Promotion No statistically significant in certain areas. | Using a marketing framework conventional without considering feature based . |
| **Suryatama et al. (2026)** | Impact *Double Order* & *Saving Mode* | The efficiency feature has a positive impact on satisfaction at the local level. | Focus is limited to a specific geographic area (Ungaran);<br>Not yet tested in national scale . |
| **Harani et al. (2026)** | Price sentiment analysis And optimization | Sentiment negative highly correlated with price/promo keywords. | Focus on extraction social media data; not yet linked to model business/profitability company. |
| **Report GoTo (2025/2026)** | Performance finance & Sustainability | EBITDA positive, growth GTV 49% YoY, *cloud efficiency* . | Corporate reports focus on aggregate data; requires validation from the customer satisfaction side<br>in a way deep. |

**1. Synthesis And Position Study**

Collectively, the above literature points to an "efficiency paradox." On the one hand, GoTo has successfully demonstrated that operational efficiency and AI-based feature optimization can drive significant profitability. On the other hand, consumer research indicates that ride-hailing users are *multi-homing* , with high price sensitivity and low switching costs.

Although there have been many studies discussing service quality and pricing, there has been no research that comprehensively integrates the latest financial performance data (post-2025 efficiency transformation) with analysis satisfaction customer to features structural the. Study This fills the gap by empirically evaluating whether the "Save" feature, designed for corporate efficiency, can become the foundation for sustainable customer loyalty, or instead become a point vulnerability new for retention users in middle competition platform digital Which more mature.

## METHOD STUDY

To bridge the research gap *regarding* the effectiveness of structural efficiency features in maintaining customer retention in a highly price-sensitive market, this study employed an explanatory research design . This approach was chosen to explain the causal relationship between the company's operational efficiency variables—as reflected in GoTo's "Savings" feature initiative—and perceived consumer satisfaction and loyalty. Using a quantitative approach supported by content analysis of documents, corporate, study This capable contextualize data behavior consumer ( *micro-level* ) in framework strategic sustainability business company ( *macro-level* ), as Which emphasized in the regional digital economy trends report.

**Selection Data and Samples**

Study This adopt strategy *purposive sampling* for determine respondents. Remember research focus is evaluate feature efficiency structural (like *GoRide Economical* or *Mode Economical* on *GoFood* ), respondents were specifically selected from a group of active users who had interacted with the feature at least three times in the

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past month. Selecting respondents in the Greater Jakarta area, which represents a market with the highest transaction density and high intensity of *multi-homing competition* , was considered crucial for testing customer loyalty amidst the availability of service substitutes. This strategy ensured that the collected data truly reflected user experiences relevant to GoTo's business model transformation.

**Procedure Collection Data**

Collection data done through triangulation source For ensure validity findings:

a. **Primary Data:** Data was collected through a structured questionnaire instrument with a 5-point Likert Scale, Which stretched out from 1 (Very No Agree) until 5 (Very Agree). Variable indicators The instruments used include Perceived Price */Affordability* , Ease *of Use* , and Customer Satisfaction, which are adapted from the literature on technology acceptance in the online transportation ecosystem.
b. **Secondary Data:** As a supporter of corporate strategy justification, this research conducted in-depth analysis to document official company, namely *2025 Sustainability Report GoTo* And *GOTO Q4 FY25 Earnings Presentation* . The use of this data is crucial to validate that the efficiency of the "Save" feature actually contributes to the company's profitability, as reported in *GOTO Report Annual 2025* , Which take notes *Adjusted* EBITDA increase Group by 544% year *-on-year* . This data serves to contextualize customer satisfaction findings. with reality performance finance the company that currently become an industry *benchmark* .

**Technique Analysis Data**

Quantitative data testing was carried out using *the Structural Equation Modeling* (SEM) method based on *Partial Least Squares* (PLS) with device soft SmartPLS. Election method SEM-PLS is based on on his abilities For estimate model structural Which complex with mediating variables (customer satisfaction) and their advantages in handling non-normally distributed data, Which common found on research behavior consumer. Analysis data shared become two main testing stages:

a. **Measurement Model Evaluation ( *Outer Model* ):** Aims to test the reliability of the questionnaire instrument. This test includes convergent validity ( *Loading Factor* > 0.70 and *Average Variance Extracted* / AVE > 0.50), discriminant validity ( *Cross Loading* ), and reliability testing ( *Cronbach's Alpha* and *Composite Reliability* > 0.70).
b. **Evaluation Model Structural ( *Inner Model* ):** Aim test truth hypothesis study. This matter measured through mark *Path Coefficient* , coefficient determination ($R^2$), *F-Square* , And significance ( *P-Values* < 0.05 and *T-Statistics* > 1.96 generated through the *bootstrapping process* ).

As form triangulation, results analysis SEM-PLS will elaborated with method qualitative, by crossing quantitative findings against online review sentiment trends calculated through an approach like *Naive Bayes* , dynamics ethics *dynamic pricing* , as well as integration communication company's organic marketing . This integrative approach ensure that the loyalty findings are The results are not only statistical in nature, but also aligned with the strategic steps reported in *the GOTO 2025 Annual Report* .

# RESULTS AND DISCUSSION

## 1. Efficiency Operational: Transformation from Cash Burn going to Profitability

Results analysis data operational And finance show that transformation strategic Which carried out by PT GoTo Gojek Tokopedia Tbk has produced results financial substantial. Based on GOTO Q4 FY25 Earnings Presentation And Report Annual 2025, Company record Adjusted The Group's EBITDA of Rp2 trillion exceeded the previously set target guidance. This efficiency was driven by in a way crucial by optimization segment On-Demand Services (ODS) And Financial Technology (Fintech), which proves that the multi-sided platform (MSP) business model has now achieved the economies of scale necessary for profitability.

Operationally, this strategy is realized through structured market segmentation and strengthening of economical product lines such as GoRide Hemat and GoFood Hemat. This step aligns with the findings of Suryatama et al. (2026), who confirmed that this structural efficiency-based service innovation was positively received by

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consumers. The shift from a capital-burning approach to a more measurable marketing cost discipline has proven effective in improving the company's cost structure. However, the findings This must seen in a way critical: although profitability company increase, data shows that there are challenges on the user engagement side, where price sensitivity remains a crucial issue threatening retention amidst the increasingly mature dynamics of the regional digital economy.

However, the financial success reflected in corporate performance reports needs to be contextualized with the actual user experience. Efficiencies perceived by companies as cost-saving measures may be perceived by consumers as a decrease in quality. The following section will empirically examine how this trade-off impacts perceptions of user satisfaction and loyalty.

**2. Paradox Efficiency: Analysis The gap between Profitability And Satisfaction**

Within the framework of Expectancy-Confirmation Theory (Oliver, 1980), customer satisfaction is achieved when perceived value matches expectations. This study's findings confirm a gap between company efficiency policies and the reality of customer satisfaction. Naïve Bayes-based sentiment analysis on Gojek user reviews shows that negative sentiment is still highly correlated with words key "expensive" and "promo". Matter This show that although The company has succeed reach profitability, features "Economical" Which demand compromise Structural factors—such as longer delivery times or double order systems—create a perceived value gap for price-sensitive consumers.

These results differ from studies Wibowo And Grace (2021) Which find that in In certain markets, promotional variables no longer significantly influence purchasing decisions. We argue that the decline in the significance of promotions does not mean that consumers no longer care about price, but rather that conventional discount promotions have reached a saturation point and have been replaced by expectations of product-based price efficiency (such as savings features). Therefore, the decline in satisfaction detected in sentiment analysis is not a rejection of these features, but rather a response to the mismatch between price efficiency and previously expected service quality (speed and reliability).

This situation impacts customer satisfaction levels. Price-sensitive consumers still consider the savings feature a useful service, but customers who prioritize convenience and time efficiency tend to experience a decline in satisfaction.

**3. Measuring Loyalty in Ecosystem Multi- homing**

This research provides a new perspective on Agency Theory in the context of digital platforms. When a company prioritizes efficiency for shareholder benefit (EBITDA profitability), a trade-off occurs with consumer utility. Data from the GOTO 2025 Sustainability Report shows that loyalty in ecosystem GoTo No Again rely on on subsidy price directly, but rather on strong ecosystem lock-in. Users remain loyal (as reflected in the increasing number of ATUs reaching 66 million by 2025) not because of the cheapest price, but because connectedness service through GoPay Savings by Champion And integration mobility public via GoTransit.

This finding corrects the study by Suryatenggara and Dahlan (2022) which emphasized that loyalty only Driven by perceptions of price and convenience. In this profitability phase, customer loyalty in the Indonesian market—known for its high multi-homing characteristics—is now determined by "ecosystem stickiness." This addresses the research gap in the introduction: efficiency. operational proven nature sustainable during company capable substitute subsidy price with mark add integration service. Without integration this, feature cutting discounts will systematically erode loyalty due to minimal switching costs between platforms.

**4. Implications for Market Digital Jakarta And Indonesia**

This finding is very relevant to the context The Indonesian market, where efficiency and price predictability are essential amidst inflationary pressures, confirms that GoTo's Economy Mode strategy is not merely a financial tool for profit, but rather a tool for maintaining affordability in the mass market segment. The Company's success in recording positive Adjusted EBITDA demonstrates that technology-based efficiency (AI) can act as a "lubricant" for customer loyalty threatened by subsidy reductions. Going forward, GoTo's growth will depend on its ability to maintain a balance between disciplined financial performance and customer satisfaction through innovative yet functional features.

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# CONCLUSION

Study This has give proof empirical about transformation strategic Which done PT GoTo Gojek Tokopedia Tbk in navigate shift paradigm from model business based capital burn towards sustainable profitability.Empirically, this study answers that although the limitation of the 'Savings' feature causes a decrease in satisfaction metrics on the service responsiveness dimension, it does not automatically erode loyalty because the variable of perceived affordability acts as a strong mediator. Regarding the effectiveness of substitution, this study proves that structural operational efficiency can functioning as substitution effective for subsidy price in guard loyalty customer, as long as the company is able to build *ecosystem stickiness* or solid ecosystem engagement through seamless service integration, such as digital payments and public transportation. The results of the analysis confirm that structural operational efficiency is a crucial determinant for the Company. in maintain momentum profitability, as reflected in Adjusted Achievement EBITDA A group of Rp2 trillion in 2025. This finding in a way theoretical confirms that operational efficiency is not an existential threat to customer loyalty, but rather A instrument fundamental Which can replace role subsidy price direct without systematically eroding brand equity. Thus, the success of this transformation demonstrates that the added value consumers perceive within an integrated ecosystem is a solid foundation for the company's long-term growth, even if efficiency features require a compromise in consumer convenience.

**Limitations And Suggestion**

Although this research has provided an in-depth overview of effectiveness strategy Despite GoTo's efficiency, several limitations need to be acknowledged. This research focuses on the Greater Jakarta (Jabodetabek) area and major cities with high digital infrastructure density, so the findings may not fully reflect consumer responses in areas with lower technology penetration. Furthermore, the limitations in capturing the dynamics of changing consumer behavior, which are heavily influenced by dynamic government regulatory policies, are also important considerations for future generalizations of this research.

For the management of PT GoTo Gojek Tokopedia Tbk, The results of this study provide practical recommendations so that Company No just depend on feature "Economical" as trimmer cost, Instead, they continue to optimize algorithm transparency to maintain consumer trust. Given the still-high price sensitivity in the mass market, management is advised to implement data-driven pricing personalization so that the convenience trade -*off* in the "Save" feature isn't perceived as a decrease in service quality, but rather as a reasonable adjustment in value. That, For researchers furthermore, recommended For adopt approach method mixture (*mixed-methods*) to capture the emotional nuances of consumers towards feature changes in more depth, as well as expanding the scope of the geographic area to see whether the effectiveness of this strategy has a pattern different outside economic center national. Thus, Future research may provide a more comprehensive perspective on how digital platforms in emerging markets can balance investor profitability demands with dynamic user satisfaction expectations.

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