



## THE TIROCA MODEL OF PT GOTO GOJEK TOKOPEDIA TBK

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### Article Information Abstract

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This research aims to analyze the strategy of PT GoTo Gojek Tokopedia Tbk. by using the TIROCA model (Tangible, Intangible Resources, and Organizational Capabilities Analysis) as a basis for identifying the company's strengths and weaknesses. This research uses the qualitative research method with a case study approach to explore the company's strategic strengths and weaknesses through tangible assets, intangible assets, and organizational capabilities. The results showed that the company's sustainable competitive advantage comes from technology as a tangible resource, brand reputation as an intangible resource, and the company's ability to manage product development and improve the quality of human resources as an organizational resource capability. This research contributes to expanding the understanding of PT GoTo's business strategy and provides advice for making the right decisions in developing the business in the future.

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### INTRODUCTION

Building superior competitiveness and achieving optimal performance have been researched by many scholars (Chen, et al. 2023), particularly in internationalization of business units. Recent pandemic that has driven various study in transforming business led to build a sustainable competitive advantage (SCA) for the companies. These inline with previous study done by Bal and Erkan (2019) and Longo et al. (2017) who stated that Industry 4.0 can be a transforming force for sustainable competitive advantage (SCA). However, research gaps exist in the internationalization of resource-based view (RBV), particularly in connecting the resources, such as digital capabilities and domestic industrial networks.

Therefore, this research aims to fill the research gap in the internationalization of RBV using PT GoTo Gojek Tokopedia Tbk (hereinafter the name of this company is abbreviated as GOTO). GOTO already has an

international presence in Southeast Asia, namely, in Indonesia, Singapore, Thailand, and Vietnam. This company also has extensive diversified services, such as on-demand services, e-commerce services, and financial technology (Azzi, 2022).

This research uses RBV's view as a theoretical similar perspective to the term found in the study of strategic management, namely, the basis for developing a framework capable of analyzing organizational resources and capabilities, which contribute to a competitive advantage (Barney, 1991). The view of RBV was adopted by Rufaidah (2012) to build the iconic model of the TIROCA (Tangible, Intangible Resources, and Organizational Capabilities Analysis). The TIROCA model has a thorough and comprehensive factor that integrates not only tangible and intangible resources but also organizational capability as part of the sources to shape a company's competitive advantage. The TIROCA model assesses the sources of the competitive advantage using Barney's RBV

(1991) concept, a firm's resources should be valuable, rare, inimitable, and non-substitutable (VRIN).

By assessing its tangible and intangible resources and its organizational competence, the TIROCA model is used to evaluate the sources of GOTO's competitive advantages. The first is resource integration. The RBV framework can be used to analyze how unique combinations of resources by two companies that merged based on different capabilities, namely PT Gojek Indonesia (delivery) and PT Tokopedia (e-commerce) became named GOTO. This enables GOTO to offer a comprehensive range of services compared to its competitors. This argument is supported by the findings of Cheah and Koay (2022), which show that industry players exchange resources to obtain political, commercial, alliance, social, and investment legitimacy.

Second, the resources and capacities of recently combined enterprises, GOTO, can be examined using the RBV framework. In addition to examining how a firm invests in resources and skills to preserve its position an expanding digital economy, this view can analyze how a company's resources and capabilities can contribute to sustainable competitive advantage. According to research from Prasetyo (2021), businesses must combine sophisticated technological resources with organizational capabilities that can respond to the market. Working with legal authorities is crucial in this situation since businesses can freely gather and deploy resources to maintain performance. From the two phenomena above, this research contributes to exploring the gaps in phenomena related to GOTO, including resource integration and resource sustainability, which can help researchers to gain an understanding of the company's competitive advantage in the digital market using the RBV view and the TIROCA model.

On May 17, 2021, Gojek and Tokopedia announced they were joining forces to establish GOTO (CNN Indonesia, 2021). An extensive ecosystem (Table 1) that includes on-demand services, e-commerce services for acquiring goods, and financial technology services make up the way GOTO provides customer support (GoTo Prospectus, 2022). The company makes its services available through Gojek, Tokopedia, and GoTo Financial platforms in Indonesia.

Economic growth is anticipated to continue to rise in 2022 despite a resurgence of COVID-19 cases and new variants that will continue to pose various risks along with other macroeconomic and geopolitical factors that affect GOTO's income. It can be evidenced by fluctuating company earnings. Table 2 displays the financial results of GOTO following the merger which has increased Net Value that is caused by increased income from service rewards and growth in Gross Transaction Value. Additionally, the acquisition of Tokopedia by GOTO has allowed the company to begin recording revenue from the e-commerce sector, which has contributed to the increase in earnings.

The operating expenses for customer promotions have improved, but GOTO's net income climbed by 36% to IDR 4.536 billion in 2021 from IDR 3.328 billion in 2020. This demonstrates that GOTO has made progress toward improving financial management and raising operational effectiveness. Then, when viewed from the financial statements of GOTO after the merger experienced an increase change in market demand and competition conditions, as well as changes in the corporate structure of mergers, acquisitions, and divestitures which affected the EBITDA of GOTO. This occurs because companies must adjust costs and revenues to accommodate changes in the corporate structure.

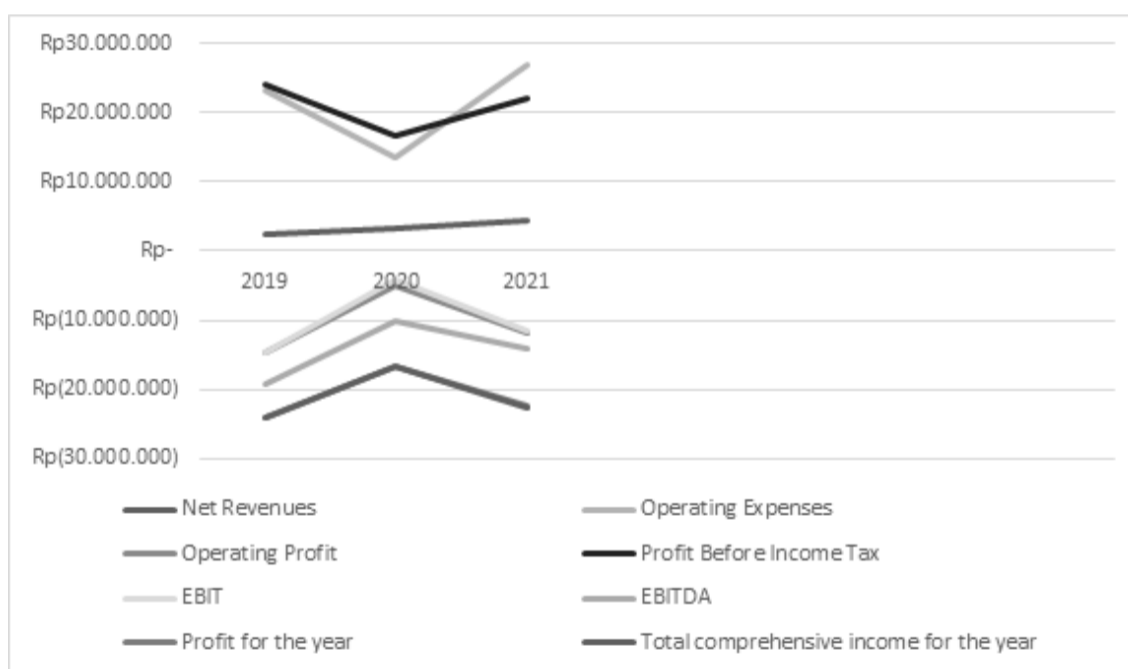
**Table 1.** Service Mix GOTO

On-Demand	
Mobility and Logistics	GoRide, GoCar, GoSend, GoBluebird, GoTransit, GoBox
Lifestyle and Entertainment	GoGames, GoPlay, GoTix, GoNews, GoService, GoFitness, GoMed, GoMall
Food and Groceries	GoFood, GoMart, GoShop
E-commerce	
Marketplace	Tokopedia, Tokopedia Salam, Tokopedia's partners, Digital products
Local Services (Logistic and Fullfilment for Sellers)	Dilayani Tokopedia, Dhanapala
Financial Technology	GoPay, PayLater, GoStore, Moka, GoSure, GoInvestasi, Selly, Midtrans

**Table 2.** Financial Report of GOTO

Description	%	Nominal	2021	2020	2019
Net Revenues	36	IDR 1,207,889	IDR 4,535,764	IDR 3,327,875	IDR 2,303,897
Operating Expenses	99	IDR 13,425,568	IDR 26,920,420	IDR 13,494,852	IDR 23,327,834
Operating Profit	131	- IDR 6,657,241	- IDR 11,736,160	- IDR 5,078,919	- IDR 14,626,094
Profit Before Income Tax	32	IDR 5,442,645	IDR 22,211,302	IDR 16,788,657	IDR 24,159,938
EBIT	173	- IDR 7,395,044	- IDR 11,657,864	- IDR 4,262,820	- IDR 14,626,094
EBITDA	40	- IDR 4,023,672	- IDR 14,077,656	- IDR 10,053,984	- IDR 19,339,965
Profit For the Year	34	- IDR 5,694,025	- IDR 22,429,242	- IDR 16,735,217	- IDR 24,081,642
Total comprehensive income for the year	36	- IDR 5,909,510	- IDR 22,531,192	- IDR 16,621,682	- IDR 24,140,358

**Graph 1.** GOTO Financial Statements



**LITERATURE REVIEW**

Market positions of the firms resulted from the effective utilization of the company’s resources to create a competitive advantage in the market and had characteristics, such as valuable, rare, inimitable, and non-substitutable (Barney, 1991). Firms in the information and technology sector are distinctive in comparison to other businesses, where they use information processing capability, which gives them a competitive advantage (Cao, et al., 2019). The organizational capability should be derived from managers’ expertise and comprehension of the operating in GOTO, making it valuable, rare, and inimitable.

RBV is used to assess company performance because it is considered a strategic tool to achieve the desired goals (Cooper et al.’s 2023). This research also found that innovation and firm performance are new themes from the literature, which include the concepts of innovation, diversification, organizational innovation, and technological innovation. The ability of a company’s digital assets to maintain a competitive advantage requires innovation (Cuthbertson and Furseth, 2022). Digital resources can be used to establish and maintain a competitive advantage, but tangible technological resources are required for sustained advantage.

These tangible resources offer dynamic capabilities to create and invent using these digital resources.

Organizational resources are both tangible and intangible assets that businesses utilize to develop and carry out plans to improve production efficiency or marketing effectiveness to target customers (Barney and Arian, 2001). A firm's resources encompass all its assets, including its capabilities, organizational procedures, company features, information, and expertise. IT infrastructure has been investigated as one of the firm's sources that significantly influences both service performance and financial performance in the service sector (Chen, et al., 2019). Firms must be aware of consumer demand so that managers can modify their resource allocation techniques (Silva and Oliveira 2020).

To meet market demand, both tangible and intangible resources need to be monitored. Regulation-related restrictions have an impact on investments in tangible assets, whereas the financial conditions of the organization, particularly the accessibility of external financing, have an impact on investments in intangible assets (Thum-Thysen, et al., 2019). Because there is a synergy between tangible assets and intangible assets, relevant investment barriers in one type of asset will obstruct investment in other assets indirectly. Financial resources, physical assets, technological resources, and organizational resources are the company's tangible resources.

Corporate Venture Capital investments can help a business create a sustainable competitive advantage in terms of financial resources (Battisti, et al., 2022). By utilizing the resources and abilities of the acquisition of a new company, it can lead to the development of new procedures and processes, as well as an increase in employee dedication. According to research by Zhang et al. (2022), government policy is crucial to enticing businesses to make international investments. Considering its internationalization strategy, a company must identify how it can effectively integrate the benefits of government policies and those of the company.

In interaction with local organizational environments, tangible resources have an impact on the evolution of organizational skills (Schriber and Löwstedt, 2015). Industry 4.0's digital technology is a key tool for businesses to establish, preserve, and grow a sustainable competitive advantage over rivals, notably in the service sector (Mariani and Borghi, 2019).

Intangible resources are split into two groups in the TIROCA model, namely intangible assets and organizational capabilities. Technology resources like intellectual property rights, trade secrets, contracts, and public knowledge are included in the definition of

intangible assets by Hall (1992). Organizational capabilities are the ability of the business to thrive in areas such as customer service, product development, product and service innovation, and the hiring of exceptional human resources.

Emphasis on non-tangible organizational resources as organizational structure or supervisory management, with respect to antecedents of organizational capabilities in tangible resources such as laboratories, physical distancing, and computers. Technology and patent ownership provide significant benefits for innovation in technology companies (Ahn, et al., (2022). As a result, technological investment is crucial for businesses to be profitable. For operational performance, market performance, financial performance, and organizational performance of a business, big data predictive analytics (BDPA) is required (Gupta, et al., 2020). These intangible resources come from managerial capabilities and technical capabilities in HR. An organization can tap into a larger market if its BDPA is strong and its performance has improved.

Social capital, human capital, and reputation capital in intangible resources contribute significantly to business growth (Sallah and Caesar, 2020). Human capital and social capital are indicators of human resources in intangible resources. Brand reputation in intangible resources is referred here as reputation capital. Market capitalization and operational adjustment agility in e-commerce are impacted by managerial capabilities, talent capabilities, and technical capabilities within organizational capabilities. (Li, et al., 2020). Mishra, et al. (2018) examined the potential effects of BDPA adoption on organizational performance. It was discovered that BDPA deployment is influenced by HR and IT deployment skills. Here, BDPA also affects how well an organization performs. IT deployment capabilities fall into tangible resources, and HR capabilities are intangible resources to be analyzed.

## METHOD

This research uses a qualitative research method with a case study approach. This approach enables an in-depth examination of a single phenomenon or case (Prosek and Gibson, 2021). In this research, we analyze the phenomena of the merger of Gojek and Tokopedia into GOTO utilizing a case study approach and the TIROCA model. In order to analyze the strategic management of GOTO, tangible resources, intangible resources, and organizational capabilities are identified using the TIROCA model. As a result, the focus of this research is on the company's resources and capabilities following the merger phenomena.

This research uses GOTO as a single case study with embedded units that includes tangible resources, intangible resources, and organizational capabilities. In this research, descriptive analysis is used. By emphasizing objectivity throughout the process, descriptive analysis is used to describe research findings that are ordered (Nassaji, 2015). The resources and capabilities of GOTO are identified through the descriptive analysis, and the strategic management of the business that can be implemented in the future is examined through the analysis of the Internal Strategic Factor Analysis Summary (IFAS) table. In addition to secondary data from official articles and news, this research also employed primary resources from GOTO's annual report and financial statements.

## RESULT AND DISCUSSION

Return on Assets (ROA) is an indication of the company's operational effectiveness (Strouhal, 2018). The Profitability Ratio on 2021 revealed that GOTO has a 3% ROA ratio. This shows that 3% of the company's operating assets can generate profits. This condition decreased compared to 2020 which had an ROA ratio of 11%. This shows that GOTO is unable to effectively utilize its resources, resulting in a decline in revenue and an ongoing rise in operating expenses. Based on the research of Heikal, et al (2014), the Return on Equity (ROE) ratio indicates how well a firm can manage its own capital and represents the profitability of the company's investment and capital. GOTO had an ROE value of 3% in 2021. This condition decreased compared to 2020 which had an ROE ratio of 16%. This shows that the company only generates a net profit of 3% of each equity it owns. That is, the company is inefficient in using the funds provided by shareholders to make a profit.

Based on the Debt-to-Equity Ratio (DER) according to research (Heikal, et al., 2014) DER reflects the company's capability in fulfilling its obligations by using company capital. In 2021, GOTO had a value of 12%. This condition decreased compared to 2020 which had a DER ratio of 45%. This shows that the company has a debt of 0.12 for every share capital owned. That is, most of the company's funding sources are based on share capital owned by shareholders, while a small part is funded by debt.

Based on the Debt to Asset Ratio (DAR) in 2021, GOTO has a value of 10%. When compared to 2020, which had a DAR ratio of 31%, this ratio decreased. It demonstrates that debt accounts for 10% of the company's total assets. A decline in DAR can be a sign that the business is relying less on debt and more on equity or its own resources to support operations. This means that GOTO is

relatively financially stable and has the ability to pay interest on its debts on a regular basis.

Current Ratio measures how quickly a corporation can pay off short-term debt with its current assets (Heikal, et al., 2014). The fact that there was a 45% decrease of Current Ratio in GOTO from 2020 to 2021 indicates that the company's liquidity decreased, as seen by a decline in its capacity to settle short-term debt with current assets. Additionally, the Quick Ratio fell by 45% from 2020, indicating a deterioration in the company's liquidity. The cash Ratio also decreased by 12% from 2020. This shows that the company's liquidity decreases in meeting its short-term obligations by using cash or cash equivalents.

The merger carried out by Gojek and Tokopedia made GOTO the largest technology company in Indonesia. GOTO's vast customer base, consisting of millions of Indonesians who use its services regularly, can be seen as a valuable resource to attract investors or lenders looking to capitalize on the company's growth potential. This GOTO gets Venture Capital and equity funding. Based on GOTO's income statement, venture capital revenue increased from IDR 580,315 million in 2020 to IDR 1,214,869 million in 2021. Onstar Express Pte Ltd (Singapore), Rebonics Pte Ltd (Singapore), Kulawarga Asia Pte Ltd (Singapore), PT Bumi Cakrawala Perkasa (Indonesia), PT Angkasa Kreatif Indoonesia, PT Adi Sarana Logistik (Indonesia), PT Tri Adi Bersama (Indonesia), and PT Surya provides investment and venture capital support of significant growth of GOTO (GoTo Prospectus, 2021).

Effective strategic planning by GOTO as tangible resources is based on the goals alignment of Gojek and Tokopedia. This alignment allows companies to create a suite of services that integrate online transportation, food delivery, and e-commerce (Ye, et al., 2012). This alignment is an alignment of internal processes and demand-side management decisions resulting from cross-service diversification. Joint ownership of various business units as placement of owned assets and cooperative alliances is needed for corporate strategic planning.

GOTO has improved its value proposition and competitive advantage by providing a wide range of services to customers, such as ride-hailing, food delivery, online shopping, and financial technology. Here, the business employs a vertical integration strategy for its goods and services. With vertical integration, it establishes ecosystems in which teams of players with specialties create goods or services (Jacobides, et al., 2018). Innovation is a key component of GOTO's strategic planning since it enables the development of unique services that boost

competitive advantage. Intangible technological resources are utilized by GOTO's service innovation process as a sustainable competitive advantage. This is evident from the fact that Gojek and Tokopedia won awards in 2021 (GoTo Prospectus, 2022). Gojek is listed as the 18<sup>th</sup> best private company in the world on CNBC's list of the top 50 disruptors in business and markets (CNBC Disruptor 50 List). In the meantime, Tokopedia won the award for Best E-commerce at CNBC Indonesia Awards' Most Inspiring Technology Company category.

GOTO has revealed its three main strategies for achieving profitability targets in 2023. In order to support long-term sustainability, these three strategies include innovation and a concentration on technology, a variety of goods and services, and an increase in partners (The Jakarta Post, 2023). By combining on-demand services on from Gojek and e-commerce services on Tokopedia, priority allocation features, updating promotion schemes, and GoPay coins for financial technology, the company aims to provide targeted solutions such as recommendations and promotions as well as expanding service access for convenience. In order to extend its influence outside of Indonesia, namely Singapore, Thailand, and Vietnam, GOTO's strategic plan emphasis on global expansion (GoTo Prospectus, 2022). Therefore, the goal alignment, service diversification, innovation, and geographic expansion are the foundations of GOTO's effective strategic planning. These factors have enhanced the proposition as valuable, rare, inimitable, and non-substitutable, making it a dominant player in the Indonesian market.

In intangible resources, GOTO has sustainable competitive advantage in reputational resources, namely the brand names of Gojek, GoFood, Tokopedia, and GoPay. Those brand names received the best Net Promoter Score (NPS) and were among the most well-known brands according to a survey by Redseer on October, 2021 (GoTo Prospectus, 2021). Redseer concludes that GOTO oversees some of Indonesia's most reputable brands. According to the survey, the brand recognition developed by Gojek and Tokopedia before the merger helped lay a solid foundation for the new brand name, GOTO. Even though GOTO was only formed in 2021, brand names within the company have a history of shaping brand awareness so that it can become of strong significance for consumers, without knowing what the company will become in the future (Erjansola, et al., 2021).

The effective strategic planning of GOTO is a result of GOTO's managerial abilities. They allow the company to coordinate and integrate the operations of the two major players in the

Indonesian e-commerce and ride-hailing markets, which are valuable. With their knowledge management systems and processes, managers can gain and store information by utilizing digital options (Dutot and Van, 2015). The managerial skills of GOTO are rare and require a thorough comprehension of the regional market, regulatory aspect, and consumer preferences. This can be shown from a thorough understanding of the qualities, complexities, opportunities, and local knowledge of the Indonesian market that GOTO has gathered (GoTo Prospectus, 2022).

In order to comprehend local market preferences in certain nations, the laws, and regulations that are applicable in the relevant jurisdiction, GOTO has built a network of foreign teams. Here, the company is maintaining its presence through operational advancements in Singapore and Vietnam since 2018 (GoTo Prospectus, 2022). The company plans to expand broadly into geographic areas with high growth potential in surrounding Southeast Asia, namely Malaysia, the Philippines, and Thailand. With good managerial skills, companies can cross-sell and upsell by getting the right information to meet the needs of their customers (Linggadjaya, et al., 2022).

The managerial skills of GOTO cannot be imitated because they are based on the knowledge and experience gained from operating in the Indonesian market for several years. GOTO attempts to generate cross-industry value creation through collaboration, cooperation, and efforts with multiple partners (Hongdao, et al, 2022). GOTO has taken advantage of Indonesia, as the largest market in Southeast Asia, where it has enabled itself to have a thorough understanding of local knowledge about the country's complexities, including the geographical complexity of the archipelago, culture, and other social factors in their own home country. This is demonstrated by the ecosystem of the business which supports more than two-thirds of Indonesian households' consumption expenditures and accounts for 2% of the country's GDP (Pratomo, 2021).

With the organizational culture and ideals of the company, GOTO's managerial abilities are non-substitutable. It is challenging to streamline the 8,540 total employees, which include 436 employees with specific time work agreements and 8,104 permanent employees as of July 31, 2021 (GoTo Prospectus, 2022). Vertical integration is a governance strategy used to control an industry's interdependence (Adner and Kapoor, 2010). Corporate culture has attracted and motivated employees, adding value to the platform and holdings for customers, and satisfying long-term customers' interests in the GOTO's platform. The company values success and supports a high-performance culture.

The company encourages all permanent employees to participate in the company’s share ownership program, which enables them to become shareholders company (GoTo Prospectus, 2022). This fosters an entrepreneurial mentality among all employees to ensure the formation of leaders who think and act for long-term goals that prioritize the interests of all company stakeholders, including shareholders. Tokopedia under GOTO has a positive consumer experience, brand trust, repurchase intention, and consumer loyalty built by the company’s culture (Syahputra, et al, 2022). This is consistent with research from Silviana (2022) that e-satisfaction with Tokopedia is significantly influenced by the quality of the site’s e-services.

The services offered by Gojek can be carried out properly by Gojek drivers to consumers as Gojek applications are easy to use, the quality of services and facilities exceeds expectations and satisfies customers (Ginting, et al., 2022). According to GOTO’s annual report in 2021, Gross Transaction Value for on-demand services was IDR 50,313 billion, while Gross Transaction Value for e-commerce was IDR 230,599 billion, demonstrating how the quality of service has helped the company attract and retain customers where the Gross Transaction Value increased by 33% from the prior year.

The Directorate General of Intellectual Property (*Direktorat Jenderal Kekayaan Intelektual* or DJKI) has granted GOTO intellectual property rights as of April 2022, including 877 trademarks, 15 copyrights, 6 patents, and 3 industrial designs (GoTo Prospectus, 2022). The company hires staff with expertise and experience in intellectual property law at both the national and international levels in order to reduce risks associated with intellectual property rights. The company evaluates the basis and scope of the

claim, analyzes the violation, gathers relevant evidence, consults, and works cooperatively with legal counsel to prepare the defense and necessary actions in defending the rights of the company if a third party makes a claim against the company for intellectual property rights infringement or vice versa.

Trademarks owned by GOTO, such as the logos and brand names for Gojek and Tokopedia, are valuable resources that offer the company a sustainable competitive advantage in the Indonesian market. Businesses can create distinctive brand identities and foster customer loyalty by using these trademarks. Trademark value can assist businesses in obtaining external financial and non-financial support (Yang, et al., 2020). Additionally, trademarks can help businesses successfully market their goods and services to consumers (Hsu, et al., 2021). The company was able to defend the trademark even though PT Terbit Financial Technology sued the GOTO brand for IDR 2.08 trillion over the GOTO brand dispute in November 2021 according to research by Sianturi and Putrawan (2022) and Aqilla and Ramli (2022) (*Direktorat Jenderal Kekayaan Intelektual, 2022; Setiawan, 2021*).

Through government regulations, a business unit that runs regularly is required to have an existing license to provide legal protection to users (Stephanie, et al., 2021). Internationally, GOTO has obtained business licenses from the governments of India, Singapore, Vietnam, and the Philippines (GoTo Prospectus, 2022). The permits and licenses required to operate in certain industries and locations provide a competitive advantage by enabling companies to operate legally and meet regulatory requirements. This can increase customer trust and loyalty, as well as protection from potential legal challenges.

**Table 3.** TIROCA Table of GOTO

No	Organizational resources or capabilities meet the following criteria:						
1	Tangible Resources		V	R	I	N	Competitiveness
	Financial	Cash account	Yes	No	-		Competitive Parity
		Receivables	Yes	No	-		Competitive Parity
		Loan Capacity	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
	Physical assets	Office supplies and equipment	Yes	No	-		Competitive Parity
		Vehicle	Yes	No	-		Competitive Parity
		Factory machinery/equipment sophistication	Yes	No	-		Competitive Parity
		Commercial equipment	Yes	No	-		Competitive Parity

	Technology	Computers and information technology equipment	Yes	No	-		Competitive Parity
		Infrastructure: artificial intelligence, machine learning, blockchain	Yes	Yes	No		Temporary Competitive Advantage
	Organization	Strategic planning effectiveness	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
		Control system advantages	Yes	No	-		Competitive Parity
		The advantages of the evaluation system	Yes	No	-		Competitive Parity
<b>2</b>	Intangible resources		V	R	I	N	Competitiveness
	Human Resources	Experience and capabilities	Yes	Yes	No		Temporary Competitive Advantage
		Work team effectiveness	Yes	Yes	No		Temporary Competitive Advantage
		Managerial skills	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
	Innovation and Capacity	Scientific expertise	Yes	No	-		Competitive Parity
		Technical expertise	Yes	No	-		Competitive Parity
		Creative idea creation	Yes	Yes	No		Temporary Competitive Advantage
	Reputation	Brand name	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
		Reputation (with suppliers)	Yes	No	-		Competitive Parity
		Reputation (with customers)	Yes	No	-		Competitive Parity
		Service reliability	Yes	Yes	No		Temporary Competitive Advantage
		Service quality performance	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
	Technology	Trade secret	Yes	No	-	-	Sustainable Competitive Advantage
		Service innovation process	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
		Patent	Yes	No	-	-	Sustainable Competitive Advantage
		Intellectual property rights	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
		Trademark	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
		Software	Yes	No	-		Competitive Parity
		Business permit	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
<b>3</b>	Organizational Capability		V	R	I	N	Competitiveness
	Adaptability to consumers	Superior customer service	Yes	Yes	No		Temporary Competitive Advantage
	Service development process	Superior service development capability	Yes	Yes	No		Temporary Competitive Advantage



	Service innovation	Yes	Yes	No	Temporary Competitive Advantage
HRM process	Ability to recruit, motivate and retain HR capital	Yes	No	-	Competitive Parity

Table 4. IFAS Table of GOTO

Factor	Internal Strategy	Weight	Rating	Score	Information
<b>A. Strength</b>					
1.	Strong financial resources: many investors.	0.07	4.00	0.28	As the first decacorn in Indonesia, PT. GOTO, received a lot of support and trust from many investors
2.	Advanced technologies: blockchain, AI, Machine learning. Management Risk for data control	0.09	3.00	0.27	Advanced technology supports GOTO to continue to create new discoveries
3.	Extensive infrastructure	0.05	4	0.2	Extensive infrastructure makes it easier for Gojek and Tokopedia to carry out wider cooperation
4.	Brand Reputation	0.06	4	0.24	brand reputation is the most important thing that the company has to instill a sense of trust in consumers, partners and shareholders
5.	Extensive intellectual property	0.06	4	0.24	Intellectual property will provide innovation and new products to the company so that the technology industry run by the company continues to grow
6.	Strong legal regulation	0.05	5	0.25	Legal regulation can help ensure products and services available to the public are safe and harmless and ensure healthy competition in the marketplace by preventing business practices that harm consumers or competitors.
7.	Talented workforce	0.12	5	0.6	A talented workforce helps companies strengthen the foundation of creativity, productivity, and a company's reputation in an increasingly competitive market.
8.	Strong management team	0.11	4	0.44	A strong management team is essential to steer a company in a successful and sustainable direction. A strong management team can help companies overcome existing business challenges and opportunities and ensure that companies thrive in an increasingly competitive market.
9.	Culture of innovation	0.06	3	0.12	A culture of innovation helps companies to generate new ideas, improve efficiency and productivity, improve reputation, and take advantage of existing business opportunities.
10.	Focus on customer service	0.1	4	0.2	The focus on customer service is done to retain customers, increase customer satisfaction, improve company image, and increase profits.
11.	CSR	0.13	4	0.52	CSR assists companies in improving their financial performance, employee engagement, and business growth by having a good impact on society and the environment.
<b>B. Weakness</b>					

1. Control system and evaluation system	0.05	3	0.15	Clear and regular policies regarding the control and evaluation system are important aspects in order to optimize business performance and maintain the company's financial health.
2. Limited capacity to monitor or regulate the conduct of third parties involved in GOTO's cooperation	0.05	3	0.15	In the event that one of these third parties' experiences negative news or reputational defamation due to events related to GOTO's business, the company may be affected by the negative news or damage its reputation based on the company's relationship with the third party.
Total	1.00	54	3.86	

GOTO is the only ecosystem that combines a variety of complementary services for on-demand, mobility, food delivery, e-commerce, digital payments, and financial services where it is also the largest digital ecosystem in Indonesia and the leading combined digital ecosystem in Southeast Asia (GoTo Prospectus, 2022). To complement its ride-hailing and logistics services, GOTO has the ability to use its payment infrastructure and e-commerce platform, which results in a unique value proposition that is challenging to replicate. These non-replicable and irreplaceable resources and capabilities can make them an attractive investment opportunity for lenders or investors looking for long-term growth prospects (GoTo Annual Report, 2021).

The advanced technology that GOTO uses to innovate new products, services, or features is one of its core strengths. The second strength of GOTO in creating innovation is having a talented workforce and a solid management team, which boosts the company's reputation and productivity. GOTO has a strong infrastructure that supports the organization's productivity, as seen by the extensive cooperation agreement. The merger of Gojek and Tokopedia combines the Indonesian technology sector, which results in valuable synergies that are used to develop unique and innovative products and services. As a result, GOTO has strong intellectual property and a strong brand name. In improving brand reputation and improving corporate image, GOTO conducts CSR. The Company carries out various kinds of activities that have a positive impact that creates engagement between employees, partners, and consumers that make GOTO excellent to increase business growth (GoTo Annual Report, 2021).

In creating products and services, GOTO has strong legal regulations that can help ensure products and services available to the public are safe and harmless, as well as ensure healthy competition in the market by preventing harmful business practices. GOTO does this to maintain the emphasis on customer service. Because of its growth in the technology sector, GOTO has flaws in its evaluation and control systems that allow consumer data to leak, and it has limited ability to monitor or control the behavior of third parties

who might harm the company's reputation (GoTo Annual Report, 2021).

## CONCLUSION AND RECOMMENDATION

Based on the TIROCA Model analysis, GOTO has tangible resources in the form of computers and sophisticated information technology equipment, but these resources only provide competitive parity. However, a company's intangible resources, such as software, trademarks, customer relationships, customer contracts, and business licenses, are considered a sustainable competitive advantage. GOTO has a strong brand name in the Indonesian market, especially in the online transportation and e-commerce sector, which is the source of the reputation that gives them a sustainable competitive advantage. The company's strategy in innovation and technology focus, which includes targeted solutions, service access and convenience, priority allocation features, updated promotion schemes, and the creation of GoPay coins for financial technology, falls into the category of valuable, rare, not easy to imitate, and cannot be replaced. The company also has superior and innovative human resources who have won various awards and participated in world-class diversity and inclusivity programs, supporting innovation and creativity in products and services. Overall, GOTO has a solid foundation for sustainable competitive advantage and achieving their profitability goals.

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