

Corporate Entrepreneurship Strategy Initiative at Gojek Indonesia

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Abstrac: *Corporate entrepreneurship becomes an innovation and creativity in solving problems and finding opportunities to improve business processes and enhance organizational performance. This study aims to explore successful corporate entrepreneurship initiatives at Gojek Indonesia to enhance competitiveness and provide added value to Gojek users and partners. This study uses a qualitative method with a literature review to identify, evaluate, and interpret all relevant sources. The results show that an innovative organizational culture, visionary leadership, and adequate resource availability support Corporate Entrepreneurship (CE) at Gojek. Gojek Indonesia has successfully implemented various innovative corporate entrepreneurship initiatives, such as developing GoPay and GoFood products, strategic partnerships with Tokopedia, and employee empowerment through training and development programs. The positive impact of corporate entrepreneurship at Gojek is evident in various aspects, including increased innovation and creativity, higher adaptability, operational efficiency, more comprehensive market penetration, increased customer loyalty and satisfaction, and long-term growth and sustainability. Therefore, corporate entrepreneurship is a critical element of modern business strategy that helps companies stay relevant and competitive and provide added value to users, partners, and the broader community.*

Introduction

The concept of corporate entrepreneurship has evolved since Schumpeter's definition in 1961 (Enginoğlu & Arikan, 2016). Corporate entrepreneurship involves individuals' or groups' activities to apply innovation and creativity in solving problems and finding opportunities to improve business processes and enhance organizational performance. This involves identifying and solving problems and implementing new ideas to improve various aspects of the organization (Tseng & Tseng, 2019). Corporate entrepreneurship creates new value through innovation and entrepreneurship within an existing organizational environment.

Corporate entrepreneurship is essential for the survival of all small, medium, or large companies that want to continue growing. Companies must continuously evaluate their performance, launch new businesses, and advance innovation processes to survive and grow (Parpanji, 2016). According to Kuratko et al. (2014), corporate entrepreneurship involves significant innovation processes (Kuratko et al., 2014). According to Sharma and Chrisman, corporate entrepreneurship can generate innovation by developing new products, markets,

or both (Akbar et al., 2022). By applying corporate entrepreneurship to increase innovation, business opportunities can be identified and leveraged to ensure sustainability and growth to face market competition (Utomo, 2013). Therefore, corporate entrepreneurship is essential in the modern business landscape.

Corporate entrepreneurship is crucial in the modern business landscape because it drives innovation, increases flexibility and adaptability, creates competitive advantage, optimizes resources, enhances employee engagement, expands business portfolios, and addresses technological disruption (Altahat & Alsafadi, 2021). Corporate entrepreneurship facilitates the development of new ideas, products, and services that enable companies to remain relevant and competitive in a rapidly changing market. Corporate entrepreneurship helps companies adapt more quickly to market, technology, and customer needs, allowing them to remain resilient amid uncertainty (Kuratko, 2012). By developing and implementing corporate entrepreneurship strategies, companies can create a competitive advantage that is difficult for competitors to replicate.

This advantage can be in the form of providing higher value to customers, such as lower prices or additional benefits or services (Ehmke, 2008). Companies can leverage their competencies or assets to achieve better performance compared to competitors in the same industry (Tendean, 2014). Corporate entrepreneurship allows companies to optimize the use of internal resources, whether human, financial, or technological, to achieve strategic goals and provide employees with opportunities to innovate and contribute to company growth, ultimately increasing their engagement and motivation (Liem, 2014). Additionally, adopting corporate entrepreneurship allows companies to explore new markets and create new business units that contribute to diversification and growth, help companies stay at the forefront of technological innovation, and address disruption challenges. By adopting corporate entrepreneurship, companies can ensure sustainability and growth in an increasingly competitive and dynamic market (Joshi et al., 2019). One company that applies corporate entrepreneurship in the modern business landscape is Gojek Indonesia.

Gojek is an Indonesian technology company founded in 2010 by Nadiem Makarim, Kevin Aluwi, and Michaelangelo Moran. Initially (Abdillah, 2022), Gojek operated as a telephone-based motorcycle taxi service, where the booking system was only through a call centre that connected drivers with customers. It later developed into a super-app platform that provides various on-demand services. Gojek has three main pillars: speed, innovation, and social impact. Gojek Indonesia ranks 11th among Fortune's Top 50 Companies that Change the World. Gojek Indonesia is one of the Southeast Asian companies that have received the Fortune award twice (Putra, 2020).

Previous research by Sabilla (2023) stated that Gojek Indonesia successfully overcame market changes through well-planned strategies. Strong stakeholder support, focus on core businesses that generate profits, continuous product management innovation, and company reorganization are key factors in the company's success. Previous research by Sudiantini et al. (2023) stated that Gojek Indonesia successfully built and consolidated its position through strategic initiatives focused on innovation, service quality, and effective marketing strategies. This research explores successful corporate entrepreneurship initiatives at Gojek Indonesia to enhance competitiveness and provide added value to Gojek Indonesia users and partners. This research is expected to enrich the literature for readers on management and

entrepreneurship with a deeper understanding of how corporate entrepreneurship contributes to increasing company competitiveness.

Method

This research uses a qualitative method with a literature review to identify, evaluate, and interpret all relevant sources. The literature review method involves collecting information from various written sources, including reading, noting, and managing relevant materials for research purposes (Sujiono & Astuti, 2023). The data collection technique in this research explores previous research relevant to the study. The data used in this research is secondary data obtained from Google Scholar and Scopus. The collected data is then analyzed in three processes: The first stage is data reduction, where the collected data is filtered to produce the main focus. The second stage is data presentation, where the reduced data is reorganized to facilitate interpretation. The final stage is drawing conclusions, where in-depth data analysis is conducted to understand the meaning behind the research.

Result and Discussion

Corporate Entrepreneurship (CE) is an approach where companies strive to foster innovation and entrepreneurial behaviour within their organizations. In the dynamic and competitive modern business era, the role of CE becomes increasingly essential to maintain competitive advantage and drive sustainable growth. Gojek Indonesia, one of Southeast Asia's largest technology companies, has successfully implemented various innovative CE initiatives. Corporate entrepreneurship has three dimensions that are essential in driving business growth. The three dimensions of corporate entrepreneurship are innovation, proactiveness, and risk-taking (Nathaniel, 2019). The Corporate Entrepreneurship (CE) strategy involves various approaches and initiatives that companies can adopt to encourage innovation, creativity, and entrepreneurial activities within the organization. Organizational culture, leadership and management support, and resource availability are essential in supporting Corporate Entrepreneurship at Gojek Indonesia.

First, organizational culture is an internal foundation that influences performance (Deadewi & Juliarsa, 2023). Organizational culture is a set of values and beliefs formed by the relationships between people, systems, and organizational structures (Hariyani et al., 2024). Organizational culture includes rules and values that govern the behaviour of members within the organization. These values will be taught to new members to follow and comply with the existing system (Wardhani et al., 2023). Organizational culture will enhance organizational performance. An organizational culture that supports innovation and risk-taking is an essential foundation for implementing corporate entrepreneurship. Gojek has created a work environment that encourages creativity and collaboration, allowing employees to explore new ideas without fear of failure. Support for innovation helps Gojek in creating new products and services that meet the ever-changing market needs.

Second is leadership and management support. Visionary leadership and top management support are key in encouraging corporate entrepreneurship (Indahsari & Manafe, 2022). Leaders with a clear vision of the company's future who encourage innovation can create a conducive climate for corporate entrepreneurship (Sjaiful, 2023). At Gojek, the leadership of Nadiem Makarim, the founder and former CEO, has played a crucial role in shaping a culture of innovation and entrepreneurship throughout the company.

Third is resource availability. Access to financial, human, and technological resources is critical to encourage CE (Hornsby et al., 2002). Adequate resources allow the company to fund innovative projects and support teams involved in CE (Fauzi et al., 2018). Gojek has successfully raised funds from various major investors, allowing them to develop advanced technology and recruit the best talent. Corporate Entrepreneurship (CE) is essential in enhancing the company's competitive advantage. By managing these factors well and continuously innovating, Gojek can keep driving innovation and maintaining its competitive advantage in the market (Khasanah & Sugiati, 2016). Competitive advantage is the ability of a company to identify existing business opportunities, including opportunities to overcome challenges and develop to be more competitive. In maintaining competitive advantage, choosing the right strategy is essential. Choosing the right strategy depends on the potential to generate significant business benefits. The corporate entrepreneurship strategy implemented by Gojek encompasses various aspects that support the internal innovation and growth of the company.

In enhancing innovation and creativity, Corporate Entrepreneurship (CE) at Gojek promotes the development of new ideas, products, and innovative services. One of Gojek's innovative products is GoPay. GoPay is a form of innovation in digital payments (fintech) that substitutes traditional currency. Fintech is crucial as it can help drive a productive economy, thereby supporting the growth of small and medium-sized enterprises (SMEs). Small and medium traders feel many benefits from the presence of virtual money (Rakhmanita & Anggarini, 2020). This innovation by Gojek aims to increase customer loyalty and open new opportunities. GoPay has built a strong brand image and high-quality application, influencing user satisfaction and intention to continue using the app (Lishobrina et al., 2023). This is due to the ease of the GoPay application, which provides a sense of comfort for its users, from installation to using the menus within the application (Lishobrina et al., 2023). Today, GoPay has grown into one of Indonesia's leading digital wallet services. The impact of this digital payment innovation is significant for Gojek, increasing the number of users and transactions on the Gojek platform and strengthening Gojek's position as a leader in the financial technology industry in Indonesia.

Additionally, GoFood has become one of the successful innovative products on the Gojek application. GoFood is a food delivery service that has become one of Gojek's main pillars. This service allows users to order food from various restaurants and deliver it to their location anytime. GoFood has become one of Southeast Asia's most extensive food delivery services (Fitria et al., 2016). A broad network of restaurant partners and high logistic efficiency support this success. The impact of GoFood's innovation increases revenue for restaurant partners and drivers, strengthens Gojek's ecosystem, and provides added value to users through various loyalty programs such as promotions (Radhi & Pramuditya, 2021).

To expand service networks and enhance added value for users, Gojek has established various strategic partnerships. One of them is the partnership between Gojek and Tokopedia. This merger strengthens the digital ecosystem in Indonesia by combining e-commerce, delivery, payment, and various other services (Sulistiyanto & Yasya, 2022). The collaboration between Gojek and Tokopedia officially formed GoTo, the largest technology group in Indonesia, providing a reliable ecosystem as a solution for daily needs (Mutho'a et al., 2024). Gojek, with its strength in logistics and transportation services, and Tokopedia, with its dominance in e-commerce, have successfully created synergy in providing more

comprehensive services. The collaboration of these two giant companies is a tangible example of how Gojek and Tokopedia joined forces to increase operational efficiency, expand the market, and offer more integrated services to consumers. With collaborations like GoTo, the opportunities to optimize services through technology integration and operational processes become greater (Asmi, 2022).

Moreover, Gojek also focuses on employee empowerment through various training and development programs. This empowerment is channelled through programs like Gojek Xcelerate and Gojek Academy. Gojek Xcelerate is Gojek's accelerator program aimed at helping employees grow by providing mentorship, access to investor networks, and intensive training. This program focuses on developing technology and management skills (Gojek Blog, 2019). Additionally, the Gojek Academy initiative offers various courses and training to enhance employees' skills in technology, project management, and leadership. The goal is to create a dynamic and innovative work environment (Gojek Careers, 2020).

Gojek allocates significant resources to support innovative projects, allowing it to continue leading as a digital economy company in Indonesia. The establishment of Gojek Labs supports the research and development of new technologies. Gojek Labs is an incubator for creative and innovative ideas and technology experiments that can be applied to various Gojek services. Gojek's investment in developing artificial intelligence and machine learning also aims to improve operational efficiency and service quality. These technologies are applied in various aspects, such as optimizing delivery routes and personalizing user experiences (Gojek Tech Blog, 2020).

Conclusion

Corporate Entrepreneurship (CE) plays a crucial role in enhancing a company's competitive advantage, especially in a dynamic and rapidly changing business environment like Gojek Indonesia's. Through CE, companies can drive innovation, increase flexibility and adaptability, and strengthen their competitiveness in the market. Several vital factors influencing the success of CE at Gojek include an organizational culture that supports innovation, leadership and management support, resource availability, adaptation to the external environment, flexible internal processes and structures, and the utilization of technology and digitalization. The practical implementation of CE strategies enables Gojek to develop new products and services such as GoPay and GoFood, establish strategic partnerships, empower employees, allocate resources for innovative projects, and leverage digital technology. The positive impacts of CE on Gojek are evident in various aspects, including increased innovation and creativity, higher adaptability, improved operational efficiency, broader market penetration, enhanced customer loyalty and satisfaction, and long-term growth and sustainability. By understanding and managing these factors, Gojek can continue to drive innovation and maintain its competitive edge. The CE approach allows Gojek to remain relevant and competitive and provides significant added value to users, partners, and the broader community. Therefore, CE is a critical element of modern business strategy that can help companies thrive and succeed in the competitive global market.

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