

ABSTRACT

PT. Tokopedia which has an online marketplace C2C (consumer to consumer) is one of the largest and fastest growing internet companies in Indonesia. This study aims to answer several phenomena that occur in Tokopedia, such as finding the opportunities that are possessed by Tokopedia-which has been getting fund for their investment from foreign parties through an internal perspective, knowing the effect of foreign investment received towards its vision and its revenue plan, as well as evaluating its business model in order to generate recommendation for improvement of the current business model.

Discussion of the phenomena will be answered through the internal interview process and literature review. Meanwhile, the business model evaluation will be done by using the business model canvas method through interviews, in order to map the 9 building blocks. Then, SWOT questionnaires shared to internal and external company will be mapped to the IPA matrix in order to evaluate the company's performance and execute opportunities that exist for further improvement of the current business model.

Based on the interviews conducted, company's growth and good market opportunities, are the kind of opportunities that are sought by foreign investors, so that the investors are willing to invest their funds in Tokopedia. Meanwhile, the effect of foreign investment causes Tokopedia to work harder to educate people and build better ecosystems of Tokopedia itself. Revenue plan will be carried out through monetization efforts of paid feature and Top Ads. Meanwhile, based on the SWOT evaluation of the business model, IPA matrix shows that seven attributes have a negative performance, those attributes are related to the dimensions of revenue/expenses and marketing (channel), which are currently being considered as main problems faced by Tokopedia other than human resources. Final results then show the improvement of new business models generates recommendations on five building blocks including partners, key resources, customer relationship and channel. Future studies may be able to do a more in-depth analysis of the value co-creation that may be applied by Tokopedia involving online sellers.

Keywords: *Business Model Canvas*, IPA Matrix, *Online Marketplace C2C*, PT. Tokopedia, SWOT.