

Learning Organization Strategy in the Face of Covid-19 with The Fifth Discipline Approach (Case Study on Gojek, Tokopedia, Traveloka, and Blue Bird Companies)

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Abstract

This study aimed to determine the strategies of learning organizations in dealing with the Covid-19 pandemic. This study uses a post-positivism approach with qualitative methods. Data was collected through in-depth interviews with informants from four companies analyzed online. Based on the data and analysis results, it can be concluded that the company has demonstrated the application of several disciplines from the fifth discipline approach. These four organizations have not fully implemented the five disciplines; some companies carry out 2 or 3 sentences from Peter Senge. Each company applies its methods and strategies, and all four can survive the Covid 19 pandemic.

Keywords: *Strategy, Organization, Covid-19, The Fifth Discipline.*



A. INTRODUCTION

The COVID-19 pandemic going on for the past two years has changed the world's order. This incident has become a turning point in the world of business and the management of a country. Organizations and institutions are forced to learn to survive all the dynamics that are part of the impact of Covid 19. In theory, Senge (2014) reveals the importance of organizations taking lessons to deal with environmental dynamics. Organizations that want to continue to grow and survive in the face of dynamic conditions to carry out a series of disciplinary strategies are called learning organizations. The approach popularized by Senge for learning organizations is called The Fifth Discipline, namely shared vision, personal mastery, mental models, team learning, and systems thinking. These five disciplines were analyzed and practiced in various organizations and companies to receive many positive responses. Not only as a theory but the fifth discipline can also be used as an approach to analyzing a problem (McChrystal et al., 2012; Rupcic, 2019).

In this study, the focus of the problem regarding learning organizations will be analyzed to deal with the Covid 19 pandemic strategic surprises. Learning organizations are organizations where individuals continue to expand their capacity to create the desired results. Collective aspirations are liberated when new patterns and expansions of thought are appropriately managed. The primary rationale for such organizations is that only flexible, adaptive, and productive organizations can

survive in situations of rapid change. For this to happen, organizations need to learn how to harness the commitment and capacity to learn at all levels (Khan et al., 2021).

Of course, the theories and concepts of leadership and organizational strategies are very much needed and relevant to conditions in Indonesia, especially for organizations that will face future challenges such as in dealing with the Covid-19 pandemic situation. Many organizations do not give up easily, such as Blue Bird (which changed its system to COD (Chat-Order-Delivery) to survive the pandemic. Likewise, Pertamina has implemented LPG (Liquified Petroleum Gas) and Fuel Oil (BBM) delivery services to their homes. In addition, companies engaged in selling household needs and essential commodities, such as Giant, also went bankrupt, while Hypermart carried out an online shopping strategy and received online orders. This was also done by Gramedia, one of the largest bookstores in the country, by creating Gramedia online.

Airline companies are also experiencing the dynamics and massive impact of Covid-19. After the Garuda Indonesia airline posted a loss of 13.1 trillion, Air Asia also cut the salaries of its top officers or officials so that there would be no layoffs. Gojek, as one of the affected companies, has implemented a zoning system by not accepting orders around heavily affected areas (Health Care) and implementing an additional tips system in the application (so that consumers can provide other tips to drivers). Likewise, with Tokopedia as one of the largest e-commerce sites in Indonesia, some time ago, Tokopedia imposed free shipping for basic needs and health products so that consumers continue to use Tokopedia's services.

In addition to the above companies that have implemented various strategies to survive, there are also new businesses and entrepreneurial efforts that have grown after seeing the current VUCA situation, for example, digital companies, businesses and services related to health, businesses related to necessities, and online sales that can be used delivered home (Laila, 2020; Okada et al., 2020). So that some people can also use the condition of the Covid-19 Pandemic in developing their business. A person's entrepreneurial spirit arises because of the demands of a crisis, namely with many workers being laid off to get severance pay, and the severance pay is used as a new business, buying and selling rice, necessities, and medical equipment. The Covid-19 pandemic has also affected e-commerce businesses in Indonesia in terms of income, transaction volume, to the smoothness and distribution of goods. Nevertheless, Indonesia's value of goods transactions and digital application sites has also increased. As reported by Antaranews, as much as 85.83% of operating income decreased, 85.1% of transaction volume decreased, 76.91% of smooth distribution was disrupted due to Covid-19.

During the Covid-19 pandemic, on average, Micro, Small, and Medium Enterprises (MSMEs) only found 10-15% of daily turnover under normal conditions. So that 59% of MSMEs switch to e-commerce and 69% of transactions online, 41% switch to health consultations, and 65% switch through digital payments. The Banking from Home solution is a business solution for MSME players with free transfer fees and free insurance fees (life insurance protection). MSMEs led by young

entrepreneurs also have difficulty surviving, and the majority rely on friendship networks of fellow entrepreneurs to help each other (Yilmaz et al., 2019).

The various dynamics faced by MSMEs have also attracted the attention of the Minister of Tourism and Creative Economy, Mr. Sandiaga Uno, with a support program for medium and small business activity units in the form of tourism support funds, providing free business capital assistance, business access support, loan fee reductions, and other policies to help community economy for a speedy recovery (Chester & Allenby, 2021). *Warta Ekonomi* and BNPB (2021) reported that several businesses emerged during the pandemic. They were used by small communities, including cloth masks, fast food businesses, private lessons, online businesses, literan coffee businesses, and Content Writers. Some examples of organizations or companies reviewed illustrate the number of organizations trying to survive with their respective strategies. However, the level of effectiveness and success rate will differ from one another (Denzin & Lincoln, 2009). Based on this background, the author tries to correlate the real problem with the conception of The Fifth Discipline for the organization from Peter Senge (1990) to deal with the Covid-19 pandemic in Indonesia. So that the identification of the problem in this paper is "How do learning organizations deal with the strategic surprises of Covid-19 through the fifth discipline approach?".

B. LITERATURE REVIEW

1. Learning Organization

Learning organization is defined as an organization wherein general the people in the organization are continuously expanding their capacity to create the results they dream of, using new and broad patterns of thinking, there is freedom in determining goals, and people in the organization learn together always to grow (Fachrurozi, 2008).

Learning organizations use the principle of shared leadership to maximize their resources and develop leadership capacities among individuals. The illustration of leadership has shifted from the leader as an expert, director, and controller to a catalyst, information provider, and coordinator. Leadership in learning organizations is based on teamwork.

Quoting Peter Senge (1990), what is meant by a learning organization has several characteristics, including (i) system thinking (systemic thinking), (ii) personal mastery (personal mastery), (iii) mental model (mental model), (iv) shared vision and (v) team learning (group learning). Continuous innovation efforts also characterize learning organizations by focusing on the "five disciplines." Ideally, these five disciplines are not easy to master, but a good organization will continue to practice them consistently. As stated, Peter Senge believes that the five disciplines are essential for learning organizations (Flood & Romm, 2018; Reese, 2020).

Meanwhile, according to Garcia (2006) and Mariotti (2007), learning organizations' characteristics include joint and continuous learning, systems thinking, access to information, positive institutional culture, shared aspirations,

conceptualization, adapting, updating, and improving themselves. Pedler, Boydell, and Burgoyne define a learning organization as "an organization that facilitates the learning of all its members and continuously transforms itself." According to Afni (2020), a learning organization is "a purposeful activity directed at acquiring and developing skills and knowledge and their application." According to Aji (2020), the most conceptual of learning organizations is the assumption that 'learning is important, 'continuous,' and more effective when shared and that 'every experience is an opportunity to learn. Bass (1990) states the five disciplines identified by Peter Senge are the keys to achieving a learning organization.

Peter Senge also emphasized the importance of dialogue within the organization, especially concerning the discipline of the learning team. Discussion and exchange are one of the characteristics of any real conversation, where each person opens himself up to the other, truly accepts his point of view as valuable consideration, and enters the other in terms that he understands not as a particular individual, but the content of the conversation (Furguerle et al.,2018; Rebelo et al.,2019). The aim is not to win the argument but to further understanding. Learning organization requires the capacity of group members to drop assumptions and enter into true "thinking together" patterns.

The concept of a learning team at the individual level can be implemented in actions such as acquiring knowledge, understanding, and skills. At the organizational level, this is reflected in activities in the form of changing perceptions, visions, strategies, and transferring further knowledge at the individual and organizational levels. This can be implemented in product discovery or renewal of creation, exploration of new knowledge, and understanding new ideas (Garcia & Weiss, 2019). Thus, it can be said that the critical benefit of building a learning organization is being able to face the challenges of change in all aspects of the environment and being able to adapt to these changes to survive and develop, achieve high performance, and win the competition and improve quality by bringing up productive and creative creations. Innovative in a sustainable way. In general, learning organizations continuously expand their capacity to create the results they honestly dream of (McKelvey et al., 2012).

The characteristics of learning organizations presented by Peter Senge include systems thinking, personal mastery, mental models, shared vision, and learning teams. Learning organizations characterize a learning process that innovates continuously by placing attention on the "five-discipline" (Leonard & Giles, 2009; Schein, 2010). There is no generic way or formulation as a single recipe for creating a learning organization in best practice. In the end, the real work of building a learning organization is to work and learn together (Howit & Leonardo, 2007). The development of this deep learning circle is significant for learning organizations, including how the organization can utilize the mental capacity models of all its members to create formulas that can answer challenges in the organization. In this paper, we will discuss several organizations that have gone through the crisis of the Covid-19 pandemic and are considered to have tried to become learning

organizations by building a shared vision and learning team. These organizations are Tokopedia, Bluebird, Gojek and Traveloka.

2. Tokopedia

Tokopedia was founded by William Tanuwijaya and Leontinus Alpha Edison, who share the same vision and mission. Starting from the desire to minimize the gap between big and small cities, Tokopedia has become a trading platform of choice today. Indonesia is the largest archipelagic country, so it is challenging to distribute infrastructure evenly. Many traders move to cities to get a broader and better market. Meanwhile, consumers in areas have difficulty accessing the products they want. This is one of the causes of the high level of urbanization, making goods or products collected in big cities (Verawati & Hartono, 2020).

Having the desire to solve this problem, William Tanuwijaya and Leontinus Alpha Edison felt they had to bridge the gap. So that people in the village can get the goods they need more quickly and affordable, Tokopedia is established and can be downloaded on smartphones. Tokopedia was first launched on August 17, 2009, with Tokopedia's mission of "Digital Economic Equity." Tokopedia continues to develop its vision by constantly innovating and providing the best services during the Covid-19 pandemic.

For approximately the first 11 years, Tokopedia strongly encouraged economic equity by starting online sales through digital means. The motivation continues to be given by building a platform. So that everyone can create find anything and anywhere. To date, Tokopedia has provided 13 logistics partners that sellers can choose from for their stores. Buyers can also choose to use any of the logistics partners provided by the seller for the delivery process.

Tokopedia consistently innovates to provide the best online buying and selling service. One of them is by giving many very sophisticated and modern supporting features, such as financial features and various other features to help develop the store. Tokopedia is getting bigger and widely known as one of the widely used marketplaces. Tokopedia's history journey is not an easy thing; as a learning organization, the leaders and teams do not give up easily and continue to make efforts to learn from experience and motivate each other. The difficulties experienced at the beginning made the spirit continue to grow.

3. Gojek

Gojek Indonesia is a company engaged in On-demand services based on an online mobile platform under the auspices of Aplikasi Karya Anak Bangsa Ltd. The company was founded by Nadiem Makarim in 2010, initially a two-wheeled transportation service ordered by telephone, until finally launching an application that can be downloaded on the Playstore (Android) and App Store (iPhone) in 2015. Until now, Gojek has spread to more than 50 cities in Indonesia. The idea of establishing Gojek emerged from Nadiem Makarim's personal experience using ojek transportation almost every day to his workplace to break through the traffic jams in

Jakarta. Gojek has three main pillars that are always instilled every time it serves its customers. The three main pillars are 1) Speed of work. Needed with the speed in learning and growing from experience; 2) Innovation. Continue to offer new technologies to make life easier for consumers, and 3) Social impact must have the maximum positive social impact for the people of Indonesia.

In June 2016, the Gojek application had 10 million downloads, and in August 2016, Gojek received 550 million dollars, or equivalent to 7.2 trillion rupiahs. This makes Gojek has a company valuation of 1.3 billion dollars or 17 trillion rupiahs. This amount is even higher than Garuda Indonesia's air transportation valuation of 12.3 trillion rupiahs.

4. Bluebird

The company was founded in 1972 as a small taxi business started by Mutiara Djokosoetono, the wife of Djokosoetono, a legal expert and founder of the Police Science College. The taxi business then developed into several companies related to transportation and tourism to become known as the Blue Bird Group. With similar competitors such as Gojek and Gocar, Blue Bird experienced a decline in shares and losses, but this company continues to survive.

In 2017, the company collaborated with Gojek in ordering through the Gojek application, where previously, since 2011, Blue Bird has launched its taxi booking application and made changes to the application in 2016. Then, continuing the collaboration that has been done, in 2020, Gojek bought 4.3% of Bluebird shares (worth Rp 411 billion) which was released by Pusaka Citra Djokosoetono Ltd (Pusaka Group), a company owned by the Djokosoetono family. The company listed its shares on the Indonesia Stock Exchange in 2014. The company has recorded several expansions by cooperating with Mitsubishi UFG Lease and Finance Co. Ltd. and Takari Kokoh Sejahtera to set up an auction hall called Balai Auction Caready and acquire Cititrans assets, brands, and liabilities from Citra Tiara Global through its subsidiary, Trans Antar Nusabird, worth IDR. 115 billion, both of which were carried out in 2019.

During the Covid-19 pandemic and the surge in Covid-19 cases, which led to the emergency PPKM, the transportation business sector was slowed down. Blue Bird Ltd (BIRD) also set a strategy to compensate for the declining business performance of the taxi segment. Blue Bird's Head of Investor Relations, Michael Tene, agreed BIRD's taxi segment recorded a decline in performance due to the lack of community mobility during the Emergency PPKM period. BIRD also set a strategy to strengthen revenue from the non-taxi segment. Strengthening was carried out in the daily rental detail through Golden Bird Special Care and delivery services through Bird Send. As of 2020, BIRD has a regular taxi fleet of 16,963 units, executive taxis 1,131 units, limousines and rental cars as many as 5,027 units, buses 526 units, and shuttles 161 units. As of March 2021, BIRD posted revenues of IDR. 480.05 billion. It fell 45.76% compared to the three-month period last year, which amounted to IDR. 885.18 billion.

5. Traveloka

Traveloka was founded in 2012 by Ferry Unardi, Albert Zhang and Derianto Kusuma. Ferry Unardi is an Indonesian citizen who had studied at Purdue University in the United States. During college, this 33-year-old man majored in Computer Science and Engineering. Since its inception nine years ago, Traveloka has developed rapidly in the Indonesian business industry. The reason is that after several months of being founded, this company was able to attract many investors and even cooperate with airlines. In mid-2013, Traveloka officially provided flight ticket reservation services.

Furthermore, in 2014, Traveloka again expanded its wings to assist online hotel room reservations users. In terms of transportation, Traveloka does not only provide flight ticket reservation services. Customers can also make reservations for other means of transportation such as trains, buses, and even car rentals, apart from delivering hotel room reservation services. You can also make reservations for apartments, guest houses, villas, resorts, and others. Currently, more than 100 airlines cooperate with Traveloka, both domestically and internationally.

Apart from the website, Traveloka access is also easy to download because it is already available in applications that can be downloaded for iOS and Android. To make a reservation for services available at Traveloka, various payment methods are provided that make it easier for customers. Payment for Traveloka services is now supported by 40 different payment methods that customers can choose according to their tastes. In Indonesia, this travel agent company has also spread its wings to various other Asian countries such as the Philippines, Vietnam, Malaysia, and Singapore. The Traveloka company itself has several visions and missions. Traveloka's vision and mission certainly do not escape the improvement of services for customers. One of the company's visions is to consistently contribute to the progress of the tourism and transportation industry in Indonesia.

C. METHOD

This study uses a post-positivism approach with qualitative methods. Data was collected through in-depth interviews with informants from four companies analyzed online. Secondary data was collected through a literature review of government publications, research publications, and articles. The data obtained from the interviews will be transcribed first and then classified (categories derived from theory), making it easier for researchers to analyze (Sugiyono, 2008). The research was conducted in Jakarta to several resource persons (key informants from Tokopedia, Gojek, Blue Bird, and Traveloka) during August-October 2020 who were representatives of organizations affected by Covid-19 but were able to learn and take various actions to maintain business.

D. RESULT AND DISCUSSION

1. Research Result

The impact of the Covid-19 pandemic is still being felt in various sectors, the national economy has not recovered, and social interaction has changed by utilizing IT facilities to avoid exposure to the Covid-19 virus. Although the vaccine has been carried out to the Indonesian people, it has reached 49%; the government still implements PPKM. Currently, the condition of PPKM in Indonesia is at level 3, but it is still being debated and has been canceled.

The Central Statistics Agency (BPS) noted that the 2020 national Human Development Index (IPM) only grew 0.03% or tended to stagnate to 71.94 from last year's 71.92. The low national HDI growth was affected by a decrease in the component of per capita expenditure based on constant 2021 prices adjusted based on Purchasing Power Parity (PPP). Indonesia's PPP is IDR 11 million this year, down 2.53% compared to 2019. The decline in PPP this year stopped the upward trend over the past decade. In 2010, PPP was recorded at Rp. 9.64 million and gradually increased until last year it reached Rp. 11.299 million.

This is in line with the weakening of the Indonesian economy when the Covid-19 pandemic was affected by large-scale social restrictions (PSBB), which hampered community mobility and economic activity. Indonesia experienced a recession after this year's economy grew negative for two consecutive quarters, namely -5.32% (YoY) in the second quarter and -3.49% (YoY) in the third quarter. Indonesia's poverty and unemployment rates have also increased during the Covid-19 pandemic. In March 2020, the poverty rate was recorded at 9.78%, or the equivalent of 26.42 million people. This figure is the highest since September 2017. Then, the open unemployment rate (TPT) increased from 4.94% or 7 million unemployed people in August 2019 to 7.07% or 9.8 million people in August 2020.

With increasingly fierce competition and the addition of the Covid-19 pandemic that has hit the whole world, as well as rapid technological advances, and changing customer preferences, organizations and companies are increasingly being demanded to become learning organizations. Leaders of learning organizations must know the proper steps to get through a crisis. The important thing in building a learning organization is a shared commitment to good governance and streamlining the structure, meaning directing a flat organization, not a tall organization, being an expert, and knowing what to do.

Some essential things in learning organizations are coordination and monitoring. In addition to good coordination, it is necessary to provide knowledge, abilities, and opportunities for further learning and facilitation, deliver other resources to empower the skills possessed, and provide rewards (Omer & Alon, 1994). The reward, in this case, is not in the form of financial or material money alone, but idealism can also be considered a reward. In this context, the leader does not have to be smarter than the organization's members. Each organization has values, and there is a code of ethics in each organization and must comply with the principle of ethics. If they do not keep their commitments, they have violated the

agreement. The purpose of having a code of ethics is to compete, develop, and survive during this COVID-19 pandemic.

2. The Impact of the Covid-19 Pandemic on Companies in Indonesia

The survey results from the Ministry of Manpower stated that around 88 percent of companies affected by the pandemic during the last six months were generally in a state of loss. It was even noted that 9 out of 10 companies in Indonesia were directly affected by the Covid-19 pandemic. The data is based on a survey he conducted online, including by telephone and email, to 1,105 companies selected by probability sampling of 95 percent and a margin of error (MoE) of 3.1 percent in 32 provinces in Indonesia.

Based on a survey conducted by the Ministry of Manpower in collaboration with INDEF, the decline in demand, production, and profits generally occurred in MSME companies, above 90 percent. The companies most affected provide food and drink accommodation, real estate, and construction. However, most companies still employ their workers. Only 17.8 percent of companies enforce termination of employment, 25.6 percent of companies that lay off their workers, and 10 percent that do both. The company's response is because this is the only way for efficiency amid a pandemic. After the pandemic, technology skills are most needed, including mastery of information and communication technology and knowledge of industrial technology for product diversification. The implication is that both the government and the private sector need to provide education and skills full of mastery of technology. The importance after the pandemic suggests that work from home/teleworking is the leading choice for companies to become more flexible even though efficiency in the number of workers and reductions in wages are unavoidable.

The use of information and communication technology facilitates this transition in the pandemic era. To respond to the pandemic situation, some companies have experienced various government policies, particularly tax incentives as much as 19.8 percent and employee social security and the like as 18.5 percent. However, he said, many have not yet received government assistance during this pandemic, namely 41.18 percent. This indicates that the government needs to move to help companies that mostly feel the pandemic's impact. The results of this survey also convey six recommendations. First, the government needs to identify the affected companies to gain complete access to various economic recovery programs, particularly tax incentives, restructuring of KUR and non-KUR loans, salary subsidies, and access to pre-paid cards work. Second, the government needs to pay more attention to MSME companies affected by the pandemic. However, currently, the government has assisted in KUR interest subsidies, loan restructuring, and tax reductions. Third, the government needs to expand labor market information oriented to work. Companies also need to be encouraged to determine the specifications of the required skills so that skills demand is more widely informed. Fourth, the education and training that need to be needed after the pandemic are

related to information technology and industrial technology. Such as related to digital marketing and digital working. Fifth, policies and regulations are required to form the basis for a flexible working arrangement concerning certain positions and types of work. Sixth, a reasonably comprehensive approach is needed to unify social security services for workers related to education and health, including programs for a more continuous pandemic period.

Basically, amid a pandemic, most companies are still operating, but most of them reduce working hours and implement work from home. The future implications for the economy with the pandemic are that economic conditions will have a large enough impact that some people will work from home with demand. On the other hand, the need for goods and services has slightly changed; the economy will also vary according to the existing work patterns. It will also continue to develop with a flexible working arrangement which I think will be a demand in the future.

The Covid-19 virus that has hit since the beginning of the year has dealt a crushing blow to the business world. Social restrictions have been imposed worldwide to reduce the spread of this virus. This social distancing effort has had a significant impact on the retail sector, as it does not profit from sales in its stores. Several retail companies such as NPC International, Lucky Brand, Brooks Brother, Sur La Table have also filed for bankruptcy and closed their stores. Some of them are also big names globally. Various companies from abroad were forced to close their companies due to multiple factors; besides not making a profit, the company was also unable to pay employees and operational costs. This impact is also felt by large companies, small companies, and MSMEs in Indonesia.

3. Tokopedia's Strategy to Build Customer Excellence during the Covid-19 Pandemic

In dealing with the new normal situation amid the Covid-19 virus pandemic. The e-commerce startup has prepared four strategies to operate. The first strategy is to provide assistance and education to partner micro, small, and medium enterprises (MSMEs) and those who have not joined Tokopedia. The goal is to improve the quality of their production to marketing. The second strategy is to hold various campaigns to encourage MSME businesses to move forward. For example, Tokopedia has collaborated with more than 1,000 local coffee entrepreneurs through the #SatudalamKopi program. The third strategy is to maximize services on the platform to ensure that Tokopedia's logistics or payment services run better, while the last step is to improve features. One of them is Tokopedia Seller, launched at the end of April. This feature is a dashboard to monitor the latest activity and information related to sales on one screen. It includes navigation to access essential features quickly. In addition, Tokopedia also completes this panel with a quick reply chat to reply to customers quickly without opening the application.

In addition, Tokopedia is also trying to build customer excellence as a new step in developing its business. Walker, in his research, said 86% of buyers are

willing to pay more when they feel a good user experience. From these various studies, it can be concluded that product and price are no longer the only primary considerations in making purchasing decisions but rather an experience of excellence. Schein (2020) suggests that 73% of user experience is critical in purchasing decisions.

User experience in using a product or service can vary. Usually, the user experience is divided into several parts: (1) Before deciding to shop or when choosing a product; (2) When shopping or using purchased products; and (3) When interacting with after-sales service or customer service, to the feeling of wanting to share experiences with others. In dealing with the Covid-19 Pandemic, Tokopedia implemented an integrated concept known as omnichannel engagement, where all functions at Tokopedia are connected, starting from sales, marketing, services, and social media. It was developed to serve more than 100 million monthly active users and more than 11 million sellers.

In a trust-based business, the role of Customer Excellence as the vanguard of the company, who is closest to the customer, is increasingly becoming the main differentiator of a brand. No one can imitate and live up to trust and good relationship with customers. Inter-team connectivity allows Tokopedia to provide a seamless experience whenever users interact with Tokopedia. When users experience problems when recharging their credit, the Tokopedia support team can find out the status of their credit purchases easily and provide the right and fast solution. If needed, they can even escalate to related teams, including Tokopedia's business partners such as aggregator partners or courier partners. This makes handling can be done quickly.

The use of technology such as artificial intelligence and automation developed by Tokopedia helps various processes on the platform, including customer service. The technology relies on inter-team connectivity and leverages APIs. Tokopedia carries the '3C' concept to develop this technology: Connection, Comprehension, and Conversational. First, Connections. Two connections are built, namely the system connection and emotional connection. System connection (with API) aims to solve more complex problems.

Meanwhile, the emotional connection aims to provide a consulting experience and understand the user's condition. Second, Comprehension. In this case, the 'TANYA' service can detect issues that may be faced and similar interactions that the user has previously conveyed; thus, they will get the answer or solution that is closest to the solution. Third, Conversational. Conversations built are made to feel comfortable, like they are chatting with their friends. Tokopedia also utilizes social media and paid advertising on social media quite intensely, and even massive branding is carried out using the services of celebrities. The effort to be close and present a solution as a friend is a concept following Tokopedia's tagline, namely #SahabatTerbaikToppers.

This concept allows Tokopedia to solve user problems more easily without interacting with the support team. Tokopedia also pinned a name for virtual

assistant technology as 'TANYA.' Like a human being, TANYA can answer minor questions to take action if needed, such as making direct refunds. In other conditions, few users are reluctant to mention the brand directly they discuss on social media. This condition does not rule out the possibility for Tokopedia to find out about the tweet. Tokopedia's Omnichannel can also understand implicit voices so that they can continue to develop their system. Not infrequently also at some moments, Tokopedia provides an element of surprise to users who share their experiences. This is, of course, to give a memorable experience for Tokopedia users.

The existence of this omnichannel allows Tokopedia to be one of the pioneers in building a complete Digital Contact Center. This whole digital adoption provides many benefits for both companies and users. With digital handling, repetitive questions can be reduced because they have been integrated. Of course, users also find it easier to access the help channel without waiting long because solutions can be completed at hand. Another condition that makes Tokopedia able to continue to grow is the ability to know the wants and needs of its users. The existence of various channels and interaction spaces on the Tokopedia platform opens the opportunity to capture the voices of many customers and turn them into a product or feature that answers their needs. This customer's voice makes Tokopedia understand what users feel and experience to encourage them to continue to innovate. Tokopedia believes that change can come from anyone, including Tokopedia users.

Tokopedia also proactively conveys any products or features developed from the voices received on social media and other communication media. The hope is that more inputs will be accepted and can build Tokopedia as an ecosystem that can answer all the needs and desires of the Indonesian people. Therefore, during the Covid-19 pandemic, Tokopedia became one of the sales companies that carried out various strategies to stay afloat and satisfy consumers.

4. Gojek's Core Business Strategy in Facing the Covid-19 Pandemic

Gojek, which was launched in 2015 and now has more than 170 million users in Indonesia and Southeast Asia, announced the company's long-term strategy to deal with this pandemic situation full of uncertainty. Gojek will prioritize core businesses with the broadest impact: transportation, food delivery, and electronic money. The decision announced by the company through sixteen (16) town hall meeting sessions internally to employees today is part of the company's long-term steps in dealing with the Covid-19 pandemic. The core businesses that Gojek will focus on in the future are transportation, food delivery, and electronic money.

Gojek's management also announced two other main decisions regarding the termination of several non-core services affected by the pandemic and overall organizational restructuring to optimize the achievement of sustainable growth in the future. Gojek has announced a company strategy to strengthen the focus on core businesses that have the broadest impact on society, namely the transportation business, food delivery, and electronic money, as a long-term step in dealing with the Covid-19 pandemic. have mainly concentrated on supporting online

transportation businesses, food and necessities delivery, and digital wallets. Apart from this core business, other services still have opportunities to develop, such as health services in collaboration with Halodoc.

Several online transportation services (GoRide and GoCar), then food and necessities (GoFood) delivery, and digital wallets (GoPay) are also very much needed by the community amid a pandemic. The Gojek extended family is asked to respond to what is happening and improve focus on building a solid, more efficient business that can survive over time and remain relevant to the current conditions. Gojek is discontinuing services that cannot survive the pandemic, focusing on core services. Taking bold decisions to adapt to changing customer priorities will ensure we can always positively impact the lives of millions of people and ensure future growth.

Some of the services that have been removed are GoLife, which includes massage, and GoClean services. Also, the GoFood Festival, which is a GoFood food court network in several locations. This decision was taken based on the results of an in-depth evaluation of the macroeconomic situation and recent changes in people's behavior, which tends to be more alert to activities that involve physical contact or activities that do not allow social distancing. The GoLife application can be used on July 27, 2021. This is done because the GoLife and GoFood Festival services require close interaction. Therefore, the two business lines that before the Covid-19 pandemic had become the foundation of Gojek's services experienced a significant decline in demand in the last few months in line with the pandemic. Due to these conditions, and based on an evaluation of the company's overall structure, Gojek was forced to lay off as many as 430 employees (equivalent to 9% of the total employees), most of which came from divisions related GoLife and GoFood Festival.

Gojek management understands that the closure of GoLife services will impact GoLife partners who were actively using the platform before restrictions due to the Covid-19 pandemic. Therefore, Gojek provides support in the 'Covid-19 Partner Solidarity Program' to affected partners in the form of increasing skills through online training, which can be a long-term provision for partners to earn additional income. For Gojek employees affected by this decision, the management has prepared several benefits, including severance pay above the standard set by the government. Such as full salary during the notification period, an extension of health insurance until the end of 2020, psychological and welfare consulting support, consulting assistance to find new job opportunities, annual leave payments, and other entitlements. Then, the elimination of the yearly cliff for the provision of equity, and employees are allowed to bring the laptop they used while at Gojek to help find other jobs.

Gojek strives to maintain the ecosystem as a whole to provide a broad social impact to around 2 million partners and 500,000 MSMEs. Gojek is optimistic that the steps taken will help the company distribute resources to focus on developing businesses that have a broad impact, in particular the three core services and the development of services that have experienced significant performance increases

during the pandemic, such as the logistics business—recorded a growth of 80% since the implementation of social distancing restrictions and transactions for shopping services for daily necessities that have doubled.

This decision was taken based on an evaluation of the macroeconomic situation and changes in people's behavior who are more alert to activities that involve physical contact or activities that do not allow social distancing. These two businesses, GoLife and GoFood Festival, require close interaction and have experienced a significant decline in demand in recent months due to the COVID-19 pandemic. From divisions related to GoLife and GoFood Festival will leave Gojek to evaluate the overall company structure. This decision was made after there was no longer any internal transfer option for employees to work in other units.

This announced move allows companies to use existing resources to strengthen their focus on businesses that have the most impact, explicitly covering the three core services and services that are showing promising growth results amid the pandemic, such as the logistics business grew 80 percent since the beginning of the pandemic or grocery shopping services that have doubled. Gojek has made various business adjustments to accommodate customers' new behavior since the pandemic. The company works closely with merchant partners to accommodate changes in demand, helps merchants who previously only sold products offline to migrate online quickly, and implements various initiatives to support the livelihoods of driver-partners. Gojek has also explored new businesses such as sales of daily necessities and 'ready-to-cook' food on GoFood services and improving delivery services. Gojek has grown exponentially since this application was launched in 2015 and has become a super app with more than 170 million users in Indonesia and throughout Southeast Asia. The company will continue to provide various services, including collaborating with the best business partners in their fields, such as Halodoc or Kitabisa.

Based on association data, Garda, the income of online motorcycle taxi drivers fell 70%-90% at the beginning of the coronavirus pandemic compared to before Covid-19. When the PSBB is relaxed, payment will improve, or it is estimated that it will only fall by 50%. During PPKM, Garda estimates that the income of online motorcycle taxi drivers will fall by 40%-60%. To restore the performance of the transportation business, Gojek has prepared five strategies. First, strengthen the innovation of the J3K health protocol or Take Care of Health, Security and Hygiene. In 2021 or the recovery period, Gojek will ensure safety and health in the ecosystem, both customers and partners. The company will strengthen and expand the J3K Comfort Zone as the new standard for pick-up points. This service will be equipped with body temperature measurement, long queues, distribution of masks, hairnet, hand sanitizer, disinfection of helmets and car door handles, as well as a private helmet storage area.

Gojek also increased the number of Driver Protection Equipment such as protective bulkheads, additional face shields for helmets, and others. Second, a new GoCorp service was launched specifically to support users' business trips. This is

because offices are still one of the leading destinations for people to use GoRide and GoCar. Third, upgrading the GoTransit feature, which was introduced in 2020. This feature is considered a solution for users in planning trips to make systematic decisions regarding transportation modes. The service is deemed to help users estimate travel time outside the home to avoid exposure to the coronavirus.

Fourth, expand initiatives related to environmentally friendly technologies. Last year, Gojek made various environmentally friendly technology initiatives through GoGreener. In 2021, enterprises will be expanded to include electric vehicle trials and motor vehicle emissions testing, as well as carbon offsets. Fifth, create a variety of new features, one of which is parking and toll payments without cash. In addition, the company plans to generate GoRide and GoCar order scheduling features, change pick-up points, save addresses, and depersonalize transportation.

5. Bluebird Strategy to continue to Survive in the Covid-19 Pandemic era

Being the pioneer of the taxi fleet in Indonesia, Bluebird Group is now 49 years old. Since its inception in 1972, the company has strived to be consistent in innovation, venturing into digital transformation. Starting as an established taxi company, this company is now carrying out various expansions from business and the implementation of technology that supports excellent service to customers.

The strategies and innovations presented by the Bluebird Group are undeniably strong, but the challenges in the digital era, especially the transition from industry 4.0 to industry 5.0. can happen so fast. The digital age is inevitable, and the pandemic conditions have accelerated digital adoption. The challenge that occurs when the situation is uncertain due to the current pandemic is how to stay relevant to various problems and needs. In addition, the pandemic has also forced digital technology to be implemented and adopted more quickly, especially for the adoption of technology that supports the application of health protocols (Schneper, 2020). User readiness is also another factor influencing the acceptance of digital adoption. Therefore, Bluebird has shown its resilience and responded by transforming into a transportation company that embraces technology.

Digital transformation leads to the provision of mobility solutions through three pillars: Multi-Channel to improve accessibility, Multi-Payment to provide convenience and convenience in transactions, and Multi-Product, to give a choice of services that can be tailored to the needs. These steps are summarized in the MyBlueBird booking application update with 20 new features, which answer the needs and input of loyal Bluebird Group users.

The operational effectiveness of the driver is also a concern. Along with revamping the booking app, we also updated the driver app. Therefore Bluebird presents 17 new features in our driver application to facilitate the work administration process and daily operations. The fleet is also equipped with Internet of Things (IoT) devices to provide effectiveness and comfort for drivers and users. The IoT technology includes a digital meter, Global Positioning System (GPS), a communication system with a central operator, a cashless payment system, and a

system that can provide information on vital fleet conditions, including driver speed limit alarms. Therefore, in this situation during the Covid-19 pandemic, the Bluebird company still survives and offers the best quality.

6. Traveloka's Strategy to Increase Customers in the Covid-19 Pandemic Era

Traveloka invests in e-commerce solution startup Circle. The unicorn in the tourism sector has prepared four other strategies to anticipate the impact of the Covid-19 pandemic. The tourism sector worked on by Traveloka has been affected by the Covid-19 pandemic. This unicorn carried out several strategies, such as investing in e-commerce solution startup Circle and entering the food delivery business. Traveloka participated in the US\$ 36 million Sirclo funding round. This investment was led by East Ventures (Growth Fund) and Saratoga Investama Sedaya, followed by Sinar Mas Land.

The circle is an e-commerce solution company that helps brands sell online. This startup offers entrepreneur and enterprise solutions. In the entrepreneur category, Sirclo offers Sirclo Store and Busy Mother. Circle Store is an online store dashboard for Micro, Small, and Medium Enterprises (MSMEs) to sell on multiple platforms such as websites, marketplaces, chat commerce. While IbuSibuk is a solution for empowering the Mother community to become Key Opinion Leaders (KOL), micro-influencers, and resellers. In the enterprise category, the startup offers e-commerce enabler services through Sirclo Commerce, the B2B2C platform, and Orami. Circle Commerce is an omnichannel technology development solution through ICUBE by Circle.

Platform B2B2C menyediakan produk ibu dan anak untuk toko ritel melalui Sooplai. Lalu Orami merupakan *platform parenting* yang menggabungkan *commerce, content, dan community* dalam satu ekosistem. *Sirclo* melayani lebih dari 100 ribu brands saat ini. Pada Februari, Traveloka juga berpartisipasi dalam putaran pendanaan seri A Member.id. Startup ini menyediakan platform yang membantu perusahaan mengelola program loyalti. Platform ini memungkinkan pengguna mengubah poin ke berbagai macam hadiah.

In addition to investing in startups, Traveloka has prepared several strategies to anticipate how long the tourism sector will take to recover. There are at least four other strategies that are carried out, namely:

a. Entering the food delivery business

Traveloka has entered the food delivery business through Traveloka Eats Delivery. Traveloka Chief Operating Officer Alfian Hendro said the company partnered with tens of thousands of restaurants in Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek).

b. Providing health services

Traveloka is collaborating with more than 140 partners to provide Covid-19 test services. Currently, there are more than 850 choices of Covid-19 virus test products, both in-clinic, and drive-thru. There have been 600,000 Covid-19 test orders using the Traveloka platform.

c. Launched a variety of new features

One released Traveloka Clean Partner, which encourages accommodation partners to implement strict health protocols. To date, the company has collaborated with more than 11 partners in various countries through this new service. Traveloka has also created a virtual travel feature, the Online Xperience Virtual Tour. The virtual tour is packaged with a live broadcast method (live streaming).

d. Planning to IPO Traveloka Co-Founder

The company will focus on financial services to make a profit this year. This unicorn is also preparing to list its initial shares, aka IPO.

From several companies that have been studied, there is a common thread that the challenges and uncertainties caused by the Covid-19 pandemic that continues to be volatile can be overcome by new ways that prioritize organizational and information technology approaches. Adapting to a digital lifestyle is one of the efforts to deal with the pandemic to continue their daily lives. The biggest challenge today is how companies manage their work and coordination digitally. Based on the results of Deloitte research in The Digital Workplace report, organizations with strong online social networks are 7% more productive than those without, with 64.8% of the total population of 264 million Indonesians already connected to the internet, this trend is in line with the opportunity to see that Covid -19 is not just a pandemic, but an accelerator of modernization and digitization. Therefore, the Covid-19 pandemic has accelerated digital transformation, both on the demand and customer sides. Digital technology will continue to be used and has an excellent opportunity to continue to be used after the Covid-19 pandemic.

E. CONCLUSION

Based on the data and analysis results, it can be concluded that the company has demonstrated the application of several disciplines from the fifth discipline approach. These four organizations have not fully implemented the five fields; some companies carry out 2 or 3 sentences from Peter Senge. Each company applies its methods and strategies, and all four can survive the Covid 19 pandemic. From several companies that have been studied, there is the common thread that the challenges and uncertainties due to the Covid-19 pandemic can be overcome by making the organization or company a learning organization that applies "the fifth discipline." Although it doesn't have to be perfect, companies and organizations continue to improve themselves, the challenges of the future crisis also require organizations to use Information technology.

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