

ABSTRACT

The e-commerce industry in Indonesia has experienced significant growth in recent years, driven by increasing internet penetration, changing consumer behavior, and digital technology innovations implemented by various e-commerce platforms. This research examines the impact of digital transformation on organizational performance at Tokopedia startup in Indonesia. Tokopedia, known for its marketplace system, focuses on developing SMEs and offers various services to facilitate sellers and buyers.

Using qualitative methods with in-depth interviews with SME actors (sellers), employees, and customers (buyers) by defining each variable and its indicators, as well as formulating open-ended questions that can explore the understanding and perspectives of respondents, the interview results were analyzed using NVivo software. NVivo enables qualitative research to perform coding and data analysis more effectively and efficiently. The research results show that the implementation of digital transformation at Tokopedia has a significant impact on buyers and sellers.

Performance improvements, particularly in ordering efficiency and faster payment systems with Tokopedia, were observed. However, challenges such as limited resources and data security issues were also identified as obstacles that need to be addressed. This research provides recommendations for other technology startups to focus on infrastructure development and relevant training to optimize the benefits of digital transformation.

Keyword: Digital transformation, organizational performance, e-commerce, startup, Tokopedia, marketplace, SMEs (Small and Medium Enterprises), qualitative research, NVivo, Indonesia