

APPENDICES

APPENDIX 1: ENVIRONMENT ANALYSIS

1.1 PESTEL analysis for sharing economy platforms offering mobility solutions in Jakarta, Indonesia

Political	Economic	Social
Promote the services industry (+) Promote cashless transactions and financial inclusion (+) Need to provide a more efficient and safer mobility solution to citizens (+) Become the first digital nation in SEA (+) Inefficient bureaucracy (-) Political disagreement on priorities (-)	Purchasing power (+) Growing GDP (+) Reducing poverty (+) Middle-class in cities (+) Number of SME and culture of entrepreneurship (+) Growing service industry (+) 40% of population around poverty line (-) Low bank literacy (-) Cash-based and informal economy (-)	Large and growing population in Indonesia (+) Literacy rate (+) Young population (+) Urbanization rate (+) Diversity of languages, cultures, and religion (-) Used to cash payments (-) Vehicle ownership importance in the social status definition (-)
Technological	Environmental	Legal
Better-than-average and improving internet and smartphone penetration rates and ITC infrastructures in Jakarta (+) Digitally engaged (high social network and ecommerce activity) (+) Educated to online economic exchanges by tech pioneers (+)	Insufficient, inefficient, costly, uncomfortable, dangerous, and unpopular public transportation (+) Streets congestion (+) Low rate of taxi-to-people (+) Inefficient and informal ojek system (+) Low cost of petrol (+/-)	No regulation of ojek and motorcycle services (+) Criticism of the new decree by 'pro-digital' agencies (+) Taxi protest against ride-hailing application (-) Ongoing legislative process by Transportation Ministry in opposition to sharing economy business model (-)

Enthusiasm toward sharing economy among the highest in the world (+) Strong growth potential for on-demand mobility services in SEA (+)	Affordable vehicle loans (+/-)	
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1.2 Opportunities and threats for each key group of actors

	Opportunities	Threats
Platform consumers	+ Urban, middle-class millennials (sharers profile) + Need of an efficient mobility solution that reduce time, energy and money loss in traffic + Better-than-average and improving ITC infrastructures, Internet and smartphone penetration rates in Jakarta + Tech savviness (high social network and ecommerce activity) + Education to online economic interaction by tech pioneers + Enthusiasm toward sharing economy among the highest in the world	-Diversity in languages, culture, and religion among the Indonesian people - Vehicle ownership importance in social status definition
Platform providers	+ 40% of population around the poverty line, with low qualification, searching for efficient way to earn money for their families + Inefficiency of ojek system: supply of informal drivers	-Diversity in languages, cultures, and religion among the Indonesian people - Lacking general skills to deliver quality services - Traditionally rely on cash, no bank literacy - Not own smartphone

	+ Social status linked to vehicle ownership, growing affordability but still cannot pay from savings + Openness toward sharing economy	
Platform regulators	+ Promote service industry + Promote cashless transaction + Provide efficient and safe mobility solutions for citizens + Become the first digital nation	-Ongoing legislative process by Transportation Ministry in opposition to sharing economy business model

APPENDIX 2: COMPETITION COMPARISON TABLE

	GO-JEK	GRAB	UBER
Year of creation	2010 (call-centre) 2015 (application)	2012	2009
Origins	Jakarta, Indonesia	KL, Malaysia (HQ: Singapore)	San Francisco, USA
CEO	Nadiem Makarim	Anthony Tan	(Travis Kalanick)
Valuation (US\$)	3 billion (May 2017)	3 billion (Sept 2016)	60 billion
Presence	25 cities	55 cities	600 cities
	Indonesia	South East Asia	Worldwide
First mean of transportation	Motorbikes	Taxis	Cars
Launch in Jakarta	2015	2014	2014
Price computation	Flat price forecast per hour/day	Changing rates	Supply-demand algorithm
Motorbikes in Jakarta	Go-Ride, since January 2015	GrabBike, since May 2015	UberMotor, since April 2016
Service linked to public transportation	Yes, Go-Busway	No	No
Deliveries and courier services	Yes, Go-Box and Go-Send	No	No
Private cars	Yes, Go-Car	Yes, GrabCar	Yes, UberX
Taxis	Yes, Go-Bluebird	Yes, GrabTaxi	No
Auto services	Yes, Go-Auto	No	No

Food delivery	Yes, Go-Food	Yes, GrabFood	No (in Indonesia)
Grocery and retail delivery	Yes, Go-Mart and Go-Shop	No	No
Beautician and masseuse services	Yes, Go-Glam and Go-Massage	No	No
Cleaning services	Yes, Go-Clean	No	No
Healthcare services and medicines delivery	Yes, Go-Med	No	No
Mobile credits	Yes, Go-Pulsa	No	No
Ticket booking	Yes, Go-Tix	No	No
Payment solutions	Cash, e-wallet, e-money (Go-Pay)	Cash, e-wallet (GrabPay)	Cash, credit cards
Discounts	Discounted price if pay with Go-Pay	Appear when open the app	Send by e-mail
Loyalty program	Yes, Go-Points	Yes, GrabReward	No
Interface	Simple, colourful, with green and white	Sophisticated, green and white	Sophisticated, black and white
Mobile marketing	Yes	Yes	Yes
Indonesian identity	Yes	No	No
Revenue increase	Yes	Yes	Yes
Flexible workhours	Yes	Yes	Yes
Bank account and education	Yes	No	No

Health and accident insurance	Yes	No	No
Discount on first necessity goods	Yes	No	No
Instalment programs	Yes	No	No
Online education program	Yes	No	No
Indonesian Consumer Protection Foundation survey (2017)	Popularity: 72.6%	Popularity: 66.9%	Popularity: 51%

APPENDIX 3: INTERVIEWS PLATFORM CONSUMERS

3.1 Interview template

General Background

1. Name
2. Origin – Jakarta
3. Profession
4. Age
5. Own(ed) a car? Own(ed) a motorcycle?

Motivations

1. How would you describe the traffic in Jakarta?
2. What are the different means of transportation you frequently use?
3. Do you use ride hailing applications such as GOJEK/Uber/Grab? If yes which and why?
4. Have you ever used other sharing economy platforms? Which one(s)?

Value proposition of GOJEK

1. How do you decide which motorcycle-hailing platform you use?
2. What do you like/dislike about GOJEK services?
3. What image do you have of GO-JEK compared to other similar platforms (Grab/Uber)? What do you think of their ads on social network and billboards?
4. Do you trust service providers on those platforms? Have you ever had bad experiences?
5. Are you aware of any help GOJEK brings to drivers?

Change in behaviour

1. How has the use of these application changed your daily habits? (transportation, general and services consumption) (use ojek before? Reconsider owning own car)
2. How do you pay on the application (go-pay)? Do you do many financial transactions online aside from that?

3. Would you/your friends in service industry consider setting up your own business and deliver with GOJEK?

Note: in order to obtain spontaneous answers reflecting the interviewee ideas, the interviews were hold in a semi-directive way, giving freedom to the interviewee and adapting the template to the received answers.

3.2 Interview 1: Feodora (23/06/2017)

Introduction: Feodora is 22 years old, she was born and raised in the Netherlands with an international family and environment. She arrived in Jakarta three months ago for an internship in a lawyer office as part of her European law studies in Maastricht.

Alice: Hello Feodora, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: The first set of questions concerns your mobility habits. So, my first question is: do you own a car and or a motorcycle?

Feodora: No, I grew up in the Netherlands where we learn how to ride a bicycle at a very young age, and I always lived close by school then university so I never needed to be motorized haha. But my parents have a car and my sister has a scooter so well... So, I learned a little to ride scooters but you know like I'm not very comfortable with it.

Alice: Ok, and how would you describe the traffic in Jakarta to your friends and family back home?

Feodora: Aarf, it's terrible, I am so scared when I have to cross a street, cars and motorcycles come from everywhere, I am surprised I am still alive haha. When I arrived here, a former intern at the Dutch embassy said I could buy his bicycle, and I almost did haha thanks God I quickly realized that it would have been like suicide haha. I saw a couple of Europeans biking on the street, but yeah you know... Well ya, I hate it, and the pollution argh it's terrible I don't know how people here live with it all the time, it gives me headaches... no for real! And my eyes hurt when I am in the traffic. And you always take so long to get somewhere by car, it is such a waste you know, because you cannot do nothing, just be patient. I think it's probably the thing I complain the most to my friends.

Alice: Yes I see, and what are the different means of transportation you have been using since you arrived here?

Feodora: Well, first I took a cab, but he tried to get so much money out of me, he did not have change, and I was like how can you be a cab and not have change at all? I had like 20€ and the ride was 12 so no way I was giving him that much, he wasn't nice at all and drove like a crazy,

on the emergency line to avoid traffic, I thought we would get arrested. So, we had to ask people on the streets for change, it was such a mess, no one has change here it's crazy! So, I said ok I'm never taking a cab again unless I really need it. Then, after my first day of work, I realized it was too dangerous to go to work by walk even if it was half an hour by walk. I asked the other interns how they were coming to work and they told me by GO-JEK. I did not know this app, but because I used Uber back home a couple of times, I understood quickly how it worked. They told me all the tricks to get around with GO-JEK, UberMotor, and GrabBike. And basically since then, I only used those apps, sometimes for their bikes sometimes for cars, it is so much easier, you know, since I don't speak Bahasa... it would be impossible to take public transportation, I would have no idea how to get or ask for a ticket, or where to get off the bus and stuff... with these application you just turn on your localization and input the name of the place you need to go to and they take you there no matter what. And this is so great! Because, you know, I don't know this city, and that in the beginning I obviously didn't even know the places I needed to go to. But I didn't have to search for it online or anything, it was the driver's job to get me to the right place, and they don't stop until they find that place, even if they have to look on their navigation map or ask security agents on the street. So yeah it's great! And it's actually quite safe you know, at first, I was so scared of the way they drove but then I realized that drivers are actually pretty safe, they ride slowly and have eyes everywhere, I was impressed, I could never ride as well in these crazy streets!

Alice: That's interesting, and have you ever used other sharing economy platforms back home and here? And if yes, which ones and why?

Feodora: Oh yes! I have used Airbnb a couple of times these past few years, and Uber as I mentioned, and Blablacar, I would be so sad if they become illegal because they are such great alternatives to taxis and such. When you go to an Airbnb for instance you can ask your host for nice place to hang out, and you feel like you discover the city you go to like a local, which feels great... Oh, and I love shopping online, I don't know if that counts in sharing economy, but I always feel like you find more stuffs online and they can suggest you stuffs you might like so you discover new brands, you know, I really love it, and I feel like I loose less time than going to a shop.

Alice: Ok ok, no actually online shopping is not exactly sharing economy since there is a transfer of ownership, so it is more than sharing something as an apartment on Airbnb or a seat in a car on Uber or Blablacar, that are sharing economy platform. Back to ride-hailing

application, you mentioned your colleagues explained you how to use Grab, Uber, and GO-JEK, how do you now decide which one you will use?

Feodora: Well at first, I used Uber because I was used to the app from home. But I tried GO-JEK and Grab as well on the side. At some point I started to think Uber was really irritating. First I realized their price was sometimes so high it was just ridiculous! Especially on Friday evenings or during rains, or basically whenever there were more people stuck on the streets... but I think it is ridiculous to set a price that is like four or five times higher than normal price! So when that happened, I would look at GO-JEK and Grab, just because they were cheaper. Then recently Uber started to put penalties when you cancel a driver, but sometimes these stupid drivers don't even move, they don't answer when you call them or don't speak English so if they are not coming after a few minutes, you just want to cancel them and find another driver that will do his damn job. But then now Uber makes you pay for the ride, and I just feel helpless and angry because it's not my fault, but I won't wait like an idiot! So now I just got used to look at the price to decide which app I will use, actually you can compare easily the prices on Google maps... but then I think now I use more often GO-JEK because I start putting cash on my account so I don't need to worry about having the right amount of money to pay, and then also because with my roommates we often order food on GO-JEK... And also, it is a local brand, which I learned more recently from a colleague, and I think it is nice to help local companies, especially if the service is good. And also, I read about the sexual harassment things at Uber and I was so shocked, it is another good reason not to use Uber anymore.

Alice: Yes, I see, and are there things in GO-JEK services that you particularly like or dislike?

Feodora: Well hum... one thing I don't like, but is the same on all these application, is when they call you but can't even speak English... sometimes, you place your order, and they just call you to confirm, and start talking very fast in Bahasa on the phone. And I just don't get anything they say, so I ask someone to talk to them for me, but most of the time it is actually just to confirm your address, which you know is a bit stupid, so I learned to say "like on the application" and if they keep talking I ask someone. Usually, I need to ask someone to talk for me when I am in a busy place and that the driver don't find me, which is normal but otherwise it is really irritant to have to talk to them all the time for nothing. Luckily, Indonesian are very kind and there are always security agents or other GO-JEK around that can talk to them for me. For the rest, I don't know, I don't think I have any other complaints... if they could speak

English or at least understand what I say, it would be perfect!... It is so convenient! I think it really made my stay in this crazy country much easier!

Alice: Yes, I feel you! And what image do you have of GO-JEK compared to Grab and Uber?

Feodora: Hum... well now I know they are Indonesian, which I think is great, and a good reason to choose them. But to be honest I don't really pay attention to their communication... I just see them everywhere with their green jackets you know... haha one time, because you know in my head the green jacket is more GO-JEK than Grab since I use GO-JEK more, so one time I asked a driver waiting next to where I was to explain my position to my driver on the phone, and I said something like 'it's gojek, can you explain, positie dimana, terima kasih'... then I realized it was a Grab driver! Haha omg I felt so awkward, I had totally taken him for a GO-JEK driver! And those Indonesian people are so kind that they would never dare refuse helping you haha so he explained the position to its rival driver!

Alice: And did you have any issue trusting them?

Feodora: No, not really... Indonesian people are so kind, you know and I never really had any issues with them, only yeah communication for me is a bit difficult but for the rest... and since you can complain to the application if something goes wrong, or put them less stars if they are not good on one thing or the other, then it somehow feels reassuring. With the taxi driver I had the first day, I couldn't complain, and I suspect he tells everyone he has no change so he makes more money, which I don't appreciate...

Alice: And are you aware of any help GOJEK brings to drivers?

Feodora: Humm no... not really, can you explain me?

Alice: Yes, of course. Actually, beyond providing customers to the drivers through the application, like Uber and Grab, GO-JEK is providing a whole lot more to help its drivers out of poverty. For instance, they help them create a bank account, they give them health and accident insurances, they also have special loans programs to help drivers buy handphones, motorbikes, and other things they try to teach them all sorts of useful things online, including since recently English, which they understood was an issue for foreigners like us...

Feodora: Waw, that's great! So they're doing some sort of... hum, what we call Social Responsibility program?

Alice: Yes, precisely.

Feodora: Nice, haha one more reason to use GO-JEK haha!

Alice: Ok, my next question for you is: how has the use of these application changed your daily habits?

Feodora: Hum... let's see... I think I prepare less in advance when I have to go somewhere. Like in Holland, I used to look on Google Maps the way to go to one place, how long it took, then leave a bit early to be sure to find the place on time, you know... now I just look in what area the place I need to go to is, and I order the GO-JEK a few minutes before I have to leave, I don't have to memorize the way etc. So haha I have to say, if I had to get around in Jakarta on my own, I would be so lost! Haha, I never paid attention to the routes to take, I only recognize the roads close to my apartment or office. Then, what other changes... oh ja, I used to look at TripAdvisor to know which restaurant in the area was good and where to go. But recently, we started ordering more and more food through Go-Food with my roommates and there are so many restaurants listed on the app, including some street food. And you know I don't really like to eat on their plastic tables, full of flies and with rats passing by, so we use Go-Food to order food and eat it in our apartment... and ja, dus now instead of looking on TripAdvisor, I look on Go-Food to find nice places to eat, because you can find those around you, see their popularity, see their menu with prices, opening hours, location etc. so it is really convenient and you find much more than on TripAdvisor!

Alice: And how do you pay on the application?

Feodora: Well, every time a driver has enough credit on its GO-JEK account, I ask him to top up my account with 50 or 100k, sometimes they don't understand but overall I always have enough money on my Go-Pay for my transactions, and it's so cheap on GO-JEK when you pay with Go-Pay...!

Alice: And besides that do you do many online transactions?

Feodora: OMG, yes! In Holland I almost never have cash so most of the time I pay by card, and when I order stuff online, mainly shopping haha, I pay with my credit card so yes... On Uber, I also registered my credit card actually... but I get paid in cash here so it's easier to top-up in cash, like on GO-JEK.

Alice: Ok, this was my last question for you, thank you so much for your answers Feodora!

3.3 Interview 2: Anna (24/06/2017)

Introduction: Anna is a 33-years-old Indonesian woman, born and raised in Bogor, one of the municipalities included in the Jakarta metropolis. Since university, she lives in central Jakarta but has travel to other Asian countries and to Europe. She is now a professional in Marketing and Public Relations.

Alice: Hello Anna, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: The first set of questions concerns your mobility habits. So, my first question is: do you own a car and or a motorcycle?

Anna: In the past and the present?

Alice: Yes

Anna: Ok, previously I owned a car but then I sell it because I don't like being stuck in the traffic in Jakarta. And then now I have motorbikes, two of them, but I don't use it, because I cannot ride motorbikes, so I am using it for business, so I rent it to people for 500k per month. And then, I mostly use bicycle, just a regular bicycle, and ojek.

Alice: And how would you describe that traffic in Jakarta to someone who has never been here?

Anna: Hum, well, ok imagine yourself in the very very traffic in Europe, like for example your readers are from Europe right, like imagine the worse traffic in Europe and ten times, that's how it is everyday here.

Alice: Do you use other means of transportation in Jakarta in your everyday life or occasionally?

Anna: Hum ya, mostly I use ojek, so ojek is like the motorbike taxi. It's either from GO-JEK – I use mostly from GO-JEK – and second I use from Uber, and third I use from Grab. So those three and I use conventional taxi as well and I use UberCar. But for the cars I use the same platforms, GO-JEK, Uber, and Grab.

Alice: And how do you decide which of these platforms you use?

Anna: I will use the cars or regular taxis, it's when it's raining or it's more than one person, like when I am with friends or something or when I carry a lot of things, otherwise I use motorbikes.

Alice: And then how do you decide if you use Uber, GO-JEK, or Grab?

Anna: Ok, first I will go with the price, so first I will check on the price, because you know the tricky about Uber is when the demand rises and then the price is also rising. And for GO-JEK it is, hum, they have flat price, but they change it by the hour. So, if it is in the peak hour, example, in the morning and the working hour, they make double price, but the rest is normal. So sometimes, it's good to, Uber can be cheaper, or can be more expansive etcetera. And if I cannot find the driver in those two platforms, then I will use Grab, so Grab is my least choice.

Alice: Besides those, have you ever use other sharing economy platforms?

Anna: Oh ya, AirBnB, I host, I host in my apartment in AirBnB. And I am using it also when I want to stay somewhere. And what else? Coachsurfing is also sharing ya? Yes Coachsurfing, Airbnb, Traveloka, and all these apps for traveling, both as customer and seller.

Alice: About GO-JEK, are there specific things you like or dislike about it, compared to other similar platforms?

Anna: I like GO-JEK because for me it's more, the capacity itself, the drivers is more compared to others, it's so easy to get the driver. So that's why I always go with GO-JEK first because for me it's the easiest, maybe in my area more, so it's the easiest to get the driver, so it's my faster. And second, they are really good at maintaining the client by using points. So, you collect certain of points and then after that you can change it to whatever you like, so they have some list of gifts that you can choose, we can use this and etcetera until its amount of points. And, hum, they have a Go-pay, and they allow you to give until 80% off the price, but sometimes they do it, sometimes they not, that's why I always check and compare with others. Like for example from here to my house, usually in the morning I check from eight thousands but sometimes when I go back home, because it's further when you get home, to come back home, because it's one way and it takes only two thousands. So nothing! So that's why I prefer to use GO-JEK, and if I want to cancel the driver, I have no problem about the issues. Because with Uber, you need to give the excuse, and then they will put you flat penalties, and etcetera and even sometimes when you don't suppose to get any penalty but somehow you get charged a penalty, then you have to make a complain to fix the problem, and it's not really user friendly, and it's more work

to do for small money you know, like five thousands, with everything, it's too much. So, I prefer GO-JEK with price, I feel they trust me more and are more honest.

Alice: And I was wondering since you studied marketing and communication, did you noticed on Facebook and other social media or billboards their add, and what do you think of it compared to Uber's and Grab's? What's your opinion on their communication?

Anna: Ok so for me the communication strategist, compared to all the three, what I prefer, I think still GO-JEK is the best. Why? Because hum, they use prominent persons to be their ambassadors, and they have their community. They use logic communication with their green helmet always visible, and yes now Grab also in green but I think they just copied, and in the end I think it help GO-JEK more than Grab. They have a GO-JEK community, a community for the drivers and for the GO-JEK users as well. So the image developing in the public is really good for GO-JEK drivers. And they make the campaign really well as well, not only campaigns in advertising but campaigns on PRing. They aligned with government, they are the only and the first one who get the support from the President himself. And they're the one who have been defended by the President also, because when they have the issue about valid transportation and permits etcetera. And the President himself who defend them, it's really good PR work. And they always use the campaign or the slogans that this is the original Indonesian product etcetera, well actually it's India programming, but that's why I say, it's a good PR campaign, because everybody knows it's Indonesian and prefer Indonesian companies. And also the logic in the beginning, why they used the GO-JEK, is because they want to empower the conventional ojek drivers. So, it's a win-win solution. Because I also experienced, when there was not yet GO-JEK and etcetera, from my place to go to Ambassador it is like 2 kilometres away, you know. And there is no standards of ojek, of regular ojek price. And sometimes they ask you to pay fifty thousand, like you can walk actually, but sometimes it's too hot to walk etcetera. So, there is no standardization on the price. It depends on the bargaining and the situation. So, people get pissed with this and so that's why when GO-JEK comes everyone is happy. So, they use the momentum really really well. That's why they are better, and still leading.

Alice: And do you see changes in your habits, big changes from using those apps?

Anna: Yes, yes. Because now I start using everything online. I am more worried that I miss my phone, that I left my phone on the home, rather than my wallet. In previous time, I worried that I left my wallet because I cannot pay nothing and etcetera. But now I am more worried I left my phone in the house, because all my money is in here, or my... everything is in here, so, like

for example, I want to eat and I used to order a KFC or something, but now I learned that it's faster order by GO-JEK. So I start to do everything by GO-JEK. Start from grocery and also food delivery, and even buy ticket, clean the house, and deliver things. That's actually very smart of them because that's the goal of GO-JEK actually, that I use only the GO-JEK for hum, everything, just opening my phone and the apps.

Alice: So, you mentioned the price was the first aspect you looked, what is in a few months or years, the price are much higher? Do you think it will still work?

Anna: No, because I believe competition is always there you know, if some loose, then there will be new technologies. So, it doesn't matter you know because competition will always be there. If ojek becomes more expansive then they will find another solution. Because, in my opinion Jakarta is really big city and it always offers you a solution for everything.

Alice: And did you ever have problems with GO-JEK or the others? Issues that impacted your trust in their services?

Anna: Oh ya, it's a lot of issues actually, but if you compare the minus and the plus, it is still more plus than minus. Like for example, one time I got my GO-JEK application is error and it keeps sending me drivers even though I didn't order, and they keep calling me, and I explain 'no, I didn't order' and they start be mad at me, and then call me names and etcetera, and it's not even my fault, but yeah I mean, cause I'm just thinking, ya, I'm more educated than them, so I cannot be mad also, I try to explain, if they cannot understand then what can I do huh? So, that's also one of the things, then with Uber, it's all of the time with the rides, several times, they try to trick me, they don't even come to my place, but they already start on the application, then I cannot cancel because on the application it is already done, and I'm still at home. For that it's harder to make complaints for Uber, because they don't have any representative office in here, so that's why I don't like to use Uber, because who knows that in the future, I will have like a bigger problem than this on the road you know, so that's why I don't really like to use it. Unless if I have to then it's ok.

Alice: And do you consider that these applications help to start one's own business? Would you be more confident starting a business now?

Anna: So much, yeah so much. Because for example for the Go-Box, so it delivers your online shop for example. So, you sell tea, and then easily, you don't need to hire a delivery man to do the things, and then they can just deliver whatever you sell to the customers. Also for example

if you are in the culinary business, then you can put your ads in the Go-Food. And if you are good at make-uping, they also have Go-Glam. If you are good at massage, then Go-Massage. So, you can be anything in my opinion, and I'm sure it's not stop until there. They even have Go-Meds for medicals, and they even developed even further, you can not only buy the medicines but they have the apps to ask the doctor, some of them charging, some of them are free. You can ask anything to them and it's so helpful, you don't have to go to the doctor, and you can just stay at home or at your work and its more efficient, it's helpful to a lot of people in my opinion.

Alice: You told me you travelled through Europe, what do you think when you compare them?

Anna: I think life here, in Jakarta, is so much easier, there are much more solutions. But in Europe because they already organized for everything, so you have to go with these situations, procedures and etcetera you know. On the legal level it's more complicated, they make everything complicated in my opinion. In Indonesia everything is easier, except the easy things they make it complicated in here. For instance, there are a lot, actually it's a lot of start-ups but they lack of funds. So, that's the problem, so they cannot develop well. And second, usually, the business, they don't know how to do it, they cannot promote themselves, they don't have any channels to ask for investors. So, that's why our government now is really focusing on how to make this young people more productive, to really support these start-ups.

Alice: Ok, thank you so much for sharing these interesting thoughts, Anna.

3.4 Interview 3: Senda (24/06/2017)

Introduction: Senda is a 23-years-old Indonesian woman, born and raised in Semarang, one of the biggest cities in Indonesia. She finished her studies in International Business in Semarang university last year and has been working as a business analyst in Jakarta and Surabaya ever since. She visited Belgium, France, and Holland as part of a university business trip.

Alice: Hello Senda, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: The first set of questions concerns your mobility habits. So, my first question is do you own a car and/or a motorcycle?

Senda: I only own motorcycles in Semarang. My parents never had a car. One day I wish I have a car.

Alice: Can I ask you why you wish to have a car?

Senda: It's because when you own a car, you can feel... confident, and when you come back in house, parents are happy. I think now not enough money but next year I wish. Actually, now buy a car it's cheap, with the... down-payments, but you must pay for long time

Alice: Ok, and what are the means of transportation you use here in Jakarta?

Senda: Ya, hum... I use bus, and online transportation like GO-JEK, Uber, Grab, and... taxis, and... train, plane, ferry. In Semarang and in Jakarta, I use angkot. But for me I think yeah angkot is cheap but I need to walk to the street where the angkot is. Ya, go through the streets so it's not like I can ride angkot in front of my house, so it is... dangerous.

Alice: What do you think of the traffic in Jakarta, how would you describe it to your friends in Semarang?

Senda: Ha ya, I tell them that it is the worst thing in Jakarta. First time when I arrived in Jakarta, I was shocked... because the traffic is really bad. There are a lot of vehicles, and the road I think is not big enough for that much of vehicles. Sometime I borrow my colleagues motorcycle, to go to the bank, for the office, but I don't like, because the traffic in Jakarta is too much, I prefer to take GO-JEK.

Alice: You mentioned you use the online transportation app, such as GO-JEK, Grab, Uber, why do you say you use them?

Senda: Ya, it's really help me because the driver picks me up where I am, is it in my house or in the café where I am in, so I don't have to walk to get the public transportation and the drivers take me to the place that I will... hum take me to the exact place that I want it to be, so, that's really helping... and the price is not so expansive, it's still cheap, ya.

Alice: Ok, and have you ever used other sharing economy platforms or similar application for other things?

Senda: Oh ya, ya, ya, I use Traveloka, and Tokopedia to buy train tickets, and hum... booking.com to book hotels, Tiket.com and online website of Garetha Api, the train and hum I think it's all... yaa.

Alice: Ok, and back to ride-hailing applications, how do you decide which application you use among Uber, Grab, and GO-JEK?

Senda: Humm, usually it depends on the price, I always compare the price, the cheaper price... and the promo that they provide and ya I always choose the cheapest usually.

Alice: And are there things you particularly like or dislike when you compared these applications?

Senda: The user interface and the service provided are different... For me, for my daily use, I prefer GO-JEK, I think is more easy to use, and it's more pretty. I think GO-JEK also, they have more services, and it's cheaper, cheapest I think ya, if you use Go-Pay, and me personally I like to use Go-Pay because it's simple, I don't have to use cash. And you can buy Pulsa from GO-JEK and then you can order food because the merchants is more complete. For Go-Food they also have free delivery for some food, that's what I love, and ya go-car is good. I think if price rises, but is still reasonable, ya, I will still use GO-JEK. But I wish GO-JEK could have like GrabShare, hum... when you can take care but share with other people, because then is less expansive and I think is good for Jakarta and traffic, because Go-car only serve one account.

Alice: And other than Go-Pay do you use a lot online payment?

Senda: I use online payment at work with the credit card of the company for train tickets, invoice payment... but I don't have credit card, with Lazada I pay on delivery or go to Indomaret.

Alice: And what image do you have of these different applications, of their advertisements?

Senda; I think GO-JEK is very Indonesian, Uber is more, haha in my opinion, more first class, ya I think in my opinion, is more expansive. And Grab hum... color is same as GO-JEK so I think is Indonesian like GO-JEK, because ya GO-JEK is really Indonesian because ya they have Go-Food and Go-Food has a lot of tenants, more than GrabFood.

Alice: And do you trust the drivers and service providers? Have you ever had any problem with them?

Senda: Hum... maybe ya for GO-JEK sometimes, not me but my friends, they have order for Go-Food, and then the driver accept the order and then end the order but he did not deliver the food, ya sometimes that's problem, ya... because you don't know why...

Alice: And do you have examples of how GO-JEK has changed your daily habits?

Senda: Usually, when for example my mom finishes work, I have to pick her up, but then I don't have to now, so I just order GO-JEK to pick her up haha, so ya that's really help me... she has handphones but doesn't really use GO-JEK before I live in Jakarta, and she wanted me to pay with Go-Pay so, but now she has hum... an account and order herself, because I am here, not in Semarang.

Alice: And do you think GO-JEK helps with entrepreneurship, so if you or a friend want to set up its own business, do you think it is easier with GO-JEK?

Senda: Ya, it is, in fact, me and my boyfriend have a business in a burger restaurant. Before we join GO-JEK, it was only like 10 portions a day we sell, and then after with GO-JEK, we can sell about 50 portions a day, so it really really really helping even though we have a 15% charge for the orders from Go-Food, but I think it's fine because we raise 5 times our selling, and it's increasing, first weeks it's 20-30, then now after 3-4 weeks it's 50, and I hope it will increasing again... And my friend, some of my friend, she sells chocolate cream, and she asked me how to join GO-JEK and then I explain and I think she will join GO-JEK as well... It's easy to join, you just sign up online, but sometimes the customers services takes a long time to reply

you when too many people ask, so for me, I just go to their office, the offices are everywhere, I mean I every city, and when I go to the office, was very fast and easy.

Alice: Ok thank you so much, this was my last question, thank you for your answers, Senda.

3.5 Interview 4: Helmi (25/06/2017)

Introduction: Helmi is a 25-year-old Indonesian man, born and raised in Jakarta. He is working as a Sales representative for an international company in Jakarta. He is married and expecting a child for the end of the year. He only travelled to Kuala Lumpur and Manilla for work and always go on holidays in his beloved country, Indonesia.

Alice: Hello Helmi, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: The first set of questions concerns your mobility habits. So, my first question is: do you own a car and or a motorcycle?

Helmi: I own a car, Toyota. I buy last year before Idul Fitri. I love cars. We also own a motorcycle because before I own car, I use motorcycle, ya.

Alice: Ok, and which are the different means of transportation you use in your daily life?

Helmi: I use my car, usually in the weekend or when not too many traffic. Usually to go to my work, I use ojets, hum... motorcycle taxis, with application. Then taxi or Go-Car but is... rare, ya, only for moving a lot of things or to airport.

Alice: And how would you describe the traffic in Jakarta, for instance when you go on holiday and tell people about Jakarta?

Helmi: Ya, hum, in Indonesian we say 'macet' it's very traffic... for example, when I go to work if I use my car, I have to departure very early because takes long time to go because of macet, ya... Then I take ojek because is fast, more fast than cars in Jakarta.

Alice: So, you have a motorcycle, and a car, then why do you use GO-JEK, Grab, and Uber?

Helmi: Because, is more easy, ya... My wife sometimes use motorcycle, and for me is difficult because, parking is far of office, so, I must walk to office. With ojets I go direct to office, not walk and not pay parking, ya... Also, with car, takes too long in morning and night. Before, I take ojek but not GO-JEK or Grab, I take ojek on the street, but very expansive and helmets not...hum not clean, so I take sometimes motorcycle, sometimes ojets. Now for me is better use application ojek. Also, application gojek more safe and more nice than street ojets, ya...

Alice: Besides application ojek, have you ever used other online/application platforms?

Helmi: Ya, I use ticket.com and Traveloka. I use also Kaskus, ya... and I use also Booking.com and Rumah for house stay, ya.

Alice: Ok, and how do you decide which ojek application you use between GO-JEK, Uber, Grab?

Helmi: For me, I choose with price, ya... If Grab is more cheap I use Grab, if GO-JEK is more cheap, I use GO-JEK... I open Google maps and I see price then I order the more cheap. But for GO-JEK and Grab is good because if macet or if driver is lost, price is not change; ya...

Alice: And are there specific things you like or dislike about GO-JEK?

Helmi: I like GO-JEK because Go-Pay is more easy. With Go-Pay, I can pay more fast because need no change, ya... Also, for cars, before Go-Car not many, then I use Uber. But now, from March, Go-Car is many so I use Go-Car, ya...

Alice: And what image do you have of GO-JEK? Its interface, its advertisements,...?

Helmi: I like GO-JEK application, is more easy than Uber (he shows swyping movement), and more colour on GO-JEK. For advertisement is very good video on Facebook and Instagram, ya... It is all Indonesia!

Alice: And are you aware of the help GO-JEK brings to drivers?

Helmi: Ya, my cousin is GO-JEK driver. He tell me many things. Now he has smartphone and motorbikes and earn more money that before, ya... He is more happy!

Alice: And have you ever had issues with drivers? Do you trust them?

Helmi: Ya, I trust. Because, when driver is not good, you give less good evaluation and stars. If driver has no face mask, then I give less stars, if driver drive bad, I give less stars, and if driver have less stars earn less money, then must be better, ya...

Alice: And, do you have ideas how these applications changed your daily habits?

Helmi: Ya... Before go to office with motorcycle or street ojek cost more money, now is less, so I can keep money for baby.

Alice: And how do you pay on these applications?

Helmi: For GO-JEK is Go-Pay, but for others is cash. But Go-Pay is better ya...

Alice: And besides Go-Pay, do you often pay online?

Helmi: Ya, for other online reservation and purchase, I pay online. But before not because is difficult to understand, ya... With Go-Pay is more easy, then is more easy for others too...

Alice: And, do you think it is more easy to start your own business with GO-JEK, for your cousin for instance?

Helmi: For my cousin, ya, was more easy, because GO-JEK tell you what to do, then you do it. For my cousin, now has a lot of money. For restaurant is more easy too, ya... GO-JEK helps business, ya...

Alice: Ya... ok this was my last question, thank you for your answers, Helmi!

3.6 Interview 5: Antoine (25/06/2017)

Introduction: Antoine is a 28-years-old French project manager. He has moved to Jakarta five years ago and does not plan to go back to France anytime soon. He speaks fluently English and Indonesian and has an Indonesian fiancé.

Alice: Hello Antoine, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: The first set of questions concerns your mobility habits. So, my first question is: do you own a car and or a motorcycle?

Antoine: Ok, hum, currently I don't. I used to have a car from my previous company but actually, I always tried to live close to my work place so I could go by walk to work when I felt like it even... I mean, here if you have to walk more than fifteen minutes you start sweating a lot and you don't want to arrive to work like that! So, I always found kosts maximum one kilometre away from work. So, I did not use my car that much, only to go out during weekends with friends. And I remember when I arrived I did not always dare to take my car. I was so scared to make an accident! Cars and motorcycles can come in your way from anywhere, usually they just try to move on without following any priority rule. At first, I thought it was pretty chaotic, I mean compared to France where you have very strict rules and where after you get your driving license you can get penalties if you don't follow the rules correctly... Then, when I changed work, I didn't ask to have a car anymore, and I bought a motorcycle, which I used a couple of years, but still driving in Jakarta, even when you are used to it is stressful... Now, my fiancé has a car, because you know Indonesian like to have cars, and I borrow it sometimes, or drive it when she is too drunk... And I sold my motorcycle because I didn't use it that much anymore because I prefer using GO-JEKs etc.

Alice: And how would you describe the traffic in Jakarta to your friends and family in France?

Antoine: Oh my God, they cannot even imagine how bad it is... You know how in Europe everyone complains about the weather because it's the worst, well here everyone complains about traffic problems, it is our own burden

Alice: Ok, so now which are the different means of transportation that you use?

Antoine: Now, to go to work I go with motorcycle taxis, with Go-Ride or GrabBike, or UberMotor. Then I use my fiancé's car when she doesn't need it and I do. And when I cannot use her car, I take taxi or Ubers, because sometimes you still need a car, for example when you have a lot of groceries, or go party with friends it's nicer and cheaper I think to go all in one car rather than on separate motorcycles...

Alice: So what would you say to your friends back home are the main reason to use applications like GO-JEK, Uber, Grab?

Antoine: Euh... obviously it is very cheap and convenient. When you own a car or motorcycle you must often go to the garage to repair it and such. You also need to pay for parking which can be quite expansive in costs and malls. When you use those apps, you don't need to worry about all that, it is fast and safe I think... so yes, it's easy!

Alice: And have you ever used other sharing economy platforms?

Antoine: Yes, I guess. I mean, I used some website to book accommodations, or tickets, or to buy material and furniture for my place. In Indonesia, it is sometimes easier to order online, than to find a shop that sells what you need. I also sometimes look online to compare prices first and then I go to shops, but I often end up buying online...

Alice: Ok ok, and back to ride-hailing platforms, how do you decide which one you used between GO-JEK, Grab and Uber?

Antoine: Euh... Ok so first there were cars, Uber then Grab. So, for cars, I usually took Uber because in the beginning they had more cars. If you ordered a Uber it arrived in 10 minutes, but for Grab it could take a lot more time. But now, I think you get Grab and GO-JEK cars just as fast, I think I started to order Grab like six months ago and Go-Car somewhere more recently, and there are not much differences in the time you have to wait anymore... Then since I started my new job, so two years ago I think, there are motorcycle taxi, first only GO-JEK and Grab and now also Uber. And like for cars, now they all have a lot of motorcycle drivers, so if you live in central or south Jakarta, you can get one in a couple of minutes. So, then I started comparing prices, I mean, somehow you must decide right haha, but it varies a lot. Sometimes there are free rides on Uber you receive by email, sometimes there are discounts for specific reasons... But I think nowadays, the cheapest is GO-JEK, I mean if you pay with Go-Pay, then definitely GO-JEK is the cheapest, and also there are always GO-JEK drivers waiting near my building so I always get one very fast, I don't even have the time to close my door and

go down with the elevator, it is already there waiting for me! Because for the others I think it is a bit more expansive... I don't check all the time anymore, but not long ago I was going home with a friend with Uber and he had to pay a penalty because we cancelled the order, I mean the driver was not answering our calls so we cancelled to have another one that would pick us up, so in the end you have to pay more for your ride with the penalty so it is unfair I think, I mean ok we cancel but it is his fault too... With GO-JEK prices don't change that much, I can tell in advance how much I will pay each morning for example...

Alice: And besides their pricing methods, are there specific things you like or dislike about GO-JEK services?

Antoine: I really like to order food with Go-Food, I mean when I come back from work and want to eat something nice with my fiancé but don't have time to cook or don't want to cook, and both of us are tired from work, then we order food... and I mean before we could also order food from other apps like pizza hut or macdo but it was not as efficient, you didn't know when they would arrive, so you had to wait in the lobby sometime for long... with Go-Food you can track them so you know when you need to go down and collect the order... I also use Go-Mart. Go-Mart is very convenient for me, because going after work to the shopping mall to go to the supermarket usually, with the traffic, parking etcetera, takes me almost 2 hours. With Go-Mart I place my order before leaving work, go back home, and only have to wait a few minutes before being delivered... My fiancé also orders Go-Clean for her apartment when we organize a party, so we don't have to spend too much time cleaning after, and we can just sleep haha... And the vouchers you can get from using GO-JEK are great, there is so much choice... and the game to get them is fun too, some of my Indonesian friends became addicted to it haha they love turning the coin to get rewards, I mean they love hazard games here, when one of them saw that I had like 15 un-turned coins, he ask to play them for me!

Alice: So no specific dislikes about it?

Antoine: Euh... no I don't think so...

Alice: And do you trust services providers on those platforms? Have you ever had bad experiences?

Antoine: Euh... sometimes they are late with no explanation but then I just give them less stars... Euh yes, one time I almost had an accident with a car, the driver hadn't look correctly behind and it was raining etc but no one got hurt so its ok.

Alice: And what image do you have of GO-JEK compared to other similar platforms?

Antoine: Euh... I don't know, I know it is Indonesian but to be honest I cannot really say more.

Alice: Have you for instance seen their ads on social media or on billboards?

Antoine: Oh yes, I see them often... usually I look at what is the discount they offer, and keep it in mind if I need it...

Alice: And are you aware of any help GO-JEK brings to its drivers?

Antoine: No, not really, I mean a friend of my fiancé mentioned that there were helping them get health insurance but I don't know much about this...

Alice: Ok, and can you give me some ideas on how these applications have changed your daily habits?

Antoine: Euh... Obviously it changed the way I go to work and move around the city... then it made ordering food easier... and I think in general it helps me and my fiancé to find service providers for occasional needs much faster, like the Go-Clean I mentioned before, or... euuh before a friends' wedding she got her hair done at home by a GO-JEK too...

Alice: And how do you pay on the application, do you use mainly Go-Pay?

Antoine: Yes of course, it is so much cheaper, and you can top up from you banking application so it's really easy! And not having to carry small cash around all the time is also easier...

Alice: And besides Go-Pay do you pay often online?

Antoine: Yes, paying online has become an easy and normal thing to do for me, I order a lot of things online and I think it's easier to pay with credit card or bank transfer than other solutions like cash on delivery or go at a supermarket to pay for example...

Alice: And do you think you or your friends in the service industry would consider setting up their own business with the help of GOJEK?

Antoine: Euh... yes I think it can help... for me not really, but I guess it can help some people yes...

Alice: Ok, this was my last question, thank you for your help Antoine!

3.7 Summary table of consumers' recurring answers

	Consumers' recurring answers
Motivations	• More efficient mean of transportation, reduced time from door to door (5/5) (4.2.1) • Safer mean of transportation (5/5) (4.2.1) • Relatively cheap mean of transportation (5/5) (4.2.1)
Value proposition (unique valuable elements of GO-JEK when compared to Uber/Grab)	• Pricing (5/5) (4.2.2) • Go-Food and other services (4/5) (4.3.3) • Go-Pay and available payment methods (5/5) (4.3.4) • Go-Point and rewards (3/5) (4.3.5) • National identity (5/5) (4.3.5) • Simple and colourful interface (3/5) (4.3.5)
Change in behaviour	• Consumer now relies on these apps, first mean of transportation (5/5) (4.3.1) • Consumer now frequently order food on Go-Food rather than going to the restaurant or using other applications (4/5) (4.3.3) • Consumer uses frequently other services provided on the GO-JEK application (3/5) (4.3.3) • Consumer pays with Go-Pay and carry less cash than before (5/5) (4.3.4)

Note: During the interviews, questions asked were open questions. These are the recurring elements answered by more than half of the consumers interviewed.

The fraction under brackets represent the number of interviewees who mentioned this element in their answers.

The reference under brackets corresponds to the paragraph in the core text of the master thesis where this element is developed.

APPENDIX 4: INTERVIEWS PLATFORM PROVIDERS

4.1 Interviews template

Generals

1. Name
2. Origin – time in Jakarta
3. Profession (parallel/past)
4. Age
5. Owned a motorbike before starting as a GO-JEK driver?

Motivations

1. Why did you become a GO-JEK driver?
2. What do you like in the job of a GO-JEK driver?
3. What are the difficulties of being a GO-JEK driver?

Value proposition of GOJEK

1. Why did you choose to be a driver for GO-JEK (and not Uber/Grab)?
2. What are the advantages offered by GO-JEK?
3. Would you consider switch to another company (Uber/Grab)? Why?

Change in behaviour

1. Did you have a bank account before? Did you do ATM or online transaction before?
2. Did you have a handphone before? Could you use a map or a navigation tool (Google maps) before?
3. Were there other changes or improvements in your daily life since you joined GO-JEK?

Note: for interview 3 to 5, the help of a translator was required to get insights from less educated but representative interviewees.

4.2 Interview 1: Fachrian (25/06/2017)

Introduction: Fachrian is a 20-year-old Indonesian. He grew up near Bandung and now studies political sciences at the university in Jakarta. He believes learning English will help him be a better politician in the future. He joined GO-JEK last summer to pay for his motorbike and his studies.

Alice: Hello Fachrian, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Fachrian: My pleasure, it is good for me to speak English, ja.

Alice: Ok, so my first question is did you own a motorbike before becoming a GO-JEK driver?

Fachrian: No, I do not. Actually I become GO-JEK driver because I need motorbike first. Before, I go to university with Transjakarta. But it take too long time. So I think I need a motorbike but I not have money, ja.

Alice: So you became a GO-JEK driver to have a motorcycle?

Fachrian: Ja, because when I become GO-JEK driver, GO-JEK help me buy motorcycle. Then I make money to pay for motorcycle. Then I make money to pay for me, for my university, ja.

Alice: What do you like in the job of a GO-JEK driver?

Fachrian: When I drive, I am free. I love drive. Then I drive when I want. I drive when its not university and when its night and no macet no hum... traffic. When I go university, I... am student, when I go not university, I am driver. Also I have more money with driver than with other job... and I have motorcycle!

Alice: And what is difficult in the job of a GO-JEK driver?

Fachrian: Hum... With GO-JEK, when drive many many, I receive bonus. But during normal university, I not drive... enough for bonus, then I have... less money.

Alice: And why did you choose to be a GO-JEK driver and not a Uber or Grab driver?

Fachrian: Because, when I think I need motorcycle, GO-JEK have hum... event... close university. So, I go and become GO-JEK driver.

Alice: And what are the advantage offered by GO-JEK?

Fachrian: Oh ja, many. GO-JEK... give to me job, and... hospital... insurance? insurance, ja, and... helmet for motorcycle... and jacket... and... many money for me.

Alice: And would you consider switch to Uber or Grab?

Fachrian: No... no... because GO-JEK is Indonesia, and I Indonesian then I prefer GO-JEK.

Alice: And did you have a bank account before being a GO-JEK driver?

Fachrian: In my family, we have bank account, but I not. I use bank account only for university pay. Now I have bank account for GO-JEK and for me. I have ATM card for me. I use for me and for university.

Alice: And what about handphone, did you own one before GO-JEK?

Fachrian: Ja, smartphone I have before.

Alice: And did you use navigation tools before?

Fachrian: Hum... Before I have Google maps to... see where. But not... navigation.

Alice: And besides what you said before are there other things different now that you are a GO-JEK driver?

Fachrian: Hum... no... ah ja, I like GO-JEK because then I talk to people, and I talk English with bule... hum foreigners, is good for me.

4.3 Interview 2: Sisilyia (26/06/2017)

Introduction: Sisilyia is a 29-years-old mother of two children. She grew up and still lives in Jakarta with her husband, father, and two children. Her mother was German and insisted she learned languages then she worked as a salesperson in a mall before joining GO-JEK six month ago.

Alice: Hello Sisilyia, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my master thesis. The master thesis concerns sharing economy platforms and focuses on mobility solutions for the Indonesian market, and the situation in Jakarta more specifically.

Alice: My first question is, did you own a motorbike before becoming a GO-JEK driver?

Sisilyia: Yes, but before we have only one motorbike for the family, now, after I am GO-JEK driver, we have two.

Alice: Ok, and why did you decide to become a GO-JEK driver?

Sisilyia: Because, my father stop work, and live with my family. So, we need more money. Before I work for home furniture shop in a mall, salary 3 million rupiah per month. My brother is GO-JEK driver and lot money. So, I start GO-JEK after work and is lot money so then I become GO-JEK driver.

Alice: And, what do you like in the job of driver, what is better than sales in the mall?

Sisilyia: Now I have lot money like my brother, salary 18 million rupiah per month... Then I choose when I work and when I with my kids.

Alice: And what are the difficulties of being a GO-JEK driver?

Sisilyia: First, difficult for me use handphone, because before I have no handphone. Also, difficult for me the...way, hum... navigation (she shows digital maps on the application), ya... Also, for me woman driver is difficult... because driver is man...

Alice: And why did you choose to be a driver for GO-JEK and not Uber or Grab for instance?

Sisilyia: Because, my brother is GO-JEK driver, so I GO-JEK as well.

Alice: And besides the application, what advantages GO-JEK offers to you?... How GO-JEK help you?

Oh ja, GO-JEK give me handphone and motorbike. Also food, food for my kids, milk and hum... doctor and... bank.

Alice: You mean health insurance?

Sisilyia: Ja!

Alice: And bank account?

Sisilyia: Ja, bank account...

Alice: Did you have a bank account before that?

Sisilyia: No... now, I have lot money in bank, for my family.

Alice: Ok, and would you consider going to Uber or Grab instead of GO-JEK?

Sisilyia: Hum... no, no... GO-JEK is good.

Alice: And what would you say is different now that you are a GO-JEK driver?

Sisilyia: Now I with my kids more. I work in morning macet then I breakfast with my kids, then drive when school or when sleep. Also then I have my motorbike... And my handphone... And my bank... And my doctor... Then I am more happy.

Alice: Thank you Sisilyia, this was my last question, good luck for the future!

4.4 Interview 3: Mizan (30/06/2017)

Introduction: Mizan is a 46-year-old Indonesian man. He lived his entire life in Jakarta. Before joining GO-JEK about 2 years ago, he was an ojek driver. He does not speak English, so the questions and his answers were translated by Citra, an Indonesian woman who studied for four years in Europe.

Alice: Hello Mizan, thank you for agreeing to answer a few questions today. This interview is part of researches for university.

Alice: My first question for you is did you own your motorbike before becoming a GO-JEK driver and did you keep the same motorbike?

Mizan: Yes, I did, because I was an ojek driver before becoming a GO-JEK driver, so I was already a motorbike driver and I kept the same motorbike.

Alice: And why did you become a GO-JEK driver?

Mizan: I didn't really have a choice, when GO-JEK was launched everyone started to use the application and nobody was coming on the streets for us anymore... if I still wanted to have customers to be a motorbike driver and earn a living, I had to join GO-JEK.

Alice: Ok, and what do you like in the job of a GO-JEK driver compared to street ojek?

Mizan: I like that when I finish one order I have directly another order. I don't have to wait anymore. So, I can have more orders per day. Before during a 12-hour day I had something like 3 or 4 orders. Also, I earn more money now. At first, I was disappointed because with GO-JEK I earn less money per ride and I cannot bargain, but then I see at the end of the day that I earn more than before.

Alice: And what would you say you dislike compared to street ojek?

Mizan: I don't see my friends anymore, before we waited and talked together, but now we work all the time in different places...

Alice: And are there difficulties you encountered when becoming a GO-JEK driver?

Mizan: Yes, before I did not have a bank account, now with GO-JEK I have one and I have to go to the ATM to send the money I receive to GO-JEK and then I receive my money on my account. Before I used only cash it was easier...

Alice: And did GO-JEK people help you with that?

Mizan: Yes, they explained to me how to do it, then on the ATM screen it also explains the different steps to do it...

Alice: And why did you become a driver for GO-JEK and not Grab?

Mizan: Because when I joined GO-JEK was more popular, and we went with my ojek friends together to a GO-JEK event, so it seemed like the right decision to make.

Alice: And would you consider becoming a driver for Grab or Uber?

Mizan: No, I don't think so. I heard Uber are stealer, I am happy with GO-JEK...

Alice: And what are the advantages GO-JEK offers to you?

Mizan: GO-JEK offered me helmet, jacket, bank account, handphone, and also health insurance for me and for my family as well. So, I took my ill mother to the doctor, it is good because before she could not pay for the doctor. Now she has the medication she needs.

Alice: You mentioned handphone, did you own a handphone before?

Mizan: No before I had no handphone. GO-JEK gave me one and I paid back, now it is my handphone.

Alice: And is it difficult for you to use the smartphone and the navigation maps?

Mizan: Yes, it is difficult, but GO-JEK helped me and I ask my son to help me when I don't understand.

Alice: And did it change your habits in other ways?

Mizan: Yes, now I can work more hours, before I stopped working after the evening traffic, now I can work during the night as well, because some people order GO-JEK during the night. So, I can work more hours when I need more money. For instance, before Ramadan, I worked 16 hours a day to buy presents for my family and go back to them to celebrate, it is very important for me.

Alice: Ok, thank you so much for your answers, good luck to you.

4.5 Interview 4: Rifki (30/06/2017)

Introduction: Rifki is a 26-year-old Indonesian man. He comes from a little village in West Java and came to Jakarta almost ten years ago to become a driver. He switched from street ojek driver to GO-JEK driver only a few weeks after GO-JEK launch in Jakarta. He does not speak English so the questions and his answers were translated by Citra.

Alice: Hello Rifki, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my university.

Alice: My first question to you is did you own the motorbike you used as ojek driver and did you keep the same?

Rifki: Yes I owned my motorbike but now I bought a new one, because the one I had before was... shit.

Alice: And why did you decide to become a GO-JEK driver?

Rifki: Because GO-JEK is better than being a street ojek driver. With GO-JEK application you get more customer to drive so you earn so much more money. A friend who comes from the same town in West Java as me became one of the first GO-JEK drivers, then he explained to me that it was much better than ojek on the street, and that he earned so much more money, so I did the same, and now I also earn so much more money...

Alice: And what do you like in being a GO-JEK driver?

Rifki: I like the jacket, I love it. And also, I think since I don't have to bargain with customers anymore, everyone is more happy, customers are more friendly and the contact is nicer...

Alice: And what are the difficulties of being a GO-JEK driver?

Rifki: Hum... I don't know, none.

Alice: So, when you became GO-JEK driver, Uber and Grab didn't offer motorbike taxi services yet, but now that they do, would you consider switching to one of them?

Rifki: No, no, I don't want to, it's too much trouble to change, and I love my jacket (he points the Indonesian flag on his jacket).

Alice: And what are the advantages offered by GO-JEK?

Rifki: Besides the coolest jacket? Ja, we have many advantages. For instance, I went for the first time to the tooth doctor for my tooth. If we have an accident, GO-JEK help us. We have an ATM card...

Alice: Did you have a bank account before that?

Rifki: No, I did not, it's too complicated...

Alice: And is it still complicated now?

Rifki: No, now it's ok, because I use it often to send money to GO-JEK and to take my money...

Alice: And did you have a handphone before GO-JEK?

Rifki: Yes, I had a handphone before, I love handphones!

Alice: And do you see other changes in your daily life?

Rifki: I think now that I have more money I can save more money or buy more present for my family, more food, more things... it is good! Last week I bought spray can to decorate my motorbike!

4.6 Interview 5: Nizar (30/06/2017)

Introduction: Nizar is a 39-year-old Indonesian man. He always lived in Jakarta, where he raised his two sons. Before joining GO-JEK a year and a half ago, he was an employee in construction. His wife also joined GO-JEK as a Go-Food merchant. He does not speak English, so the questions and his answer to them were translated by Citra as well.

Alice: Hello Nizar, thank you for agreeing to answer a few questions today. This interview is part of researches I am doing for my university.

Alice: My first question to you is: did you own a motorbike before joining GO-JEK?

Nizar: No, I did not. Usually, with the other construction workers we gathered at some meeting points close to our home and a truck came to pick us up and drove us to the construction site.

Alice: And did you know how to drive a motorbike?

Nizar: Yes, well more or less, when I was younger I drove motorbikes. But then GO-JEK also taught us how to drive when we joined...

Alice: And why did you become a GO-JEK driver?

Nizar: Because, you know I am getting old, and I have problem in my knee. But I have two sons, and a family so I need money for them.

Alice: And do you earn more money now as a GO-JEK driver?

Nizar: Yes, I earn more money now. Before as a construction worker I earned around 2 million rupiah per month, now I earn almost 20 million rupiah per month, 10 times more! So I can reimburse my debts and I think I will be able to send my sons to college, so they can have a better future.

Alice: And what do you like or dislike in the job of GO-JEK driver compared to your previous job in construction?

Nizar: I think GO-JEK is better for me because I don't need to use my leg and my bad knee. Also I like GO-JEK because now I am my own boss, I can work whenever I want, and be more with my family. My wife also joined GO-JEK with her cooking activity. So sometimes in the

morning I help her cut things and then I deliver food she makes with Go-Food and then take on other orders from Go-Ride as well. So GO-JEK is helping our family a lot!

Alice: So you would not consider becoming a driver for Grab or Uber for instance?

Nizar: No, not at all.

Alice: And are there some aspect of the job more difficult for you?

Nizar: I think there are a lot of rules of GO-JEK and things I must do for GO-JEK that I didn't do before, like handle payments and with the handphone etc.

Alice: You never had bank account and handphone before?

Nizar: No, never.

Alice: And is GO-JEK helping you with this?

Nizar: Yes, but it's many things to learn, usually it is my wife who handles the money transfers to GO-JEK, and my sons help me with handphone.

Alice: And what other advantages GO-JEK offers to you?

Nizar: GO-JEK offers me accident and health insurance, which I never had before. So, I could go to the doctor for my knee and my wife also went to the doctor when she was sick. It is good I think. It makes my life better.

Alice: This was my last question, thank you for your answers Nizar, good luck for the future!

4.7 Summary table of providers' recurring answers

	Providers' recurring answers
Motivations	• More revenues (5/5) (4.4.1) • More flexibility in work hours (4/5) (4.4.1) • Personal vehicle ownership (3/5) (4.4.2) • Friends/family also joined GO-JEK (3/5) (4.4.2)
Value proposition (unique valuable elements of GO-JEK when compared to Uber/Grab)	• Health and accident insurance (5/5) (4.4.2) • Personal bank account (5/5) (4.4.2) • Personal smartphone (3/5) (4.4.2)
Change in behaviour	• Provider had access to health care thanks to their GO-JEK insurance (3/5) (4.4.2) • Provider now has a personal bank account and knows how to make transactions (5/5) (4.4.2) • Provider obtained a smartphone and learned to use it (3/5) (others had one before) (4.4.3) • Provider learned to use mobile navigation tools (4/5) (4.4.2) • Provider obtained a new personal motorbike from GO-JEK (4/5) (4.4.2)

Note: During the interviews, questions asked were open questions. These are the recurring elements answered by more than half of the providers interviewed.

The fraction under brackets represent the number of interviewees who mentioned this element in their answers.

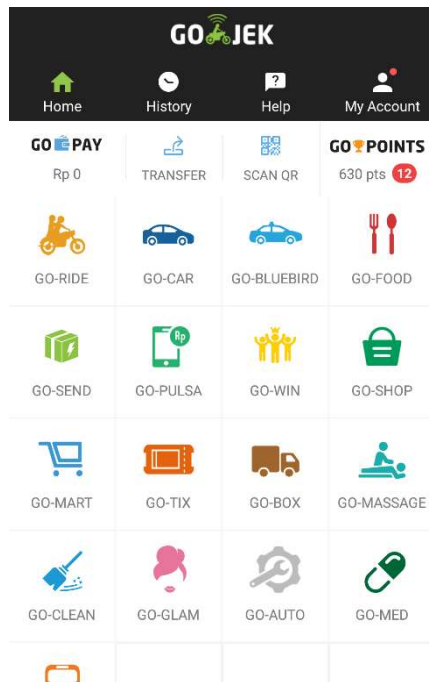
The reference under brackets corresponds to the paragraph in the core text of the master thesis where this element is developed.

APPENDIX 5: ILLUSTRATIONS

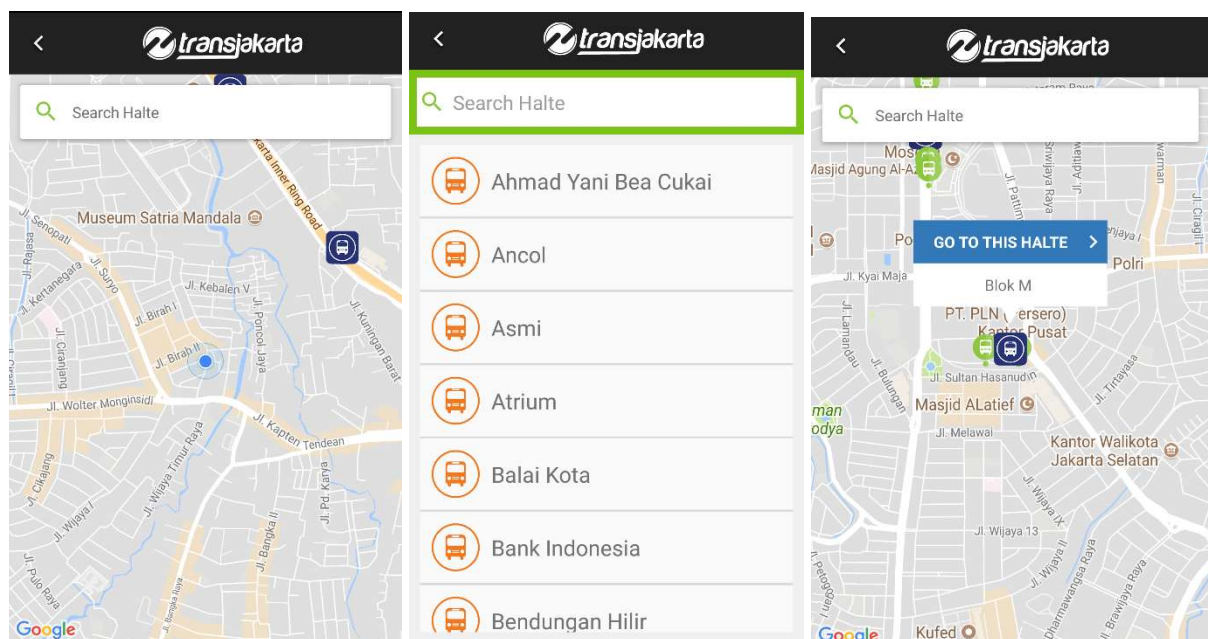
5.1 GO-JEK illustrations

5.1.1 GO-JEK interface

1. Main menu



2. Go-Busway



3. Go-Send and Go-Box

←

GO SEND

📍

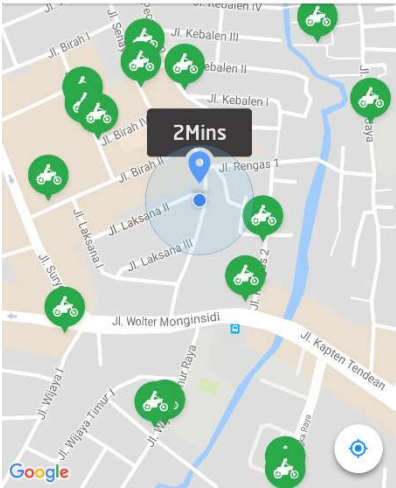
Jl. Senayan No.79D, Rw. Bar., Kby. Baru, Kotz

📄

📍

Send to

📄



←

GO-BOX

🕒

What kind of vehicle you need to transport your cargo?



PICKUP BAK
DIMENSION 200x130x120
MAX WEIGHT 1000kg

>



PICKUP BOX/BLIND VAN
DIMENSION 200x130x130
MAX WEIGHT 1000kg

>



ENGKEL BAK
DIMENSION 300x160x130
MAX WEIGHT 2000kg

>



ENGKEL BOX
DIMENSION 300x160x160
MAX WEIGHT 2000kg

>

←

GO-BOX

🕒

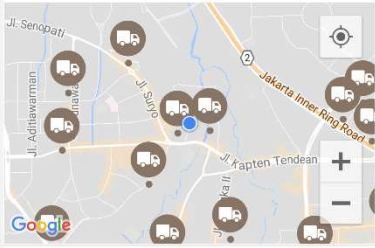
PICKUP BAK

PICKUP BOX/BLIND VAN

ENGKEL BAK

ENGKEL BOX

DRIVERS NEAR YOU



FROM

📍 Location

Street/ Building/ Place

📄 Location details

House no./ Floor/ Landmark

←

GO-BOX

FROM

📍 Location

Street/ Building/ Place

📄 Location details

House no./ Floor/ Landmark

👤 Contact Person (Optional)

Input if you re not sender

📄 Instruction (optional)

DESTINATION

📍 Location

Street/ Building/ Place

📄 Location details

House no./ Floor/ Landmark

←

GO-BOX

DESTINATION

📍 Location

Street/ Building/ Place

📄 Location details

House no./ Floor/ Landmark

ITEMS TO DELIVER

📦 Items

Please explain the items you want to deliver. The driver will call you before the delivery to verify the details.
Max 200cm * 130cm * 120cm
Max Weight 1000kg

←

GO-BOX

EXTRA FEATURES

☐ Loading Service

1 Additional Shipper

- +

Driver will only help you to load and unload your items from the vehicle. If you need extra hands to move your items around, please check on the box.
+ IDR 50000 per shipper

Insurance

✓ Rp 0

Insurance up to Rp 0

Ganti Opsi

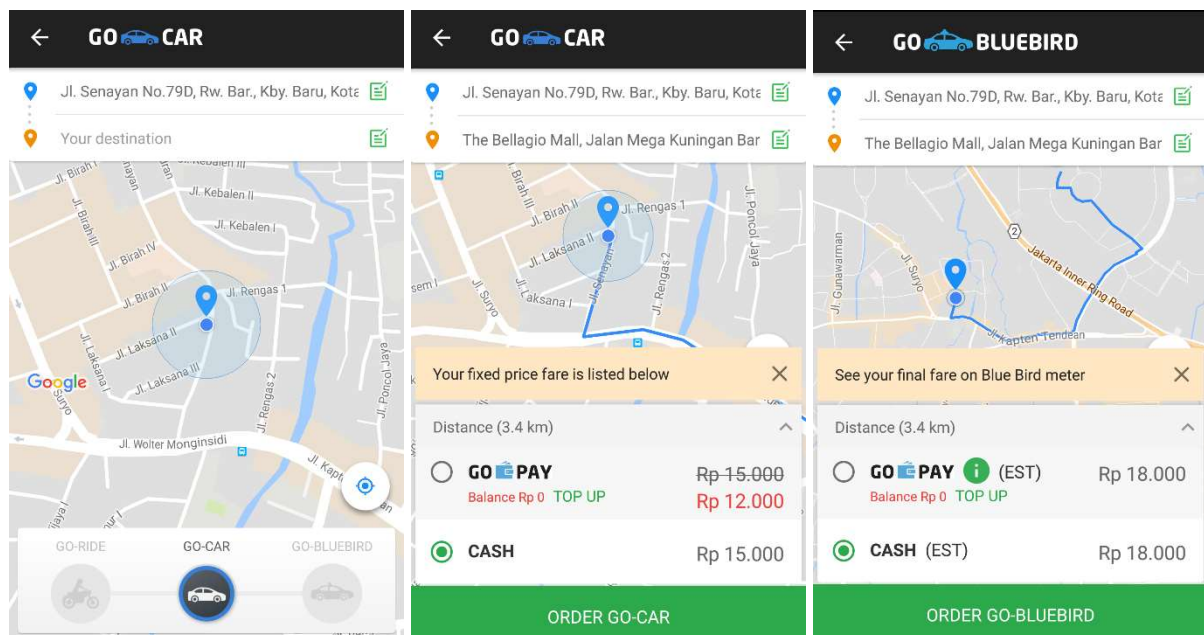
Pilih besaran premi dan lingkup asuransi sesuai dengan nilai barang dan kebutuhan Anda.

BOOKING TIME

☒ Pick up now

☐ Pick up later

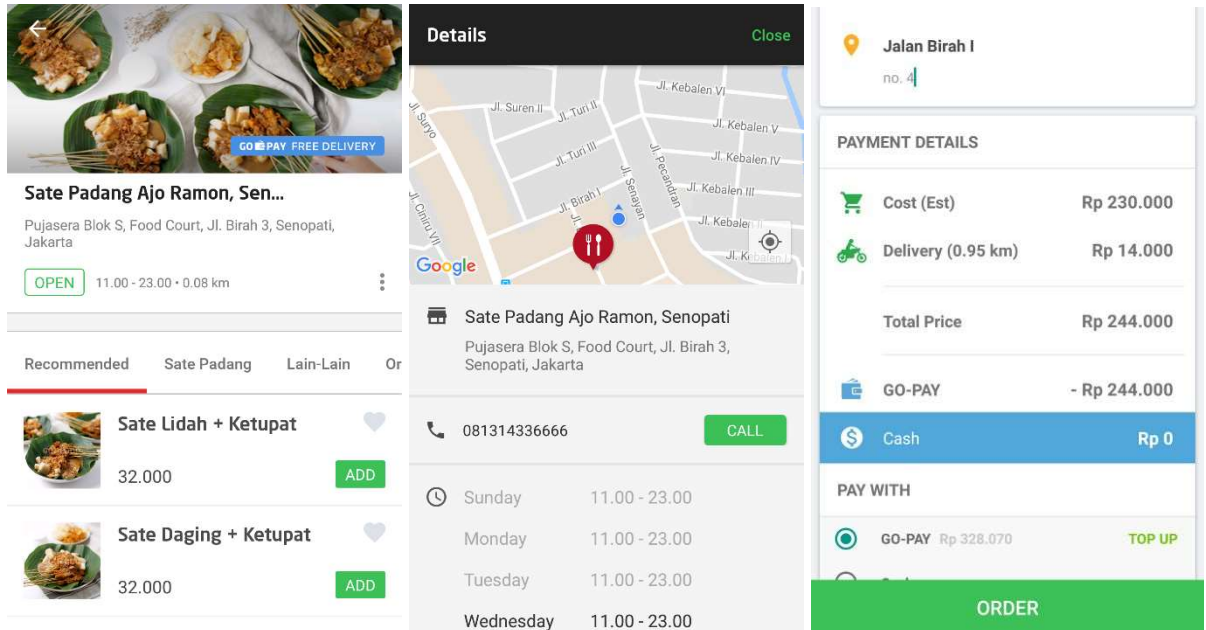
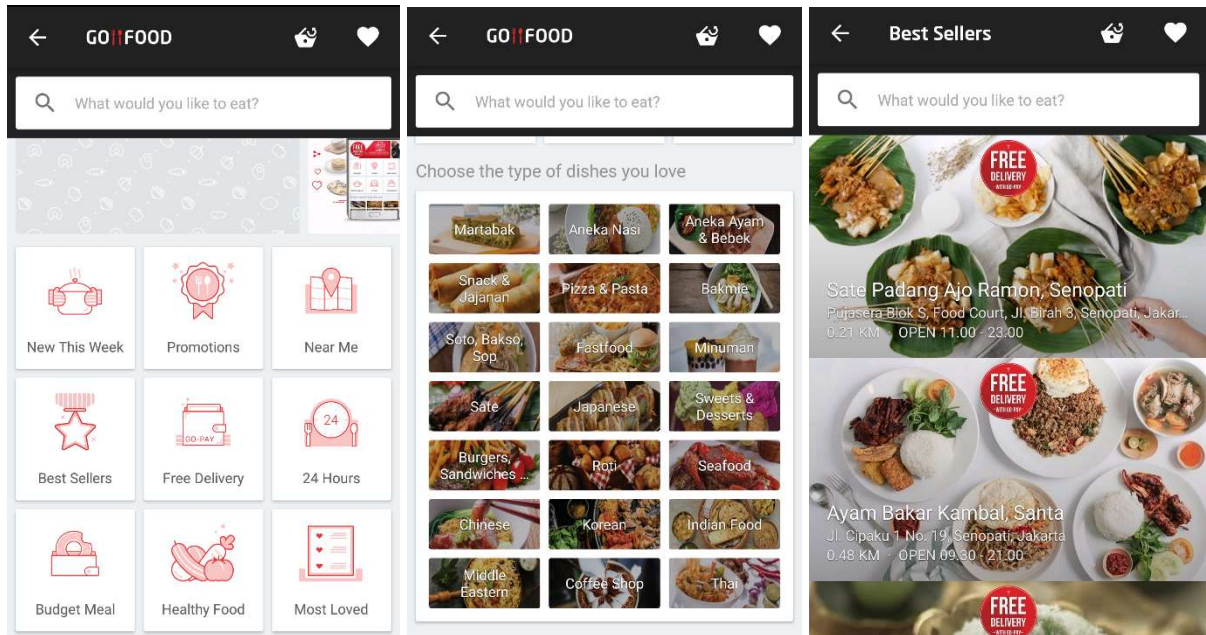
4. Go-Car and Go-Bluebird



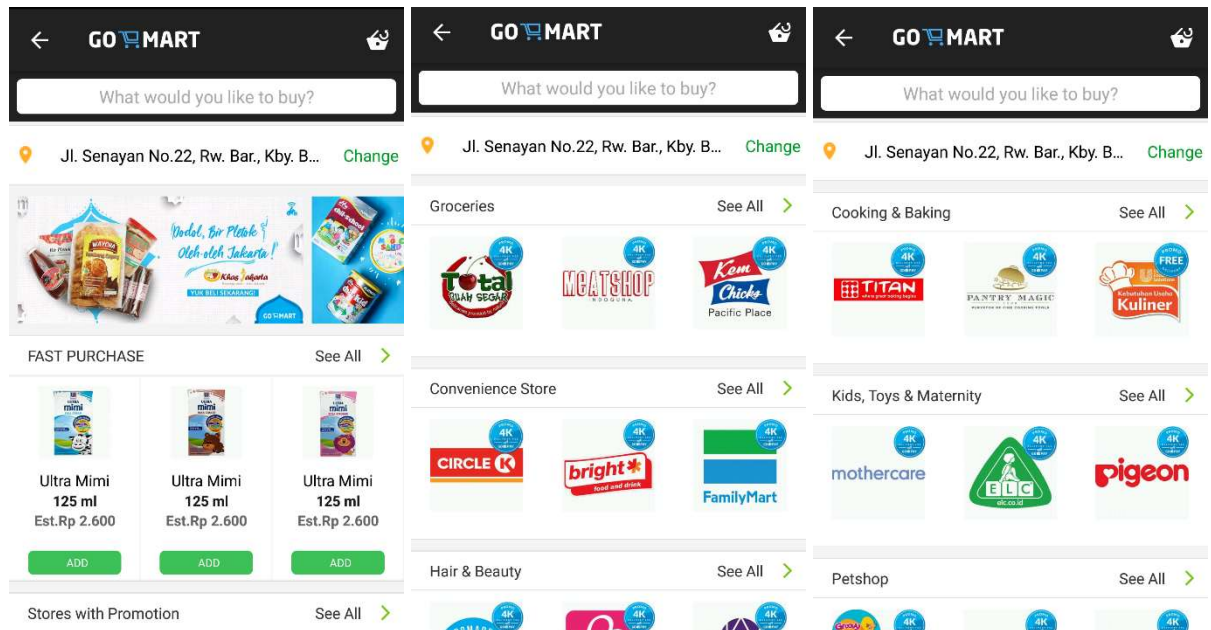
5. Go-Auto



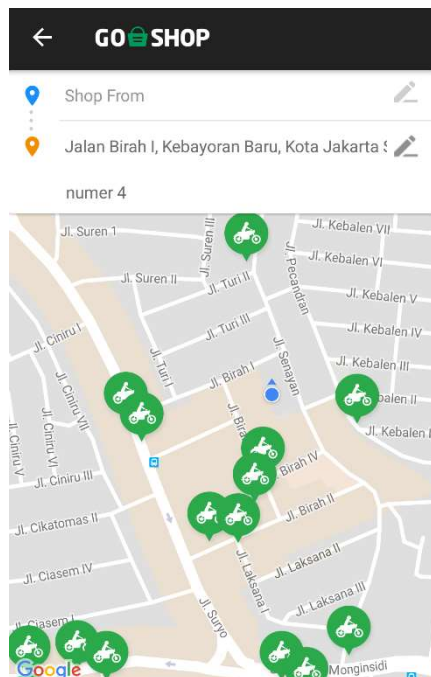
6. Go-Food



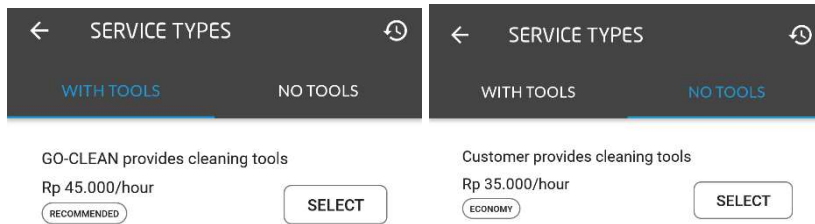
7. Go-Mart



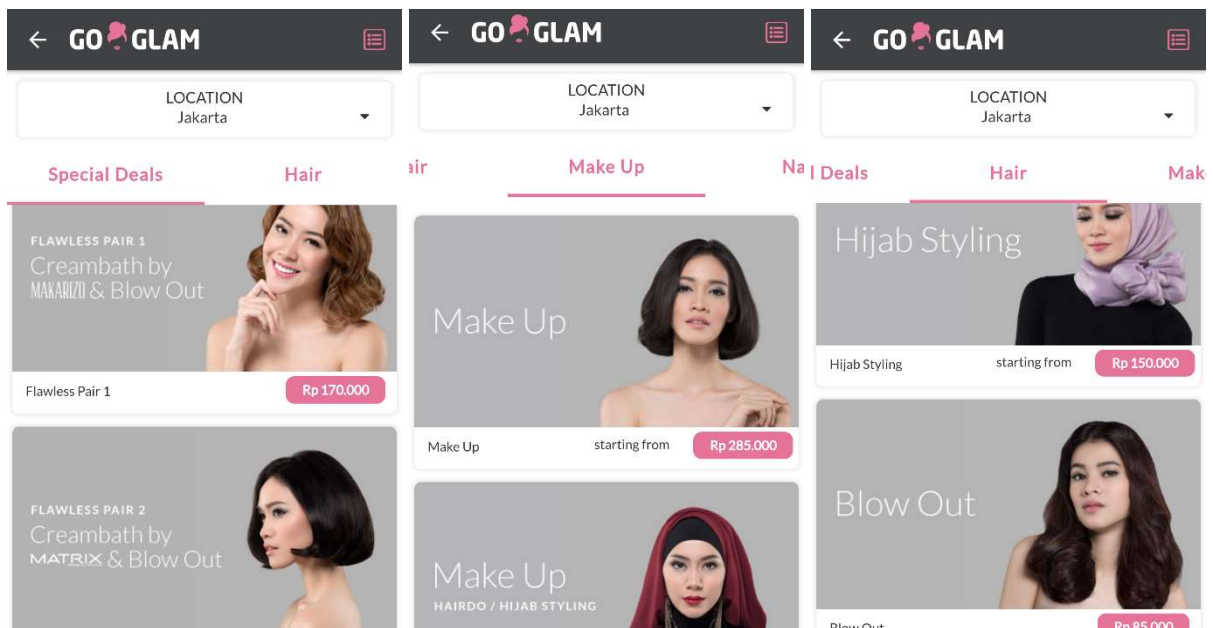
8. Go-Shop



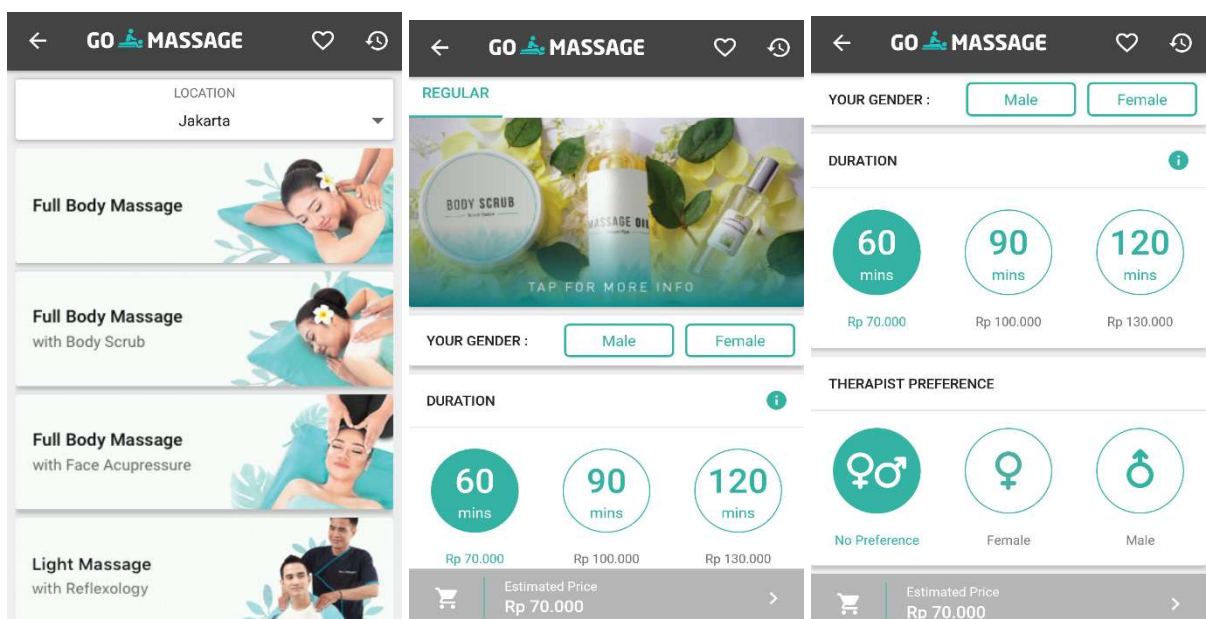
9. Go-Clean



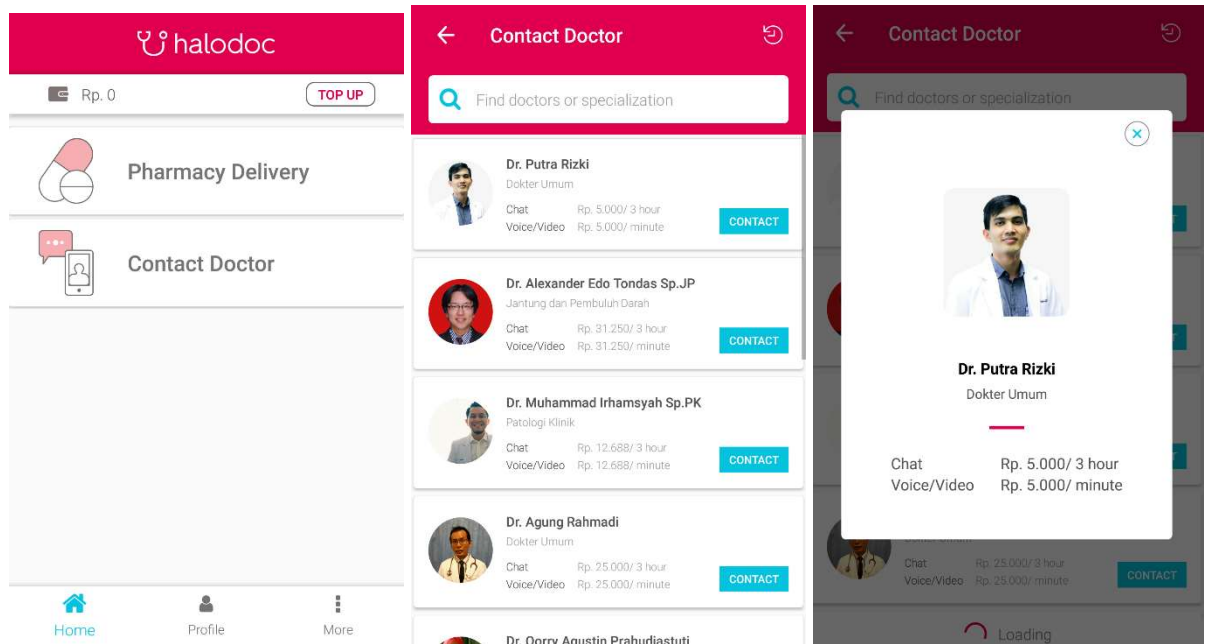
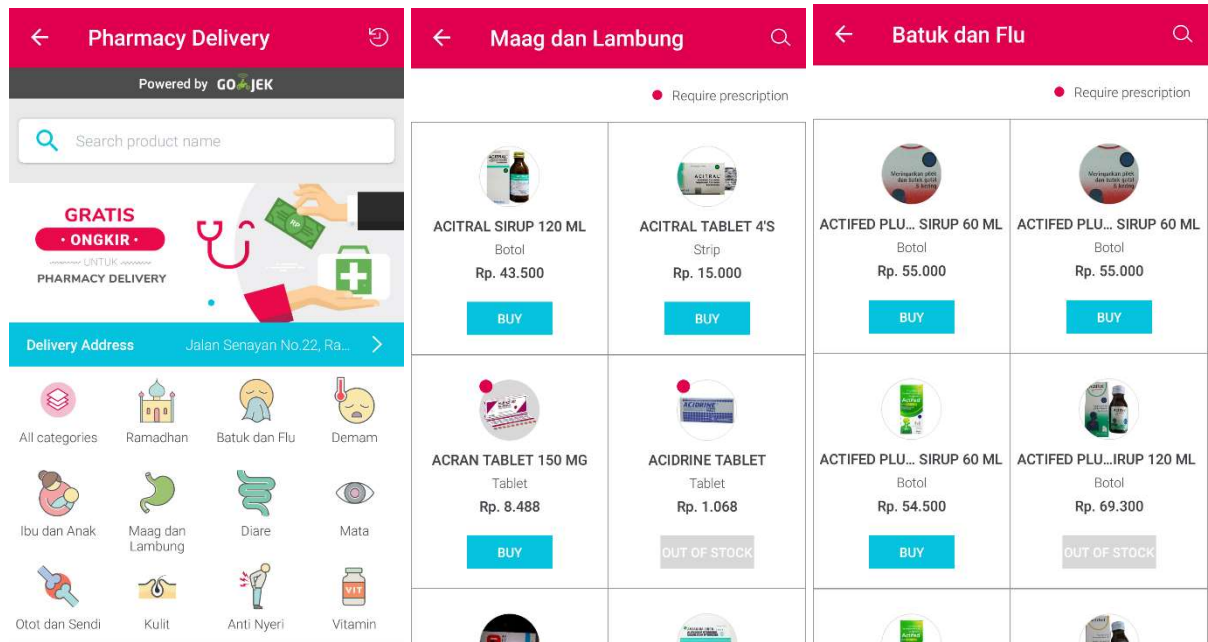
10. Go-Glam



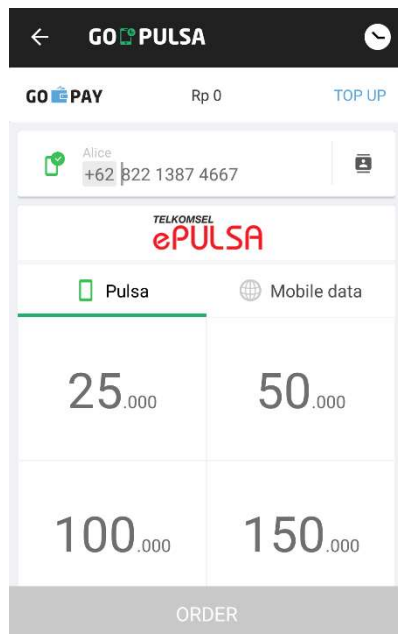
11. Go-Massage



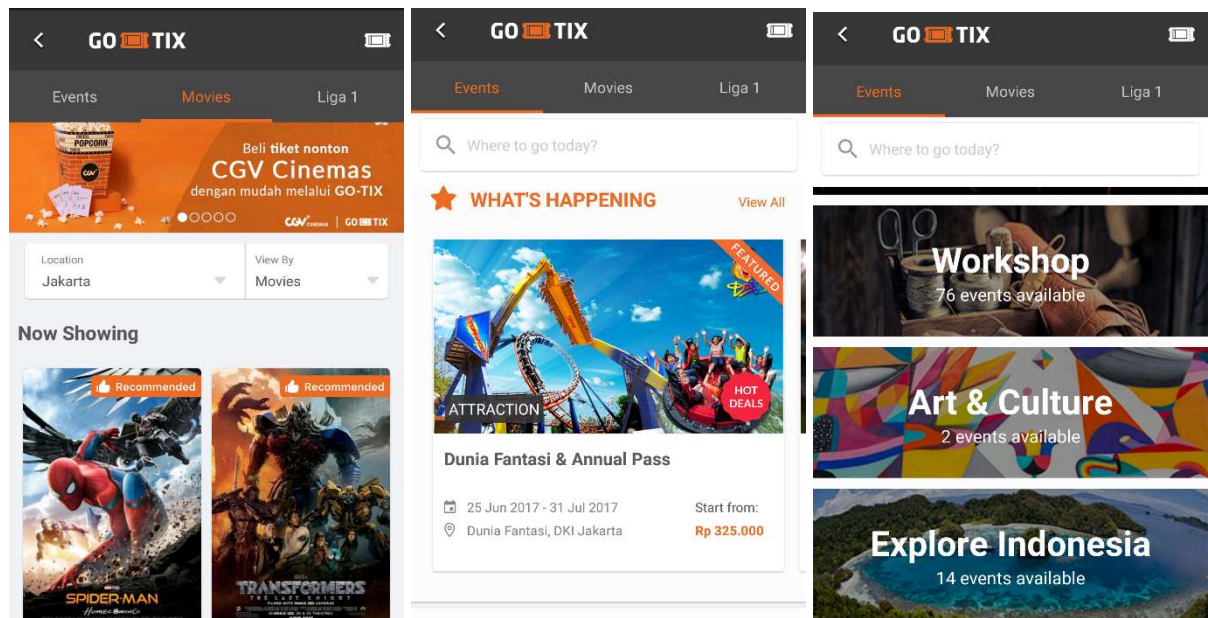
12. Go-Med

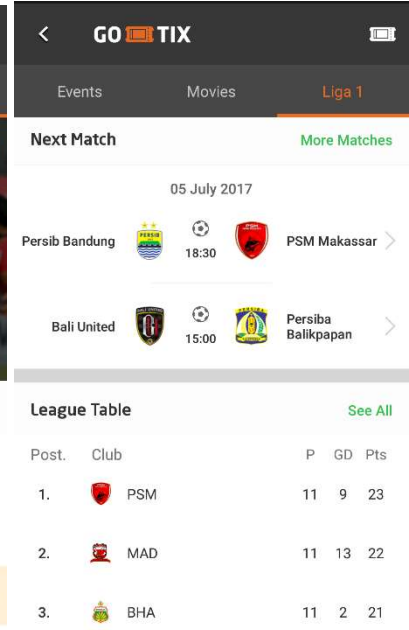
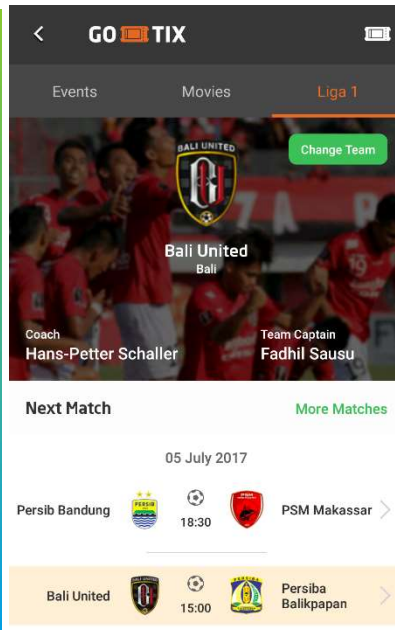
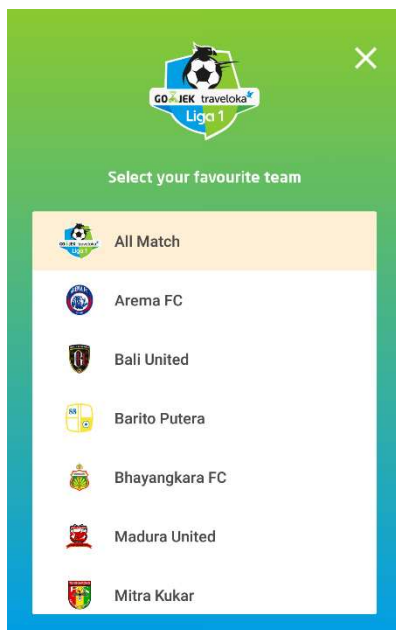


13. Go-Pulsa

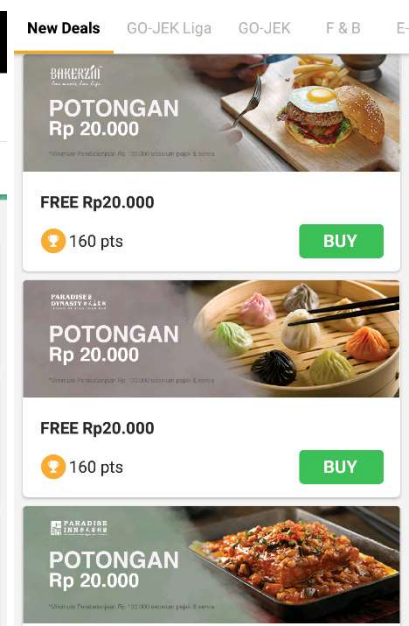
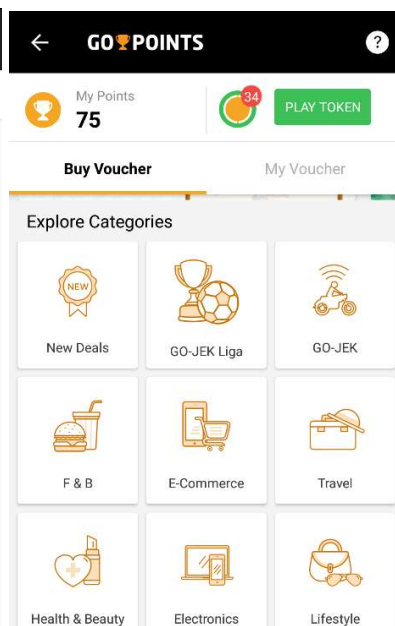
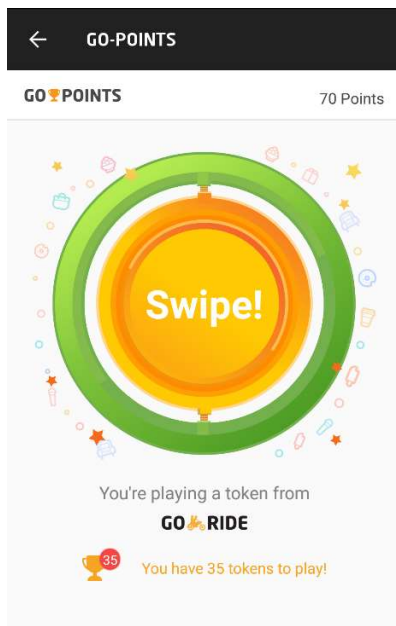


14. Go-Tix

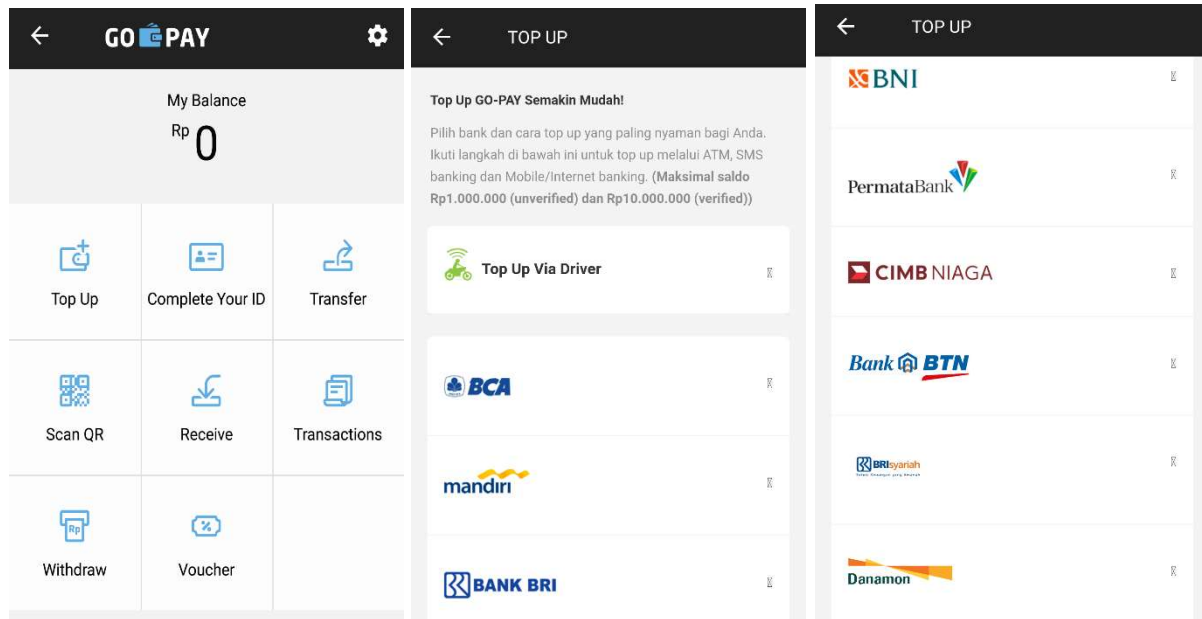




15. Go-Point



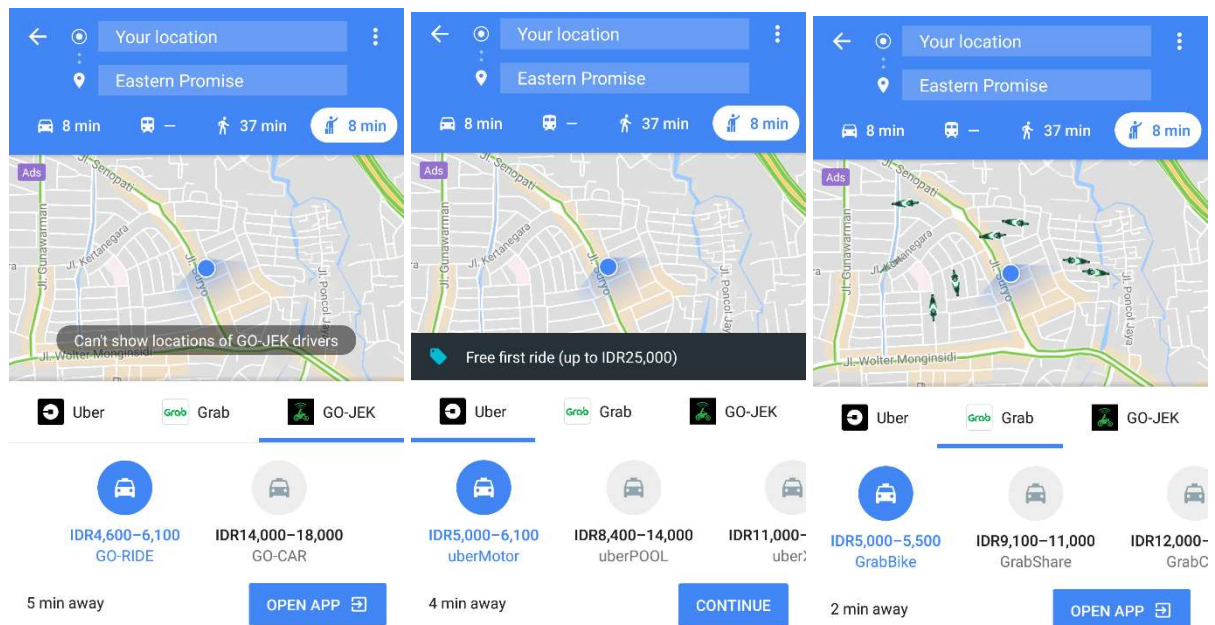
16. Go-Pay

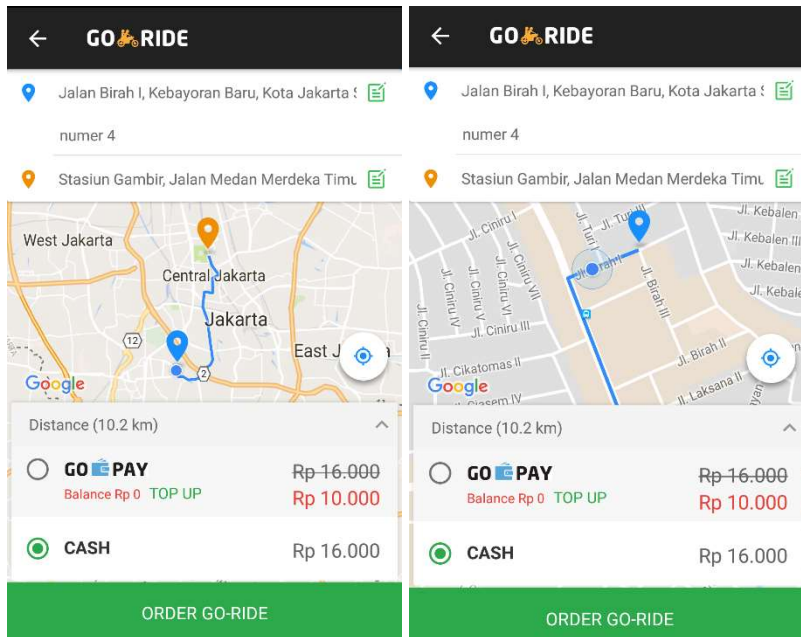


5.1.2 GO-JEK ordering process

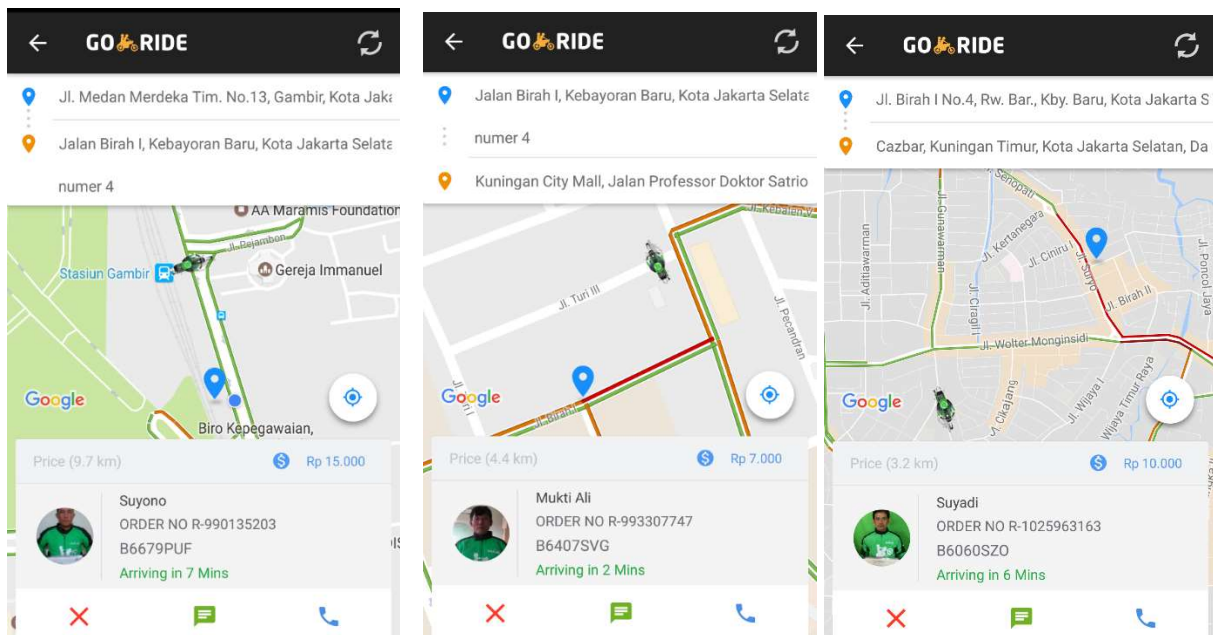
1. Order creation

Fare comparison on Google Maps





2. Order processing



3. Order evaluation

MY BOOKINGS

Thank you for using GO-CAR



Mukh Khafidh
R-1008619251
Rp 41.000

HOW WAS THE SERVICE?

★ ★ ★ ★ ★

Add Comment..

SUBMIT

Last Order21 Jun 2017, 11:01 PM



Popo Rahadian
GO-RIDE
Rp 14.000
CASH

Awesome

★ ★ ★ ★ ★

You can also say thank you

SUBMIT

Last Order2 Jul 2017, 06:06 PM



Siswanto
GO-RIDE
Rp 9.000
CASH

Good

★ ★ ★ ★ ★

What could be better?

Late Pick Up

Unsafe Driving

Not Picked Up

No uniform

Wrong route

Others

You can give us your suggestion.

5.1.3 GO-JEK advertisements

1. Facebook ads

Suggested App



GO-JEK
Sponsored

Berbagi kebahagiaan dengan belanja di kategori Convenient store di GO-MART dan pilih hadiah untuk GO-JEK driver Anda!



Indahnya Berbagi
DENGAN GO-MART
4K DELIVERY FEE
BERSAMA GO-PAY

Berbagi Dengan Driver GO-JEK
Open In App

SHOP NOW

307

Like Comment Share

Suggested App



GO-JEK
Sponsored

Berikan kebahagiaan secara langsung dengan driver GO-JEK Anda setiap belanja di kategori Convenient store di GO-MART



Mari Berbagi
UNTUK KEDAMAIAN HATI
BERSAMA GO-MART
4K DELIVERY FEE
BERSAMA GO-PAY

Berbagi Dengan Driver GO-JEK
Open In App

SHOP NOW

450

Like Comment Share

GO-JEK
Sponsored

Belanja keperluan masak dan rumah tangga semua bisa ditemukan dengan mudah di Pop Up Store 1001 Inspirasi Ramadan pada layanan GO-MART! Yuk belanja sekarang!



GO-PAY CASHBACK
RP25.000
MIN PEMBELANJAAN RP100.000
KLIK DISINI!!
FREE DELIVERY

GO-JEK
Local Business

833

Shop Now

5 Comments

Like Comment Share

GO-JEK Sponsored

Males ke Apotek? Dapatkan kebutuhan medis Anda kapanpun, tanpa repot! Gratis Rp 25.000 dengan voucher code GOMEDSEHAT



GRATIS Rp 25.000, Pesan Obat di GO-MED*
go-jek.com/go-med

3k 25 Comments 17 Shares

LIKE COMMENT SHARE

GO-JEK Sponsored

Males ke Apotek? Dapatkan kebutuhan medis Anda kapanpun, tanpa repot! Gratis Rp 25.000 dengan voucher code GOMEDSEHAT



GRATIS Rp 25.000, Pesan Obat di GO-MED*
go-jek.com/go-med

1k 7 Comments 6 Shares

LIKE COMMENT SHARE

Suggested App

GO-JEK Sponsored

HEMAT POIN hingga 50% sampai tanggal 24 Juni 2017 pukul 12:00 WIB! Tukarkan poin Anda untuk promo FLASH SALE di GO-POINTS sekarang juga!



DISKON Hingga 50% POIN!
Open In App

276 7 Comments 3 Shares

Like Comment Share

2. Instagram ads

Instagram

gomartindonesia Sponsored



Shop Now

295 likes
gomartindonesia Berikan kebahagiaan secara langsung dengan driver GO-JEK Anda setiap belanja di kategori Convenient store di GO-MART
SEE TRANSLATION

eleoagogo

Home Search Add Heart Profile

Instagram

gomartindonesia Sponsored



Shop Now

329 likes
gomartindonesia Belanja keperluan masak dan rumah tangga semua bisa ditemukan dengan mudah di Pop Up Store 1001 Inspirasi Ramadan pada layanan GO-MART! Yuk belanja sekarang!
View 1 comment
SEE TRANSLATION

Home Search Add Heart Profile

Instagram

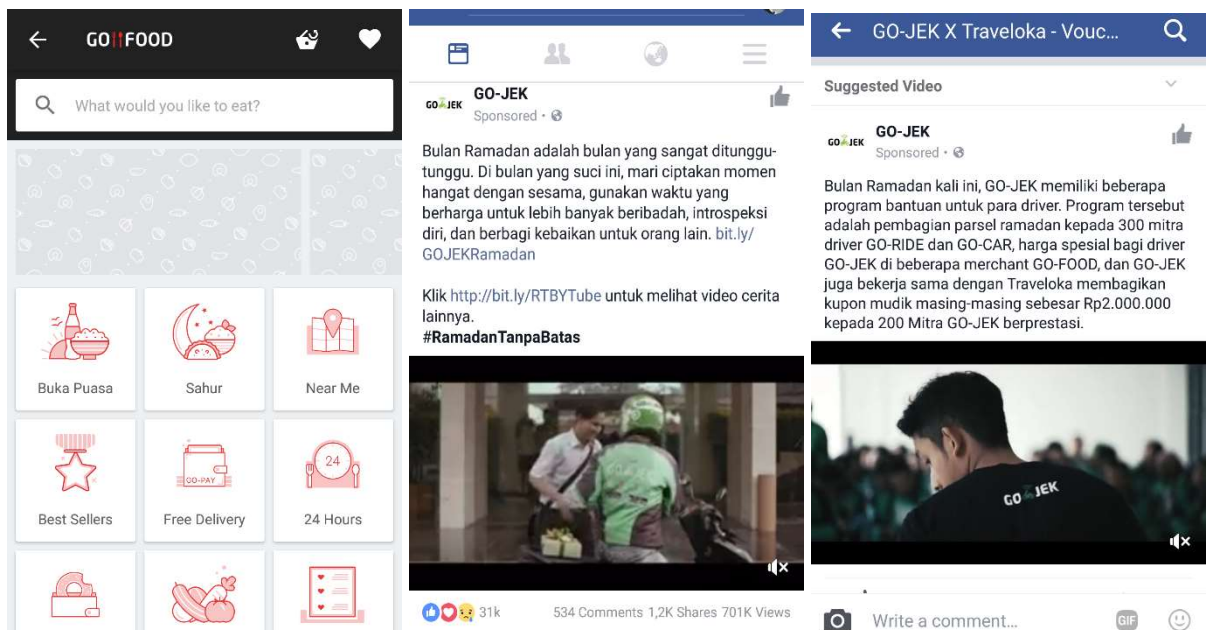
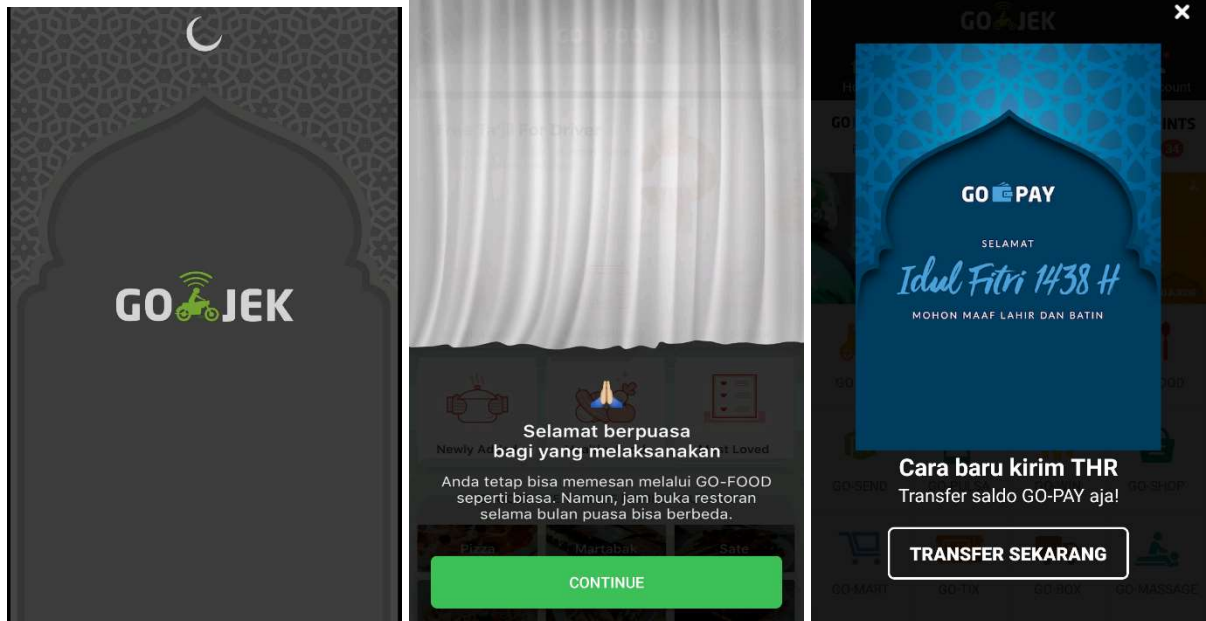
gopointsindonesia Sponsored



Shop Now

Home Search Add Heart Profile

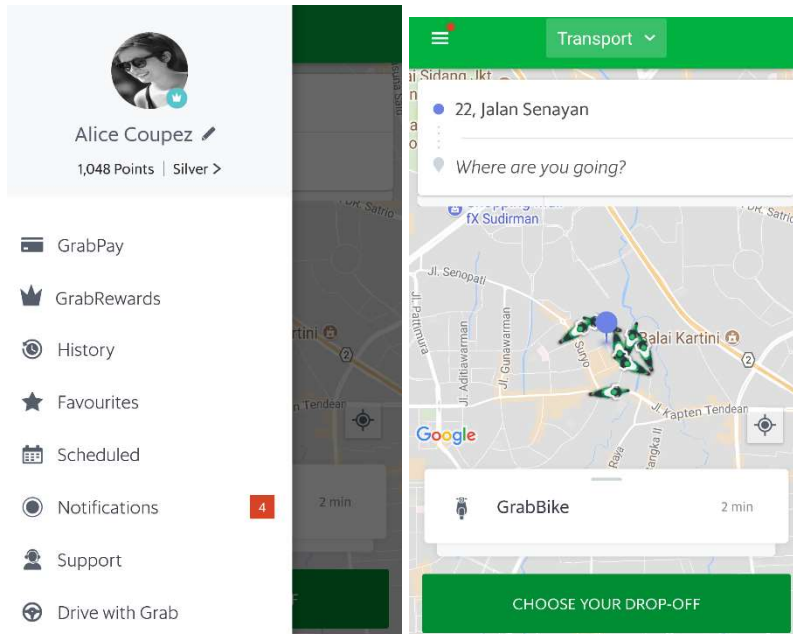
3. Ramadan adaptations



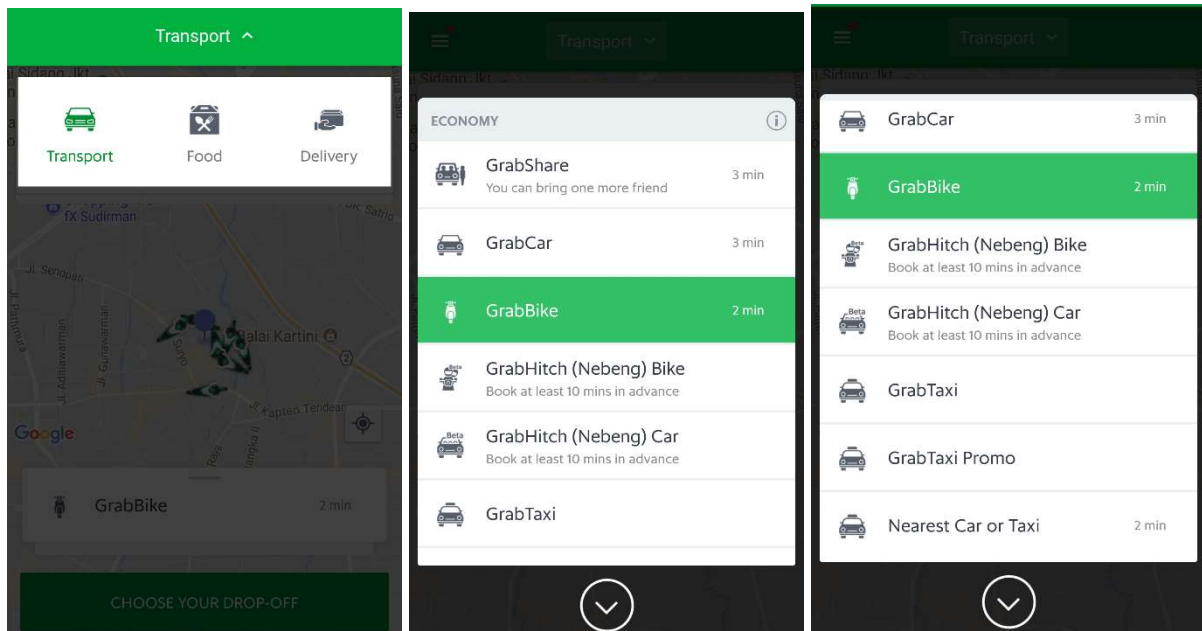
5.2 Grab illustrations

5.2.1 Grab interface

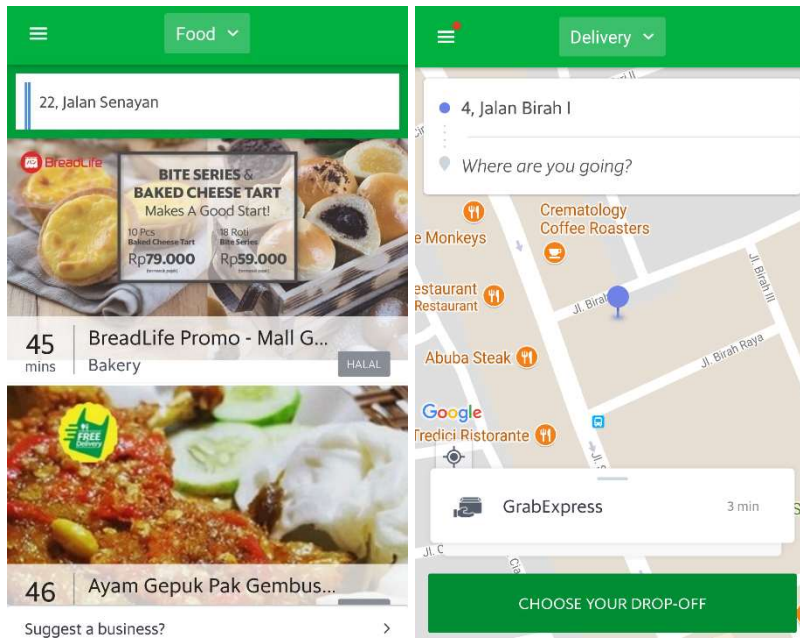
1. Side menu and main interface



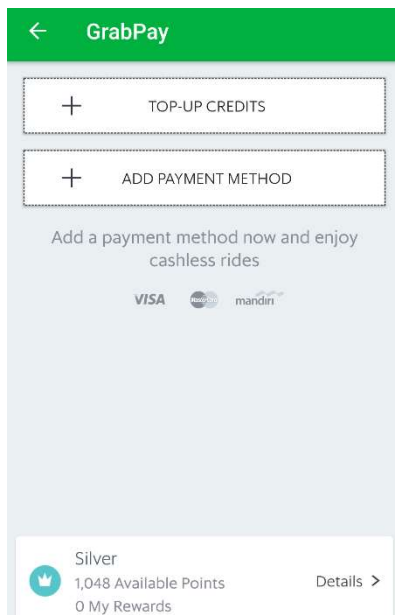
2. Service options menus



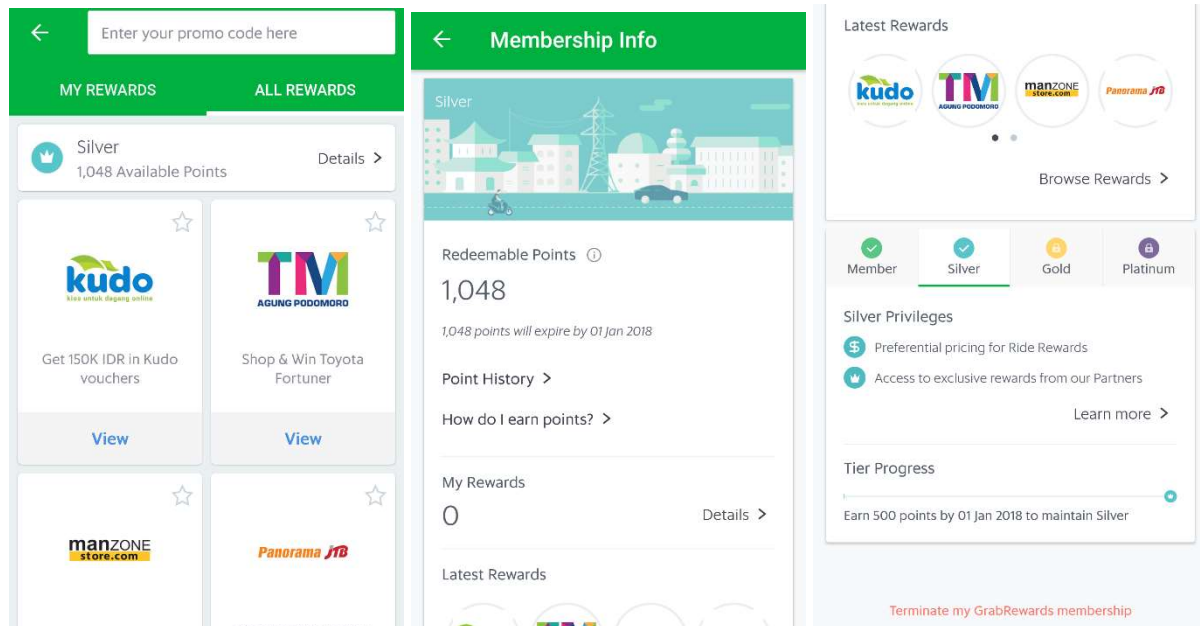
3. GrabFood and GrabDelivery



4. Payment methods

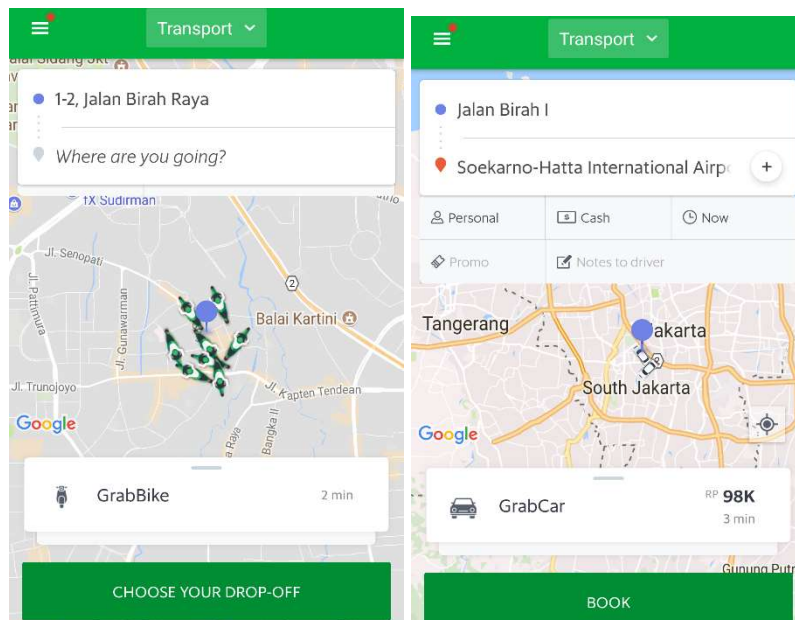


5. Loyalty program and rewards

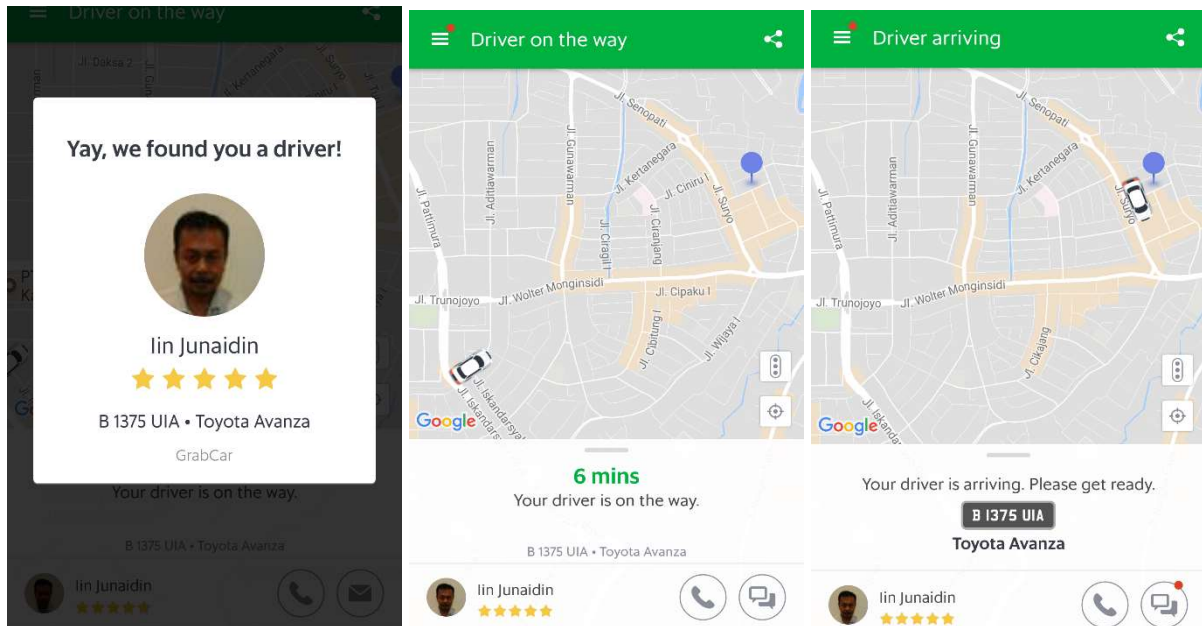


5.2.2 Grab ordering process

1. Order creation



2. Order processing



3. Order evaluation



5.2.3 Grab advertisements

1. Facebook ads

Grab
Sponsored · 🌐

Perbarui aplikasi dan isi GrabPay Credits maks 100RB. Tekan "Saya Ingin Extra GrabPay Credits!" dan dapatkan Extra 50% hingga akhir bulan ini.



GrabPay Credits
Pembayaran Aman dan Lebih Lancar Tanpa Tunai
Naik GrabBike dan GrabCar!

Tidak Perlu Kartu Kredit

Lebih Sering Isi Lebih Meriah Kejut...
Isi GrabPay Sekarang

Learn More

3,7k · 48 Comments 3 Shares

Grab
Sponsored · 🌐

Perbarui aplikasi dan isi GrabPay Credits maks 100RB. Tekan "Saya Ingin Extra GrabPay Credits!" dan dapatkan Extra 50% hingga akhir bulan ini.



Tidak Perlu Kartu Kredit

Tanpa Tunai Naik GrabBike dan Grab...
Cukup Isi di Appsmu!

Learn More

10k · 125 Comments 20 Shares

Grab
Sponsored · 🌐

Perbarui aplikasi dan isi GrabPay Credits maks 100RB. Tekan "Saya Ingin Extra GrabPay Credits!" dan dapatkan Extra 50% hingga akhir bulan ini.



Mudah Isi Ulang

Bisa di ATM, E-Banking, minimarket
Mudah dan Cepat!

Learn More

10k · 125 Comments 20 Shares

Grab
Sponsored · 🌐

Isi GrabPay Credits dari 5-14 Juni! Dapat 50% Extra dan 5X Jalan Gratis naik GrabBike (kode promo GRABTURNSS5GB)! #Grab5Tahun



**LEBIH SERING ISI GRABPAY CREDITS
LEBIH MERIAH KEJUTANNYA**

NAIK GRABBIKE GRATIS 5x

EXTRA 50%

Pake GrabPay Lebih Seru!

Learn More

8,3k · 38 Comments 7 Shares 13K Views

Like · Comment · Share

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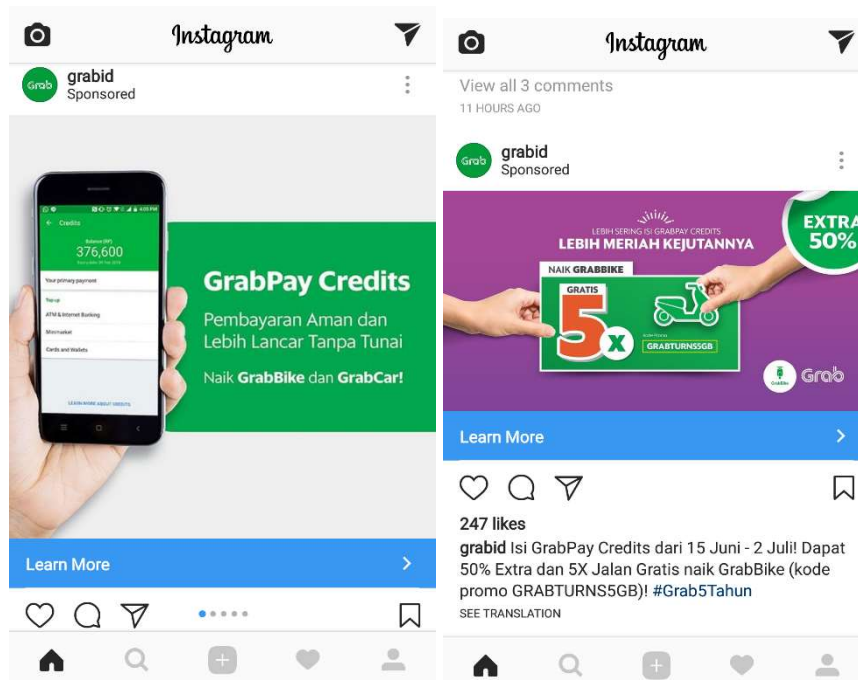
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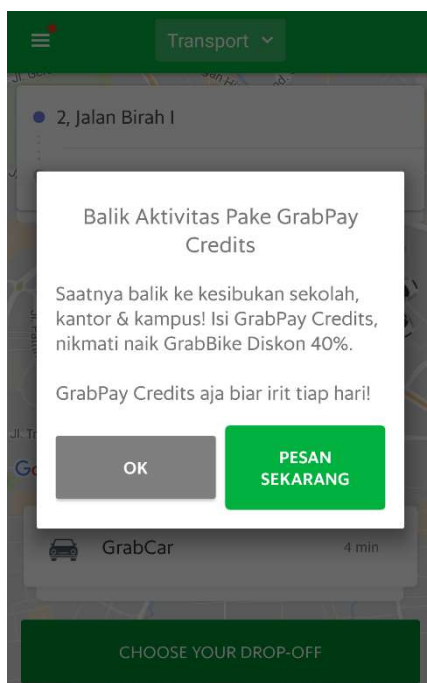
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2. Instagram ads



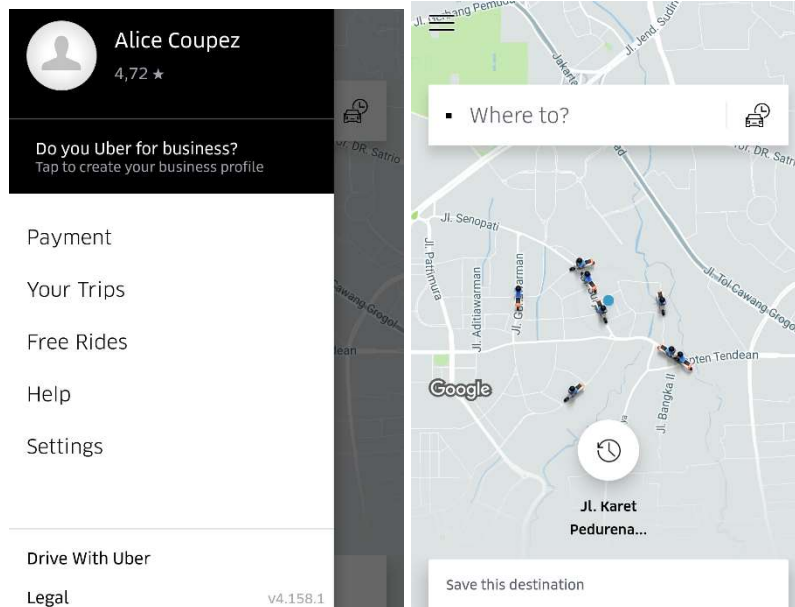
3. Promotions when opening the applications



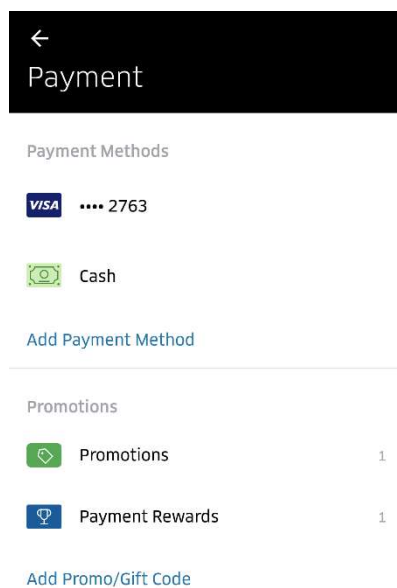
5.3 Uber illustrations

5.3.1 Uber interface

1. Side menu and main interface

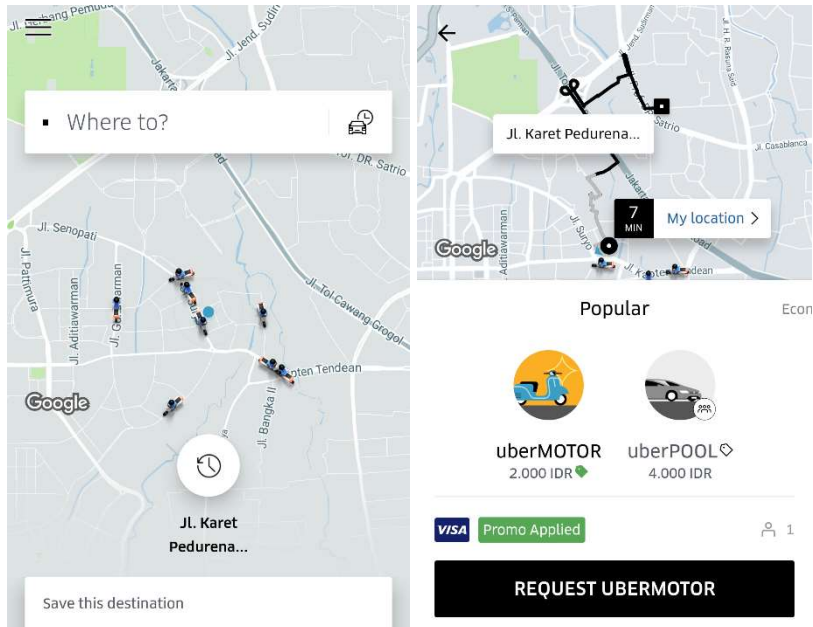


2. Payment methods

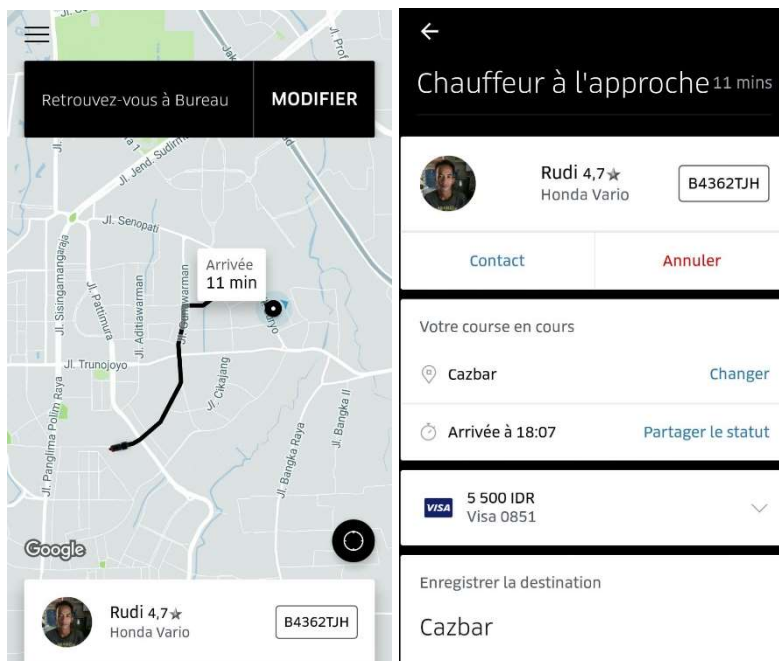


5.3.2 Uber ordering process

1. Order creation



2. Order processing



3. Evaluation

 Rating



Parulian
Friday to Eastern Promise

Good



What could be improved?

Driving

Navigation

Car quality

Pick-up

Comfort

Other

DONE

5.3.3 Uber advertisement

1. Facebook ads



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Enaknya jadi bos sendiri, bisa atur waktu kerja dan hasilkan uang sebanyak yang diinginkan

UBER
Bagaimana caranya
mendapat bantuan mendaftar ke Uber?

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uber.com

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UBER
Bagaimana caranya
menghasilkan uang dengan mengemudi tapi tidak punya mobil?

CARI TAHU →



 **Uber**
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Enaknya jadi bos sendiri, bisa atur waktu kerja dan hasilkan uang sebanyak yang diinginkan

UBER
Bagaimana caranya
mendapatkan mobil sewaan yang sudah dibayar?

CARI TAHU →

2. Email promotion



APPENDIX 6: SUMMARY TABLE OF GO-JEK'S ANSWERS TO INDONESIAN NEEDS AND PREFERENCES COMPARED TO ITS COMPETITORS

6.1 Needs and preferences of Indonesian consumers

	GO-JEK	Competitors (Grab-Uber)
Indonesian consumers' needs 1. Efficient transportation solution (fast, cheap, and safe) 2. Other efficient occasional mobility solutions 3. Other services for which access is difficult due to traffic, such as food, groceries, cleaning services, aesthetics services, medicines and doctors' advices 4. Need seamless payment methods that do not require bank accounts/credit cards 5. Simple, easy-to-use interface	1. Offers motorcycle ride-hailing services (Go-Ride) 2. Offers car (Go-Car), buses (Go-Busway), delivery (Go-Send and Go-Box), auto-reparation (Go-Auto) 3. Food delivery (Go-Food), grocery delivery (Go-Mart and Go-Send), cleaning (Go-Clean), aesthetics (Go-Glam and Go-Massage), medicines and doctors (Go-Med) 4. Go-Pay (cash, e-wallet, e-money) 5. Simple	1. Offer motorcycle ride-hailing services 2. Offer cars (Grab and Uber), and delivery (Grab) 3. Food delivery (Grab) 4. Cash (other solutions require bank account/ credit card) 5. More sophisticated
Indonesian consumers' preferences 1. Indonesians are tech savvy 2. Indonesians have a strong but complex national identity 3. Indonesian are price sensitive	1. Offers mobile app-based solutions to their needs 2. Communication linked to Indonesian identity, GO-JEK is a local brand 3. When paying with Go-Pay, offer the cheapest price of all.	1. Offers mobile app-based solutions to their needs 2. Nothing 3. Cheap price and hard promotion

4. Indonesian don't like unfair pricing	4. Pricing considered fair	4. Pricing considered unfair (Uber)
5. Indonesian like loyalty program and free/discounted gift	5. Loyalty program with wide range of voucher (Go-Point)	5. Nothing
6. Indonesian like hazard game	6. Token hazard game (Go-Point)	6. Nothing
7. Indonesian like to be part of a community	7. Development of a community supported by local celebrities	7. Nothing
8. Indonesian grant a lot of importance to Ramadan	8. Application interface and functionalities adapted for Ramadan	8. Nothing
9. Aesthetics preferences for aesthetics cares	4. Go-Glam adapted to Indonesian styles	4. Nothing

6.2 Needs and preferences of Indonesian providers

	GO-JEK	Competitors (Uber-Grab)
Indonesian providers' needs		
1. Earn more revenues	1. Yes	1. Yes
2. Access to vehicle ownership	2. Helped by GO-JEK instalment program	2. No help
3. Access and education to smartphone	3. Access helped by GO-JEK instalment program and education given	3. No help
4. Access and education to bank account	4. Assistance to open and learn using bank account	4. No help
5. Access to health and accident insurance	5. Automatic subscription	5. Nothing
6. Visibility and efficiency for service providers	6. Yes, booking, payment, and trust mechanisms	6. Yes, booking, payment, and trust mechanisms
	7. Yes, online education	7. Nothing

7. Education for lacking skills and knowledge (eg: English) 8. Access to other goods to launch business activity	8. Yes, instalment program	8. Nothing
Indonesian providers' preferences 1. Flexible work hours	1. Yes	1. Yes

6.3 Needs and preferences of Indonesian regulators

	GO-JEK	Competitors (Uber-Grab)
Indonesian regulators' needs 1. Develop an efficient mobility solution in Jakarta 2. Develop the service industry 3. Diminish the importance of the informal sector and of the use of cash in transactions	1. Yes 2. Yes 3. Yes, provide cashless solutions and incentives to adopt them	1. Yes 2. No (except GrabFood but minor impact) 3. No
Indonesian regulators' preferences 1. Become the region's first digital nation 2. Not disrupt the traditional taxis industry 3. Improve public transportation 4. Develop entrepreneurship and help entrepreneur scale their business	1. Provide a digital set of solutions and helps providers acquire a smartphone 2. Include taxis on their platform 3. Yes, integrates public transport on the platform (Go-Busway) 4. Yes, through their platform, support, and education	1. Provide digital solutions 2. Include taxis on their platforms 3. No 4. Yes, through their platform