



# Entrepreneurship Startup Case Study

## Group Members:

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# 1

# Overview of the Startup

- **Gojek** is an app-based transportation startup
- Made by **Nadiem Makarim** in 2009
- Main services
  - ride-hailing services
  - Logistics
- The operation started in Indonesia, but now it operates in other south east Asian countries
  - Singapore
  - Malaysia
  - Vietnam
  - Thailand
  - and others...



# 1

# Overview of the Startup

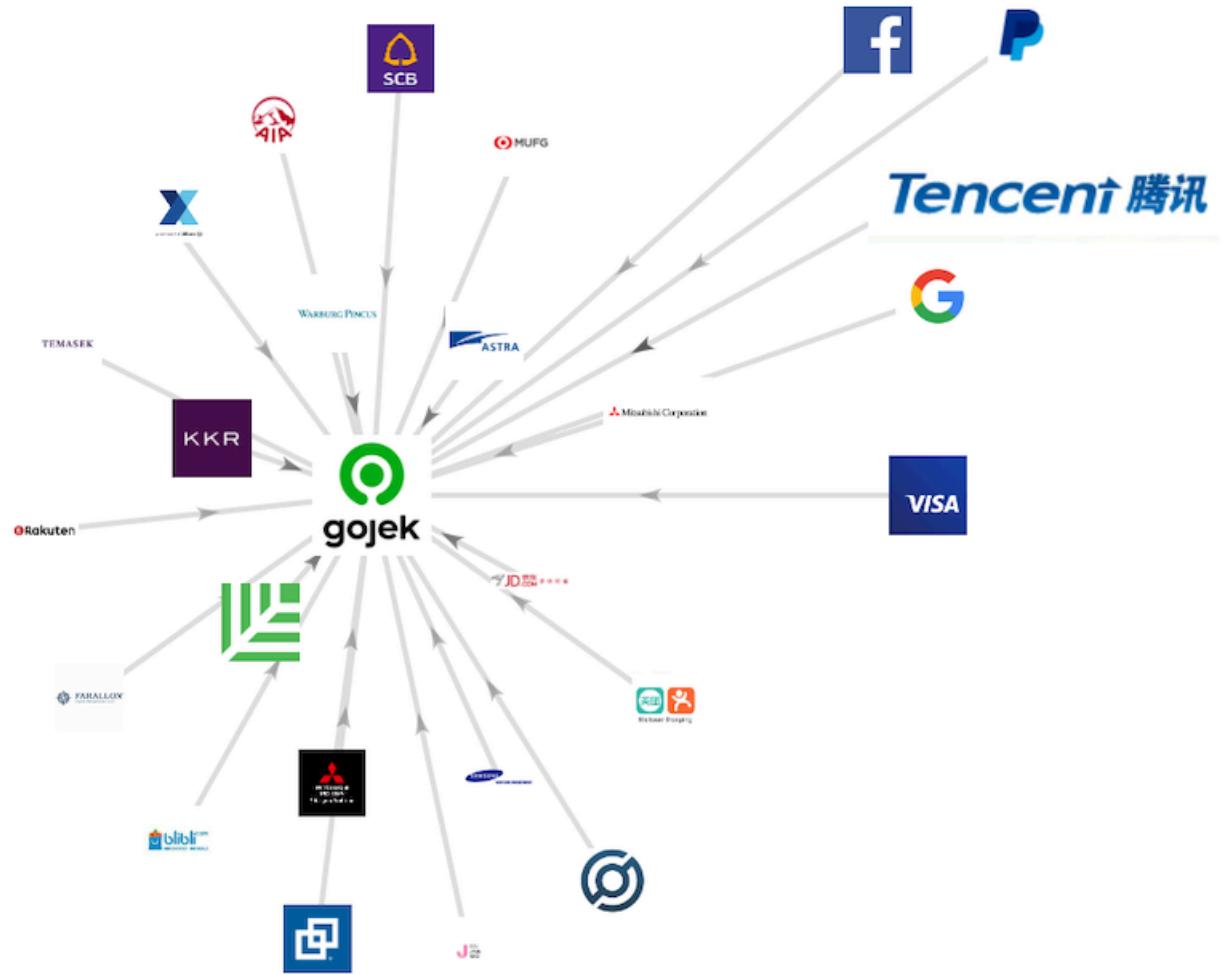


- The main differentiation between Gojek and the other ride-hailing services is that the main fleet is using...  
**motorcycle**
- Although **car** hailing service is also provided

1

# Overview of the Startup

- Gojek is backed from various international investor holdings including
    - Google
    - Facebook
    - Mitsubishi
    - Temasek Holding
    - Tencent
    - and other ...



# 1

# Overview of the Startup

- In 2017, it became a **Unicorn** company as the valuation passed **1 billion** USD mark
- In 2019, it crossed **10 billion** USD mark in valuation and became a **Decacorn** company



# 2

# Startup Goals and Challenges

- The initial goal of the App is just providing transportation services
- But now the company is targeting their app to be a super app

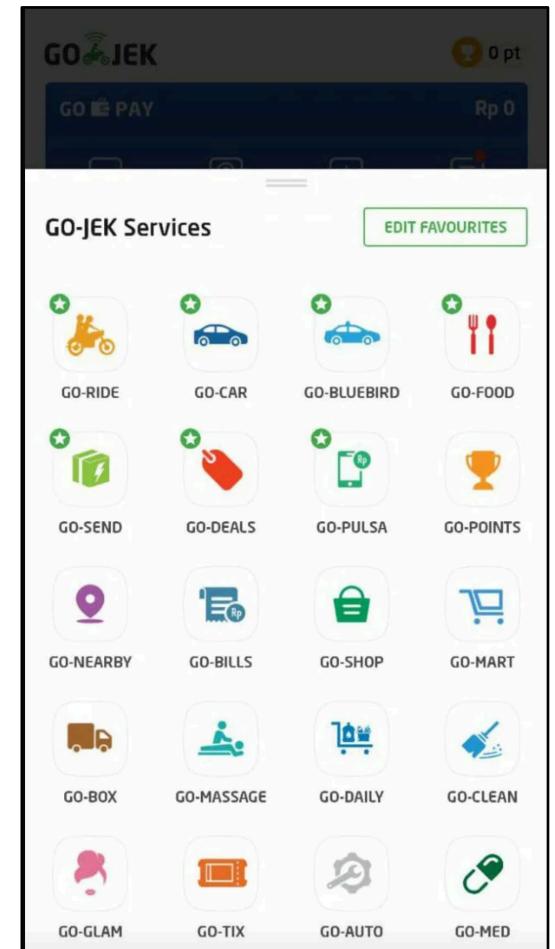


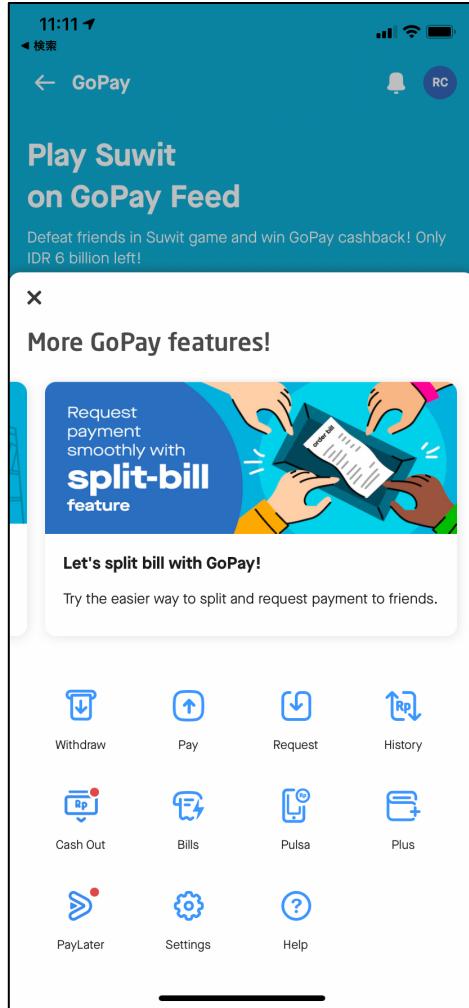
## 2

# Startup Goals and Challenges

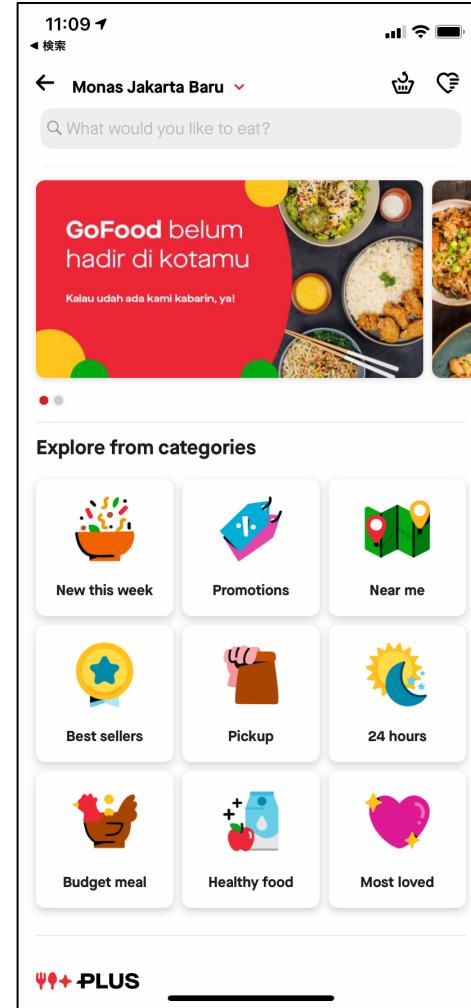
Some of the currently available services are:

- **Go-Ride** : Motorcycle ride hailing services with more than 1 million fleets.
- **Go-Car** : Car ride hailing service.
- **Go-Bluebird**: Similar to Go-Car, but it uses Blue Bird taxi service company.
- **Go-Pay** : E-wallet and payment service by using QR code system.
- **Go-Food**: Food ordering service.
- **Go-Mart**: Convenience store purchasing service.
- **Go-Send**: courier service across the city/delivery zone.
- and other ...

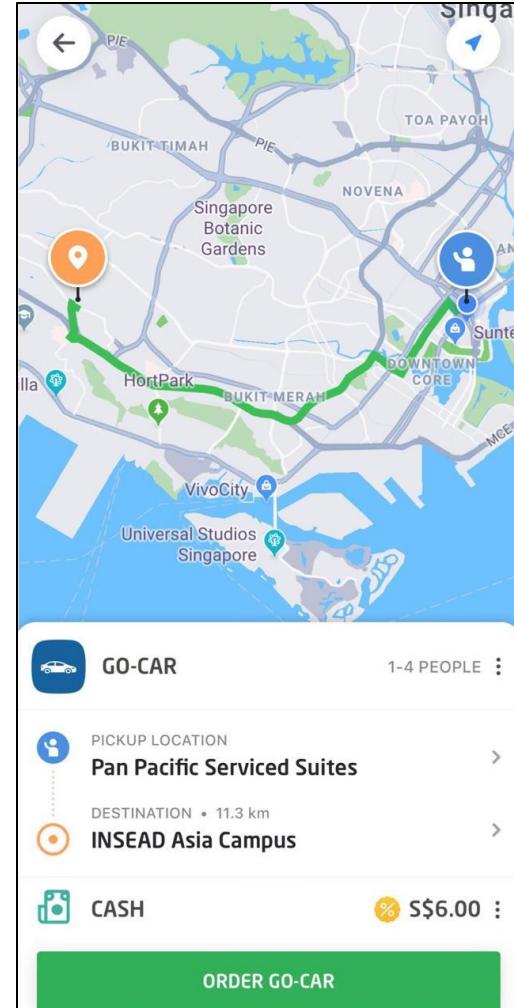




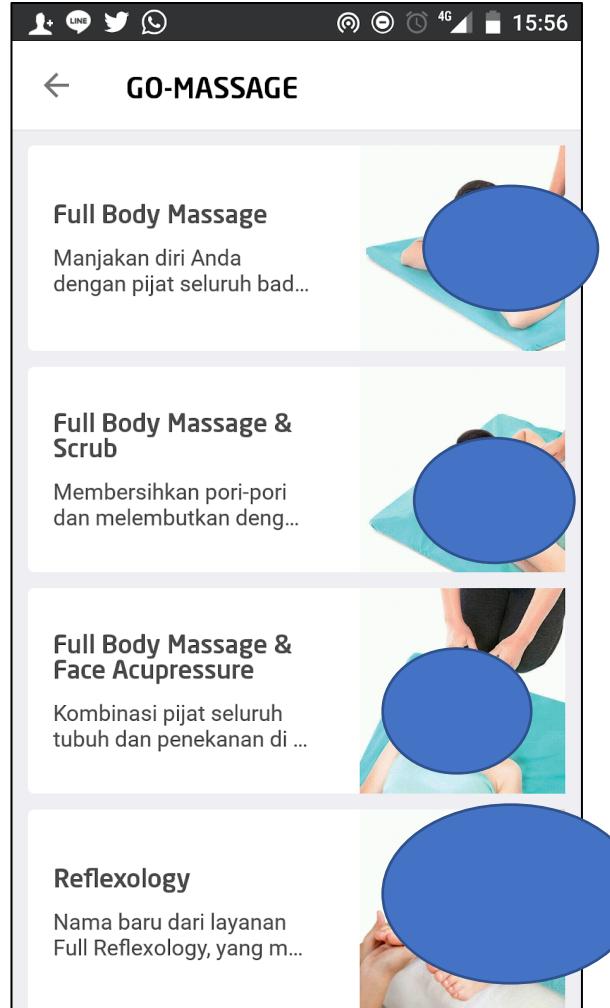
# GoPay



# GoFood



# GoCar



# GoMassage

# 2

# Startup Goals and Challenges

## Possible challenges:

- **Regulations and laws:** The law of public transportation is different from country to another country. Also, the law changes overtime. Therefore, the company has to keep up with the local regulation.
- **Service Quality:** as the app relies on partnership with many drivers and merchants, its service quality is not well standardized. Some service partners might not follow the standard operational procedure from the company well.

# 3

# Business Model of the Startup

## 1. Partnership

The **Gojek** company builds partnership with various entities

- **Go-Ride:** Partnership with motorcycle owners to be the driver and provide the fleet
- **Go-Car:** Partnership with car owners to be the driver and provide the fleet
- **Go-Bluebird:** Partnership with Blue Bird taxi company to provide drivers and fleets
- **Go-Pay:** Partnership with various stores to accept payment through Go-Pay e-wallet
- **Go-Food:** Partnership with restaurants to be the food sources
- **Go-Mart:** Partnership with minimarkets to be the grocery sources
- **Go-Send:** Partnership with motorcycle owners to be the courier

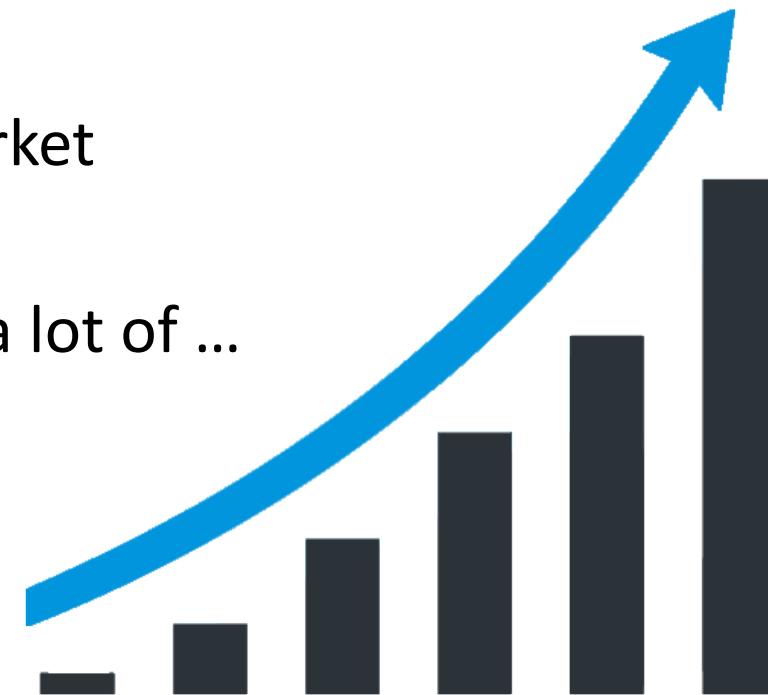
# 3

# Business Model of the Startup

## 2. Promotion

- In order for the company to conquer the market and gain more users to rely on their app the company used the strategy of providing a lot of ...

- coupons
- discounted services
- cashbacks
- ... etc



# 4

# Competitors Analysis

## 1. Main Competitors

- The main competitor is **Grab**
- **Grab** is a Singapore based company that provides similar set of services and similar business model
- There was also **Uber** in Indonesia but it **failed** to compete with **Gojek** and **Grab**. It ceased to exist in 2018



## 2. Sub Services Competitors

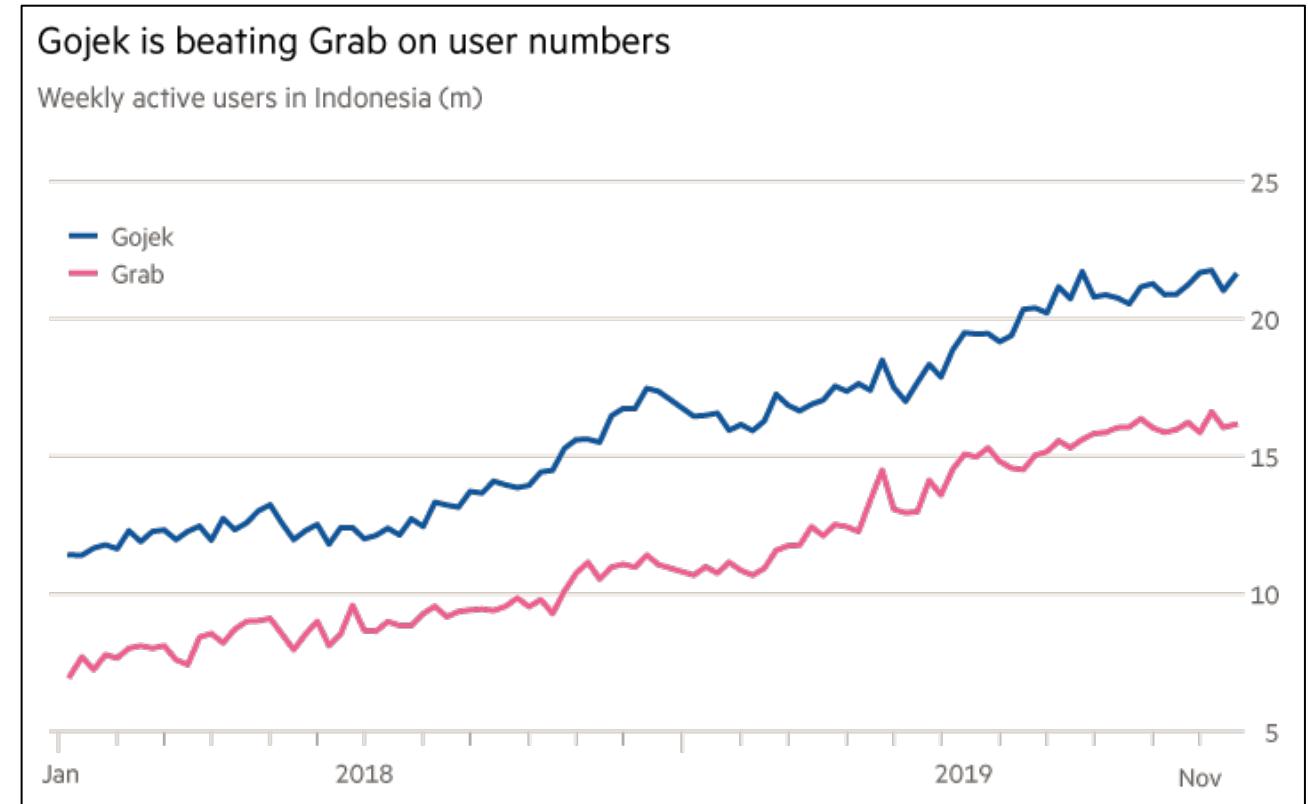
- Other than the main competitors, there are also competitors that can be threat to some particular services. For example:
  - **Go-Pay competitors:** Visa, MasterCard, Dana, etc.
  - **Go-Car competitors:** Local taxi companies.
  - **Go-Food competitors:** Food delivery services.

But these are not direct competitors

# 5

## Applied Solution and Analysis of Progress

- The solution provided by **Gojek**
  - Super app for various services
  - The existence of promotions have gained a lot of users in Indonesia.
- The number of users is growing
- By the end of 2019, it reached more than 20 million users
- Gojek is beating the competitor Grab by around 5 million users.



# 6

## Factors of Success

- The ability to convince investors for gaining funding from various series
- By building partnerships instead of providing the products, it can grow fast.
- Partners are willing to join to get more exposure, and they also will indirectly advertise the Gojek brand.
- The convenience of super app, instead of separate app for each service has gained a lot of users.

# 7

## Factors of Failure

- If the app doesn't innovate enough, its competitor (**Grab**) might gain more chunks of users.
- At this point, **Göjek** is still providing a lot of promotion to gain users, But we still yet to know, will the users keep using the App without the promotions?

# 8

## Lessons Learned

The success of **Gojek** made us learned several things:

- The app success is combination of
  - Good service
  - Good price
  - Good branding
- Ability to convince investors is important
- If you don't innovate within your app, the competitors will do

# 9

# Resources

- Go-Jek becomes Indonesia's first decacorn. The Jakarta Post. (2020). Retrieved 7 November 2020, from <https://www.thejakartapost.com/news/2019/04/05/go-jek-becomes-indonesias-first-decacorn.html>.
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**Thank You !!!**