

Go-Jek Company: Go-Jek's Rise to Dominating Indonesian's Markets and Southeast Asean

Novieta Indah Prananda, Benjamin Chan YinFah, Lim Li Chen, Poon Wai Chuen
Asia Pacific University, Malaysia

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Abstract

The purpose of this assignment is to describe the development of online transportation that is developing in Indonesia and in several other countries. And the history of Go Jek Company, one of the online companies in Indonesia is PT Go Jek Indonesia which was founded by Nadiem Makarin, a ride-hailing-based company that helps prosper the development of public transportation in Indonesia. In addition, this paper also discusses how the Go Jek Company uses the Business Strategy and applies it to operating the business. Meanwhile, in this assignment, it explains how the business strategy can support the key success factor of Go Jek. Furthermore, it also explains the challenges that Go Jek will face when running an online transportation business. Furthermor, how Go Jek plans to enter the new market or expand the market in the Southeast Asia region.

I. Introduction of Go Jek

Indonesia is a country for 300 million people living there and one of the most populous countries in the world. At present, Indonesia is still a developing country because the lack of poor quality public transportation, private and others transportation. On the other hand, gaps in Indonesia are in terms of the lack of quality public transport facilities that are effective for the community in the midst of the economic crisis. One of the innovations made by PT Gojek Indonesia or Go Jek which is a ride-hailing-based online transportation. The Go Jek company is an online courier company that uses bicycles as one of its transportation businesses so that it can cover almost all the scope in Indonesia (Azzuhri, et al., 2018).

This paper describes the history of the Go Jek company and the business strategy used in running the ride-hailing company which is an Indonesian-based company in expanding the market. In addition, this paper also aims to

evaluate the challenges that Go Jek will face and the challenges at that time. As well as key success factors from the Go Jek Company in conducting business and operating it in both domestic and international markets. Besides that, Go Jek also has facing a some problems in expanding their market in the Southeast Asia region (Singapura, Thailand, Vietnam, Philippines).

II. History of Go Jek Company

The Gojek company was founded by Nadiem Makarim in Jakarta, Indonesia in August 2010 as a call center that allowed motorists to order motorbikes (known as "Ojek" in Indonesia) which can be accessed by telephone. During these years, Go Jek only has a small office with 6 members, 10 telephones and 4 call center agents. Over the years, Go Jek that only had 20 drivers and at the same moment Go Jek had recruited 100 drivers who eventually grew independently under the supervision of Makarin(Pratama, 2016). In 2011, Nadiem Makarim found that the call center was not effective for connecting customers to

order Go Jek, Makarim had an innovation in the form of an application that could be accessed on android and IOS phones. On other hand, with the launch of this application, it is hoped that it can improve social welfare by ensuring efficiency in the market and spreading positive effects on the social through existing technology (Kristo, 2017).

The following year the company continued to grow until at the end of 2014, Go Jek Company is on-demand transportation business, had begun to be known for the controversy of Uber and Grabtaxi which entered the Indonesian market at that time. And in mid-2014 there were many investors who began funding in this company, this was due to the popularity of on-demand transportation in Indonesian. On January 7, 2015, the Go Jek company officially launched the Go Jek application on Android and OS with services in the form of transportation, courier and shopping for the Jakarta area with 800 drivers. On March 5, 2015, Go Jek expanded its market share by being present in the province of Bali with 300 drivers and Go Jek also has around 2200 drivers in the Jakarta, Indonesia. In addition, on April 1, 2015, Go Jek launched a new service in the form of GO-Food and Go Jek to expand its market in Bandung, Indonesia. In addition, in May, Go Jek had around 3,000 drivers and expanded to Surabaya. In August 2015, the Go Jek Company conducted a massive recruitment in Senayan and now Go Jek has 30,000 drivers. This month also Go Jek expelled the market to Makassar and on September 23, 2015 Go Jek made a new innovation by launching GO-MART services and other services on October 5, 2015 such as GO-GLAM, GO-MASSAGE, GO-CLEAN and GO - BOX (Pratama, 2016).

Additionally, on October 28, 2015 Go Jek did not stop innovating by launching GO-BUSWAY and on December 8, 2015 Go Jek expanded into major cities in Indonesia such as Jogja, Medan, Palembang, Semarang, Balikpapan. Now this online transportation-based company has

spread across several cities in Indonesia. However, on December 17, 2015, the Company faced a control from the Indonesian Transportation Minister, Ignasius Jonan, who banned the operation of all online transportation services, including Go Jek. However, on the following day online transportation services are allowed to operate in Indonesia again. In 2015, Go Jek continued to create other services, then in 2016 Go Jek and Line collaborated so that drivers can order Go Jek through the line application (Pratama, 2016).

In early 2016, Go Jek announced an acquisition of startups in India, namely C42 Engineering and CodeIgnition with 200,000 drivers. With that, C42 and CodeIgnition become part of the Go Jek leadership team in bicycle taxi companies by opening a technology center in Bengaluru which is the first overseas office of the gojek (Chopra, 2016). Subsequently in March, thousands of taxi drivers conducted a demonstration against the operation of online transportation services, which involved physical fights with the driver of Go Jek, this was due to the large number of Indonesians using these services which resulted in reduced revenue from conventional motorcycle taxi drivers called ojek pangkalan. Over time this conflict has begun to fade with the threat of the police who will crack down on ojek bases if they commit violence against motorcycle taxis online. Besides that, from April to July, Gojek launched new services and market expansion in Malang, Solo, Samarinda, Manado and also cooperated with Blue Bird, a taxi company that already exists in Indonesia (Pratama, 2016).

On August 4, 2016, the Go Jek Company officially became a Unicorn Company after gaining funding of US \$ 550 million (Pratama, 2016). This funding is obtained from investors such as DST Global, NSI Ventures, and Sequoia Capital, led by KKR & Co. (Kohlberg Kravis Roberts & Co) and Warburg Pincus and other

existing investors and Formation Groups, Northstar Group, and Rakuten, Capital Group, Farallon Capital Management (Chopra, 2016). In 2017, Go Jek announced its acquisition with three technology financial companies, Mapan, Kartuku and Midtrans, which aimed to support GO-Pay expansion (Setiaji, 2017). On May 4, 2017, Go Jek received additional funding from Tencent Holding and JD, com with funding worth \$ 1.2 billion (Zaenudin, 2017).

Furthermore, Go Jek applies 3 ways to pay, "Kartuku" which focuses on developing offline use of GO-Pay by integrating digital services into the Go-Jek merchant network. Meanwhile, for online payments Go-Jek uses "Midtrans" by working with banks in Indonesia, e-commerce retail businesses, airlines and fintech companies. In addition, midtrans processes 18 different online marketing methods and works with more than 3000 online merchants. In addition, Go Jek uses "Mapan" to target markets in rural areas that are still untouched by banks by using community-based purification services that allow users to build more responsible financial planning habits. (Ayuwuragil, 2017). In 2018, Gojek planned to launch an international expansion into the Southeast Asian region due to the large number of investors who provided F series funding led by Google, JD.com and Tencent and several other investors such as Mitsubishi Corporation and others. In addition, the company also has a total Gross Transaction Value (GTV of more than US \$ 9 billion and a year-long transaction volume of 2 billion at the end of 2018. It encourages Go Jek to deepen market concentration and plan international expansion in the Southeast Asia region (Rizkia, 2019). Furthermore, Go Jek acquired a Bitcoin startup named Coins.ph worth US \$ 70 million, this was aimed at developing cashless-based payment services. This has the opportunity to help Go Jek expand into the Southeast Asian region and Go Jek has started operations in Thailand, Singapore

and Vietnam in offering cryptocurrency and mobile payment services (Maulana, 2019).

In expanding in Vietnam, Go Jek created new innovations in creating advertising service providers by acquiring Promogo and presenting two new services namely Go-Ice and Go-Vend. Go-Ice is a service for entertainment products in cars while Go-Vend is a retail service on-the-go, a sample of premium products (Pratomo, 2018). In expanding into Southeast Asia, Go-Jek has a different name, Go-Viet (Go Jek Vietnam) which was launched on August 1, while in Thailand is called GET, Singapore was named BETA and in the future Go Jek targeted the Philippines market for the next (Mulia, 2018). Furthermore, in 2019, Go Jek officially became a Decacorn Company, this made Go Jek the first Indonesian startup company with the title Decacorn. According to CB Insights in The Global Unicorn Club, Go Jek now has more than US \$ 10 billion and is ranked 19th (Nistanto, 2019).

III. Business Strategy of Go Jek Company.

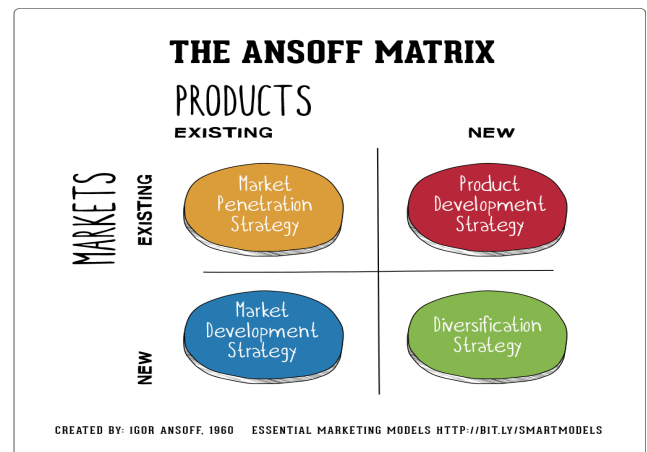


Figure 2 Ansoff Matrix
Source: (Hanlon, 2018).

The Go Jek company implemented the Ansoff Matrix business strategy, using the Ansoff Matrix strategy to provide an opportunity for Go Jek to expand into the Southeast Asia region. Ansoff Matrix is an important part of strategic marketing planning and is used to see opportunities with the development of new

products and services. Furthermore, it is also used by companies in evaluating opportunities in increasing sales by showing new combinations of new markets (Hanlon, 2018). Based on the Ansoff Matrix theories, Go Jek has applied a market penetration strategy that is an existing market and products that already exist in the Market. In addition, market penetration aims to increase the company's sales without abandoning the existing original product strategy (Hussain, et al., 2013). Go Jek founded his company in Indonesia, where the Indonesian market has been entered by Grab and Uber which is an online transportation company with the same service. First time, Go Jek is a call center service company where drivers can use services from Go Jek, but with technological developments and inefficient use of call centers in ordering motorcycle taxis online. Go Jek made a new innovation in making it easier for Go Jek users to create the Go Jek Application that is available on mobile phones and can be installed by Android or IOS so that this will have an impact on many requests in using the features that have been offered (Salim & Ilhalauw, 2018).

Go Jek also adopts market development, market development is when the company is mature in conducting business on the market today. Basically, market development is targeting new markets with existing products (Hussain, et al., 2013). Go Jek first entered the Indonesian market, which at that time only had 20 drivers in the Jakarta, Indonesia area. But since 2015, motorcycle taxi has expanded its market share to various provinces in Indonesia such as Makassar, Bali, Surabaya, Malang and other cities as well. At present, Go Jek has spread and operates in 25 cities in Indonesia with the services provided (Salim & Ilhalauw, 2018).

In addition, Go Jek has also expanded in the Southeast Asian region such as Singapore, Thailand, Vietnam and plans to expand internationally to the Philippines. Furthermore, Go Jek has entered the Thai, Singapore and Vietnam

markets by cooperating with local companies and Go Jek has different names in each country, where GET (Thailand), BETA (Singapore) and GoViet (Vietnam). Expansion in Singapore will soon be inaugurated and expansion in Vietnam and Thailand has been operating since the end of 2018. Besides that, according to Michael as VP of Corporate Communication Go Jek Indonesia explained that changing the brand's name aims to transmit the results of a combination of transportation services with local wisdom in the region that is. With funding from investors such as Google, Astra International, Tencent, Temasek and JD.com around US \$ 500 million for expansion costs by providing the best service for users (Tribun Kaltim, 2018).

This encourages Go Jek to also adapt Product Strategy in existing markets with new products. This, Go Jek made various innovations aimed at welfare in facilitating community activities. Go Jek continues to grow by creating various services such as GoPay, GoMassage, GoGlam, GoSend, GoFood, GoPoints, GoBill and many more. The services created by gojek have different functions, for example GoFood is a messaging service between food that has been registered in the Go Jek application, Go Jek also acquired several companies and worked together to improve the quality and the best service for users, and Go Jek also offered discounts and promos (GOJEK, 2019).

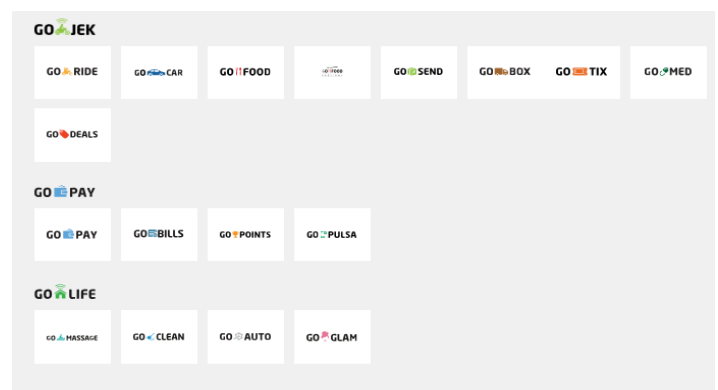


Figure 3 service facilities provided by Gojek in one application.

Source: (GOJEK, 2019).

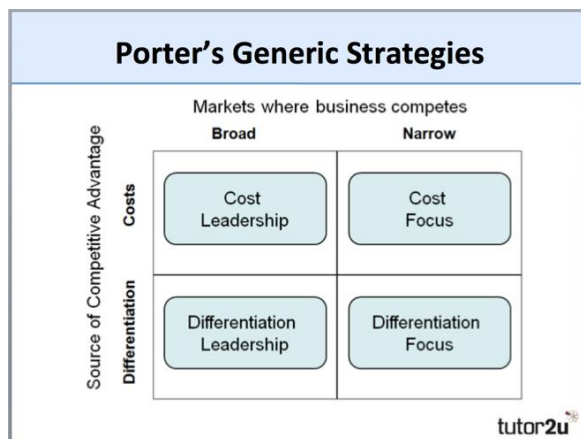


Figure 4 Porter Generic Strategies
Source: (Riley, 2018).

Meanwhile, Go Jek also implemented and adopted the Porter Generic Strategy in operating its business. Namely a differentiation focus that is shown on an outside market involving a product or service that is considered unique. Furthermore, it is usually associated with design, features, technology, network or customer service. Therefore, Go Jek uses differentiation to get returns in a business because the brand loyalty that has been generated is related to reducing customer sensitivity to prices. When Go Jek gets buyer loyalty, this will have an impact as a barrier to new companies that want to enter the market today. Because the differentiation strategy tends to produce a fairly high profit, but with a low cost that allows an increase in shares (Tanwar, 2013).

Go Jek provides the Go Jek application service with a very attractive design and unique features for users, which is one of its features such as the safety features section that ensures passenger safety is a priority of Go Jek. Therefore, Go Jek continues to develop new features and services in the service of its users. Where this provides a training program for drivers, insurance policies so that passengers will feel calm whenever driving using the Go Jek service (GOJEK, 2019). In addition, in reaching out to users, Go Jek gives a lot of discounts on every service that is in the application. As well as Go Jek has a program in lifestyle distribution by

providing lots of discounts, vouchers and cashback. So this will help Go Jek in capturing new customers and will become loyal customers using the Go Jek application to help with daily activities (GOJEK, 2019).

IV. Key success factors of Go Jek

Go Jek's success is not short-lived, in this case Go Jek has been operating for 9 years where Go Jek has experienced many processes in his business. To achieve this success, Go Jek must be more careful in determining the strategies that will be used with the right decisions and at the right time because good decisions will lead to good consequences. The key to the success of Go Jek in operating its business is consumer protection, which is where Go Jek greatly facilitates the convenience and protection of users who use Go Jek. Besides that, Go Jek also prioritizes customers experience in using the Go Jek application that understands the needs and desires of customers in an application. So that this will have an impact on customer satisfaction on the services that have been provided and make users become customer loyalty(GOJEK, 2019).

Meanwhile, the Key to the success of the Go Jek Company is because it uses the key ecosystem of Google for its system, which the ride-hailing business depends on the skills and expertise of the technology team in making new innovations. Go Jek runs the Google Cloud Platform which ensures that the system matches the right driver with the right request and helps Go Jek find out the optimized route and the estimated arrival time of the driver. This system also helps Go Jek in analyzing their data with 1 million drivers in 167 districts and cities and 2.5 million customers so that it will make it easier for customers to access and use the Go Jek application. With a combination of Cloud DataFlow and Apache Beam, Go Jek analyzes the creation of features to be launched, standardization and consistency of service for

customers. With this system, Go Jek can effectively predict changes in demand from users due to weather changes and prices so that drivers and users can feel satisfaction (Go Jek, 2019).

V. Challenges that facing by Go Jek Company.

Competitors



Figure 5 Go Jek and Grab in Asia Tenggara.
Source: (Sukandar, 2018).

In carrying out business in domestic and international, Go Jek already has competitors among the online transportation industry. In Indonesia, Go Jek has competed with Grab and Uber which at that time had dominated the Indonesian market. Besides that, when Go Jek wanted to expand internationally to Southeast Asia, which competitors had entered such as Uber and Grab. On the other hand, Go Jek wants to expand it to the Philippines, Thailand, Vietnam and Singapore, which is Singapore's Grab head office and its domicile. In addition, Grab managed to win the competition as an application reporter sharing Uber overlays for a special region of Southeast Asia by acquiring Uber so that Uber left the Southeast Asian market and only had 27.5% of the shares in Grab (Sukandar, 2018). As well as Go Jek and Grab compete to be the most innovative company in becoming a platform that provides services needed by the community.

Besides that, Grab also provides services similar to Go Jek, where Grab is also a platform that provides food delivery, GrabPay and other services. Besides that, there is also a competitor from the Fast Company company, Meituan Dianping, which is a company that provides a booking and food delivery service platform. Which, Meituan Dianping recorded 27.7 billion transactions with a value of around US \$ 33.8 billion from 350 million users in 2,800 cities in 2018 (wardani, 2019).

VI. Regulation and Law to entering new Market

Meanwhile, for a company that will run a business it is very important to comply with and follow the regulations and regulations that exist in each country. In expanding its market share in Southeast Asia, Go Jek encountered several obstacles related to existing regulations and regulations, even though Go Jek had raised funds for this expansion and had services with the best quality service. For example, in expanding in Singapore, Go Jek must comply with Land Transport Authority (LTA) regulations, which do not allow Go Jek to provide motorcycle riding services. So this is a new challenge for Go Jek in operating cars as online transportation and changing its business model. And in this case, Go Jek partnered with a local company in Singapore, namely ComfortDelGro which aims to help Go Jek adapt to develop and survive by utilizing local resources and maximizing the opportunities that exist (ASEAN Today, 2018).

Meanwhile, to expand in the Philippines, Go Jek found few obstacles to licensing issues in entering the market there. However, Go Jek also has the opportunity to do business in the Philippines by partnering with local partners with only 60% ownership in a company sharing a ride (Ride-Hailing) in accordance with the regulations of the Transportation Franchising and Regulatory Board (LTFRB) applicable in the Philippines.

Furthermore, in August, Go Jek has applied for an operating permit in Manila to partner the Velox Technology Philippines Inc., but in the same month the Philippines imposed a new regulation namely ride-hailing as a public transportation company with only 40% limited foreign ownership. However, this cannot happen because the Velox company does not meet the requirements and is not verified according to LTRFB and currently Go Jek is still planning to enter the Philippines (Franedya, 2019).

VII. Conclusion

Based on the above, it can be concluded that Go Jek is a ride-hailing company established by Nadiem Makarin in Jakarta, Indonesia. Initially call center-based companies for users were able to order pick-up services, but because this was less effective, Go Jek created an application that could be installed on Android or IOS. In 2016, Go Jek was the first Indonesian company to become a Unicorn Company with funding of US \$ 550 million obtained from several investors. Not only that, Go Jek continues to create innovations in its services aimed at meeting customer needs and facilitating people's daily activities. Therefore, Go Jek currently has 18 services offered to its users and in 2019 Go Jek became the first company in Indonesia as Decacorn Company. Go Jek continues to expand its market share to domestic and international markets, now Go Jek has spread in various cities in Indonesia and plans to expand Go Jek services to Southeast Asian regions such as Singapore, Thailand, Vietnam and the Philippines.

On the other hand, in expanding the market to Southeast Asia this company faces challenges and obstacles in expanding the market, where Go Jek finds obstacles such as competition and regulations and regulations in each country. Every country that Go Jek enters has a different brand name like in Singapore (BETA), Thailand (GET) and in Vietnam (GoViet). And the key to

the success of Go Jek is using the google cloud system that makes it easier for companies and users themselves. Meanwhile, Go Jek also used a business strategy in running the business such as Ansoff Matrix Strategies and Porter Generic Strategies that will help Go Jek for operating the businesses.

VIII. Recommendation

In my opinion, Go Jek can expand the market in Southeast Asia because Go Jek already has a very good application and is easily accessible and accessible to users. In entering new markets, it is hoped that Go Jek will approach with the current situation, analyze how to run a business there or be able to partner with local companies to study how the investor running a business in the host country. On the other hand, Go Jek must take more attention to the detailed requirements needed to expand into Southeast Asia because each country has their own rules and regulations. If there is an obstacle when expanding the market, we can anticipate the problem and Go Jek can utilize local resources in each country such as seeking expertise, a strategic place and make the business more slightly run smoothly, so Go jek might be growth and be successful in Southeast Asia.

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