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GO-JEK was the first app-based transportation player to enter the Indonesian market in 2010. Its portfolio now includes transportation and lifestyle services, as well as a propriety payments platform. It currently serves 50M users.

GO-FOOD is the food delivery arm under the Go-Jek umbrella, and was launched in 2015.

OUR CHALLENGE

Our G-Lab project was to identify alternative revenue streams to complement the core business, which currently relies solely on commission from orders placed on Go-Food.



OUR APPROACH

BENCH-MARKING

Conducted expert interviews, industry analysis across competitors, adjacent industries to identify monetization tactics

PROPOSED OPPORTUNITIES

Recommended opportunities to extract additional revenue from merchants and customers, narrowing in on paid vouchers

PRIMARY RESEARCH

Conducted interviews with Go-Food merchants, and launched conjoint survey to 50,000 Go-Food customers to identify customer needs and willingness to pay

RESULTS & RECOMMENDATIONS

In addition to 5 interviews with active Go-Food merchants, our team had more than 3,000 Go-Food customers complete our survey (more than a **6% completion rate!**). Using the data we collected from both experiments, our team identified several key opportunities and risks to inform a go-to-market strategy for vouchers for Go-Food:

- Experiment with offering nominal vs. percent discounts to Go-Food customers: customers indicate a preference for nominal discounts, but percent discounts are effective for higher income customers
- Protect merchant margins by focusing on non-core business customers and merchants indicated flexibility towards, including off-peak hours, non-core menu items, and areas outside of the typical delivery radius
- Create smart segmentation capabilities for voucher targeting to take advantage of the demographic nuances in utility our team found, which primarily exist for discount types, and time of day
- Capitalize on merchants' need for analytical guidance with reporting, as they look to Go-Food for analytical expertise and recommendations
- Optimize voucher strategies for long-term merchant KPIs, and avoid the risks of cannibalization and the habituation of deal-seeking behavior

our feedback:

"Thank you for all your efforts in helping us with this project. The [opportunities] had a lot of insights, were clear and actionable and something that we would surely want to use as we go about our monetization efforts."