

# GO-JEK GO-PAY

## GO-JEK

GO-JEK is a rapidly growing technology company competing to control the on-demand economy of Indonesia. Launched in 2015, the company has rapidly grown to become one of the few “unicorns” in Southeast Asia.

## GO-PAY

GO-JEK launched its mobile wallet product, GO-PAY, in April 2016. Customers “top-up” their balances through an ATM, direct bank deposits, or through their network of 250,000+ drivers. The introduction of GO-PAY allowed users to make payments for all of the services purchased on the GO-JEK platform, thus eliminating the need for cash.

Project

As a rapidly expanding startup, GO-PAY is faced with limited resources but endless growth opportunities. The G-Lab project focused on building a 2-5 year recommended growth roadmap and monetization strategy for GO-PAY within the Indonesian market.

## September - December 2016

- Remote analysis of the:
  - 1) Indonesian consumer market;
  - 2) Indonesian mobile payment market;
  - 3) GO-PAY competitive landscape.
- Deep dive into platform growth strategies and use cases leveraging MIT's Institute of Digital Economy.

Methodology

## January 2017 Onsite

- Initially analyzed six high-potential GO-PAY growth verticals: 1) Credit scoring/loan origination; 2) Deposits/ retail banking; 3) Insurance; 4) Payments gateway; 5) Advertising/ Digital; and 6) Rural expansion.
- Ultimately narrowed down to:
  - 1) Credit Scoring;
  - 2) Loan Origination;
  - 3) Insurance, and
  - 4) Wealth Management.
- Evaluated the four verticals from the perspective of GO-JEK’s primary stakeholders: customers, merchants, and drivers.



## Recommendations

	Short-Term	Mid-Term	Long-Term
 <b>Verticals:</b> Loans Credit Scoring Insurance Wealth Mgmt	<ul style="list-style-type: none"> <li>• Start a pilot loan program to select GO-FOOD merchants.</li> <li>• Expand GO-RESTO functionality.</li> </ul>	<ul style="list-style-type: none"> <li>• Refine credit scoring capability based on pilot loan program and GO-RESTO data.</li> <li>• Repurpose GO-RESTO functionality for other SME merchants.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out commercial loan program to entire GO-RESTO community.</li> <li>• Pilot loan program with GO-MART merchants</li> </ul>
	<ul style="list-style-type: none"> <li>• Start a pilot microloan program for a representative sample of GO-PAY users to test and validate the credit scoring model.</li> <li>• Introduce education savings / life insurance product, rounding out suite of products offered to drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer savings account, insurance, and robo-advice to unlock new revenue streams and gain valuable consumer credit data.</li> <li>• Evaluate driver insurance program effectiveness and adapt for consumer roll-out.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out loans to the broader customer base; consider acquiring a bank to realize additional revenue and exert greater control.</li> <li>• Utilize driver and application as insurance distribution platform.</li> </ul>

Indonesia

