

# GO-JEK and Platform-based Economy: How Customer Shifting Their Behavior?

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Abstract: Technological advancements provide convenience, as well as challenges in the business world. The presence of GO-JEK as a platform-based economy changes the business competition map in Indonesia. Not only stopping as a platform to connect providers and service users in the field of transportation, but also GO-JEK becoming a platform-based economy that can connect users with restaurants, logistics, shopping, beauty services, and many more. Through this paper, the authors are interested to see (1) how does GO-JEK change the lifestyle of people from conventional to digital? (2) Does GO-JEK make people dependent on the services they offer? (3) What GO-JEK services are considered to change the way people meet their daily needs? This study will be conducted with quantitative methods, namely using surveys and supplemented by literature studies. The research found that GO-JEK changes the lifestyle of people to digital savvy, make people dependent to GO-JEK's services, and change the behavior of the customer in order to fulfill their daily needs. This research is conducted in Bandung and gathering Generation Y and Z as research respondents. From the study, the author gives an empirical study about how customer shifting their behavior to be a GO-JEK's loyal customer, either by reliability, responsiveness, and promotion.

## 1 INTRODUCTION

The development of digital technology in the business world helped change the business model that exists in the world today. The birth of GO-JEK, Grab, Alibaba, Facebook, Instagram, YouTube, and various digital platforms is a manifestation of the beginning of the digital economy era (Kasali, 2017). Businesses that were originally defined in the concept of ownership, have now turned into an economy of sharing. If before, businesses must have assets, in the form of buildings, vehicles, employees, and various other attributes, now businesses are transforming into businesses without physical assets, but digital assets and extensive networks (Sampere, 2016).

People who originally had to have certain assets to enjoy existing facilities can now share assets to enjoy access to a service (Kasali, 2018). People who do not have motorized vehicles can order vehicles through features in online applications, such as GO-JEK and Grab. Also, thus who want to save money and get lodging that can be conveniently booked on various online platforms, such as Airbnb, Booking.com,

Traveloka, and so on.

This platform-based economy is slowly changing the habits of Indonesian people in consuming a product or service (Kumar & Kumari, 2014). If previously the community had to bring a private vehicle or order a conventional taxi to go to a place, now people only need an application to order vehicles based on their location. In addition to being fast, easy and practical, the meeting between consumers and service providers, which is without intermediaries, provides a mutualism symbiosis that supports each other (Furr, 2016).

In this case, GO-JEK does not only stop at transportation service providers, but also food, beauty, credit, bills, and banking services. All can be done in just one application, so don't be surprised if the GO-JEK slogan reads "An Ojek for Every Need" remembering various things that can be done in just one application. People who are spoiled by the convenience offered are slowly changing from conventional lifestyles to digital lifestyles.

Through this paper, the authors are interested in observing platform-based economic phenomena carried out by GO-JEK, namely (1) how does GO-JEK change the lifestyle of people from

conventional to digital? (2) Does GO-JEK make people dependent on the services they offer? (3) What GO-JEK services are considered to change the way people meet their daily needs?

## 2 LITERATURE REVIEW

### 2.1 Platform-based Economy

Changes in the business model from the era of industrial revolution to the digital economy era, helped bring a number of changes in conventional business schemes (Labrecque, dem Esche, Mathwick, Novak, & Hofacker, 2013). Following are a number of changes seen from the conventional economy towards the digital economy.

Table 1: Comparison between Industrial Era vs Digital Economy Era (Accenture, 2016).

From Products to Platforms		
Comparison	Industrial Era	Digital Economy Era
Characteristic	Changed every aspect of life	Transforming every dimension of life
Output	Products	Platforms
Market	Value Chains (linear)	Ecosystems (non-linear)
Power	Power of controlling supply chain	Power of optimizing ecosystems
Economic Scale	Supply-side economies of scale	Demand-side economies of scale
Assets	Physical assets and capital depreciation	Digital assets and innovation capital
Returns	Diminishing returns	Distribution power law and network effects
Market Valuations	Market valuations driven by ROA	Market valuations driven by ecosystems
Growth	Growth organic or via M&A	Growth driven by asymmetric & network effects
Measurement	GDP as economic measurement	New measures, digital density, and "free goods"

The platform-based economy also has provisions that are different from the conventional economy in general, namely (1) network effects/two-sided market, where meetings between two groups of users, both producers, and consumers, provide added

value from the demand and supply side. The more parties connected with business services, the greater the added value provided by platform-based economies (Taeihagh, 2017), (2) distribution power law, if so far business has been synonymous with a gradual supply chain, now the value chain offered by platform-based business is direct interaction with market players with the help of applications or technology. The links that were originally long and resulted in price increases, are now trimmed to be more concise and easier for both consumers and producers (Schor, 2014), (3) asymmetric growth and competition, where platform-based business can create relationships and competition between industries that differ from the main services offered armed with demand created by the market from the main products offered (Kenney & Zysman, 2016).

### 2.2 Sharing Economy

The sharing economy, also known as collaborative consumption or peer-to-peer-based sharing, is a concept that highlights the ability and perhaps the preference of individuals to rent or borrow goods rather than buy and own them (Rouse, 2013).

The main features of a sharing economy business model are (Kenton, 2014):

- Access instead of ownership: rather than buying an asset, the seeker rents it from someone else (Botsman & Rogers, 2010);
- A platform brings together owners and seekers and facilitates all processes between them (Sundararajan, 2016);
- The business/platform itself does not possess any of the assets on offer: GO-JEK does not own a single motorcycle or car (Frenken & Schor, 2017)

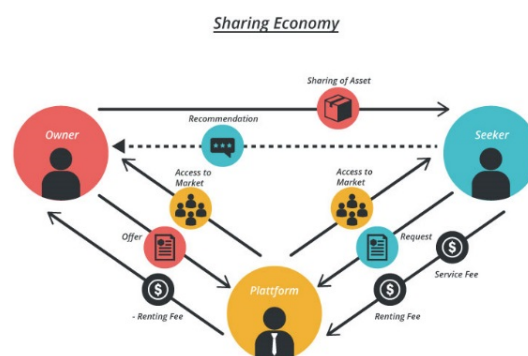


Figure 1: Sharing Economy (Business Model Toolbox, 2019).

Success factors of sharing economy are (Hamari, Sjöklint, & Ukkonen, 2015):

- (1) Develop a culture of trust. Since sharing economy is based on trust among and between the participants, it is crucial to install mechanisms in the platform, like commenting and rating, but also offer support in case of abuse.
- (2) Smooth transaction process. For example, one can order motorcycle or car through GO-JEK on tablets or mobiles now, reducing the transaction (time) cost.
- (3) Constant engagement of users. To maintain a certain scale of demand and supply, it is necessary to offer promotions: e.g., GO-JEK offers promotional codes to users in order to build customer loyalty.

### 2.3 GO-JEK

GO-JEK is an Indonesian technology company engaged in motorcycle taxi services. GO-JEK became an application company popular in Indonesia when they launched a mobile application in 2015. Through massive advertisements and promotions to attract consumers and GO-JEK partners joined, GO-JEK needed 1.5 years to get the US funding \$ 550 million and become a Unicorn with a valuation of US \$ 1.3 billion. Until now, the number of GO-JEK partners is approximately 1 million people spread throughout Indonesia (Pratama, 2016).

GO-JEK is a new start-up with disruptive innovations for the ecosystem of various lines of business in Indonesia. Initially, GO-JEK entered Indonesia with a digital platform in the form of an application to bring together users and providers of motorcycle transportation services. Now GO-JEK has expanded its business lines, starting from GO-RIDE, GO-FOOD, GO-PILLS, GO-TIX, GO-CAR, GO-SEND, GO-DEALS, GO-SHOP, GO-MART, GO-BOX, GO-MASSAGE, GO-DAILY, GO-CLEAN, GO-FIX, GO-LAUNDRY, GO-GLAM, GO-AUTO, GO-MED, and GO-PAY. The expansion of this business line has brought together various business industries and business actors in a similar medium, namely GO-JEK. Even now GO-JEK is expanding its market to Vietnam under the name GO-Viet (Paskalis, 2018).

Seeing the various business lines that GO-JEK has entered, it seems that there are so many old industrial players who have to adapt to running their business. Connections between restaurants, beauty service providers,

pharmacies, tickets to shows, expeditions, logistics, etc. change the competition map of business leaders who have abundant assets into populist services, where anyone can become a courier or business service provider from, to, and by the community (peer-to-peer sharing) (Amartha, 2016).

### 2.4 Consumer Behavior

Consumer behavior is defined as a process or activity when someone searches, selects, purchases, uses, and evaluates a product, whether it is goods or services to meet their needs or desires (Maxmanroe.com, 2019). Consumer behavior itself is influenced by 5 main factors, namely (1) purchasing power, (2) group influence, (3) personal preferences, (4) economic conditions, and (5) marketing campaigns (iResearch Services, 2018).

The presence of GO-JEK has helped change modern consumer behavior from the search process to product evaluation due to the ease and practicality gained (Donghyun & Ammeter, 2018). The changes in consumer behavior occur because (1) people can easily obtain information in real time with information on their smartphones. The public can compare prices, and the quality obtained from various service providers in Indonesia; (2) reviews provided by consumers directly through various platforms contribute to building reputation and the way consumers value the quality of services offered by the company; (3) algorithms from technology companies indirectly store history from user profiles, so users feel faster, more convenient, and accurate in order without manual processes that must be done repeatedly every time they place an order (Jongen, 2018).

The community that originally had to do everything independently, from driving a private vehicle, queuing to buy cinema tickets, going to a credit kiosk to top up, going to restaurants to order food, etc. are now facilitated by a platform that provides all the needs that modern society is needed. Indirectly, the facilities provided change consumer behavior slowly from conventional to digital (Pratt, 2016).

Through the massive promotion carried out by GO-JEK, consumers are being educated to be more trained in using the application. Through GO-PAY PAYDAY promotion, GO-JEK is accustoming the public to use the digital economy in the form of an electronic wallet to make transactions in various favorite outlets. The presence of various lines of

GO-JEK business expansion indirectly changes the lifestyle of modern people who generally have limited time, are busy working, and enjoy all forms of practicality that can be obtained (Mack, 2019).

### 3 ANALYSIS

Through this paper, the author examines changes in consumer behavior through a distributed questionnaire. There are 102 respondents who represent Generation Y and Z as the generation that actively uses smartphones to process transactions in Bandung.

Generation Y is the generation born between 1981 - 1994 or often called millennial is the first generation that easily gets access to information and is also connected to each other across countries around the world (Kumparan, 2018).

Meanwhile, Generation Z is a generation born from 1995 to 2004. The character of Generation Z is versatile; more individualized, more global, more open-minded, faster to enter the world of work, more entrepreneurs, and of course more technology-friendly (Adam, 2017).

Based on the table below, the author explains the demographics of the respondents.

Table 2: Respondent Demographic.

Respondent Demographic	
<b>Sex</b>	Male (46,1%) Female (53,9%)
<b>Age</b>	Generation Y (94,1%) Generation Z (5,9%)
<b>Smartphones OS</b>	Android (65,7%) Apple iOS (34,3%)
<b>Location of Residence</b>	North Bandung (30,4%) South Bandung (10,8%) West Bandung (22,5%) East Bandung (8,8%) Central Bandung (27,5%)
<b>Type of Residence</b>	Own house (3,9%) Parents house (51%) Contract/Rent (2%) Boarding house (42,1%) Siblings house (1%)
<b>Income per month</b>	Less than 1 million Rupiah (36,3%) 1 million until 2,5 million Rupiah (50%) 2,5 million until 5 million Rupiah (10,8%) More than 5 million Rupiah (2,9%)
<b>Using GO-JEK since</b>	Less than 3 month (9,8%) 3 – 6 month (7,8%)

	6 – 12 month (8,8%) 1 – 2 years (35,3%) More than 2 years (38,3%)
<b>Spending on GO-JEK service</b>	Less than 100.000 Rupiah (46,1%) 100.000 – 300.000 Rupiah (46,1%) 300.000 – 500.000 Rupiah (5,9%) More than 500.000 Rupiah (1,9%)
<b>Favorite Features</b>	GO-FOOD (89,2%) GO-RIDE (88,2%) GO-CAR (84,3%) GO-PAY (56,9%) GO-SEND (52%)

Based on the results of the questionnaire, the majority of GO-JEK users are women (53.9%) who are generally in the Generation Y age range (94.1%), use Android (65.7%), and live in the North Bandung area (30.4%).

In addition, the majority of respondents also live in parents' homes (51%) and boarding houses (42.1%) with monthly income between 1 million to 2.5 million Rupiah (50%). The majority of respondents have used GO-JEK for more than 2 years (38.3%) and spent less than 300,000 Rupiah (92.2%).

The favorite features that are widely used by respondents are (1) GO-FOOD (89.2%), (2) GO-RIDE (88.2%), (3) GO-CAR (84.3%), (4) GO-PAY (56.9%), and (5) GO-SEND (52%).

Considering that the majority of GO-JEK users are women, then GO-JEK's marketing content must be adjusted to the characteristics of female consumers who prioritize quality, price, brand, recommendations from friends, and recommendations from the family (Academy, 2018).

GO-JEK can endorse influential female influencers, such as Ria Ricis (YouTuber) or celebrity in promoting GO-JEK marketing content personally. In addition, the GO-JEK application should also be packaged in power and memory saving features so that it is more friendly to be used by consumers, especially in the Android operating system.

In addition, GO-JEK can also maximize the GO-JEK driver deployment points in respondents' locations, such as North Bandung (30.4%), Central Bandung (27.5%), and West Bandung (22.5%). This step can be done through special recruitment of residential areas to ensure GO-JEK orders in the respondent's area can be accommodated properly.

The majority of respondents have also used GO-JEK for more than 2 years (38.3%) and 1-2 years

(35.3%), so in terms of loyalty, we can be sure GO-JEK users are customers who are loyal to the GO-JEK brand, so that GO-JEK must pay attention to the quality and reliability of services in order to maintain the positive values of the GO-JEK brand in order to increase GO-JEK usage in the nominal amount of money that is still relatively low, that's less than 300,000 Rupiah (92.2%).

Favorite features that are widely used by GO-JEK consumers can also be a first step to selling between features by offering vouchers for less popular features, such as GO-AUTO voucher gifts or GO-CLEAN vouchers for the use of GO-RIDE 5 times a week, so that various other features in GO-JEK can be introduced and accepted by the community.

Based on the results of the questionnaire, the author answers the research questions as the following tables.

**(1) How does GO-JEK change the lifestyle of people from conventional to digital?**

Table 3: GO-JEK and Lifestyle.

Reasons for using GO-JEK services		Consumer transport behavior	
Practical	53,9%	Prefer to bring a private vehicle	3,9%
Affordable	3,9%	Prefer to order GO-JEK	40,2%
Fast	10,8%	No changes	55,9%
Bustle	2%		
Lots of promo	17,6%	GO-PAY user	
Lazy to take a vehicle or lazy out of the house	11,8%	Yes	75,5%
		No	24,5%

The majority of respondents answered if the element of practicality (53.9%) was the main reason why respondents used GO-JEK services. In addition, the factor of the number of promos, being lazy to bring your own vehicle or being lazy to leave the house, and speed is other factors that also influence the use of GO-JEK services.

Since GO-JEK services were offered, as many as 40.2% of respondents chose to use GO-JEK as the main mode of transportation. Respondents were also

the majority of GO-PAY users, which amounted to 75.5%.

GO-JEK changes people's lifestyles from conventional to digital with the practicalities offered. Moreover, the slogan "An Ojek for Every Need" is felt to be very relevant to the various features offered by GO-JEK.

Respondents also began to get used to using digital wallets, such as GO-PAY because of the practicality of payment, and no need to prepare cash in a certain nominal amount to pay for GO-JEK services.

**(2) Does GO-JEK make people dependent on the services they offer?**

Table 4: GO-JEK and Dependability.

GO-JEK Using Behavior		No Promotion on GO-JEK	
Prefer to do something with GO-JEK	45,1%	Still using GO-JEK as usual	14,7%
Prefer to do something without GO-JEK	0%	Still using GO-JEK, but under several circumstances	60,8%
No changes	54,9%	Rare to use GO-JEK	21,6%
		Not use GO-JEK anymore	2,9%

Based on the results of the questionnaire, respondents also preferred to do everything with GO-JEK, which amounted to 45.1%. However, when the GO-JEK promotion was stopped, respondents considered that the use of GO-JEK services was only carried out under certain conditions (60.8%).

In general, respondents felt that GO-JEK had created dependency in their lives, especially in carrying out daily activities. But on the other hand, the majority of respondents also still prioritize promotion from GO-JEK, so promotion is still a crucial element in respondents' purchasing decisions for GO-JEK services.

**(3) What GO-JEK services are considered to change the way people meet their daily needs?**

Table 5: GO-JEK and Changing Behavior.

GO-JEK Change Lifestyle		Payment Behavior	
Yes	69,6%	Prefer to use GO-PAY	45,2%
No	30,4%	Prefer to use cash	22,5%
		Prefer to use debit or credit card	7,8%
GO-JEK Service Quality	4	No changes	24,5%

The majority of respondents answered that GO-JEK had changed their lifestyle, which amounted to 69.6%. In terms of payment, respondents chose to use GO-PAY (45.2%) compared to other payment methods. In addition, GO-JEK service quality gets a value of 4 on a scale of 5, which is satisfactory.

Respondents considered GO-JEK able to accommodate their needs in carrying out daily activities, while fulfilling an urban lifestyle that was busy with various features offered.

The effectiveness of GO-PAY as a digital payment method should also be maintained by GO-JEK with various expansions being carried out, both in the form of cooperation with favorite merchants and the main payment method in delivery services, both in terms of ease and practicality of use. Of course, the element of security in the use of GO-PAY must continue to be managed in order to minimize and prevent the break-ins of GO-PAY accounts by irresponsible parties.

In terms of quality, the performance of GO-JEK that has been valued satisfactorily should be maintained and improved with more accurate GPS accuracy, availability of drivers in more locations or crowded places, and integrity of GO-JEK partners who prioritize honesty values in running GO-JEK services, either through training or regular information from GO-JEK notifications.

#### 4 RESULT AND DISCUSSION

As a platform-based economy, GO-JEK has changed consumer behavior through an economic sharing approach. Through the ease, speed, and promotion of GO-JEK, it indirectly changes the lifestyle of respondents who represent Generation Z in the city of Bandung.

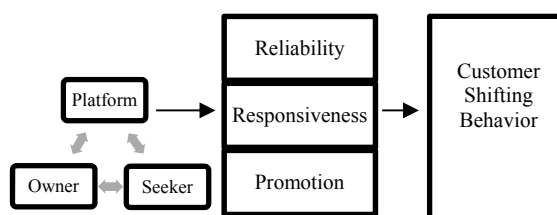


Figure 2: Research Model.

As seen in the diagram, sharing economy consisting of owners, platforms, and seekers form a separate business ecosystem between sectors provided by GO-JEK platform, such as transportation, logistics, beauty, courier, bills, food, and so on.

The existence of sharing economy is supported by reliability, responsiveness, and promotion carried out by GO-JEK, so that consumers slowly but surely experience changes in behavior in the process of conventional transaction selection towards digital.

Therefore, the existence of sharing economy must also be supported by effective, responsiveness, and promotion to shift consumer behavior from conventional to digital, from manual to modern, and from limited reach to unlimited reach.

#### 5 CONCLUSIONS AND FUTURE RESEARCH

GO-JEK as platform-based economy has changed the various business ecosystem of business in Indonesia. From transportation, food, logistic, beauty, bills, couriers, and many more, people slowly shift their behavior from conventional to digital. This phenomenon occurs since people more reliable to gadgets, and they want reliability and responsiveness of service that they get in front of their room or house.

This research is limited to Generation Y and Z respondents, which lived in Bandung. The study contributes to give an empirical study about how customer shifting their behavior to be a GO-JEK's loyal customer, either by reliability, responsiveness, and promotion in platform-based economy form, which customer can use the service by sharing economy mechanism between provider and user.

The possible future research is to find out how GO-JEK is maintaining their competitive advantage to their competitor, such as Grab in Indonesia. Also, we can find out customer loyalty about GO-JEK using black-box models; does they still using GO-JEK, while the others give bigger and better

promotion. Since this research take scope in Bandung, future research could be conducted on a larger scale, such as West Java or Indonesia scope.

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