

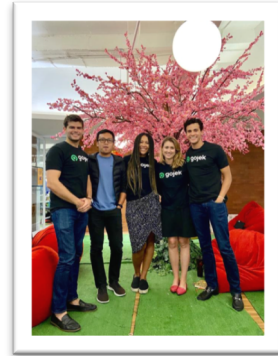
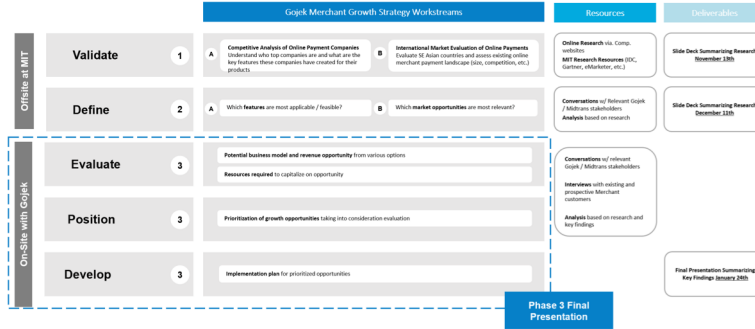


Objective: Develop a complimentary growth strategy for Midtrans through evaluating potential product development opportunities & international expansion

Company Background

Midtrans, founded in 2011 & acquired by Gojek in 2017, is the largest payment gateway company in Indonesia. Seeing a lack of competition in the market driving up prices & lowering quality, Midtrans was founded to provide both value and quality of consumers and merchants within Indonesia.

Methodology



Off-Site Takeaways

- Research indicates new entrants can gain share by developing more complimentary product offerings outside of PG & catering to SMB/start-ups; allowing them to reap benefits as these businesses grow. Incumbents focus on larger players (Stripe strategy vs. PayPal in U.S.) is costly as companies mature & command pricing power
- International PG and e-wallet providers in Southeast Asia



On-Site Takeaways

- Concerns over dynamism of internal Midtrans product development cycle due to competing with larger Gojek business lines for limited shared engineering resources
- As business matures, opportunity to “grow” not solely through new development but also from bolstering existing processes & products to ensure medium sized merchants are serviced/retained
- Internal & international processes

Our Recommendations:

In order to maintain growth, the company must respond to customer needs & sustain an innovative approach to product development. To do so, Midtrans should explore:



Dedicated Sales Engineering Team

Launch a Midtrans-dedicated sales engineering team to handle day-to-day technical issues & bridge solutions



Product Improvements

Address “low hanging fruit” product improvements while determining value proposition of other medium/long term features



Process Enhancements

Adjust process for product improvement & new feature assessment, as well as holistic approach to international expansion