Gaining User Trust in Crowdsourcing Startup Using Desirability Business Model (Case Study at PT. Gojek in Surabaya)

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Abstract

This study aims to explore the strategy of gaining user trust in a crowdsourcing startup based on the desirability business model. This study may uncover the user trust of crowdsourcing startup which may help startup enhancing engagement and participation from crowd. The difficulties in crowdsourcing is engage user to stay with application for a long time, so this study try to help startup finding indicators to gain user trust. This paper first propose a model to depict the effect of four parameter of desirability business model with user trust, which may influence Gojek users, then using stratified random sampling technique with a total sample of 97 people which are the subject is the society in Surabaya that in a month is at least 2 times and a maximum of more than 10 times using the Go Ride application on the Gojek company. The data collection used a questionnaire distributed through google form and social media such as Line and WhatsApp, while for the tabulation stage, it will be processed using Smart PLS-SEM. The results of this study show that of the four indicators in the desirability business model variable only two indicators have a positive effect on user trust firstly, value proposition consisting of performance, design, accessibility, convenience, risk reduction, cost reduction and newness then secondly, channels consisting of awareness, evaluation, purchase and after sales. To gain user trust on the crowdsourcing startup, business owners can focus on two things firstly, provide beneficial value of the product or service offered to the user and secondly, design channel which can make business communicates with its users to convey a value proposition.

Keywords: startup; crowdsourcing; desirability business model; user trust

INTRODUCTION

Business Model Canvas is a strategy used to describe, visualize, assess, and change a business model design (Yudhanto, 2018). Osterwalder et al. (2010) divides the model with nine elements, where these nine bulkheads are the basic elements that support a planning and business process. The nine elements are customer segments, value propositions, channel, customer relationship, revenue stream, key resources, key activities, key partners and cost structure. The way of thinking that helps in understanding this is through IDEO's Three Lenses of Innovation, called the lens because it is a way to examine one side of a business. Each lens will highlight the strengths and weaknesses of each, yet by looking at all three we can create strong ideas and consistently make money, the three lenses are desirability, feasibility and viability (Jeffries, 2017).

The potential of e-commerce and digital application business markets is very promising in the future, invite prospective entrepreneurs to compete to establish a startup company. However, the increase in the number of startups is also comparable to the number of failures that hit the startup. In fact, the number of startup failures worldwide can reach 90% (Perdani & Santoso, 2018).

Based on Hidayat et al. (2021) showed that trust, perceived value, and buying interest positively influence consumers' decisions to purchase using an online shop application. Furthermore, (Konya-Baumbach et al., 2019) described that startup have to design adequate business models to manage consumers' initial trust perceptions of digital innovations. The initial trust serves as a critical mediator in the relationship between these design strategies and consumers' adoption intentions. Additionally, the novelty of this research is to help new

crowdsourcing startups in designing the right business model to find indicators to gain consumer trust.

The phenomenon of crowdsourcing startup presented by Gojek with the Go Ride feature is a solution to the anxiety and disillusionment of the community over the weakness of mass transportation facilities in Indonesia. The difficulties in crowdsourcing is engage user to stay with application for a long time. Therefore, one of the keys to success in developing its business is by building trust, because trust is the key to long-term brand survival. Based on the background above, the objective of this research is to explore the strategy of gaining user trust in a crowdsourcing startup based using the Desirability Business Model. This study is expected to assist crowdsourcing startup entrepreneurs in building his business in a long time.

METHOD

This study is quantitative research using survey method, and used primary data obtained directly from research subjects. The subjects studied were 97 people in Surabaya, who in a month had a minimum of 2 times and a maximum of more than 10 times using the Go Ride application at the Gojek company. The method used is the Stratified Random Sampling Technique and the determination of the number of sample sizes of respondents using Slovin formula. The step taken at the preliminary stage in this study consisted of questionnaires and tabulation of data. Distribution of questionnaires was carried out through Google Form by distributing questionnaire links in various community groups or families on social media Line and Whatsapp. While for the tabulation stage, it will be processed using Smart PLS and for descriptive analysis through SPSS 23. At the data analysis stage, a descriptive analysis will be carried out using SPSS 23 and SEM analysis.

The research hypotheses compiled based on the conceptual model and the elaboration of relationships between research variables include:
    H1: There is a relationship between the Value Proposition and User Trust.
    H2: There is a relationship between the Customer Segment and User Trust.
    H3: There is a relationship between the Customer Relationship and User Trust.
    H4: There is a relationship between the Channel and User Trust.

RESULT AND DISCUSSION

In the hypothesis testing stage, the researcher performs a T-Statistics value test, the T-Statistic is said to be valid if it has a T-Statistics value > 1.96. The indicator can also be said to be valid if it has a P-Value < 0.05 (Haryono, 2017). The following Table 1 is the result of the value of T-Statistic and P-Values.

Table 1. T-Statistics and P-Values

Variabel	T-Statistics	P-Values
Value Proposition → User Trust	2.017	0.044
Customer Segments → User Trust	0.085	0.932
Customer Relationships → User Trust	1.545	0.123
Channels → User Trust	2.821	0.005

Based on the findings of the T-Statistics table and P-Value above, a new model can be described to find out what strategies can be of concern to an entrepreneur who will create Crowdsourcing-based startups as shown in the Figure 3.
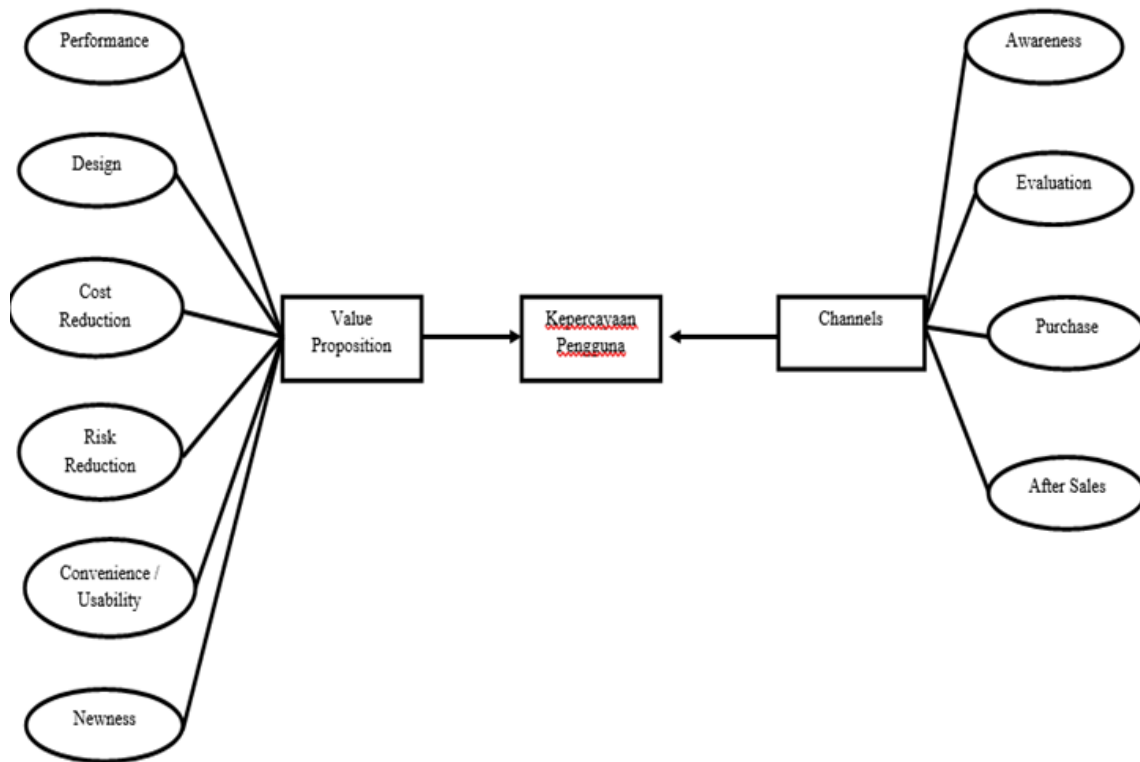
Figure 3. Crowdsourcing Startup User Trust Model (CSUTM)

In gaining user trust especially in Crowdsourcing-based startups, like Gojek which is an online transportation company that has now spread to 167 cities and regencies in Indonesia, one of them in Surabaya. The overview of the strategies that Gojek has carried out in gaining the trust of its users in Surabaya showed in Table 2.

Table 2. The Overview of Gojek's Strategies to Gain User Trust

VALUE		Indicators	Finding
Mean	Loading Factor		
Variabel: Value Proposition			
4.12	0.697	Performance	Companies can increase the value of the company by improving performance on products/services offered, for example when customers make an order for a product/service, then the application can show the position of the nearest driver so that it makes customers calm and can control when the product/service will be received.
4.31	0.713	Design	Companies must be able to design a display of features or applications that are in accordance with market tastes and attractive for consumers to see.
4.38	0.724	Cost Reduction	Companies can help reduce customer expenses by providing affordable prices, for example in terms of ordering food, ordering transportation equipment, delivering goods and so on.
4.36	0.69	Risk Reduction	The company must be able to provide guarantees of safety to its customers, such as guarantees for passenger life safety, the security of goods sent by customers using Crowdsourcing startup

VALUE		Indicators	Finding
Mean	Loading Factor		
4.19	0.723	Accesbility	services, and providing appropriate training to workers in the company (for example transportation online drivers) in delivering customer. The company must ensure that customers can easily get the products/services offered by the company, for example, customers can easily get Gojek drivers wherever they are through the Go-Ride application.
4.24	**0.783**	**Convenience/ Usability**	In the use of applications for ordering products/services offered by Crowdsourcing companies, the company must be able to ensure that customers can comfortably use the application, according to their needs. For example, the availability of sufficiently clear information regarding products/services features used, giving customer feedback and the accuracy of the information needed.
4.3	0.696	Newness	In producing an innovation or newness, a technology company(Crowdsourcing) can not only rely on product & service innovations, but innovation can also be done in various sectors such as processes, offering, delivery, and finance, even innovations in the Business Model can also be carried out, like what Gojek did. Gojek is able to change the conventional motorcycle taxi order process to be application-based, making it easier for consumers to order motorcycle taxi wherever and whenever, with rates that have been seen in the application.
Variabel: Channel			
4.11	0.717	Awareness	Crowdsourcing startups can build and introduce company brands to consumers through mass media, electronic media, and social media, this is expected to build emotional relationships with consumers. The stronger the emotional connection, the interaction will be more qualified.
4.23	0.771	Evaluation	Giving feedback features, comments column or rating on an application is very important, because it can be a better input for Crowdsourcing startups going forward, and it will greatly help customers in the process of making purchasing decisions based on evaluations/reviews from others, in addition, the customer will feel more satisfied when they can provide a report to the company when they have problems

| VALUE | | Indicators | Finding |
Mean	Loading Factor		
			related to the products/services offered by the company.
4,36	**0,818**	**Purchase**	Provide payment by cash or credit
4,13	0,771	After Sales	Provide the best service according to the ads they made before

The mean value range in this study is 1.00-1.50, which means that the respondent's level of confidence (strongly disagrees) with the statement. While 1.51-2.50 interpreted (disagree), 2.51-3.50 interpreted (agree), 3.51-4.00 interpreted (strongly agree). Furthermore, indicators that have a loading factor value of <0.5 need to be eliminated or removed from observation because they have a low validity value.

Based on the data above, it can be seen that the indicators that have the highest loading factor value on the Value Proposition variable are Convenience/Usability with a value of 0.783 and a Mean value of 4.24, and Purchase on the Channel variable with a value of 0.818 and a Mean value of 4.36. This indicates that in the future crowdsourcing startups must be able to ensure that customers can comfortably use the application according to their needs such as accurate information related to products/services and set feedback features from customers, as well as providing flexible payment facilities such as cash or credit. This is supported by research conducted by Bleier et al. (2019) stated that informativeness is the primary cognitive dimension of the online customer experience. "System quality" is considered critical for success in e-commerce, If a visitor can't easily use and navigate a website, he/she will give up and click his/her way out, looking for an easier way to find what he/she needs somewhere else (Choi & Jeong, 2014).

CONCLUSION

Based on the results of research on Crowdsourcing Startup Gojek in Surabaya, there are several conclusions, that is from the four indicators in the Desirability Business Model variable, only two indicators have a positive effect on User Trust, namely Value Proposition and Channels. In the Value Proposition variable, there are 7 indicators that can be used as a reference for startup crowdsourcing entrepreneur, i.e Performance, Design, Cost Reduction, Risk Reduction, Accessibility, Convenience / Usability, and Newness. Based on the seven indicators, Cost Reduction and Convenience / Usability each has the highest Mean value and Loading Factor value compared to the others. This shows that consumer perceptions of Crowdsourcing startups must be able to reduce the customer expenses by providing affordable prices, for example in terms of ordering food, ordering transportation equipment, delivering goods, etc is very important, while for the future sustainability of a crowdsourcing company, the customer wants to the company always maintain reliability and even increase customer comfort in using the company's application so that customers become more satisfied in the future.

In the Channel variable, there are 4 indicators that is Awareness, Evaluation, Purchase, and After Sales. Based on the four indicators, Purchase has the highest value of Mean and Loading Factors. This shows that consumer perceptions of the transaction experience when purchasing is very important, and for the future sustainability of Crowdsourcing startups, by increasing the customer purchasing experience will make customers more satisfied and the company's profitability will also increase.

IMPLICATION/LIMITATION AND SUGGESTION

In this study, the author realizes that there are still many shortcomings faced, one of which is the type of crowdsourcing company studied is still focused on one company, Gojek online transportation, where the respondents studied are still around Surabaya, so the scope of the research is still too slight. According to (Zaky et al., 2018)The number of startups in Indonesia in 2018 was 992 startups and divided into several business fields, such as E-commerce as many as 352 startups, 53 Fintech fields, 55 startups in the Gaming field and 532 startups in other fields. Therefore, further research is expected to expand the reach of startups

studied and not only for one type of field but can be carried out research with various types of startup fields in Indonesia.

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