

October 2020

Public Value Creation by Private Sector through Cross-Sector Collaboration: A Case Study of the Gojek Wirausaha Program

Iin Kurniawati

Department of Public Policy and Management, Universitas Gadjah Mada, Indonesia

Agustina Kustulasari

Follow this and additional works at: <https://scholarhub.ui.ac.id/jbb>

Recommended Citation

Kurniawati, Iin and Kustulasari, Agustina (2020) "Public Value Creation by Private Sector through Cross-Sector Collaboration: A Case Study of the Gojek Wirausaha Program," *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*: Vol. 27 : No. 3 , Article 5.

DOI: 10.20476/jbb.v27i3.12168

Available at: <https://scholarhub.ui.ac.id/jbb/vol27/iss3/5>

This Article is brought to you for free and open access by the Faculty of Administrative Science at UI Scholars Hub. It has been accepted for inclusion in *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi* by an authorized editor of UI Scholars Hub.

Public Value Creation by Private Sector through Cross-Sector Collaboration: A Case Study of the Gojek Wirausaha Program

Iin Kurniawati¹, Agustina Kustulasari²

Department of Public Policy and Management, Universitas Gadjah Mada, Indonesia^{1,2}

iin.kurniawati@mail.ugm.ac.id¹, a.kustulasari@ugm.ac.id²

Abstract. Social reality that is always dynamic in practice often causes the "public" and "private" spheres to become increasingly difficult to separate. Several studies state that public value creation is no longer the exclusive domain of the government, the private sector can even carry out innovative ideas for community needs that are widely applied by the start-up industry. This research is a case study of the Gojek Wirausaha Program that intentions to help MSMEs 'upgrade' by providing business training and technology access through digital platforms. This article aims to determine how the private sector creates public value at the practical level in the context of a developing country. This study's contribution is the availability of new data in a different context from the majority of previous studies. It is expected to provide a better understanding of public value creation, mainly through cross-sector collaboration. The study uses five primary data collected through semi-structured interviews and a few secondary data by conducting literature reviews from documents, newspapers, mass media, and journal articles. The finding shows that the creation of public value in practice has its dynamics influenced by the interests of actors who, despite being private corporations, would like to create public value.

Keywords: Public Value, Public Value Creation, Cross-Sector Collaboration

Abstrak. Realitas sosial yang selalu dinamis di dalam praktiknya seringkali menyebabkan ranah "public" dan "private" semakin sulit dipisahkan. Beberapa studi menyebutkan bahwa penciptaan public value bukan lagi menjadi ranah eksklusif pemerintah, bahkan dapat dilakukan oleh sektor swasta dalam bentuk ide – ide inovatif bagi kebutuhan masyarakat yang banyak diterapkan oleh industri start-up. Penelitian ini merupakan studi kasus terhadap Program Gojek Wirausaha yang memiliki tujuan untuk membantu para pelaku UMKM agar dapat 'naik kelas' dengan memberikan pelatihan berbisnis serta akses teknologi melalui platform digital. Artikel ini bertujuan untuk mengetahui bagaimana sektor swasta menciptakan public value pada tataran empiris dalam konteks negara berkembang. Adapun kontribusi dari studi ini yaitu tersedianya data baru pada konteks yang berbeda dari mayoritas studi sebelumnya. Sehingga diharapkan mampu memberikan pemahaman yang lebih baik terkait penciptaan public value, terutama melalui kolaborasi lintas-sektor. Penelitian ini menggunakan lima data primer yang diperoleh melalui wawancara semi terstruktur serta beberapa data sekunder dengan melakukan tinjauan pustaka dari berbagai dokumen, surat kabar, media massa, dan artikel jurnal. Hasil temuan menunjukkan bahwa penciptaan public value di dalam praktiknya memiliki dinamika tersendiri yang dipengaruhi oleh kepentingan aktor – aktor, sekalipun berlatar belakang korporasi, yang ingin menciptakan public value itu sendiri.

Kata kunci: Public Value, Penciptaan Public Value, Kolaborasi Lintas-Sektor

INTRODUCTION

During the last few years, public value creation has become an essential topic among public policy-makers in many developed and developing countries (Benington, 2011). This topic has received more and more attention because of the emergence of the New Public Administration movement, which emphasizes the public value in more democratic and collaborative governance due to the shift in contemporary political trends from "government" to "governance" (Bryson et al., 2014; Saurwein, 2011). The public value itself is a concept that is interpreted as something appreciated by the public, both tangible and intangible, and provides added value to the public interest (Benington,

2011). This more collaborative approach makes public value creation the government's responsibility and other actors such as NGOs and the private sector (Matti & Sandstrom, 2011; Robertson & Choi, 2012; Budd, 2014; Bryson, 2016). Public value creation by the private sector is possible because the public value is needed to make business acceptable to the broader community (Zimmerman et al., 2014).

Further exploration of public value creation by the private sector is increasingly needed due to the emergence of various innovations that prioritize society's value as a business expansion strategy (Zott et al., 2011; Foucaud, 2017). The social reality, which is always dynamic in practice, often causes the public and private spheres to be increasingly difficult to

separate. Thus, the private sector study of public value creation becomes an interesting topic in a collaborative era such as the current era (Forrest, 2017). Public value is significant for the private sector because it can determine company valuation, especially for companies engaged in the digital industry. Public value creation has been developed by various digital companies and start-ups in the form of innovative ideas for society's needs so that the start-up industry can proliferate (Teece & Linden, 2017; Constantinides et al., 2018). The CB Insights report entitled "The Global Unicorn Club" shows that in 2019 unicorn companies globally reached 440 companies with a total cumulative company valuation of more than US \$ 1,339 billion. The immense potential for capital turnover in the industry has made digital start-ups a highly calculated part of new economic growth (Still et al., 2017; Bendickson et al., 2017). This achievement is inseparable from digital platforms' role, which causes connection-based public values to be easily organized with technology (Caprotti & Liu, 2019; Ansell & Miura, 2019). The digital platform itself is a concept that refers to a series of digital resources, including services and content, which allows value creation interactions between various user groups (Parker et al., 2016).

The use of technology through digital platforms is not only one of the keys to economic growth but is also quite influential in changing government governance (Kenney & Zysman, 2015; Goldfarb & Tucker, 2019). The use of digital platforms presents its challenges for public administration practitioners because it can have a broad material impact related to the complicated relationship between the state and corporate power (Walranvens & Ballon, 2013; Andrews, 2018). One of them is Kenney & Zysman (2015), who argue that digital transformation can cause 'wicked problems of management.' However, digitalization carried out by the private sector has been widely adopted by the government in both developed countries, such as France, by formalizing a 'state start-up' (Foucaud, 2017), Australia by changing the NDIS (National Disability Insurance Scheme) governance (McLoughlin et al., 2018), or developing countries like Thailand in developing industrial transformation 4.0 (Jones & Pimdee, 2017). This reality indicates that the creation of public value in practice has its dynamics that need to be further explored. Moreover, so far, research on public value creation discusses theoretical discussions seen from several perspectives such as the public value framework (Williams & Shearer, 2011), public manager normative ethics (Fisher & Grant, 2013), and multi-actor approaches (Bryson et al., 2016). However, there is still very little research that focuses on empirical studies.

The lack of empirical research is partly because the definition of public value itself is still being debated (see Benington & Moore 2011; Hartley, 2011; Bryson et al., 2014). Nevertheless, Hartley et al. (2016) argue that empirical studies are needed to encourage a better definition of public value. This research will fill the

research gap and focus on the creation of public value by the private sector in developing countries. Several empirical studies on public value creation use the context of developed countries such as the United States, Europe, and Australia. An empirical study of public value creation by the private sector will be interesting because the private sector has a different orientation from public institutions. This research will analyze public value creation by the private sector engaged in the digital realm because digital platforms can be seen as public spaces that play an essential role in the digital economy's growth (Stallkamp & Schotter, 2019). Besides, Ansell & Miura (2019) argue that digital platforms are one of the focuses of Public Administration studies that have the potential to achieve governance goals.

Currently, there are discussions regarding public values that depart from social phenomena in the United States or Europe (e.g., Dameri & Rosenthal-Sabroux, 2014; Lopes et al., 2019; Cordella, 2019; Teasdale & Dey, 2019). This study attempts to analyze the practice of public value creation in Indonesia as a developing country considered to have different socio-economic characteristics from the majority of previous studies. Therefore, this study is expected to contribute to providing a better understanding of the practice of creating public value. The selection of Indonesia as a research locus because Indonesia is a developing country that is currently focusing on increasing the use of digital platforms to improve economic competitiveness. Moreover, the fact that Indonesia is the most significant contributor to the digital economy in the Southeast Asia Region from 2019 to 2025, according to Google and Temasek Research, and the country with the fifth-highest number of start-ups in the world by Start-up Ranking 2019 makes it even more interesting to make Indonesia a research locus in this study.

Indonesia's huge potential has made the Indonesian government have a vision of making Indonesia the "Digital Energy of Asia." One of the government's efforts is to continue to encourage more MSMEs to go online as a concrete step towards realizing the government's target that is 50% of MSMEs in Indonesia can be digitized by 2024. This is considered an essential asset in entering the digital economy era because MSMEs support 99% of the Indonesian industry. Besides, in the 2020-2024 RPJMN, the government has also targeted new entrepreneurs' growth from an entrepreneurial ratio of 3% in 2019 to 5% in 2024 through strengthening new entrepreneurs and MSMEs (Bappenas, 2019). However, the number of MSMEs that have gone online is still 3.97 million, or only 17,1% of the nearly 60 million MSMEs in Indonesia based on BPS data of 2018. This condition raises the private sector's role in helping the government realize the vision, such as Gojek that initiated an entrepreneurial training program for MSME players called the "Gojek Wirausaha Program."

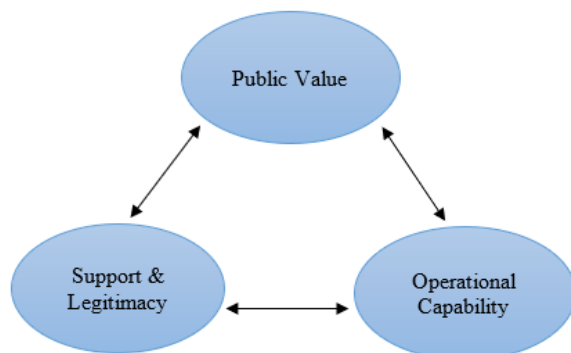
The Gojek Wirausaha Program is a business training program provided by Gojek for MSME industry

players in face-to-face classes. The program aims to help MSME players be able to 'upgrade' through increasing entrepreneurial skills and accessing technology through digital platforms. Through this program, Gojek tries to answer the challenges faced by MSME players by taking an active role as a partner of both central and regional governments to encourage the digitization of MSME players in Indonesia. Since the launch of the Gojek Wirausaha Program in early 2019, the program has trained more than 14 thousand MSMEs throughout Indonesia in 17 cities through collaboration with various communities and government agencies, such as the Coordinating Ministry for the economy, the Ministry of Cooperatives, and MSMEs, the Ministry of Industry, and the Creative Economy Agency. Based on these conditions, it can be indicated that Gojek is trying to create public value for MSME players in Indonesia by developing business training programs and providing easy access through digital platforms.

This is in line with the Indonesian government's vision to continue to accelerate the digital economy by strengthening MSMEs. However, as a private sector, Gojek cannot create public value without the government's role as the holder of legitimacy. Therefore, it is interesting to explore further how Gojek as a private sector strives to create public value for MSME players through the Gojek Wirausaha program. The Gojek Wirausaha Program's choice as a case study in this research is because the program is the first digital platform that has trained more than 15,000 MSMEs spread across Indonesia. What's more, Gojek is the first start-up with a 'decacorn' status in Indonesia and is ranked 19th in the company with the highest valuation in the world according to CB Insight (CNBC Indonesia, 2019).

This indicates that the creative ideas developed by Gojek are following the preferences of the wider community. For this reason, this study aims to determine how the private sector creates public value at the empirical level. The study of public value creation is essential in public management studies because it is a theory being advocated by experts in responding to the New Public Management paradigm (Bryson, 2014). Also, public value is one of the normative

Figure 1. Strategic Triangle



Source: Moore (1995)

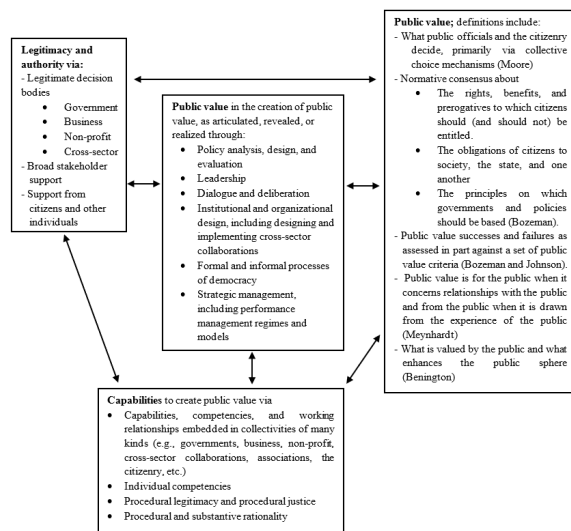
aspects emphasized in public governance because it fights for citizenship rights such as social justice, fairness, equity, and access for all (Hartley, 2016). Thus, a critical analysis of public value creation dynamics by non-government actors at the empirical level becomes interesting to do.

Definition of Public Value and Public Value Creation

The creation of public value was first described in detail by Moore (1995) in his book entitled "Creating Public Value: Strategic Management in Government" as an indicator of public manager performance by adapting the concept of added value to the private sector. Moore (1995) defines public value as something that is appreciated by the public. Public value can start with private goods, which in aggregate can become public goods. But public value is not only limited to public goods because public value includes the possible results of the existence of these public goods (Moore, 2013). Even though the definition of public value has several interpretations in its development, Benington (2011) makes this definition clearly when a public value is interpreted as something that is appreciated by the public, both tangible and intangible, and can provide added value to the public interest. In this research, what is referred to as public value is a tangible or intangible 'product' appreciated by the public and gives added value to the public interest. In his work, Moore (1995) also develops three critical components as a reference for public managers in creating public values known as the 'strategic triangle,' including support and legitimacy, operational capacity, and public value, which are interrelated as shown in figure 1.

Moore (1995) explains that to create public value, a public manager needs to determine what public value he wants to create, ensure that it has adequate operational capabilities and that they have the support and legitimacy of the public mandate. However, Moore's (1995) conception is considered too normative because the contemporary world of public administration consists of multi-actors and multi-sectors that are complex and dynamic (Bryson et al., 2016b). On the other hand, Anderson et al. (2012) also argued that although the government has a unique role as the holder of the public mandate, public value is not the exclusive domain of government. The government is not the only institution that can create public value. This is related to the reality that the government has a limited capacity in creating public value to society so that it requires the role of other actors to fulfill public mandates (Alford, J & O'Flynn, 2009; Andersen et al., 2012; Jacobs, 2014; Dahl & Soss, 2014; Crosby et al., 2016). The latest approach to public value creation even states that it is possible to create public value through cross-sector collaboration as an effort for an organization to complement its weaknesses (Bryson et al., 2015b; Page et al., 2015). Thus, the creation of public value in this study is interpreted as an effort by an actor or organization either independently or in

Figure 2. Public Value Governance Triangle



Source: Bryson et al. (2015a)

collaboration to create something that can be appreciated by the public, fulfill the mandate in force, and provide added value to the public interest (Bryson et al., 2011).

Public Value Creation through Cross-Sector Collaboration

The government's limited capability in providing public value to society has led the government to undertake various forms of privatization of public services. So that several concepts such as "co-production" or "public-private partnership" emerged as the government's efforts to meet public expectations through the private sector or other actors (Verschuere et al., 2012). Because the concept of privatization is more 'commonly' used in the public sector, the creation of public value by non-government actors can be done through cross-sector collaboration (Bryson et al., 2015b). Bryson (2006) defines collaboration as the willingness of more than one organization to 'share' information, resources, activities, and capabilities in achieving joint results due to an organization's helplessness to manifest itself. Bryson et al. (2015a) developed the 'Public Value Governance Triangle' (PVGTT) as a response to the weakness of Moore's (1995) conception, which only focuses on public managers. This framework emphasizes the democratic aspect so that actors from any background can act as actors who create public value (public value entrepreneur). In this work, Bryson et al. (2015a) adopted Moore's (1995) strategic triangle by adding a practical approach to it to be more applicable at an empirical level. The public value governance triangle scheme can be seen in the following figure 2.

First, in the box entitled "Legitimacy and Authority," Bryson et al. (2015a) explain that legitimacy and authority are not only obtained from the government but can also come from other actors such as the business sector, NGOs, and other stakeholders.

This is because public affairs are broad in scope and often involve a collaborative approach (Kettl, 2015; Ansell & Torfing, 2015; Margerum & Robinson, 2015). The need for support from which actors need to be taken into account will depend on the context and scope in which efforts to create public value will be carried out. On the other hand, because support also needs to be obtained from the public at large through the government as a representative form, Talbot (2011) argues that government support is vital in securing community support. Second, in the box entitled "The ability to create public value," Bryson et al. (2015a) explain that a public value entrepreneur needs to have operational capabilities in creating public values such as competence, skills, and work relationships in several collective activities. This capacity is required because implementing public value creation requires direct managerial strategic action (Weinberg & Lewis, 2009). If running a multi-sector collaboration, public value entrepreneurs need to have several procedural capabilities such as legitimacy, fairness, rationality, and substantiveness. Procedural legitimacy relates to the legitimacy of every effort made to create public value and reflects a fair, transparent, and rational process (Blader & Tyler, 2003). Procedural fairness relates to the extent to which a decision reflects fairness and openness to stakeholders (Page, 2015). Procedural rationale relates to how the decision-making process involves gathering relevant information for consideration (Dean & Sharfman, 1993). Meanwhile, substantive procedural is related to performance accountability, emphasizing effectiveness and efficiency (Dubnick & Freserickson, 2011).

Because public value has several definitions, in the third box entitled "Public Value," Bryson et al. (2015a) intend to integrate and are expected to complement each other. Furthermore, in the box entitled "Practical Approaches to Public Value," Bryson et al. (2015a) offer at least six practical approaches to make it easier for public value entrepreneurs to determine public value as described below:

(a) Policy analysis, design, and evaluation. Bryson et al. (2015a) argue that policy analysis, design, and evaluation can help determine public value. Policy analysis, strategy, and evaluation can be used to identify the values of what can or cannot be done as a basis for developing a proposed program or project concerning the applicable mandate.

(b) Leadership. Bryson et al. (2015a) argue that creating public value is closely related to leadership. For this reason, the role and commitment of public value entrepreneurs in fighting for public value will determine the extent to which public value opportunities can be fought for.

(c) Dialogue and Deliberation. Bryson et al. (2015a) explain that dialogue and deliberation are also important ways for public value entrepreneurs, officials, and citizens to discuss what values they like, values to avoid, and so on. Several experts also expressed the importance of dialogue and deliberation

in determining public values and how to make them happen.

(d) Institutional and organizational design. Institutional and organizational design is a deliberate process of forming rules of the game that makes it easier to realize specific public values and is more likely to be realized in practice (Bryson et al., 2015a). Bryson et al. (2015a) also explain that institutional design can play a role as a supporter of the practice of creating public value in an organization or institution to achieve goals.

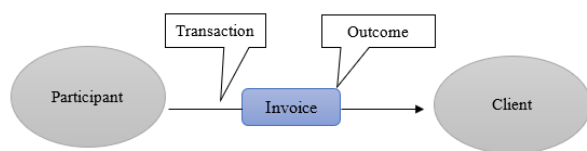
(e) Formal and informal democratic processes. Formal and informal democratic processes are essential ways to make sound decisions in creating public value. This formal and informal process is a way for various actors with various values, interests, and beliefs to accommodate their differences in decision-making related to public value creation (Bryson et al., 2015a).

(f) Strategic Management. Bryson et al. (2015a) explain that the final practical approach to integrating public value creation is strategic management, including performance management regimes and models. Talbot (2011) defines a performance management regime as a combination of each actor's institutional context. Public institutions and other interested actors can seek to direct or shape their performance together in fundamental ways.

Collaboration Consequences and Importance of Value Network Mapping

Page et al. (2015) state that creating public value through collaboration does not require each organization to have the same portion regarding the sharing of information, resources, activities, or capabilities. So,

Figure 3. Basic Element for Mapping Value Networks



Source: Adapted from Allee (2011)

when an organization is willing to "share resources" with other organizations to achieve goals collectively, this condition is sufficient to be interpreted as a collaboration. On the other hand, (Grundinschi, 2014) argues that an organization will be motivated to collaborate when they can get more benefits from the collaboration. This indicates that creating public value through cross-sector collaboration is indirectly an arena for negotiating various values and interests, especially when it involves the private sector (Bryson et al., 2016a). The inclusion of the private sector in government programs has a consequence that the government needs to provide incentives to the private sector as motivation for collaboration (Dewulf & Kadefors, 2012). This causes public value creation by the private sector through collaboration with the

government to be complex because two values need to be advocated simultaneously: public value and profit-oriented private value.

For this reason, understanding the dynamics of public value creation by the private sector through cross-sector collaboration needs to be done through mapping the value network. Allee (2002: 6) defines a value network as "any network of relationships that produce tangible and intangible value through dynamic and complex exchanges between two or more individuals, groups or organizations." Value network mapping is a technique based on mapping traditional business processes that can identify intangible assets flow between participants in the network. The value network map has a vital role in a partnership because it can determine the flow of assets carried by each participant in the collaboration (Allee, 2011). Allee (2011) introduced a value network mapping method with three essential elements: roles, transactions, and work results, as shown in the following figure 3.

a. Roles represent people or participants in the network who perform different functions and make specific contributions.

b. Transactions namely in the form of tangible and intangible assets transacted between participants in the network. Tangible assets can be in the form of goods, services, or income. Meanwhile, intangible assets can be in the form of knowledge and benefits.

c. The work results show what is transferred between the two roles, which can be in the form of information, knowledge, or verbal messages.

RESEARCH METHOD

This research uses a qualitative research method with a case study approach because it is more suitable for analyzing specific problems or issues that need to be further explored and understood in detail and completely (Cresswell, 2015). In data collection, this study used semi-structured interviews by asking various open-ended questions to several sources, namely Vice President Public Policy and Government Relations, Manager of Public Policy and Government Relations, and Manager of Public Affairs. The use of open-ended questions is intended not to provide limitations in opinion to facilitate the exchange of information between researchers and informants (Kallio et al., 2016). Apart from using five primary data, this study also uses secondary data by conducting literature reviews from documents, newspapers, mass media, and journal articles. The secondary data serves as a support in analyzing the interview results and is used to triangulate data. Data triangulation is needed in a study because data triangulation serves to cross-check data among several different informants to validate it to minimize bias (Carter et al., 2014).

Primary data was collected through semi-structured interviews for this position because it is the Gojek core team that directly oversees the Gojek Entrepreneurial Program's management. The data collection process was carried out from March to June

in stages according to information needs. Interviews were conducted in writing by sending a list of questions sent via WhatsApp and online interviews via Zoom meetings as a result of the research being carried out during the Covid-19 pandemic. In the data collection process, several obstacles, including the Gojek party, were not willing to answer several written questions that were too detailed. For example, such as a detailed explanation regarding the distribution of the main tasks and functions, benefits, and budgets of each agency partnering with Gojek because it is not possible to share very detailed information. To find some of the information needed next, the researchers conducted online interviews through Zoom meetings recorded with the informants' permission to make the information transfer easier.

As for compiling the informants' questions, the researchers developed these questions from the basic concepts of public value, Strategic Triangle Moore (1995), and PVGT (Bryson et al., 2016), which were the primary references in this study. To achieve the research questions' validity and reliability, the researcher consulted some external parties who have expertise in either research method or business management. This consult was aimed to ensure, among others, that the questions used in this study reflect the concepts needed for concluding. To maintain the research's credibility, researchers pay attention to several aspects that can be the evaluation of findings with criteria determined by the criteria developed by Lincoln & Guba (1985), that is the value of truth, consistency, neutrality or confirmability, and application. In ensuring that the findings represent the data obtained, the researcher developed several strategies in the data collection process that is taking a more holistic approach. For example, re-confirming data obtained from written interviews with direct interviews through Zoom ensures the data obtained has the same consistency. Besides, in the data collection process, researchers also carefully recorded any data obtained from different sources to produce more complete findings.

Additionally, to avoid methodological bias in interpreting the informants' data, the researcher checked it by sending the results of the study to each informant to comment on whether the theme and the final concept made reflected the phenomenon being studied. According to Lincoln & Guba (1985: 135), this technique is "the most critical technique for determining credibility." As for data analysis, this study refers to Creswell (2015), which states that there are at least three steps in data analysis and presentation, namely data organizing, data interpretation, and data presentation. So that in data organizing, the researcher first transcribed the recorded interviews and coded all the data obtained, both written answers to interviews, transcripts of recordings, and supporting documents provided by Gojek. Furthermore, the researcher interpreted the data with the theory used that is PVGT and mapping of value networks and other supporting literature to abstract the field's findings into certain

academic concepts. After that, the data was presented in explanations and charts to make it easier to understand.

RESULT AND DISCUSSION

The Gojek Wirausaha Program is a business training program provided by Gojek for MSME industry players in face-to-face classes. The program aims to increase the low digital literacy of MSME industry players in Indonesia and provide access to technology to become 'upgraded.' The material taught to MSME players includes digital marketing, product packaging, product photography, business management, etc. The Gojek Wirausaha program stems from the emergence of various challenges faced by MSME players in the current digital economy era that is the need for broader market access, access to technology, and access to knowledge. Gojek realizes that there is a vast knowledge gap among MSME players, especially in two things: basic knowledge of doing business and the use of technology for business efficiency. As a technology enabler for MSMEs, Gojek continues to be committed to encouraging MSME players to compete in the digital era by expanding markets, increasing financial inclusion, helping with financial accounting, and reducing operational costs with a more efficient operational service through digital platforms. Therefore, in 2018 Gojek initiated a collaboration with several Ministries or Agencies through the Gojek Wirausaha #GoNusantara.

The cooperation is carried out to support the Indonesian government's vision to make Indonesia the "Digital Energy of Asia" because of the vast opportunities for the digital economy in Indonesia, which has the fastest growth in Southeast Asia. To date, Gojek has collaborated with at least 7 Ministries or Agencies, 19 regional agencies, and 26 UMKM communities throughout Indonesia. In February 2019, Gojek collaborated with the Coordinating Ministry for Economic Affairs in the MSME empowerment program through technology in the Economic Equalization Policy (KPE) package and the Ministry of Communication and Informatics Go-Online UMKM Movement. In June 2019, Gojek collaborated with the Ministry of Industry in the IKM e-smart program and the MSME capacity building program and certification belonging to the Ministry of Manpower and the Ministry of Cooperatives and Small and Medium Enterprises. These various collaborations are carried out because most government-assisted MSMEs have business typologies that are still conventional (not digitized). So, Gojek comes to educate these MSMEs so they can take advantage of digital platforms to reach wider market access. Gojek's super-apps such as 'Gopay' (electronic money) and 'Gofood' (food delivery service), Gojek offers various facilities to MSME players more efficient transaction management using smartphone applications wider market access by utilizing a digital platform.

Public Value Creation in the Gojek Wirausaha Program

As Gojek's effort to encourage UMKM players to 'move up the grade,' Gojek feels the need for support from the government; therefore, Gojek collaborates with various government agencies concerned with empowering MSMEs. In the Gojek Wirausaha Program, Gojek acts as an initiator for empowering MSMEs in Indonesia through digital platforms by involving the government. Before collaborating with the government, Gojek usually analyzes policies and government programs related to empowering MSMEs to seek synergistic activities. Although the targets or outputs to achieve in each collaboration can differ from one agency to another, the role of Gojek in every work is always the same, namely as a government partner in providing training and providing material if needed for each training. However, Gojek feels that digitizing MSMEs through the Gojek ecosystem is not enough to support these government programs. For that reason, Gojek conducts various training for MSME players so that they can compete in the digital era, as shown in the quote from the following written interview from Gojek:

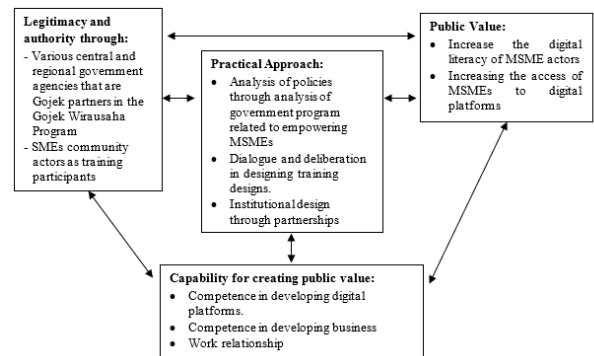
"Advanced training on entrepreneurship in the digital world is a more important thing so that MSMEs can survive and compete with millions of other MSMEs. Gojek realizes a wide knowledge gap among MSME players, especially on two things, that is basic business knowledge and the use of technology for business efficiency. By combining these two things, Gojek hopes that MSMEs who take part in the Gojek Entrepreneurship training can "move up the class" because they have been equipped with good managerial skills and access to the market through Gojek technology "(Personal interview, April 30, 2020).

This shows that, as a private sector, Gojek not only acts pragmatically, but Gojek also cares about improving MSME players' human resources.

Benington (2011) defines public value as something appreciated by the public and adds value to the public interest, both tangible and intangible. In the context of the Gojek Wirausaha program, it can be interpreted that Gojek tries to create public value for MSME players by increasing their literacy of the ability to do business in the digital era and access technology through digital platforms. In this context, those who act as 'public' are the MSME actors as beneficiaries of the benefits provided by Gojek. It follows Gripsrud et al. (2010) that defines 'public' as a social category with a variety of certain public boundaries such as all those active in certain social constructs, public events, or the collectivity of citizens. The increase in access to MSME players through the Gojek digital platform can be seen from the increase in Gojek merchants' number from 2019, which amounted to 400,000 to 500,000 in 2020 (Kompas.com, 2020).

In an effort for Gojek to realize these public values, Gojek collaborates with various government agencies, both central and regional, and diverse MSME communities. These multiple collaborations

Figure 4. Public Value Creation of Gojek Wirausaha Program



Source: Adapted from Bryson et al. (2015a)

were carried out to gain support and legitimacy from related stakeholders. If an agreement has been reached, the Gojek core team will actively coordinate with each stakeholder, both face-to-face at the government office and through telephone and WhatsApp messages, to speed up coordination. In carrying out this collaboration, Gojek always establishes partnerships by prioritizing the principle of mutual benefit, that is each stakeholder can meet each other's needs and achieve their objectives through the Gojek Wirausaha program. Based on this explanation, the cooperation between Gojek and several government agencies can be interpreted as a creation of public value through cross-sector collaboration. Bryson (2006) defines collaboration as the willingness of more than one organization to 'share' information, resources, activities, and capabilities to achieve joint results due to an organization's helplessness to manifest itself.

In this context, Gojek and the government's collaboration can be interpreted as a collaboration because of sharing information, resources, activities, and capabilities to achieve common results. Gojek shares capabilities in the form of access to technology and knowledge in building business for MSME players. Simultaneously, the government facilitates these activities by providing places, training participants, ease of business licensing, etc., according to mutual agreement. With these activities, both parties' goals can be achieved by taking advantage of each party's complementary strengths. Gojek's efforts to create public value for MSME players, if analyzed using the Public Value Governance Triangle framework, can be described as the following figure 4.

As previously discussed, the Gojek Wirausaha program's goals are to enable MSMEs to 'upgrade' through increasing digital literacy and access technology through digital platforms. Based on the interview results, MSME actors are considered to have graduated, having different indicators according to business ability. For conventional MSMEs, they are considered to have "upgraded" when they are successful in selling online (business digitization). In contrast, MSMEs that are already on digital platforms are considered to have "upgraded" if they experience increased sales transactions. Of course, the Gojek Entrepreneurial program's goals are also in line with the government's

vision of making Indonesia a 'Digital Energy of Asia' by targeting 50% of MSMEs in Indonesia to go digital by 2024. Therefore, to help realize the government's target, Gojek analyzes policies and programs related to MSMEs' empowerment to find similar values between Gojek and related agencies. This is by the following written interview excerpt:

"In terms of cooperation with the government, we often initiate a collaboration by finding out in advance what programs each region already has and what things can be synergized. If there are appropriate activities, Gojek will send a letter requesting an audience to the local, regional head to discuss potential cooperation" (Personal interview, June 3, 2020).

Based on Bryson et al. (2015a)'s PVGT, this is under the first practical approach, that is 'policy analysis, design and evaluation,' which can be used by public value entrepreneurs to determine what value can be done or cannot be done by referring to the mandate that is applied.

The following practical approach is 'dialogue and deliberation,' shown by Gojek's efforts to prioritize good coordination with partners and participants. For example, Gojek is very open to requests for materials from participants and partners. This can also be an input for Gojek in designing the training materials provided while still considering their business readiness level. The existence of this two-way communication that emphasizes active participation from various parties is intended so that the training provided as per the needs to be more targeted. Then, the cooperation between Gojek and government agencies in the form of partnerships can be interpreted as an institutional design. This is because the design of the cooperation in the collective agreement is the basis for both parties to exercise their rights and responsibilities in collaboration. It follows the explanation of Bryson et al. (2015a), which states that institutional design is a deliberate rule of thumb to make it easier to realize specific public values in practice. With the partnership between Gojek and government agencies, it is increasingly helping Gojek get support and trust from the government. One of them, as quoted from the statement of the Deputy for Creative Economy and MSME at the panel session "Independent and Creative MSMEs for the Nation's Children" Gojek Entrepreneurial Seminar in Jakarta on August 27, 2019, as follows:

"The government appreciates programs initiated by digital platforms such as Gojek to encourage local MSMEs, especially producers in digital platforms. We hope that there will be more similar programs for MSMEs to take advantage of the digital platform, because this is in line and will strengthen the implementation of the government's priority programs to encourage the development of the digital economy sector going forward" (Gojek internal data, March 31, 2020).

The statement also shows appreciation and support from the government as a guarantor of the public mandate. Besides, the Deputy for Creative

Economy and MSMEs, the Coordinating Ministry for Economic Affairs also mentioned that the ability of digital platforms such as Gojek is considered to be more capable in collecting MSME databases so that they can monitor the increase in turnover of micro-entrepreneurs, which can increase 3.5 times due to being GoFood partners (Duniafintech.com, 2019). This shows that the government provides support and legitimacy to Gojek in empowering MSMEs. Moore (1995) explains that moral support from the government is sufficient to be interpreted as legitimacy. Apart from support from the government, the program also received appreciation from MSME actors, as stated by Gojek in the following written interview:

"Community support is very positive, especially from UMKM players, this can be seen from the enthusiasm of the UMKM communities who actively contact the Gojek team for further training in many cities in Indonesia." (Personal interview, April 30, 2020).

The appreciation and support from the government and MSME actors as training recipients shows that in the Gojek Wirausaha program, Gojek gets legitimacy from the two stakeholders. Therefore, it can be said that Gojek has succeeded in creating public value for MSME players through the Gojek Entrepreneurial program, which is marked by the enthusiasm of the UMKM communities who want to hold further training. This enthusiasm represents a form of 'public' appreciation for Gojek, who has provided them with business training to impact their business positively. This can be seen from the increase in MSMEs joining the Gojek Wirausaha Program from year to year. From December 2018 to 2019, there was an increase in the number of MSMEs by 6.500 MSMEs, and from 2019 to 2020, there were additional 7.500 MSMEs that had been given training. The success of Gojek in helping MSME players to 'upgrade' was also shown by research from the Demographic Institute of the Faculty of Economics and Business, University of Indonesia (LD FEB UI) in 2018, which showed that as many as 93% of GoFood's MSME partners experienced an increase in transaction volume and 85 % of MSME partners have reinvested proceeds from sales at GoFood into their business. Additionally, Gojek's internal data in 2019 shows that 80% of merchants experienced an increase in sales transactions after entering the Gojek digital ecosystem.

Regarding the capabilities of Gojek in the program, Gojek has operational capabilities in developing digital platforms and competencies in developing business. Besides, Gojek also can establish good working relationships with the government and the MSME community throughout Indonesia. This is shown from the results of interviews that state that Gojek has collaborated with at least 17 Ministries or Institutions, both central and regional, and 26 MSME communities. Whereas in the context of the Gojek Wirausaha program, it has not met the capabilities in the form of procedural legitimacy, procedural justice, and procedural and substantive rationality because

these capabilities are needed if the creation of public value through multi-actors involving government, business, and society in realizing a public value together and have the same equality (Bryson et al., 2015a). Based on the analysis conducted, it is known that Gojek has not represented leadership because this approach is more suitable for use in the public sector as a form of public manager's responsibility to the broader community. Gojek also has not fulfilled the strategic management approach and formal and informal democratic processes because the two approaches are more suitable for use in collaborations involving multi-sectors.

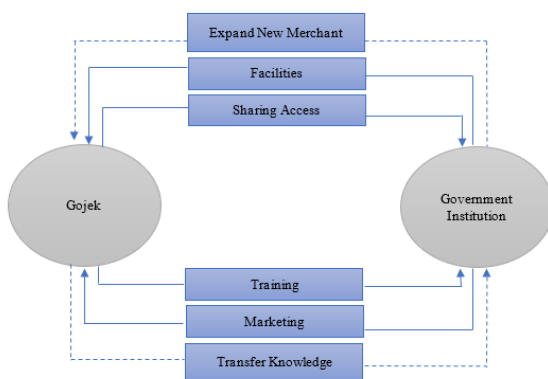
The Dynamics of Cross-Sector Collaboration

Apart from the success of Gojek in creating public value for MSME players through the Gojek Wirausaha Program, the results of the interviews show that the process still contains a private value in it. This was demonstrated by the results of a written interview from Gojek, which stated that:

"Most of the government programs related to MSME training aim to provide access to MSME players so they can digitize their business through an online platform. This is indirectly in line with Gojek's target as an online platform, which is to continue to grow the number of our partners or merchants" (Personal interview, June 3, 2020).

This statement shows that Gojek's motivation in the Gojek Wirausaha Program is to expand the business network with new MSME partners' entry. On the other hand, Gojek provides knowledge transfer to them through various business training. Through the Gojek Wirausaha program, it can be interpreted that Gojek has a business strategy that emphasizes a

Figure 5. Value Network Mapping in Partnership of Gojek Wirausaha Program



Source: Adapted from Allee (2011)

social approach. In management studies, this can be construed as a form of representation of the concept of 'shared value' (Porter & Kramer, 2019). Shared value proposes to redefine a business goal as "creating economic value in a way that also creates value for society by overcoming its needs and challenges" (Porter & Kramer, 2011: 64). In this way, one of them will generate benefits such as an increase in

the company's reputation (Lozano, 2015). The importance of a business strategy that emphasizes a social approach is also conveyed by Lawrence & Weber (2013), which states that community support is critical in determining a business's success or failure. This has to do with the fact that business is part of the "environment." Therefore, modern business always encourages business companies to combine economic and social commitments in running a business so that business can be more sustainable (Motilewa et al., 2016).

The creation of public value by the private sector through cross-sector collaboration is challenging to separate from these business motives; value mapping is vital because value creation through collaboration is complex. After all, it forms a new value network (Grudinschi et al., 2015). This complexity is caused by the need to accommodate each actor's interests to be motivated and committed to collaborative activities, even though the actors involved have different interests (Grundinschi et al., 2014). Based on the interviews conducted, the role of Gojek in every collaboration is always the same, namely as material and training as a government partner, even though the targets to be achieved by each agency are different. Gojek's collaboration with the government, if analyzed using Allee's (2011) value network mapping, can be described in the following figure 5.

The mapping of the value network is based on the roles and transactions contributed by the two parties in the collaboration following the basic elements of Allee (2011) in mapping the value network. The arrows with straight lines show the flow of tangible assets, while the dotted lines show the flows of intangible assets that move from one party to another. Gojek acts as a provider of material and technology access for MSME players. At the same time, partners play a role as training facilitators, such as providing selected training participants, facilitators for small and medium industry licensing, place and consumption providers, etc., which are adjusted to the collective agreement results. In this collaboration, the government indirectly helps promote the Gojek platform to MSME players and the community. It provides space for new partners' entry into the Gojek ecosystem that can increase company valuations and the MSME database.

Page et al. (2015) stated that collaboration does not require equal contributions by each actor involved. When an organization wishes to share resources with other organizations to achieve specific goals, it is sufficient to be interpreted as collaboration. Keast & Mandell (2014) stated that collaboration is nothing but a reciprocal relationship and interdependence between two or more actors who cannot achieve their own goals without other partners' help. The collaboration between Gojek and government agencies, on the other hand, also shows that the cooperation between two different sectors has its dynamics due to multi-value, multi-interest, and multi-goals (Erakovich & Anderson, 2013; Quayle et al., 2019). So it is not

surprising that some parties consider that cross-sectoral collaboration is full of conflicts of interest due to differences in organizational characteristics (Brandsen & Karre, 2011; Parmigiani & Rivera-Santos, 2011). Nonetheless, collaboration still offers various potential benefits in overcoming more significant challenges (Ballesteros et al., 2017; Doh et al., 2018). In the Gojek Wirausaha program, it is known that although the motivation for business expansion cannot be separated from Gojek as a private sector, Gojek has succeeded in creating public value for MSME players and helping the government in digitizing MSMEs.

When viewed from the government's perspective in the context of public sector organizations, the cooperation that exists with Gojek can be interpreted as a practice of privatization of public services due to limited government capabilities. This can be seen from the government's big vision that encourages MSMEs' digitalization through digital platforms. Still, on the other hand, the government does not have enough resources to provide such access. The Gojek Wirausaha program can be used to meet public expectations by leveraging expertise from the private sector. Also, the government realizes the importance of MSME databases to encourage national economic growth, but this has not been supported by factual data accuracy. Privatization in the provision of public services has indeed been widely applied in several fields, such as the procurement of transportation infrastructure projects in the UK (Siemiatycki, 2015), providers of access to hospital services in Saudi Arabia (Alkhamis, 2017), and privatization of education in India (Abrol, 2016). Collaboration between two different sectors is possible to achieve goals by utilizing other actors' expertise, especially between the government as the authority power while the private sector as the economic power.

CONCLUSION

Based on the analysis carried out in the Gojek Wirausaha program, it can be concluded that Gojek has succeeded in creating public value for MSME players through cross-sector collaboration by carrying out three practical approaches that suit the model presented by Bryson et al. (2015a), that is policy analysis, dialogue and deliberation, and institutional design. However, the findings indicate that this is done as a business expansion strategy by utilizing a social approach to society. For the private sector, the public value can be an opportunity to create new business models by taking advantage of the 'absence of the state' in meeting public needs. This is also in line with Mazzucato & Ryan-Collins (2019), who argued that the private sector often creates public value while the government acts as 'correcting market failures,' which causes public value creation to be inseparable from 'market value.' This research is also in line with the opinion of Bryson et al. (2015), which states that public value can indeed be created by actors from any

background but cannot be separated from the influence of the interests of actors who want to create public value itself. This research indicates that public value creation is dynamic at the empirical level, especially if it is through cross-sector collaboration because it requires various actors' roles in the creation process.

After all, the emergence of collaboration can be intended as a strategy to complement each actor's shortcomings in achieving a common goal. This research contributes new data obtained from empirical studies related to the creation of public value by the private sector in a new context that is developing countries. The limitation of this study is that the exploration carried out due to this analysis only targeted digital companies. This analysis is based on a case study of one digital firm in Indonesia, which is very likely to be different from other developing countries. Also, because this research focuses on creating public value by Gojek, the interviewees were limited to the Gojek core team in the Gojek Wirausaha program. In triangulating data on other actors involved in the collaboration, the study used secondary data from literature studies. The case study used was still focused on the Gojek Wirausaha program, and thus the findings may not represent the whole private sector engaged in the digital realm in creating public value. Due to these limitations, the authors suggest that future research can explore related public value creation practices in the same industries by conducting case studies on different firms. The authors also suggest that future research can further explore the practice of creating public value from a political economy approach.

REFERENCES

- Abrol, M. 2016. Emerging Trends of Privatization of Education in India. *International Journal of Educational Administration*. Vol. 8, No. 1, pp. 1-6 [pdf]
- Alford, J., & O'Flynn, J. 2009. Making Sense of Public Value: Concepts, Critiques and Emergent Meanings. *International Journal of Public Administration*. Vol. 32, No. 3, pp. 171-191, doi:10.1080/01900690902732731
- Alkhamis, A. 2017. Critical Analysis and Review of The Literature on Healthcare Privatization and Its Association with Access to Medical Care in Saudi Arabia. *Journal of Infection and Public Health*. Vol. 10, No. 3, pp. 258-268, doi:10.1016/j.jiph.2017.02.014
- Allee, V. 2002. *The Future of Knowledge: Increasing Prosperity through Value Networks*. Boston, MA: Butterworth-Heinemann.
- Allee, V. 2011. *Value Network Mapping Basics*. Retrieved from: <http://www.valuenetworksandcollaboration.com/mapping/networkmappingbasics.html> (accessed June 20, 2020).
- Andersen, L.B., Jorgensen, T.B., Kjeldsen, A.M., Pedersen, L.H., & Vrangbaek, K. 2012. Public Value Dimensions: Developing and Testing a

- Multi-Dimensional Classification. *International Journal of Public Administration*. Vol. 35, No. 11, pp. 715-728, doi: 10.1080/01900692.2012.670843
- Andrews, L. 2018. Public Administration, Public Leadership and The Construction of Public Value in The Age of Algorithm and 'Big Data.' *Public Administration*, pp. 1-15. doi:10.1111/padm.12534
- Ansell, C., & Miura, S. 2019. Can The Power of Platforms be Harnessed for Governance?. *Public Administration*, pp. 261-275, doi:10.1111/padm.12636
- Ansell, C., & Torfing, J. 2015. How Does Collaborative Governance Scale?. *Policy & Politics*, Vol. 43, No. 3 pp. 315-329, doi:10.1332/030557315x1435334472935
- Ballesteros, L., Useem, M. & Wry, T. 2017. Master of Disaster? An Empirical Analysis of How Societies Benefit from Corporate Disaster Aid. *Academy of Management Journal*. Vol. 60, No. 5, pp. 1682-1708, doi:10.5465/amj.2015.0765
- Bappenas. 2019. *Rencana Pembangunan Jangka Menengah Nasional 2019 – 2024*. Retrieved from: https://www.bappenas.go.id/files/rpjmn/Narasi%20RPJMN%20IV%202020-2024_Revisi%2028%20Juni%202019.pdf (accessed July, 13 2020).
- Bendickson, J., Muldoon, J., Liguori, E., & Midgett, C. 2017. High-Performance Work Systems: A Necessity for Start-ups. *Journal of Small Business Strategy*, Vol. 27, No. 2, pp. 1-12.
- Benington, J. 2011. *From Private Choice to Public Value? In Public Value: Theory and Practice*, edited by John Benington and Mark Moore, pp. 31–49. Basingstoke, UK: Palgrave Macmillan.
- Blader, S. L. & Tyler, T.R. 2003. A Four-Component Model of Procedural Justice: Defining the Meaning of a "Fair" Process. *Personality and Social Psychology Review*, Vol. 29, No. 6, pp. 747-758, doi:10.1177/0146167203252811
- Brandsen, T., & Karre, P. M. 2011. Hybrid Organizations: No Cause for Concern?. *International Journal of Public Administration*, Vol. 34, No. 13, pp. 827-836, doi:10.1080/01900692.2011.605090
- Bryson, J. M., Ackermann, F., & Eden, C. 2016. Discovering Collaborative Advantage: The Contributions of Goal Categories and Visual Strategy Mapping. *Public Administration Review*, Vol. 76, No. 6, pp. 912–925, doi:10.1111/puar.12608
- Bryson, J. M., Crosby, B. C. & Bloomberg, L., eds. 2015a. *Public Value and Public Administration*. Washington, DC: Georgetown University Press.
- Bryson, J. M., Crosby, B. C. & Bloomberg, L. 2015b. *Creating Public Value in Practice Advancing the Common Good in a Multi-Sector, Shared Power, No One Wholly in Charge World*. New York: CRC Press Taylor & Francis Group.
- Bryson, J. M., Crosby, B. C., & Bloomberg, L. 2014. Public Value Governance: Moving Beyond Traditional Public Administration and the New Public Management. *Public Administration Review*, Vol. 74, No. 4, pp. 445–456, doi:10.1111/puar.12238
- Bryson, J. M., Crosby, B. C., & Stone, M.M. 2006. The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. *Public Administration Review*, 66 (s1), pp. 44-55, doi:10.1111/j.1540-6210.2006.00665.x
- Bryson, J. M., Crosby, B.C., Stone, M.M. & Saunoi-Sandgren, E.O. 2011. *Dynamics of Cross-Sector Collaboration: Minnesota's Urban Partnership Agreement from Start to Finish*. Minneapolis, MN: Center for Transportation Studies.
- Bryson, J., Sancino, A., Benington, J., & Sorensen, E. 2016b. Towards a Multi-Actor Theory of Public Value Co-Creation. *Public Management Review*, Vol. 19, No. 5, pp. 640–654, doi:10.1080/14719037.2016.1192164
- Budd, J. 2014. Implicit Public Value and the Creation of Publicly Valuable Outcomes: The Importance of Work and the Contested Role of Labor Unions. *Public Administration Review*, Vol. 74, No. 4, pp. 506-516. doi:10.1111/puar.12134
- Caprotti, F., & Liu, D. 2019. Emerging platform urbanism in China: Reconfigurations of Data, Citizenship, and Materialities. *Technological Forecasting and Social Change*, pp. 1-5
- Carter, N., Bryant-Lokusius, D., DiCenso, A., Blythe, J. & Neville, A. J. 2014. The Use of Triangulation in Qualitative Research. *Oncology Nursing Forum*, Vol. 41, No. 5, pp. 545-547.
- CNBC Indonesia. 2019. *10 Tahun Beroperasi, Akhirnya Gojek Jadi 'Decacorn SuperApp'*. Edition 5 April 2019 09:24. Retrieved from: <https://www.cnbcindonesia.com/tech/20190405091708-37-64792/10-tahun-beroperasi-akhirnya-gojek-jadi-decacorn-superapp> (accessed on February 13, 2020).
- Constantinides, P., Henfridsson, O., & Parker, G. G. 2018. Introduction—Platforms and Infrastructures in The Digital Age. *Information Systems Research*, Vol. 29, No. 2, pp. 1-20, doi:10.1287/isre.2018.0794
- Cordella, A. 2019. Government as a Platform, Orchestration, and Public Value Creation: The Italian Case. *Government Information Quarterly*, pp. 1-15, doi:10.1016/j.giq.2019.101409
- Creswell, J. W. 2015. Penelitian Kualitatif & Desain Riset memilih di antara Lima Pendekatan Edisi Bahasan Indonesia dari buku *"Qualitative Inquiry & Research Design: Choosing Among Five Approaches, Third Edition"*. Yogyakarta: Pustaka Pelajar.
- Crosby, B. C., Hart, P., & Torfing, J. 2016. Public Value Creation Through Collaborative Innovation. *Public Management Review*, Vol. 19, No. 5, pp. 655–669, doi:10.1080/14719037.2016.1192165
- Dahl, A. & Soss, J. 2014. Neoliberalism for the Common Good? Public Value Governance and the Downsizing of Democracy. *Public Administration Review*, Vol. 74, No. 4, pp. 496-504, doi:10.1111/

- puar.12191
- Dean, J.W & Sharfman, M.P. 1993. The Relationship between Procedural Rationality and Political Behavior in Strategic Decision Making. *Decision Science*, Vol. 24, No. 6, pp. 1069-83, doi:10.1111/j.1540-5915.1993.tb00504.x
- Dameri, R. P. & Rosenthal-Sabroux, C. 2014. Smart City and Value Creation. *Progress in IS*, pp. 1-12, doi:10.1007/978-3-319-06160-3_1
- Dewulf, G., & Kadefors, A. 2012. Collaboration in Public Construction—Contractual Incentives, Partnering Schemes, and Trust. *Engineering Project Organization Journal*, Vol. 2, No. 4, pp. 240–250, doi:10.1080/21573727.2012.684876
- Doh, J. Tashman, P. & Benischke, M. 2018. *Adapting to Grand Environmental Challenges Through Collective Entrepreneurship*. Academy of Management Perspective. doi:10.5465/amp.2017.0056
- Dubnick, M & Frederickson, H.G. 2011. *Public Accountability: Performance Measurement, The Extended State, and The Search for Trust*. Washington, DC: Kettering Foundation.
- Duniafintech. 2019. *Soal Database UMKM, Digital Platform Lebih Hebat dari Pemerintah*. Edition September 23, 2019. Retrieved from: <https://duniafintech.com/database-umkm-digital-platform/> (accessed on July 8, 2020).
- Erakovich, R & Anderson, T. 2013. Cross-sector Collaboration: Management Decision and Change Model. *International Journal of Public Management* Vol. 26, No. 2, pp. 163-173. doi:10.1108/09513551311318031
- Fisher, J. & Grant, B. 2013. Public Value: Recovering the Ethical for Public Sector Managers. *International Journal of Public Administration*, Vol. 36, No. 4, pp. 248-255, doi:10.1080/01900692.2012.757618
- Forrest, M. D. 2017. Engaging and Disrupting Power: The Public Value of Political Ethnography. *PS: Political Science & Politics*, Vol. 50, No. 1, pp. 109–113, doi:10.1017/S1049096516002250
- Foucaud, A. 2017. *When the French State Works in Startup Mode A Public Value Approach to the French Digital Service Incubator*. London School of Economics. [pdf]. Retrieved from <https://beta.gouv.fr/content/docs/StateStartups-Foucaud.pdf> (accessed on February 1, 2020)
- Goldfarb, A., & Tucker, C. 2019. Digital Economics. *Journal of Economic Literature*, Vol. 57, No. 1, pp. 3–43, doi:10.1257/jel.20171452
- Gripsrud, J., Moe, H., Molander, A., & Murdock, G. 2010. *The Idea of The Public Sphere: A Reader*. Lanham, MD: Lexington Books.
- Grudinschi, D. 2014. *Strategic Management of Value Networks: How to Create Value in Cross-Sector Collaboration and Partnership* [pdf]. Retrieved from: <https://pdfs.semanticscholar.org/dd7b/f710b69bf2f828d7d836dbb999c9937c6b56.pdf#page=121> (accessed on June 18, 2020).
- Grudinschi, D. Hallikas, J. Kaljunen, L. Puustinen, A. & Sintonen, S. 2015. Creating Value in Networks: A Value Network Mapping Method for Assessing The Current and Potential Value Networks in Cross-Sector Collaboration. *The Innovation Journal: The Public Sector Innovation Journal*, 20, No. 2, article 6, pp. 1-27
- Hartley, J., Alford, J., Knies, E., & Douglas, S. 2016. Towards an Empirical Research Agenda for Public Value Theory. *Public Management Review*, Vol. 19, No. 5, pp. 670–685, doi:10.1080/14719037.2016.1192166
- Jacobs, L. 2014. Contested Politics of Public Value. *Public Administration Review*, Vol. 74, No. 4, pp. 480-494, doi:10.1111/puar.12170
- Jones, C., & Pimdee, P. (2017). Innovative Ideas: Thailand 4.0 and The Fourth Industrial Revolution. *Asian International Journal of Social Sciences*, Vol. 17, No. 1, pp. 4 – 35
- Kallio, H., Pietiia, A. M., Johnson, M. & Kangasniemi, M. 2016. Systematic Methodological review: Developing a Framework for a Qualitative Semi-Structured Interview Guide. *Journal of Advanced Nursing*, Vol. 72, No. 12, pp. 2954-2965, doi:10.1111/jan.13031
- Katadata.co.id. 2019. *Indonesia Kontributor Terbesar Ekonomi Digital di Asia Tenggara*. Retrieved from: <https://databoks.katadata.co.id/datapublish/2019/10/03/indonesia-kontributor-terbesar-ekonomi-digital-di-asean> (accessed on January 24, 2020)
- Keast, R. & Mandell, M. 2014. The Collaborative Push: Moving Beyond Rhetoric and Gaining Evidence. *Journal of Management & Governance* Vol. 18, pp. 9-28, doi:10.1007/s10997-012-9234-5
- Kenney, M., & Zysman, J. 2015. Choosing a Future in the Platform Economy: *The Implication and Consequences of Digital Platforms*, pp. 1-23 [pdf]. Retrieved from: <https://brie.berkeley.edu/sites/default/files/platformeconomy2distributejune21.pdf>
- Kettl, D. F. 2015. The Job of Government: Interweaving Public Functions and Private Hands. *Public Administration Review* Vol. 75, No. 2, pp. 219-229, doi:10.1111/puar.12336
- Kompas.com. 2020. *Tahun 2019, Jumlah Pelanggan Gofood Naik Dua Kali Lipat*. Retrieved from: <https://money.kompas.com/read/2020/02/11/231900126/tahun-2019-jumlah-pelanggan-gofood-naik-dua-kali-lipat?page=all> (accessed on July 26, 2020).
- Lawrence, A. & Weber, J. 2013. Business and Society: Stakeholders, Ethics, *Public Policy (14th ed)*. India: McGraw Hill Education.
- Lincoln, Y.S., & Guba, E.G. 1985. *Naturalistic Inquiry*. Beverly Hills, CA: Sage
- Lopes, K. M. G., Macadar, M.A., & Luciano, E. M. 2019. Key Drivers for Public Value Creation Enhancing the Adoption of electronic Public Services by Citizens. *International Journal of Public Sector Management* Vol. 32, No. 5, pp. 546-563, doi:10.1108/IJPSM-03-2018-0081

- Lozano, R. 2015. A Holistic Perspective on Corporate Sustainability Drivers. *Corporate Social Responsibility and Environmental Management*, Vol. 22, No.1, pp. 32-44, doi:10.1002/csr.1325
- Margerum, R. D., & Robinson, C. J. 2015. Collaborative partnerships and the challenges for sustainable water management. *Current Opinion in Environmental Sustainability*, Vol. 12, pp. 53-58, doi:10.1016/j.cosust.2014.09.003
- Matti, S., & Sandstrom, A. 2011. The Rationale Determining Advocacy Coalition: Examining Coordination Networks and Corresponding Beliefs. *Policy Studies Journal*, Vol. 39, No. 3, pp. 385-410, doi:10.1111/j.1541-0072.2011.00414.x
- Mazzucato, M. & Ryan-Collins, J. 2019. *Putting Value Creation Back Into 'Public Value': From Market Fixing to Market Shaping*. UCL Institute for Innovation and Public Purpose, Working Paper Series (IIPP WP 2019-05).
- McLoughlin, I., McNicoll, Y., Beecher Kelk, A., Cornford, J., & Hutchinson, K. 2018. A "Tripadvisor" for Disability? Social Enterprise and "Digital Disruption" in Australia. *Information, Communication & Society*, pp. 1-17, doi:10.1080/1369118x.2018.1538382
- Moore, M. H. 1995. *Creating Public Value: Strategic Management in Government*. London: Harvard University Press.
- Moore, M. H. 2013. *Recognizing Public Value*. Cambridge, MA: Harvard University Press.
- Motilewa, B.D., Worlu, E.K.R., Agboola, G. M., Gberevbie, M.A.C. 2016. Creating Shared Value: A Paradigm Shift from Corporate Social Responsibility to Creating Shared Value. World Academy of Science, Engineering and Technology. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, Vol. 10, No. 8, pp. 2670-2675
- Page, S. B., Stone, M. M., Bryson, J. M., & Crosby, B. C. 2015. Public Value Creation By Cross-Sector Collaborations: A Framework and Challenges of Assessment. *Public Administration*. Vol. 93, No. 3, pp. 715-732, doi: 10.1111/padm.12161
- Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. 2016. *Platform Revolution: How Networked Markets are Transforming the Economy and How to Make Them Work for You*. New York: W. W Norton
- Parmigiani, A & Rivera-Santos, M. 2011. Clearing a Path Through The Forest: A Meta-Review of Interorganizational Relationship. *Journal of Management*. Vol. 37, No. 4, pp. 1108-1136, doi:10.1177/0149206311407507
- Porter, M & Kramer, M. 2011. Creating Shared Value: How to Reinvent Capitalism and Unleash a Wave of Innovation and Growth. *Harvard Business Review*, Jan-Feb, pp. 63-77
- Porter, M. E & Kramer, M.R. 2019. Creating Shared Value. In: Lenssen, G., Smith, N. (eds) *Managing Sustainable Business*, pp. 327-350, doi:10.1007/978-94-024-1144-7_16
- Quayle, A., Grosvold, J. & Larelle, C. 2019. New Model of Managing Grand Challenges: Cross-sector Collaboration and The Refugee Crisis of Asia Pacific. *Australian Journal of Management*, Vol. 44 , No. 4, pp. 665-686, doi:10.1177/0312896219872234
- Robertson, P. J., & Choi, T. 2012. Deliberation, Consensus, and Stakeholder Satisfaction. *Public Management Review*, Vol. 14 , No. 1, pp. 83-103, doi:10.1080/14719037.2011.589619
- Saurwein, F. (2011). Regulatory Choice for Alternative Modes of Regulation: How Context Matters. *Law & Policy*, Vol. 33, No. 3, pp. 334-366, doi:10.1111/j.1467-9930.2011.00341.x
- Siemiatycki, M. 2011. Public-Private Partnership Networks: Exploring Business-Government Relationships in United Kingdom Transportation Projects. *Economic Geography*, Vol. 87 , No. 3, pp. 309-334, doi:10.1111/j.1944-8287.2011.01115.x
- Siemiatycki, M. 2015. Canadian Pension Fund Investors in Transport Infrastructure: A Case Study. *Case Studies on Transport Policy*, Vol. 3 , No. 2, pp. 166-175, doi:10.1016/j.cstp.2015.01.002
- Stallkamp, M., & Schotter, A.P.J. 2019. Platforms Without Borders? The International Strategies of Digital Platform Firms. *Global Strategy Journal*, pp. 1-23, doi:10.1002/gsj.1336
- Still, K., Seppanen, M., Korhonen, H., Valkokari, K., Suominen, A., & Kumpulainen, M. 2017. *Business Model Innovation of Startups Developing Multisided Digital Platforms*. 2017 IEEE 19th Conference on Business Informatics (CBI), pp. 137-142
- Talbot, C. 2011. Paradoxes and Prospects of 'Public Value'. *Public Money & Management*, Vol. 31 , No. 1, pp. 27-34, doi:10.1080/09540962.2011.545544
- Teasdale, S., & Dey, P. 2019. Neoliberal Governing through Social Enterprise: Exploring the Neglected Roles of Deviance and Ignorance in Public Value Creation. *Public Administration*, pp. 325-338, doi:10.1111/padm.12588
- Teece, D. J & Linden, G. 2017. Business Models, Value Capture, and The Digital Enterprise. *Journal of Organization Design*. Vol. 6 , No. 1, pp. 1-14, doi:10.1186/s41469-017-0018-x
- Vershuere, B., Brandsen, T., & Victor, P. 2012. Co-Production: The State of The Art in Research and The Future Agenda. *International Society for Third-Sector Research and The Johns Hopkins University*. *Voluntas* (2012) 23, pp. 1083-1101, doi:10.1007/s11266-012-9307-8
- Walravens, N., & Ballon, P. 2013. *Platform Business Models for Smart Cities: From Control and Value to Governance and Public Value*. IEEE Communications Magazine, Vol. 51, No. 6, pp. 72-79, doi:10.1109/MCOM.2013.6525598
- Weinberg, M. L & Lewis, M. S. 2009. The Public Value Approach to Strategic Management. *Museum Management and Curatorship*, Vol. 24, No. 3, pp. 253-269, doi:10.1080/09647770903073086

- Williams, I. & Shearer, H. 2011. Appraising Public Value: Past, Present, and Futures. *Public Administration*, Vol. 89, No. 4, pp. 1367-1384, doi:10.1111/j.1467-9299.2011.01942.x
- Zimmermann, A., Gomez, P., Probst, G. & Raisch, S. 2014. *Creating Social Benefits and Corporate Profits*. MIT Sloan Management Review Vol 55 , No. 3, pp. 18-21 [pdf]
- Zott, C., Amit, R., & Massa, L. 2011. The Business Model: Recent Development and Future Research. *Journal of Management*. Vol. 37, No. 4, pp. 1019-1042, doi:10.1177/0149206311406265