

ABSTRACT

Startup ecosystem in Indonesia seems to have been accelerated in the recent 10 years, including B2B commerce platform provider. The rising number of B2B commerce platform provider has already penetrated the small medium enterprise (SME)s sector as one of the sectors that plays the important role for Indonesia economic growth. However, tech winter becomes the challenge that recently attacks most of Indonesian startups and inhibit the platform growth, both in user growth and financial aspect. Credimart, B2B commerce platform developed by Credibook that provide the feature to order fast moving consumer goods (FMCG) for small shops/retailer, is also struggling in facing the tech winter. This study uses qualitative method through semi-structured interview, aiming to understand the development of business model done by Credimart and explore the platform growth challenges based on respective business model. Ignite & Scale model from Platform Innovation Kit (PIK) and platform growth model by Kim & Yoo (2019) are two main frameworks used to explore and analyze research problems. The findings explain the capability of Ignite & Scale model in identifying the business model for scaling up in details and exploring the platform growth challenges which cover the aspects of platform monetization, network effect, digital penetration, fraud potential, platform business competition, and platform valuation.

Keyword: startup, B2B commerce platform, business model innovation, platform growth challenge, Ignite & Scale, PIK, platform growth model