



ASSA: Expanding Access to Markets in Indonesia's Express Logistics Sector





Context

Logistics and connectivity provide pathways to supporting economic growth in Indonesia. Competition and digital access initiatives among e-commerce platforms have opened doors for million of entrepreneurs, particularly women entrepreneurs, seeking viable avenues for home based business, especially in the shadow of the COVID-19 pandemic.

IFC found that by closing gender gaps by 2025, i.e., if sales of women-owned businesses matched those of male-owned businesses on e-commerce platforms, the sector could grow by over \$280 billion in Southeast Asia between 2025 and 2030.¹ However, the burgeoning Indonesian e-commerce market which is valued

at approximately 62 billion USD², still experiences gender gaps and challenges in logistics services.

To help address this critical supply-demand gap, IFC made its first investment in Indonesia's express logistics sector in 2021, through subscription to publicly listed Convertible Bonds issued by PT Adi Sarana Armada (ASSA). Leveraging IFC's existing multi-year relationship with the company, the \$31 million investment is focused on the scale-up of ASSA's express logistics subsidiary Anteraja. The first fully digitalized, data-driven express logistics provider in Indonesia – Anteraja is a one of the top 5 companies in terms of sales volumes, and operates nationwide.

The Opportunity

Scaling up Indonesia's express logistics sector, which relies heavily on micro and small enterprises (MSMEs), could reduce gaps that constrain other sectors of the economy and provide new opportunities for women-owned and led MSMEs.

While 37 million Indonesian MSMEs are managed by women³, they face significant barriers. In part due to societal expectations, Indonesia's female labor force participation rate is only 53%, compared to 82% for men.⁴

Indonesian women entrepreneurs also face a financing gap of \$6 billion⁵, and many express a strong unmet demand for credit. Although 76% of financial institutions in Indonesia view women entrepreneurs as a profitable market segment, less than 3% have dedicated products that serve them.⁶ The business opportunities from greater inclusion of women entrepreneurs are substantial.

¹ IFC, 2021. "Women and e-commerce in Southeast Asia." <https://www.ifc.org/en/insights-reports/2021/women-and-ecommerce-sea>

² Statista, 2023. <https://www.statista.com/topics/5742/e-commerce-in-indonesia/#topicOverview>

³ Caroline Saskia, "Ratio of Indonesian Women Entrepreneurs Enters the Most of the World." Liputan6, October 29, 2021. <https://www.liputan6.com/bisnis/read/4696679/rasio-pengusaha-perempuan-indonesia-masuk-terbanyak-di-dunia>

⁴ World Bank, 2024. <https://genderdata.worldbank.org/en/economies/indonesia#:~:text=In%20Indonesia%2C%20the%20labor%20force,labor%20force%20participation%20has%20increased>

⁵ IFC. *Women-owned SMEs in Indonesia: A Golden Opportunity for Local Financial Institutions*. 2016. <https://documents1.worldbank.org/curated/en/691661477568338609/pdf/109534-WP-ENGLISH-SME-Indonesia-Final-Eng-PUBLIC.pdf>

⁶ World Bank. *Women Entrepreneurs in Indonesia: A Pathway to Increasing Shared Prosperity*. 2016. <https://documents1.worldbank.org/curated/en/738881467782741648/pdf/AUS5568-P147245-PUBLIC-WomenEntrepreneursinIndonesia-1.pdf>



MSMEs account for **60.5%** of Indonesia's GDP and nearly **97%** of all jobs⁷



If women's sales reached parity with men's in 2025, the value of the e-commerce market in Southeast Asia could increase by **\$280 billion** between 2025 and 2030⁸



If women participated in Indonesia's economy at the same rate as men, the nation's annual GDP would grow by **9%** above as usual⁹



Tias Handayani

Owner of Diandra Jasmine

Diandra Jasmine once bought material for its products based solely on the preferences of its owner, Tias Handayani, leading to wasted material. Handayani developed product standardization skills through the program, resulting in less excess material and sufficient stock to meet demand.

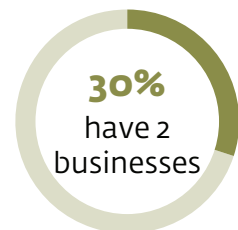
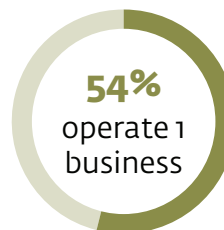
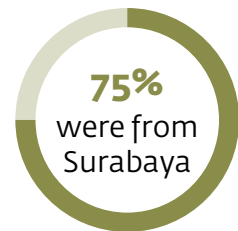
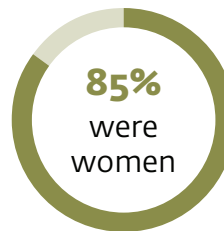
Gender-Smart Solutions

As part of IFC's investment, ASSA participated in a gender assessment conducted in July 2020 by IFC's Sustainable Infrastructure Advisory (SIA). Its findings formed the basis of a follow-on advisory program focused on strengthening Anteraja's relationships with women-owned and -led micro and small enterprises (MSME).

In January 2023, with the support of IFC, Anteraja launched Anter UMKM Sukses, a capacity building program to support MSMEs, especially women entrepreneurs, through training, coaching and network opportunities. Program partners included Tokopedia, which is one of the largest Indonesian e-commerce platforms and a co-investor in Anteraja.

Participants Profile

(Out of 119 Participants)



69% of the businesses have been in operations between 1 to 5 years

⁷ Caroline Saskia, "Ratio of Indonesian Women Entrepreneurs Enters the Most of the World." Liputan6, October 29, 2021. <https://www.liputan6.com/bisnis/read/4696679/rasio-pengusaha-perempuan-indonesia-masuk-terbanyak-di-dunia>

⁸ IFC, 2021. "Women and e-commerce in Southeast Asia." <https://www.ifc.org/en/insights-reports/2021/women-and-e-commerce-sea>

⁹ McKinsey, 2018. "The Power of Parity: Advancing Women's Equality in Indonesia." <https://www.mckinsey.com/featured-insights/asia-pacific/the-power-of-parity-advancing-womens-equality-in-indonesia>

THE PROGRAM

The three-month programs consisted of the following components:

In-person training

The program, delivered locally through a social enterprise called Krealogi, had 12 training modules on topics such as marketing, financial literacy and planning, record keeping, business planning, and leadership. Employees from Anteraja and Tokopedia delivered some of the training topics, increasing their engagement with participants. On average, 92 participants attended the six days of training.

Virtual mentoring & coaching

Participants met with mentors online and received targeted support in the areas of financial literacy, e-commerce, and social media marketing. Two online sessions were held; one focused on training followed by a check-in to coach and support individual entrepreneurs. Sixty six entrepreneurs participated in virtual mentoring and coaching. "The trainers and mentors always embraced and helped us while doing tasks," reflected one of the participants.

Networking

The program's closing ceremony was held on March 14, 2023, in Surabaya. It included a graduation ceremony for all participants, opening remarks from IFC and the CEO of Anteraja, and networking opportunities. Recognizing the participants desire for more networking opportunities, Anteraja organized a subsequent networking event as a follow up to the training.



At the networking event, nearly 90 participants had the opportunity to discuss their businesses and receive assistance from 10 organizations from different sectors, ranging from shipping and banking to hospitality and government. Fifty-nine participants also displayed their own products and services at six booths, including fashion, crafts, and culinary services. Several participants reported sales during the event, while others built networking connections that opened the door for future business relationships. Anteraja expressed satisfaction with the program and interest in follow-up gender engagements. "Women entrepreneurs are a critical market segment for our logistics business," said former Anteraja CEO Suyanto Tjoeng. "Participating in the Anter UMMK Sukses program allowed us to support women-owned and -led MSMEs while building relationships that will create greater opportunities for our company going forward."



Sunu Pandhu

Owner of Kriuk Kiko with CEO of Anteraja

Kriuk Kiko is an MSME which sells canned shallots and garlic. The program's financial literacy sessions helped owner Sunu Pandhu make better decisions by tracking income and production costs and allocating profits into business capital to run the business and build it for future growth.

Results

Uptake in Anteraja's services: Anteraja reported improved usage of its logistics services and apps as a result of the program. More than half (59.2%) of participants reported using Anteraja's app, while those using its logistics services nearly doubled following the training, from 12 to 21 respondents. As of March 2024, the company has 136 new MSMEs who have joined in the past year, amounting to a weekly average of 1,700 parcels, and the company attributes this to their efforts to garner an MSME network, starting with the Anteraja UMKM Sukses program.

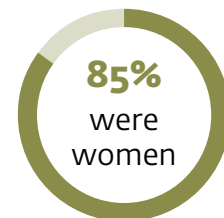


60% of participants reported using Anteraja's app



136 new MSMEs have since joined Anteraja's platform

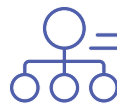
Targeting women MSMEs: The program successfully reached women entrepreneurs, providing both skills development and networking opportunities to support the growth of their businesses. Of the 119 participants, over 100 were women.



Improvements in business knowledge, practices, and confidence: Tests conducted before and after training sessions showed significant growth in participants' knowledge, averaging 41% improvement in test scores across modules, with the highest growth rates in the "Access to Capital" module. Participants reported strengthening their business practices as a result of the training. About half developed an organizational structure for their businesses, while roughly one third created job descriptions (37.9%) and developed standard operating procedures (31.2%). After the training, three quarters of all participants said they were "very confident" that they will grow their business in the future.



78% of participants showed an increase in knowledge in the "Access to Capital" module



50% developed an organizational structure for their businesses



38% created job descriptions



31% developed standard operating procedures



There was an average increase of **41%** in test scores on business skills and practices, between the start and end of the program



75% of the participants said they were "very confident" that they will grow their business in the future

High satisfaction: Participants reported an overall satisfaction rate of 9.6 out of 10 in post-training surveys. Participants rated the quality of trainers at 9.7/10 and teaching methodology and delivery approaches at 9.5/10.



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Increase in income and savings:

Most importantly, the program increased participants' bottom lines. Monthly incomes increased by an average of 33%, or 1.19 million Rupiah (\$78 USD). Further, the average amount of savings held by respondents increased by 50% after the training.

The average amount of savings held by respondents increased by **↑50%** after the training.



Monthly incomes increased by an average of **33.3%**, or 1.19 million Rupiah (\$78 USD)

Access to networks: Nearly two-thirds of participants (63.2%) also reported increased access to peer support networks as a result of the program. 85% stated that they discuss business matters with more people and 76.3% had forged new business collaborations with one to three partners since the program.



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85% stated that they discuss business matters with more people now than they did before the training



76.3% had forged new business collaborations with one to three partners since the program



Augustina Antoneta

Owner of Crafetha

Agustina Antoneta, the owner of home accessories MSME Crafetha, initially sold only to friends and colleagues. Participation in the program helped Antoneta develop promotional strategies, including online advertising and placement in the Tokopedia marketplace. Crafetha now promotes its products through Tokopedia ads.

Lessons Learned

Aligning a gender program with a company's business objectives is beneficial: For Anteraja, reaching more MSMEs and women-owned businesses was one of its key strategic priorities as it aimed to expand its business footprint. Anter UMKM Sukses helped the company penetrate this target market segment. "It is difficult to start a relationship with MSMEs, and this is a good way to start," one Anteraja leader said. As it works to create a network of MSMEs, Anteraja plans to leverage participants to be brand ambassadors and anchors in this network, helping create greater opportunities for women-led businesses and all MSMEs. By understanding MSMEs better, the company plans to collaborate with them in the future to produce seasonal hampers to help support sales of women entrepreneurs.

Participants appreciate hybrid delivery: There is value in in-person engagements, complemented by virtual. Participants found the combination of the elements of the program—in-class training, online group discussions and mentoring,

and the closing networking event—helpful. Learning from this, Anteraja has since followed up with the participants both by sharing promotions and discounts through telemarketing and through an in-person event in Surabaya.

Intentionally designed gender-inclusive programs support women's participation: Schedules should take into account women's commitments. In-person training was delivered at times after female participants had completed their morning household duties and in central locations easily accessible by transport. Intentionally hiring women as the primary trainers helped female entrepreneurs feel seen and understood. Said one participant, "The team always understands what we need for a better future in our business."

Networking is an essential component of improving MSME capacity. When asked in what ways the program benefitted their business, 70% cited networking impact. Access to peer support was the highest-rated response.



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www.commdev.org/topics/gender

This case study is part of a series that highlights how IFC's Sustainable Infrastructure Advisory team leverages activities to create benefits for women as part of IFC's investments in infrastructure projects.



Enhancing Benefits to Communities in Infrastructure & Natural Resources