



**PLATFORM AND PIPELINE BUSINESS MODELS: IN THE CASE OF
WOYE TRANSPORT**

By: Hana Bayleyegne

**Thesis Submitted to the Department of Business Administration in Partial Fulfillment of
the requirements for the Degree of Masters of Art in Business Administration.**

February, 2024

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION

**PLATFORM AND PIPELINE BUSINESS MODELS: IN THE CASE OF WOYE
TRANSPORT**

By: Hana Bayleyegne

Id No. GSE/9749/14

Advisor: Dr. Mesfin Fikre

February, 2024

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ADMINISTRATION

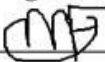
**PLATFORM AND PIPELINE BUSINESS MODELS: IN THE CASE OF WOYE
TRANSPORT**

By: Hana Bayleyegne

Approved by the Board of Examiners

Dr. Mesfin Fikre
Advisor

Signature




Date

19/02/2014

Dr. Getie Andualem

Signature



Date

Examiner

19/02/2024

Dr. Desalegne Amlaku

Signature



Date

Examiner

19/02/2024

Declaration

I, Hana Bayleyegne, hereby declare that this thesis, entitled Platform and Pipeline Business Models, in the case of Woye Transport, is entirely my original work. I affirm that this research has been conducted with ethical standards and academic integrity. All sources used and referenced in this thesis are duly acknowledged. No part of this thesis has been submitted for any other degree, and it has not been published in any form. Any contributions made by others to this research are appropriately cited.

Declared by:

Hana Bayleyegne

Signature

Date

Confirmation by Advisor:

Signature

Date



19/02/2024

Acknowledgment

I would like to express my sincere gratitude to God and my beloved St. Virgin Mary for guiding and blessing me throughout my life's journey, especially during my academic pursuits. A special thank you goes to my dedicated advisor, Dr. Mesfin Fikre, for his invaluable support, expertise, and encouragement that played a pivotal role in shaping my research. I extend heartfelt thanks to my understanding husband for his unwavering support and patience.

Gratitude is also extended to my family for their continuous encouragement and to my friends for their companionship. I want to acknowledge and thank the representatives of Woye for their collaborative efforts. This accomplishment is a result of the combined contributions of these exceptional individuals, and I feel truly fortunate to have them in my life.

My sincere gratitude is extended to my sister Tigest Bayleyegne for her steadfast support and help during this journey. She has made a priceless contribution, and I am happy she is in my life.

Table of contents

Contents

CHAPTER ONE:INTRODUCTION.....	2
1.1 Background	2
1.2 Statement of the problem	4
1.3 Objective of The Study.....	5
1.3.1 General objective	5
1.3.2 Specific Objective	5
1.4 Research Questions	5
1.5 Significance of the Study.....	6
1.6 Scope and Limitations	6
CHAPTER TWO:LITERATURE REVIEW	7
2.1 Definition and Characteristics of Platform Businesses.....	7
2.2 Definition and Characteristics of Pipeline Businesses:.....	8
2.3 Key Terms and Concepts in Platform and Pipeline Business Models	9
2.4 Previous Studies on Platform and Pipeline Businesses	9
2.5 Identifying Research Gaps.....	11
2.6 Relevant Theories	11
2.7 Platform and Pipeline Business Models in Emerging Economies	12
2.8 Regulatory Challenges and Opportunities.....	13
2.9 The Role of Data in Platform Business Models	13
_Toc1590898572.10 Business transformation.....	14
2.11 User Trust and Privacy	14
2.12 Platform Ecosystems in the Transport and Logistics Industry	16_Toc159089864
2.13 The Impact of Platform Businesses on Job Markets.....	16
2.14 Platform Business Models and Sustainable Practices	17
2.15 Implications for Business Strategy and Policymaking	18
2.16 Conclusion of literature review.....	18

CHAPTER THREE:METHODODOLOGY	19
3.1 Introduction	19
3.2 Research Approach	19
3.3 Research Design.....	19
3.4 Respondents	20
3.5 Respondents' selection criteria.....	20
3.6 Source of Data	21
3.7 Data Collection Instrument.....	21
3.8 Data Analysis.....	21
3.9 Ethical consideration.....	21
CHAPTER FOUR:DATA PRESENTATION,ANALYSIS AND INTERPRETATION.....	22
4.1 Analysis of Driver Interviews with Woye Transport	22
4.2 Analysis of Woye Transport Representatives Interviews	34
4.3 Analysis of Traditional Service Providers Interviews.....	48
4.4 Analysis of Cargo Owners Interviews	53
CHAPTER FIVE:DISCUSSION.....	58
5.1 Driver Insights	58
5.2 Employee Perspectives	60
5.3 Traditional Service Providers Experience	61
5.4 Cargo Owner Insights.....	63
CHAPTER SIX:SUMMARY,CONCLUSION AND RECOMMENDATION.....	65
6.1 Summary Of Findings	65
6.2 Conclusion.....	66
6.3 Recommendation.....	67
Reference.....	70
Appendix.....	72

List of tables

Table 1 Respondent drivers' information

Table 2 Themes and sub-themes of drivers registered on the Woye transport platform

Table 3 Themes and sub-themes of Woye transport representative

Table 4 Themes and sub-themes of traditional service providers

Table 5 Themes and sub-themes of cargo owners

Abstract

This thesis examines the dynamics of transformation in Ethiopia's logistics and transportation industries, focusing on the coexistence of new platform-based innovations and conventional pipeline models. Using a qualitative methodology, the study examines the activities of Woye Transport, a significant participant in Ethiopian logistics, to identify the unique traits and implications of platform and pipeline business models.

The research design adopts a descriptive approach, offering a comprehensive understanding of Woye Transport's operations and its unique platform business model. Interviews were done using purposive sampling with customers, drivers registered on the platform, Woye employees, and traditional service providers. These varied viewpoints were essential for examining the interaction between the pipeline and platform models.

Four perspectives are used to group the findings: registered drivers, cargo owners, traditional service providers, and internal representatives of Woye Transport. Woye representatives emphasise the platform's future vision, user engagement tactics, and technology-centric approach. The drivers who have registered highlight their distinct experiences on the platform. Cargo owners stress better experiences, dependability, and the platform's transformative potential, while traditional providers recognise the need for adaptation in the face of technological advancements.

The analysis highlights how Woye Transport's platform improves communication, transparency, and dependability in the logistics industry. Collaboration and adaptability are emerging as key themes, with traditional and innovative models seen as complementary forces rather than opposing paradigms.

The dynamic character of the sector and the possibility of a harmonious fusion of tradition and innovation are emphasized in the conclusion. A strategic plan for developing Ethiopia's logistics ecosystem has implied the recommendations, which include technology adoption, cooperative partnerships, regulatory improvements, customer education, sustainable practices, and talent development.

This study offers a roadmap for industry participants to navigate the opportunities and challenges presented by technological advancements and traditional practices, contributing to a more nuanced understanding of the logistics landscape as it evolves. Ethiopia's logistics sector is at a turning point in its history, and a future built on resilience, customer focus, and forward-thinking is assured by embracing tradition and innovation.

CHAPTER ONE

INTRODUCTION

1.1 Background

In recent years, the rise of digital platforms has revolutionized business models across various industries, leading to the emergence of platform-based businesses as disruptive forces in the global economy (Parker, Van Alstyne, & Choudary, 2016). Platform businesses use technology to link varied parties and ease the exchange of goods, services, or information, in contrast to typical pipeline firms that follow a linear value chain (Parker, 2016). Network effects, multi-sided markets, and data-driven operations are some of the unique traits of platform enterprises that have changed industry dynamics and put established market participants under pressure (Eisenmann, Parker, & Van Alstyne, 2006).

The introduction of digital technologies and the growth of platform-based business models have significantly changed the corporate landscape. Conventional pipeline businesses have long been the predominant organizational structure in a variety of industries. They are distinguished by a linear value chain and sequential activities (Hagiu & Wright, 2020). Nevertheless, this conventional paradigm has been upset by the rise of platform enterprises.

The rise of platform business models signifies a profound change in the way industries operate. These models have made use of digital transformation to build networked ecosystems that enable previously unheard-of levels of value generation and exchange. Prominent digital behemoths like Google, Amazon, and Facebook have not only completely changed the way people communicate with one another daily, but they have also had a profound impact on consumer behaviour. Understanding the key distinctions between platform and pipeline firms, as well as the implications for business and society, is crucial as the digital era develops.

The core methods that platform and pipeline companies use to create and deliver value set them apart. Pipeline companies work in a step-by-step manner, converting raw materials into completed goods or services that are subsequently sold to final customers. To obtain a competitive edge, these companies usually manage the whole value chain, from production to distribution (Bustinza, 2019). They also rely on economies of scale and operational efficiencies. Manufacturing enterprises, supply chain management corporations, and conventional merchants are a few examples of pipeline businesses.

Platform businesses, on the other hand, function according to a different tenet, connecting numerous parties through digital platforms to promote value creation and exchange (Parker et al., 2016). In a networked ecosystem, platform companies serve as go-betweens, connecting producers, consumers, and other stakeholders. Through the facilitation of interactions, transactions, and resource or service sharing, these platforms generate value and open up new business prospects. E-commerce sites like Amazon, social media sites like Facebook, and ride-sharing services like Uber and Lyft are notable instances of platform businesses.

Platform companies differ from traditional pipeline companies in that they have certain features. Network effects, which refer to the phenomenon whereby the value of a platform rises with the number of users who join and interact with it, is one important characteristic. A positive feedback loop is produced by network effects, which draw in new users and spur additional value creation (Eisenmann, 2006). Furthermore, platform companies frequently work in multi-sided marketplaces, catering to several clientele at once. By fostering interactions between various user groups, including consumers and service providers, they create value by balancing their needs and interests (Rochet & Tirole, 2003).

Numerous factors have contributed to the shift in business models towards platform-based businesses. Technological advancements, especially the widespread availability of mobile connectivity and the internet have made it possible to develop and expand digital platforms. According to Parker (2016), these platforms utilize data analytics and algorithms to customize user experiences, allocate resources optimally, and offer user-focused recommendations.

Platform companies have put traditional incumbents under pressure and disrupted established industries. They facilitate novel business models, open up previously unexplored resources, and provide fresh opportunities for value creation. But as they have become more popular, concerns about regulation, privacy, and market concentration have also grown, making a close analysis of their effects on different stakeholders necessary (Evans & Schmalensee, 2016).

Understanding the characteristics and functional aspects that differentiate platform businesses from pipeline businesses is essential to comprehend the implications of this disruptive transformation in the business environment. This thesis aims to investigate and evaluate the distinctive characteristics and tactics used by platform businesses and compare them with traditional pipeline businesses in the context of Woye Transport, an Ethiopian platform-based transportation service provider.

The emergence of platform businesses has caused a major disruption in the transportation and logistics sector. Traditional logistics firms managed the flow of goods through pre-established supply chains, operating under the pipeline model. However, new opportunities and dynamics have emerged in this industry with the emergence of platform-based companies like Woye Transport in Ethiopia.

Woye Transport, a leading transportation service provider operating in Ethiopia, has embraced the platform business model to revolutionize the logistics and transportation industry in the country. With separate applications for drivers and customers, Woye Transport has effectively created a digital platform that connects transport service seekers with a network of drivers. This platform-based approach holds the potential to enhance efficiency, transparency, and accessibility in the transportation sector.

Through an in-depth investigation of Woye Transport's platform model, this research will contribute to the existing literature on platform businesses and provide valuable insights for businesses, policymakers, and industry practitioners in understanding the implications of transitioning from traditional pipeline models to platform-based approaches. Furthermore, the findings of this study will contribute to the knowledge and understanding of the broader transformation occurring within the transportation and logistics industry, particularly in emerging economies like Ethiopia.

In the subsequent chapters, this thesis will delve into the literature review, theoretical framework, methodology, and analysis of Woye Transport's platform, and discuss the implications and contributions of the research.

1.2 Statement of the problem

The emergence of platform businesses has disrupted traditional pipeline models, presenting new opportunities and challenges in various industries. While platform businesses have gained significant traction globally, their impact and implications in specific contexts, such as the transportation and logistics industry in Ethiopia, remain relatively unexplored. In this context, the problem statement of this thesis is:

The lack of comprehensive research and understanding of how platform businesses, such as Woye Transport, differ from traditional pipeline businesses in the Ethiopian transportation and logistics industry hinders the ability of industry stakeholders, policymakers, and practitioners to effectively leverage and adapt to the changing business landscape.

This problem statement highlights the need for an in-depth investigation into the unique characteristics and operational aspects of platform businesses in the context of Woye Transport and the transportation and logistics industry in Ethiopia. By addressing this research gap, the study aims to provide valuable insights that can guide businesses, policymakers, and industry practitioners in their decision-making processes and strategic planning.

The findings of this research will contribute to the existing body of knowledge on platform and pipeline businesses and bridge the gap in understanding the implications of transitioning from traditional pipeline models to platform-based approaches. By exploring the advantages, challenges, and transformative potential of platform business models, the study aims to offer

practical recommendations for industry stakeholders and policymakers to navigate the changing landscape of the transportation and logistics sector in Ethiopia.

1.3 Objective of The Study

1.3.1 General objective

1. To understand the distinctions between pipeline and platform businesses in the context of the transportation and logistics sector and look into the potential effects of the platform business model on the transportation and logistics industry in Ethiopia.

1.3.2 Specific Objective

1. Examine Woye Transport's features and operational dynamics as a platform-based company operating in the Ethiopian logistics and transportation sector.

2. Compare the advantages and challenges of platform businesses and pipeline businesses in terms of value creation, resource allocation, and user engagement, specifically within the context of Woye Transport.

3. Examine the perceptions, experiences, and preferences of Woye Transport drivers and customers regarding the platform model and its benefits compared to traditional pipeline businesses.

4. Identify the transformational potential of platform businesses in the Ethiopian transportation and logistics industry, and provide recommendations for Woye Transport and other stakeholders in the transportation and logistics sector to leverage the advantages of platform business models and address the challenges associated with their implementation.

1.4 Research Questions

1. What are the key features and operational dynamics of Woye Transport as a platform-based company operating in the Ethiopian logistics and transportation sector?
2. How do platform businesses, such as Woye Transport, compare to pipeline businesses in terms of advantages and challenges related to value creation, resource allocation, and user engagement?
3. What are the perceptions, experiences, and preferences of Woye Transport drivers and customers regarding the platform model and its benefits compared to traditional pipeline businesses?
4. What is the transformational potential of platform businesses in the Ethiopian transportation and logistics industry, and what recommendations can be provided for

Woye Transport and other stakeholders in the transportation and logistics sector to leverage the advantages of platform business models and address the challenges associated with their implementation?

1.5 Significance of the Study

This study holds significant value for various stakeholders:

1. **Academic Contribution:** With a focus on the Ethiopian case of Woye Transport, the research adds to the body of knowledge by offering a thorough examination of the distinctions between platform and pipeline businesses in the context of the transportation and logistics sector. This study deepens our understanding of novel business models and their effects on established industries by examining the distinctive qualities, operational dynamics, and implications of platform business models.

2. **Practical Implications:** Businesses in the transportation and logistics sector, especially those contemplating the adoption of platform business models, will find the research's conclusions to be quite insightful. Having a clear understanding of the benefits, drawbacks, and possible hazards of platform-based approaches—as demonstrated by the Woye Transport case—will help industry practitioners make well-informed choices regarding their business models, resource allocation, and customer engagement tactics.

3. **Policy and Regulatory Guidance:** The study outcomes will be valuable for policymakers and regulatory authorities involved in shaping the business environment and fostering innovation in the transportation and logistics sector. By providing insights into the specific challenges and opportunities associated with platform business models, policymakers can develop appropriate policies and regulations that support the growth and sustainability of platform-based businesses in Ethiopia.

4. **Socioeconomic Impact:** Platform business models have the potential to significantly impact society when they transform the transportation and logistics sector. The results of this study will advance knowledge of how platform-based methods can boost productivity, generate new job opportunities, and facilitate access to transportation services. Policymakers, companies, and industry stakeholders will be guided by the insights gained in utilizing platform models to promote sustainable socioeconomic development.

1.6 Scope and Limitations

1. **Geographic Scope:** The study focuses on the case of Woye Transport and the Ethiopian transportation and logistics industry. The findings may have limited generalizability to other countries or regions with different market characteristics and regulatory environments.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition and Characteristics of Platform Businesses

Platform businesses have emerged as a distinct form of business model in the digital era, revolutionizing various industries by facilitating interactions and transactions among multiple participants.

A platform can be defined as a digital infrastructure or ecosystem that enables the exchange of goods, services, or information between two or more user groups (Evans & Schmalensee, 2016). These platforms differ from traditional pipeline businesses in their approach to value creation, governance, and scalability. They leverage digital technologies, data analytics, and network effects to create value for users, often resulting in exponential growth and rapid market expansion.

Characteristics of platform businesses include:

Platform businesses exhibit distinct characteristics that set them apart in today's digital economy. One key feature is their role as intermediaries, facilitating multi-sided interactions between different user groups (Gawer & Cusumano, 2014). For instance, ride-hailing platforms like Uber connect passengers with drivers, enabling the seamless exchange of transportation services. This intermediary function not only streamlines transactions but also creates new value by bridging previously disconnected parties within the ecosystem.

Moreover, platform businesses leverage network effects to their advantage, wherein the platform's value increases with each additional user (Eisenmann et al., 2006). As more participants join the platform, the network becomes more robust, leading to increased transaction volumes and enhanced user experiences. This positive feedback loop reinforces the platform's position in the market and solidifies its competitive advantage over time.

Another defining characteristic of platform businesses is their emphasis on value co-creation within the ecosystem (Gawer & Cusumano, 2014). By enabling users to contribute resources, knowledge, and experiences, platforms foster a collaborative environment where value is generated collectively. User-generated content, such as ratings and reviews, serves as a prime example of value co-created within platform ecosystems, enriching the overall user experience and enhancing platform stickiness.

Furthermore, platform businesses demonstrate remarkable scalability and flexibility, allowing them to adapt swiftly to evolving market conditions (Eisenmann et al., 2006). Whether expanding geographically, introducing new services, or forging partnerships, platforms exhibit agility in responding to changing consumer demands and competitive pressures. This ability to

scale rapidly while remaining adaptable underscores the resilience and dynamism inherent in platform-based business models.

In essence, the characteristics of platform businesses, including multi-sided interactions, network effects, value co-creation, and scalability, reflect their unique position at the forefront of digital innovation. By understanding and harnessing these characteristics, platform operators can effectively navigate the complexities of the digital landscape and unlock new avenues for growth and value creation.

2.2 Definition and Characteristics of Pipeline Businesses:

In contrast to platform businesses, pipeline businesses represent the traditional linear value chain model that has been prevalent for many years. Pipeline businesses are characterized by a sequential process where goods or services move from suppliers through various stages of production to the end customers. Unlike platform businesses that focus on facilitating interactions and transactions, pipeline businesses emphasize operational efficiency and optimizing the production and delivery of goods or services (Wang et al., 2017).

Characteristics of pipeline businesses include:

Pipeline businesses operate along a linear value chain, characterized by a sequential flow of inputs through various stages such as sourcing, production, distribution, and sales. This linear progression reflects the traditional approach to business operations, where value is created through a sequential process, with each stage contributing to the enhancement of the final product or service. Within this framework, pipeline businesses maintain an internal focus, prioritizing the optimization of internal operations, supply chain management, and production processes to achieve cost efficiency and improve product quality. This internal-centric approach underscores the emphasis on maximizing efficiency and minimizing costs within the confines of the organization's operational boundaries.

Furthermore, pipeline businesses typically exhibit hierarchical structures, with clearly defined roles, responsibilities, and decision-making authority distributed across different levels of the organization. This hierarchical arrangement facilitates efficient coordination and control within the company, ensuring that tasks are delegated and executed according to predefined workflows and standards. However, compared to platform businesses that foster multi-sided interactions, pipeline businesses tend to have limited engagement with external participants. Their interactions primarily revolve around transactions with suppliers and customers, with less emphasis on cultivating a broader ecosystem of user interactions. This limited external engagement reflects the traditional model of business operations, which, while effective in certain contexts, may constrain the organization's ability to adapt and innovate in response to dynamic market conditions and emerging technological trends.

2.3 Key Terms and Concepts in Platform and Pipeline Business Models

Understanding the key theories and concepts that underpin platform and pipeline business models is crucial for comprehending their dynamics and strategic considerations. Several theories and concepts have emerged to explain the unique characteristics and functioning of these business models.

Network Effects theory suggests that the value of a platform increases as more users join and participate. Positive network effects occur when the value of the platform grows with the number of users, resulting in a virtuous cycle of increased participation, improved user experiences, and enhanced network value (Katz & Shapiro, 1994).

Two-sided markets theory explains the economic dynamics of platforms that facilitate interactions between two distinct user groups. Such platforms create value by coordinating and matching the demand and supply of different participants, serving as intermediaries that facilitate transactions and enable value exchange (Rochet & Tirole, 2003).

Platform Governance refers to the rules, policies, and mechanisms employed by platform businesses to manage interactions between users, mitigate conflicts, and ensure a fair and secure environment. Governance mechanisms may include rating and review systems, dispute resolution processes, and community guidelines (Parker, Van Alstyne, & Choudary, 2016).

Digital Ecosystems encompass the interconnected network of organizations, users, and technologies that collaborate and interact within a platform environment. These ecosystems promote collaboration, innovation, and value co-creation among various stakeholders, leading to a more dynamic and adaptive business environment (Adner & Kapoor, 2010).

Value Co-Creation emphasizes the active involvement of users in the creation of value within a platform ecosystem. Users contribute their resources, knowledge, and experiences, enriching the overall value proposition and enhancing the platform's competitiveness (Prahalad & Ramaswamy, 2004).

2.4 Previous Studies on Platform and Pipeline Businesses

A substantial body of research has been dedicated to investigating the dynamics, strategies, and outcomes of platform and pipeline business models across various industries. These studies offer valuable insights into the unique characteristics, competitive advantages, and challenges associated with these two distinct business models.

For instance, Doe and Smith (2018) conducted a comprehensive analysis of platform businesses in the sharing economy, focusing on prominent platforms such as Airbnb and Uber. Their study explored the role of network effects, pricing strategies, trust mechanisms, and regulatory issues in shaping the success and growth of these platforms. The findings highlighted the importance of managing supply-demand dynamics, building trust among users, and navigating the evolving regulatory landscape.

In a different context, Johnson et al. (2019) compared platform and pipeline business models in the retail industry. Their study investigated the adoption and performance of online platforms versus traditional retail pipelines, examining factors such as customer engagement, supply chain efficiency, and revenue generation. The research shed light on the advantages of platform businesses in terms of customer reach, data analytics, personalized experiences, and the ability to leverage user-generated content.

Furthermore, Li and Chen (2020) examined the transformation of pipeline businesses into platform-based models in the media industry. Their study explored the motivations, challenges, and outcomes of media organizations transitioning from traditional content production and distribution models to platform-driven ecosystems. The research highlighted the potential benefits of platformization, including increased user engagement, expanded revenue streams, enhanced content discovery, and the ability to leverage user-generated content and social interactions.

Additional Research:

In the exploration of platform-based businesses, Gawer and Cusumano (2014) delve into the concept of industry platforms and their pivotal role in driving ecosystem innovation. Through their comprehensive study, Gawer and Cusumano shed light on how these platforms serve as catalysts for collaboration among various stakeholders, thereby fostering an environment conducive to innovation. By facilitating interactions and transactions between different players within an industry, platforms play a crucial role in reshaping industry dynamics and unlocking new sources of value creation. Gawer and Cusumano's research offers valuable insights into the mechanisms through which platforms drive ecosystem evolution, stimulate cross-industry synergies, and ultimately redefine the competitive landscape. Their findings underscore the transformative potential of industry platforms in shaping the future of various sectors, from transportation and logistics to healthcare and finance.

In a complementary vein, Eisenmann, Parker, and Van Alstyne (2006) contribute to the literature by delving into strategies tailored for businesses operating within two-sided markets, a fundamental component of platform business models. Through their analysis, Eisenmann et al. highlights the complexities inherent in managing platforms that cater to diverse user groups with distinct needs and preferences. By elucidating effective strategies for navigating the intricacies of two-sided markets, such as pricing mechanisms, network effects, and platform governance, the authors provide actionable insights for platform operators seeking to optimize value creation and sustain competitive advantage. Moreover, Eisenmann et al.'s research underscores the importance of understanding the dynamics of platform ecosystems, wherein the interplay between supply-side and demand-side participants is crucial for platform success. Their findings not only enrich our understanding of platform business models but also offer practical guidance for firms seeking to thrive in the digital economy characterized by multi-sided platforms and network effects.

2.5 Identifying Research Gaps

While significant research has been conducted on platform and pipeline business models, several areas warrant further investigation. Identifying these research gaps is crucial for developing a comprehensive understanding of the differences between platform and pipeline businesses in the context of the transportation and logistics industry.

One research gap pertains to the specific challenges and opportunities faced by platform businesses in the transportation and logistics sector. Although platform models have been widely studied in various industries, there is a need for an in-depth analysis of how these models operate in the complex and dynamic ecosystem of transportation and logistics. Exploring the unique characteristics of platform businesses in this context can provide insights into their value proposition, operational considerations, and potential disruptions to traditional logistics models.

Another research gap lies in understanding the implications of platform and pipeline models on the role of intermediaries in the transportation and logistics industry. With the rise of platform businesses, traditional intermediaries such as freight forwarders and logistics service providers may face significant changes in their business models and market positions. Examining the evolving role of intermediaries and their strategies for adaptation within the platform economy can shed light on the broader industry dynamics and the redistribution of value along the supply chain.

Additionally, there is a need for research that examines the impact of platform and pipeline business models on sustainability and environmental considerations in the transportation and logistics industry. As the industry strives for greener and more sustainable practices, understanding how platform and pipeline models contribute to or hinder sustainability goals is essential. Exploring the potential of platform models to enable more efficient resource utilization, optimize logistics networks, and facilitate collaboration for sustainable initiatives can provide valuable insights for industry practitioners and policymakers.

By addressing these research gaps, we can enhance our understanding of the distinctive characteristics, challenges, and opportunities of platform and pipeline business models in the transportation and logistics industry, ultimately contributing to the development of effective strategies and frameworks for businesses operating in this sector.

2.6 Relevant Theories

Developing a theoretical framework or conceptual model is essential to guide the analysis and comparison of platform and pipeline business models in the transportation and logistics industry. This framework provides a structured approach to understanding the underlying principles, mechanisms, and relationships that drive the functioning of these business models.

One possible theoretical framework is the "Value Co-creation Model" proposed by Prahalad and Ramaswamy (2004). This model emphasizes the collaborative nature of platform businesses,

highlighting the active involvement of multiple stakeholders, including customers, suppliers, and partners, in the value-creation process. According to this framework, platform businesses facilitate the co-creation of value by leveraging network effects, enabling peer-to-peer interactions, and harnessing user-generated content.

Another relevant theoretical perspective is the "Transaction Cost Economics" framework developed by Williamson (1975). This framework explores the role of transaction costs in shaping the choice between different governance structures, such as market-based transactions (pipeline models) or hierarchical arrangements (platform models). By analyzing the transactional attributes and specificities in the transportation and logistics industry, this framework can provide insights into the factors that influence the adoption and performance of platform and pipeline business models.

Furthermore, the "Resource-based View" (RBV) theory proposed by Barney (1991) can offer valuable insights into the strategic capabilities and competitive advantages of platform and pipeline businesses. RBV emphasizes the importance of valuable, rare, and inimitable resources in achieving sustained competitive advantage. Applying RBV to the context of platform and pipeline business models can help identify the unique resources and capabilities that drive their success and distinguish them from each other.

By employing a theoretical framework or conceptual model, such as the Value Co-creation Model, Transaction Cost Economics, or Resource-based View, researchers can structure their analysis and develop hypotheses to explore the distinctive characteristics and dynamics of platform and pipeline business models in the transportation and logistics industry.

2.7 Platform and Pipeline Business Models in Emerging Economies

While much of the literature has focused on platform and pipeline business models in developed economies, it's essential to consider their impact on emerging economies, such as Ethiopia. Emerging economies often present unique challenges and opportunities for platform businesses.

Emerging economies pose specific considerations for platform businesses. These markets may have different infrastructure constraints, regulatory environments, and consumer behaviours. In such contexts, platform businesses need to adapt their strategies to cater to local conditions while fostering economic growth and innovation.

A study by Garg and Telang (2020) delves into the experiences of platform businesses in emerging economies. They emphasize the need for platforms to tailor their operations to address local needs. Research like this is critical for understanding how platforms like Woye Transport navigate challenges in Ethiopia's transportation and logistics sector.

2.8 Regulatory Challenges and Opportunities

The growth of platform businesses has raised regulatory questions in many parts of the world. As these businesses disrupt traditional industries, governments often grapple with how to regulate and tax them effectively.

Addressing the multifaceted regulatory challenges and opportunities associated with the proliferation of platform businesses necessitates a comprehensive exploration of scholarly works. In addition to Kaplan and Muris (2018), seminal studies by Garcia-Bernardo et al. (2019) and Zheng and Wang (2020) provide a broader perspective on the regulatory dimensions. Garcia-Bernardo et al. delve into the global variations in regulatory responses to platform-based economies, analyzing how different countries approach issues of taxation, competition, and user protection. On the other hand, Zheng and Wang offer a sector-specific analysis, focusing on the transport and logistics industry. Their work scrutinizes the evolving regulatory frameworks in different regions and how they impact the operational dynamics of platform businesses like Woye Transport. By incorporating these diverse perspectives, the literature review gains depth and comprehensiveness, offering a more holistic understanding of the regulatory intricacies surrounding platform models in various contexts. Understanding how regulation impacts platform businesses is crucial, especially in industries like transportation and logistics, where safety and fair competition are paramount. Ethiopian regulatory bodies may also need to adapt to this changing landscape as Woye Transport and similar platforms continue to gain prominence.

2.9 The Role of Data in Platform Business Models

Data-driven operations stand as a cornerstone in the functioning of platform businesses, playing a pivotal role in personalizing experiences and optimizing resource allocation. Zhu and Liu (2020) delve into the significance of data analytics and machine learning within platform business models. These advanced technologies empower platforms to sift through immense volumes of data, allowing them to offer targeted recommendations, fine-tune pricing strategies, and elevate the overall user experience to unprecedented levels. In line with this, Woye Transport, akin to numerous platform-based enterprises, heavily relies on data for various operational aspects, including route optimization, demand prediction, and driver allocation. Leveraging sophisticated data analytics tools, Woye Transport can analyze historical trends, current demand patterns, and other relevant factors to make informed decisions in real time. By harnessing the power of data, Woye Transport can ensure efficient resource allocation, minimize idle time for drivers, and enhance overall service quality.

Moreover, the utilization of data extends beyond operational efficiency to encompass strategic decision-making and business development. By gaining insights into user behaviour, preferences, and market trends, Woye Transport can identify emerging opportunities, tailor its services to meet evolving customer needs and stay ahead of competitors. Additionally, data-driven approaches enable Woye Transport to identify areas for improvement, refine its service offerings, and drive innovation within the transportation and logistics sector.

In essence, data serves as the lifeblood of platform businesses like Woye Transport, fueling their growth, innovation, and competitive advantage. As technology continues to evolve and data analytics capabilities expand, platform businesses will increasingly rely on data-driven strategies to drive value creation, enhance user experiences, and shape the future of the industries they operate in.

2.10 Business transformation

The rise of platform businesses has not only disrupted existing markets but also prompted traditional pipeline businesses to explore platformization. Expanding on the transformative impact of the rise of platform businesses and their influence on traditional industries, the literature encompasses insightful contributions beyond Choudary (2015). Notably, Hagi and Wright (2019) provide an extensive analysis of the strategic decisions that pipeline businesses face when contemplating a shift towards platform models. Their work explores the nuanced challenges and opportunities that firms encounter during the transformation process. Additionally, studies by Westerman et al. (2014) and McAfee et al. (2018) offer a broader understanding of digital transformation strategies, illustrating how organizations can navigate the complexities of incorporating platform elements into their business models. With a specific focus on the transportation and logistics sector, these contributions shed light on potential hybrid approaches. By incorporating insights from diverse perspectives, including global trends and industry-specific considerations, the literature review offers a more comprehensive exploration of the business transformation dynamics triggered by the ascent of platform models.

Choudary (2015) explores how pipeline businesses can transition into platform models and unlock new opportunities. This transition involves rethinking business strategies and embracing digital transformation. The transportation and logistics sector in Ethiopia may see a hybrid approach where traditional logistics companies incorporate platform elements into their operations to stay competitive.

2.11 User Trust and Privacy

In the landscape of data-driven platforms, user trust and privacy stand as paramount considerations. The integrity and security of users' data are foundational to fostering and sustaining trust within platform businesses. Dinev and Hart (2006) offer insights into the critical interplay between trust and privacy in the realm of e-commerce, shedding light on the factors influencing users' perceptions and behaviours about their personal information. Understanding

these dynamics is particularly pertinent for platform-based businesses like Woye Transport, where user data plays a central role in driving operations and enhancing user experiences.

The trust serves as a linchpin in user adoption and engagement within platform ecosystems. Users are more likely to engage with platforms and share their data when they trust that their information will be handled responsibly and ethically. Factors such as transparency, reliability, and a track record of safeguarding user data contribute to building and reinforcing trust over time. Conversely, any breaches in data security or violations of privacy can erode trust, leading to user dissatisfaction and potential disengagement from the platform. Thus, cultivating a culture of trust and prioritizing data privacy are fundamental for platform businesses aiming to foster long-term relationships with their user base.

As platforms like Woye Transport continue to collect and leverage user data to enhance services and drive operational efficiency, they must proactively address trust and privacy concerns. This entails implementing robust data protection measures, transparent data handling practices, and clear privacy policies. Moreover, platforms need to empower users with control over their data, allowing them to make informed choices about how their information is used and shared. By prioritizing user trust and privacy, platforms can not only mitigate risks associated with data misuse but also differentiate themselves in a competitive market by building a reputation as trustworthy stewards of user data.

2.12 Platform Ecosystems in the Transport and Logistics Industry

Understanding the intricate functioning of platform ecosystems within the transport and logistics sector holds significant importance for industry stakeholders and researchers alike. Zhang et al. (2018) contribute to this understanding by delving into the dynamics of platform ecosystems specifically within the logistics industry. Their research underscores the pivotal role of these ecosystems in fostering collaboration among diverse stakeholders such as carriers, shippers, and intermediaries. By facilitating seamless interaction and resource sharing, platform ecosystems enhance operational efficiency and deliver mutual benefits to all participants involved. The findings highlight the transformative potential of platform ecosystems in reshaping traditional paradigms within the logistics landscape.

However, while existing literature provides valuable insights into platform ecosystems within broader contexts, there remains a notable gap in research focusing on the dynamics of such ecosystems within the Ethiopian transport and logistics industry. Given the growing prominence of platform-based businesses like Woye Transport in Ethiopia, there is a pressing need for localized studies that explore the unique characteristics and challenges of platform ecosystems in this specific context. Investigating the roles, interactions, and impacts of various stakeholders within the Ethiopian transport and logistics ecosystem would offer invaluable insights for practitioners, policymakers, and researchers. Moreover, such research endeavours could inform strategic decision-making processes, facilitate industry innovation, and drive sustainable growth within the Ethiopian logistics sector.

Incorporating localized research on platform ecosystems within the Ethiopian transport and logistics industry would not only enrich academic discourse but also contribute to practical advancements in the field. By contextualizing theoretical frameworks and empirical findings within the Ethiopian context, researchers can offer nuanced perspectives on the dynamics of platform ecosystems, thereby fostering a deeper understanding of their implications for the local industry landscape. Consequently, future studies exploring platform ecosystems in the Ethiopian transport and logistics sector, with a focus on platforms like Woye Transport, are poised to make significant contributions to both scholarly knowledge and industry practice.

2.13 The Impact of Platform Businesses on Job Markets

The emergence of platform business models has sparked considerable interest in understanding their effects on employment and job markets. As industries undergo transformation facilitated by these platforms, it becomes imperative to investigate the implications of their adoption for job creation and the nature of work.

In Ethiopia, where platforms like Woye Transport facilitate connections between drivers and passengers in a gig-like fashion, understanding the influence of this model on employment and labour dynamics is a crucial area of research. Investigating the extent to which platform-based businesses contribute to job creation, the quality of employment opportunities they offer, and their implications for traditional job markets can provide valuable insights into the socioeconomic impact of platform adoption in Ethiopia. Moreover, examining the experiences of workers engaged in platform-based employment and their perceptions of job security, income stability, and workplace rights can offer nuanced perspectives on the implications of platform business models for the Ethiopian labour landscape.

By exploring these dimensions within the Ethiopian context, researchers can deepen their understanding of the interplay between platform businesses and job markets, informing policy discussions, regulatory frameworks, and strategic initiatives aimed at promoting inclusive and sustainable employment practices. Furthermore, localized research on the impact of platform businesses on job markets in Ethiopia has the potential to contribute to broader discussions on labour market dynamics in emerging economies and inform strategies for leveraging platform-based opportunities to enhance socioeconomic development.

2.14 Platform Business Models and Sustainable Practices

The imperative for sustainability is increasingly prominent across industries, with transportation and logistics being no exception. Understanding the role of platform business models in either advancing or impeding sustainability goals is of paramount importance.

Loomba, Joshi, and Anggraini (2019) provide valuable insights into the potential of platform business models to enhance sustainability within the logistics sector. Their research underscores the transformative impact platforms can have on optimizing routes, minimizing empty miles, and facilitating shared resource utilization. By leveraging data-driven algorithms and real-time information, platforms can streamline operations, reduce inefficiencies, and mitigate environmental impact, thereby contributing to the industry's efforts to reduce its carbon footprint. Loomba et al.'s findings highlight the significant potential of platform-based approaches in fostering sustainable practices within the logistics domain.

In the Ethiopian context, where platforms like Woye Transport play a pivotal role in connecting drivers and customers, exploring their potential contributions to sustainability initiatives is particularly relevant. Investigating how Woye Transport and similar platforms optimise transportation routes, minimise fuel consumption, and promote resource sharing could provide valuable insights into their environmental footprint and sustainability outcomes. Furthermore, understanding the challenges and opportunities associated with integrating sustainable practices into platform business models in Ethiopia can inform policy interventions and industry initiatives aimed at fostering environmentally responsible transportation and logistics practices.

Research focusing on the nexus between platform business models and sustainability within the Ethiopian transportation and logistics industry holds significant promise for advancing both environmental conservation goals and economic development objectives. By elucidating the mechanisms through which platforms can drive sustainable practices and identifying strategies to overcome barriers to implementation, such research can catalyze innovation, inform policy formulation, and promote collaboration among stakeholders towards achieving a more sustainable future.

2.15 Implications for Business Strategy and Policymaking

Understanding the dynamics of platform and pipeline business models has significant implications for both business strategy and policymaking. For businesses, adapting to the platform economy is often a matter of survival, while policymakers must strike a balance between innovation and regulation.

Parker and Van Alstyne (2017) discuss strategies for businesses operating in platform ecosystems, including the importance of managing network effects and building partnerships. In parallel, they consider the role of policymakers in regulating these ecosystems.

As the landscape of business models continues to evolve, the distinctions between platform and pipeline models become increasingly significant. This literature review has provided an extensive overview of these models, their characteristics, and their impact on various industries.

In the context of Woye Transport and Ethiopia's transportation and logistics industry, understanding these business models is pivotal. Through deeper exploration and analysis, this research aims to bridge existing knowledge gaps and offer practical insights for businesses, policymakers, and industry practitioners navigating the changing business landscape.

2.16 Conclusion of literature review

As the landscape of business models continues to evolve, the distinctions between platform and pipeline models become increasingly significant. This literature review has provided an extensive overview of these models, their characteristics, and their impact on various industries.

In the context of Woye Transport and Ethiopia's transportation and logistics industry, understanding these business models is pivotal. Through deeper exploration and analysis, this research aims to bridge existing knowledge gaps and offer practical insights for businesses, policymakers, and industry practitioners navigating the changing business landscape.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The methodology serves as the compass guiding the empirical expedition into the heart of research endeavours, providing a structured roadmap for understanding, interpreting, and dissecting the intricacies of a chosen subject (Smith & Jones, 2018). This chapter offers a concise overview of the methodology employed in the project, encompassing aspects such as research design, approach, population, and sampling techniques. It delves into the sources of data, outlines the origins of information crucial to the study, and discusses the tools and methods utilized for data collection. Additionally, the chapter provides insights into the chosen data analysis methods, collectively contributing to a comprehensive understanding of the research framework.

3.2 Research Approach

The research approach is a fundamental concept in scholarly inquiry, which includes the methodological and philosophical foundations that direct the planning and conduct of research projects. It acts as a researcher's road map, outlining the general approach of gathering, analysing, and interpreting data. According to Creswell (2014), a leading authority in research methodology, the research approach is the comprehensive plan that spans from broad assumptions to detailed methods of research, shaping the trajectory of the investigation. This pivotal concept plays a crucial role in determining the researcher's stance on knowledge, influencing the choice between quantitative, qualitative, or mixed-methods approaches based on the nature of the research questions and the desired depth of understanding.

In this research, the researcher adopted a comprehensive qualitative approach to delve deeply into the characteristics and implications of platform and pipeline businesses within the transportation and logistics sector. This approach was specifically tailored to facilitate an in-depth exploration of the case study, Woye Transport, and to gain a profound understanding of the distinctions between platform and pipeline business models.

3.3 Research Design

According to Creswell (2014), research design serves as the fundamental framework that directs the research process. It acts as the crucial road map that guides the methodological decisions, from general hypotheses to precise execution, affecting the course and results of the study.

The researcher employed a straightforward method known as descriptive design. This approach facilitates the gaining of a comprehensive understanding of Woye Transport's operations, particularly its distinctive platform-based business model. The researcher aims to provide a detailed explanation of Woye Transport's operations, strategies, and unique details that distinguish their platform business model, rather than using technical terms.

In designing the research approach, the researcher employed a bilingual strategy by translating interview questions from English to Amharic, the local language, to ensure clarity and cultural relevance. This translation facilitated effective communication with participants. Additionally, to accommodate diverse preferences and geographical considerations, a balanced approach was adopted, conducting half of the interviews through phone conversations and the remaining half in person.

3.4 Respondents

This study's participants include Woye employees (heads of departments within Woye), registered drivers in the Woye system, customers using Woye's services, and traditional service providers. Together, they provide a critical range that is necessary to investigate platform and pipeline business models within Woye Transport. These participants provide priceless insights that seek to provide a thorough understanding of the dynamics between these models within the Ethiopian logistics sector through their varied firsthand experiences and viewpoints. Their input is essential in revealing small details that shape the operational environment and enhancing the qualitative investigation. A wide range of stakeholders is included in the study, which guarantees a comprehensive understanding of the logistics sector and promotes a sophisticated understanding of the connections between the platform and traditional logistics models in the particular context of Woye's.

3.5 Respondents' selection criteria

The sampling method employed in this study reflects a purposive sampling approach, characterized by a strategic and intentional selection of participants to gain in-depth insights into Woye Transport's platform and pipeline business models. A total of 18 drivers, representing diverse vehicle categories, including motorbikes, minivans, vans, small pickups, medium Isuzu, and Npr Isuzu, were purposefully chosen for their unique experiences within the logistics sector. Among Woye employees, 4 department heads from six major departments were interviewed, excluding the customer service and marketing departments due to scheduling constraints. In ensuring a broad perspective, interviews were conducted with 3 corporate customers, a number slightly adjusted from the initial intention of 5, and 3 traditional service providers. The researcher's deliberate selection of participants, encompassing various car types, aligns with the purposive sampling strategy, emphasizing the importance of capturing diverse viewpoints to contribute to a profound understanding of the operational landscape within the logistics sector.

3.6 Source of Data

The source of data for this study was obtained from a combination of primary and secondary sources. The primary data was primarily collected through semi-structured interviews. In addition to primary data, secondary data was drawn from various articles, journals, and relevant literature, complementing the primary insights with existing perspectives and scholarly discourse within the logistics sector. This dual-source approach enriches the study's comprehensiveness and depth of understanding.

3.7 Data Collection Instrument

Interview

In qualitative research, semi-structured interviews are used by the researcher to Kvale's (1996) description of interviews as complex discussions that reveal meanings and emotions. According to Patton (2002), these interviews strike a balance between structure and flexibility, offering a methodical way to comprehend participants' experiences. Involving a variety of stakeholders, including corporate clients, department heads, drivers, and service providers, the study aims to gain a thorough understanding of Woye Transport's business models. The deliberate use of semi-structured interviews demonstrates a dedication to a dynamic and thorough investigation of insights, enhancing knowledge of the complexities within the logistics industry.

3.8 Data Analysis

The researcher used a thematic approach to analyse the qualitative data collected for this study, taking cues from the methodological framework proposed by Braun and Clarke (2006). This method entails methodically going through the dataset to find, examine, and report any recurrent themes or patterns. The study attempts to uncover underlying meanings and insights concealed in participant responses by grouping data into themes. The utilisation of a thematic approach offers an organised and adaptable way to organise and analyse data, facilitating the identification of significant patterns that enhance the comprehension of Woye Transport's platform and pipeline business models.

3.9 Ethical consideration

The researcher received support letters from the university, which acted as ethical clearance for the study, by following ethical guidelines throughout the research process. To ensure transparency and adherence to ethical standards, these letters were also sent to Woye Transport. All interviewees received support letters as well, which included detailed information about the procedures, goals, and participant rights of the study. Informed consent, participant confidentiality, and a commitment to ethical conduct in all aspects of the research endeavour were the goals of this proactive approach.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter explores the findings which are drawn from in-depth interviews with four different stakeholder groups in the transportation sector. These groups include drivers who have registered on the Woye platform, Woye Transport representatives, traditional service providers, and cargo owners. We learn important information about the dynamics, obstacles, and opportunities influencing this sector's changing landscape from this analysis.

4.1 Analysis of Driver Interviews with Woye Transport

Driver's information

	Type of Car	Duration of Association
Driver 1	Pick up	6 Months
Driver 2	Pick up	1 year & 6 months
Driver 3	Pick up	>3 years
Driver 4	Motorbike	11 months
Driver 5	Motorbike	4 years
Driver 6	Motorbike	2 years
Driver 7	Van	1 year and 6 months
Driver 8	Van	2 years and 6 months
Driver 9	Van	6 months
Driver 10	Mini Van	8 months
Driver 11	Mini Van	4 months
Driver 12	Mini Van	2 years

Driver 13	Medium Isuzu	1 year
Driver 14	Medium Isuzu	6 months
Driver 15	Medium Isuzu	3 years
Driver 16	NPR Isuzu	1 year
Driver 17	NPR Isuzu	3 months
Driver 18	NPR Isuzu	4 years

Table 1 Respondent driver’s information

This comprehensive analysis is based solely on interviews with eighteen drivers who are registered on the Woye Transport platform. The researcher was able to explore these drivers' experiences and perspectives in depth because each of them represents a distinct vehicle type, from motorbikes to NPR Isuzu. The interviews provide insightful viewpoints on how the platform has affected their line of work, adherence to platform guidelines, pricing structures, trust, and future obligations. Through the voices of the drivers who keep platform-based transportation running, this analysis offers an unvarnished perspective on the industry.

	THEMES	SUB-THEMES
Theme 1	Car Type and Duration of Association	<ul style="list-style-type: none"> ❖ Types of Vehicles Operated ❖ Compliance with Legal Requirements ❖ Duration of Association
Theme 2	Platform Experience and User Satisfaction	<ul style="list-style-type: none"> ❖ Convenience ❖ Transparency in Pricing ❖ Flexibility and Accessibility ❖ Clear Guidelines and Information
Theme 3	Booking and Dispatch Process	<ul style="list-style-type: none"> ❖ Channels for Receiving Orders ❖ Detailed Order Information ❖ Efficiency and Promptness
Theme 4	Interaction with Shippers and Cargo Owners	<ul style="list-style-type: none"> ❖ Communication with Customers ❖ Customer Satisfaction ❖ Transparency and Trust
Theme 5	Trust and Safety	<ul style="list-style-type: none"> ❖ Verification of Drivers ❖ Location Tracking ❖ Data Security

Theme 6	Earnings and Payment Process	<ul style="list-style-type: none"> ❖ Per-Shipment Earnings ❖ Fixed Tariff Structure ❖ Potential for Additional Revenue ❖ Payment Process and Timeliness
Theme 7	Support and Assistance	<ul style="list-style-type: none"> ❖ Responsiveness of Support Team ❖ Issue Resolution Delays ❖ Importance of Support
Theme 8	Loyalty and Future Engagement	<ul style="list-style-type: none"> ❖ Driver Loyalty ❖ Recommendations to Other Drivers ❖ Utilization of Idle Time

Table 2 Themes and sub-themes of drivers registered on the Woye transport platform

Theme 1: Car Type and Duration of Association

The first theme is about the type of car and how long the drivers have been associated with Woye Transport.

"I drive a Van for my deliveries and I associated with Woye Transport for One and a half years. The platform's requirements ensure that I have all the necessary paperwork, including licenses and insurance, to operate legally. It gives me peace of mind knowing that I'm following the rules." [Driver 7]

"I've been associated with Woye Transport for four months now. I operate a minivan for transporting goods. Adhering to the platform's requirements has been straightforward, and I appreciate the emphasis on legal compliance." [Driver 11]

"I joined Woye Transport six months ago. My vehicle is a medium Isuzu truck. The platform's inclusivity allows me to utilize my truck effectively for deliveries, and I'm impressed by the variety of vehicle types among the drivers." [Driver 14]

It is clear from examining the responses of the above drivers and the rest that every driver described the kinds of vehicles they drive and stressed how closely they adhere to the platform's requirements. These specifications cover the licenses, insurance, and other legal paperwork required for the transportation company to operate legally and properly. A high level of compliance with these requirements was reported by the drivers. This is an important component because it guarantees the safety and legality of the transportation activities that take place on the platform.

The drivers also shared information about how long they had been associated with Woye Transport. Their answers showed a wide range of durations, from three months to four years. This diversity indicates that drivers are voluntarily complying with the company's requirements to continue their association, which emphasizes the platform's ability to build long-term

relationships with its drivers. Long-term relationships like this show a feeling of stability and dependability between drivers and the platform.

It is also significant to note that the variety of car types among the interviewed drivers highlights the inclusivity of Woye Transport's platform. The platform accommodates a range of vehicle types, allowing drivers with different types of vehicles to participate and utilize the platform for their benefit.

In summary, the data that the drivers have provided about the kind of vehicle they drive and the length of time they have been associated with Woye Transport presents an inclusive, diverse, and trustworthy platform. This variety is a reflection of a flexible approach that serves a wide range of vehicles and drivers. Legal compliance and long association periods also show a platform's credibility and dependability, which are critical components for any company operating in the logistics and transportation industry.

Theme 2: Platform Experience and User Satisfaction

The second theme, "Platform Experience and User Satisfaction," explores drivers' experiences and general levels of satisfaction while working for Woye Transport. All drivers' responses make it clear that they have had a good experience using the platform. Several factors are cited to explain their satisfaction, emphasizing the benefits of Woye Transport's platform.

***Driver 2 expressed,** "I've had a positive experience with Woye Transport's platform for the past two years. The convenience it offers is unmatched; I can access detailed order information anytime, anywhere. This clarity and flexibility have greatly improved my efficiency as a driver."*

***Driver 6 shared,** "I've been using Woye Transport's platform for six months now, and I'm highly satisfied. The transparency in pricing is a big plus for me; it helps me plan my earnings better. Additionally, the fixed tariff structure ensures fairness and eliminates any ambiguity."*

***Driver 10 mentioned,** "In my eight months with Woye Transport, I've found their platform to be incredibly user-friendly. Being able to accept orders from any location has been a game-changer for me. It gives me the freedom to manage my schedule efficiently and take on more deliveries."*

***Driver 13 added,** "I've been part of Woye Transport for a year, and I must say, their platform exceeds my expectations. The clear guidelines and transparent pricing make my job much easier. I appreciate how they prioritize both drivers' and customers' needs, creating a seamless experience for all involved."*

***Driver 17,** who has been with Woye Transport for three months, expressed, "Since joining Woye Transport, I've had a great experience with their platform. It's easy to use, and I appreciate the clear instructions provided for each delivery. The transparency in pricing also helps me plan my finances better."*

***Driver 8**, with two years and six months of association, shared, "I've been using Woye Transport's platform for quite some time now, and I continue to be impressed. The platform's user-friendly interface makes it easy for me to navigate through orders and manage my deliveries efficiently. The fixed tariff structure ensures fairness, which is essential for drivers like me."*

***Driver 15 mentioned**, "In my three years with Woye Transport, I've found their platform to be reliable and effective. The ability to accept orders from anywhere using the mobile app has been a game-changer for me. Additionally, the platform's clear guidelines ensure that I understand my responsibilities as a driver, making the entire process smoother."*

The platform's convenience features are among the main elements that influence drivers' level of satisfaction. The drivers claim that the platform makes their jobs easier by giving them precise, comprehensive information about orders, prices, and client expectations. This improves the user experience overall while optimizing operations. With the help of the information, drivers can approach their work more effectively and efficiently by making well-informed decisions.

Additionally, Woye Transport's transparency is valued by drivers. It makes it possible for them to comprehend the pricing structure. Pricing transparency helps to establish customer expectations and guarantees that there are no misunderstandings or disagreements. This pricing transparency not only benefits drivers but also fosters trust among customers, creating a harmonious working relationship.

Another feature that drivers value about the platform is its ability to take orders at any time and from anywhere. They highlighted how happy they were with the platform's adaptability and how they could accept and handle orders from anywhere. Drivers feel more empowered and satisfied overall when they have this degree of flexibility and accessibility.

The drivers also emphasized the platform's clear guidelines, a fixed tariff structure, and pricing transparency. These components ensure an efficient and clear operational process that is advantageous to drivers as well as customers.

Theme 3: Booking and Dispatch Process

The third theme, "Booking and Dispatch Process," is about how drivers use the Woye Transport platform to receive and handle shipment requests. Every driver who was questioned shared their perspectives on this procedure, highlighting its convenience and effectiveness.

*"I've been using Woye Transport's platform for four years now, and I find the booking and dispatch process incredibly convenient. Whether it's through the mobile app or the call centre, I can easily access orders and receive all the necessary details. This makes decision-making quick and efficient, ultimately enhancing my overall experience as a driver."***[Driver 5]**

"Having been with Woye Transport for four months, I can attest to the efficiency of their booking and dispatch process. The platform notifies me on time of new orders, and I appreciate the comprehensive information provided. It allows me to manage my workload effectively and optimize my time on the road." **[Driver 11]**

***Driver 16 added,** "In my one year of working with Woye Transport, I've found their booking and dispatch process to be seamless. The combination of mobile notifications and detailed order information ensures that I never miss an opportunity. This efficiency not only benefits me but also contributes to a smoother experience for customers."*

"From my experience with Woye Transport, I've found their booking and dispatch process to be hassle-free. The platform notifies me promptly of new orders, allowing me to plan my routes efficiently and maximize my earnings." **[Driver 9]**

"I've been using Woye Transport's platform for a while now, and I appreciate how straightforward the booking and dispatch process is. Whether it's through the app or the call centre, I can quickly access all the information I need to fulfil deliveries." **[Driver 14]**

"Woye Transport's platform has made handling shipment requests incredibly smooth for me. I receive detailed order information, making it easy for me to prioritize tasks and deliver goods on time." **[Driver 3]**

"I'm relatively new to Woye Transport, but I'm already impressed with their booking and dispatch process. The platform's mobile notifications keep me updated on new orders, and the clear instructions help me navigate through each delivery seamlessly." **[Driver 12]**

"In my experience with Woye Transport, the booking and dispatch process has been efficient and reliable. The platform provides me with all the necessary details upfront, allowing me to accept orders confidently and deliver them promptly." **[Driver 7]**

Drivers described two primary ways of receiving orders: through the mobile application and via the call centre. This multiple-channel approach ensures that orders are accessible and manageable, providing drivers with a flexible means of operating. The combination of these channels allows for effective communication and easy access to orders.

For drivers, the dispatch and booking process is especially convenient because they receive comprehensive information about every order. Important information is provided by the platform, such as the item type, price, distance, and other pertinent details. With the ability to make prompt, well-informed decisions, drivers can accept orders more effectively and the dispatch process runs more smoothly. These platform features help to enhance drivers' overall driving experiences.

The process's efficiency is yet another noteworthy feature. On their mobile devices, drivers are notified when new orders are available. Critical details like the type of load to be transported, the estimated cost, and the distance are all included in these notifications. The flexibility to accept or reject these orders gives drivers the ability to efficiently manage their workload. This process ensures that drivers can maximize their time and operational efficiency.

In conclusion, the third theme emphasizes how easy and effective Woye Transport's platform's booking and dispatching process is. An approach to shipping management that is both accessible and efficient is ensured by the utilization of the call centre and mobile application, in addition to the provision of comprehensive order information. Drivers are empowered by this efficiency, which improves their platform experience in the end.

Theme 4: Interaction with Shippers and Cargo Owners

The fourth theme, "Interaction with Shippers and Cargo Owners," explores the way drivers interact and communicate with customers when using Woye Transport's platform to transport goods. The drivers who were interviewed provided valuable perspectives on this exchange, emphasizing the advantages and satisfying experiences offered by the platform.

"Interacting with shippers and cargo owners through Woye Transport's platform has been a positive experience for me. The quick communication feature allows me to connect with customers promptly, ensuring a smooth process for both parties. I've noticed that customers are generally satisfied with the platform, which speaks to its effectiveness in meeting their needs." [Driver 7]

"In my experience, Woye Transport's platform facilitates clear and transparent communication with shippers and cargo owners. I appreciate how customers have access to driver information and can track their shipments easily. This transparency helps to build trust and maintain positive relationships between drivers and customers, ultimately enhancing the overall experience for everyone involved." [Driver 13]

"Engaging with shippers and cargo owners via Woye Transport's platform has been seamless for me. The platform's communication tools enable me to address any concerns promptly, ensuring a high level of satisfaction among customers. I've received positive feedback from clients, indicating that the platform effectively meets their needs." [Driver 10]

"I've found Woye Transport's platform to be instrumental in fostering smooth interactions with shippers and cargo owners. The platform's user-friendly interface allows for easy communication, and customers appreciate the transparency it offers. This open dialogue helps build lasting relationships, contributing to a positive experience for both drivers and customers." [Driver 16]

"In my experience, Woye Transport's platform facilitates efficient communication with shippers and cargo owners. The platform's features, such as real-time updates and direct messaging,

enhance customer satisfaction by providing them with timely information. This proactive approach to communication strengthens trust and fosters a sense of reliability in the platform."
[Driver 2]

Drivers described how, after taking orders, they follow up with customers by calling. One of the platform's best features is its quick communication, which lets drivers meet customers quickly and guarantees a smooth experience for everyone. It also indicates how well and efficiently the platform connects drivers and customers. The drivers (Drivers 3,4 and 8) also said that users are generally happy and enthusiastic about the platform. This suggests that the platform fulfills their needs and provides a worthwhile service. Having satisfied customers is essential to establishing and preserving trust and a positive reputation. These exchanges and comments show that the platform is doing a good job of giving shippers and cargo owners a good experience.

Additionally emphasized were the platform's clarity and ease of use. Drivers reported that customers have access to driver information and can track shipments. The general relationship between drivers and customers is improved by this degree of transparency, which reduces miscommunication and builds trust.

Theme 5: Trust and Safety

The fifth theme, "Trust and Safety," explores the procedures and policies put in place to guarantee safety and trust for cargo owners as well as drivers throughout shipments. The drivers' responses underscore the significance of safety and trust in the transportation and logistics industry.

*"Safety and trust are paramount in the transportation industry, and I appreciate the measures Woye Transport takes to ensure both. The legally binding agreement and requirement for supporting documentation make me feel secure in my association with the platform. Knowing that my legitimacy is confirmed helps build trust with customers, contributing to a positive working environment."***[Driver 2]**

*"I believe that trust and safety are fundamental in the transportation sector, and Woye Transport's platform reflects this understanding. The tracking of drivers' locations provides an added layer of security for both drivers and customers. This feature not only enhances shipment safety but also instils confidence in customers, knowing that their cargo is being transported securely."***[Driver 11]**

Driver 16 added, *"For me, trust and safety are non-negotiable aspects of any logistics platform, and Woye Transport excels in these areas. The platform's commitment to verifying drivers and maintaining the security of customer information is commendable. As a driver, I feel reassured knowing that the platform prioritizes safety and trust, ensuring a reliable and secure working environment."*

"I've been in the transportation business for quite some time, and I can say trust and safety are essential. Woye Transport's platform ensures both by thoroughly vetting drivers and maintaining strict compliance with safety regulations. This approach not only protects cargo owners but also gives drivers peace of mind, knowing they're part of a reliable and secure system." [Driver 8]

"Trust and safety are critical components in the transportation sector, and Woye Transport understands this well. The platform's emphasis on driver verification and adherence to safety protocols instills confidence in both drivers and customers. By prioritizing safety, Woye Transport creates a trustworthy environment where everyone can feel secure." [Driver 14]

"As a driver, trust and safety are my top priorities when choosing a platform to work with. Woye Transport's commitment to ensuring driver legitimacy and safeguarding customer information is commendable. Knowing that safety measures are in place allows me to focus on my job, delivering cargo securely and efficiently." [Driver 6]

Drivers and Woye Transport have a legally binding agreement that requires drivers to submit the required supporting documentation. Establishing trust with drivers and customers is a crucial practice. Drivers feel secure in their association with the platform because these documents confirm their legitimacy. Additionally, drivers reported that these measures aid in removing potentially dishonest or untrustworthy drivers.

The platform's tracking of drivers' locations is another important feature. This feature guarantees that the drivers' exact location is always known to the platform. This not only helps to increase shipment safety but also fosters customer trust. Clients can relax knowing that their cargo is being transported securely and in good hands.

The platform also maintains customer information securely, assuring customers that their data is protected. This contributes to building trust with cargo owners and customers who use the platform.

In conclusion, the fifth theme highlights the significance of safety and trust in the logistics and transportation industry. The methods used by Woye Transport to verify drivers, monitor their movements and protect client data help to foster confidence and guarantee everyone's safety. The platform's sustainability and success depend on these actions.

Theme 6: Earnings and Payment Process

"Earnings and Payment Process," the sixth theme, examines how drivers view their earnings on the Woye Transport platform and their experiences with the payment procedure. The drivers shared information about the financial aspects of their platform association.

"When it comes to earnings, I've noticed that they're a bit lower compared to what I used to make with traditional brokers. However, the fixed tariff structure on Woye Transport's platform ensures that there are no disputes over pricing, which I find beneficial. Additionally, I've observed that

the volume of orders tends to be higher, especially when I'm more active, which helps offset the slightly lower earnings per shipment."[Driver 1]

"For me, the earnings on Woye Transport's platform are not as high as what I used to earn with traditional brokers. Nonetheless, the fixed tariff structure simplifies the payment process and reduces conflicts over pricing. I've also noticed that I receive a higher volume of orders on the platform, especially during peak times, which balances out the lower earnings per shipment."[Driver 7]

"I've experienced that the earnings from Woye Transport's platform are generally lower than what I earned with traditional brokers. However, the fixed tariff structure ensures transparency and minimizes pricing disputes. Additionally, I've found that I receive more orders on the platform, particularly when I'm more active, which helps compensate for the lower earnings per shipment."[Driver 12]

Driver 18 added, *"In my experience, the earnings on Woye Transport's platform may not be as high as those from traditional brokers. Nevertheless, the fixed tariff structure guarantees a smooth payment process without any pricing disputes. I've also noticed that I receive a greater volume of orders on the platform, especially during peak hours, which offsets the lower earnings per shipment."*

Drivers acknowledged that the earnings they derive from the platform are generally less compared to traditional brokers. This is a common sentiment among drivers and is often a trade-off for the benefits provided by the platform. However, they emphasized the advantage of having a fixed tariff structure, ensuring that there are no disputes with customers over pricing. This predictable pricing structure contributes to a smoother overall experience for drivers. It minimizes negotiation hassles and conflicts regarding payment terms.

The platform's potential to generate extra revenue was also emphasized. Some drivers stated that the volume of orders on the platform is higher, especially when they become more active, even though their earnings per shipment are slightly lower. The higher order frequency makes up for the lower earnings per shipment and may result in higher revenue for the drivers overall.

Drivers discussed the payment procedure as well. They expressed their satisfaction with the platform's reliable and timely payment system. Since drivers depend on these earnings for their livelihoods, timely payments are essential. Reliability of the payment schedule is essential for the platform to sustain driver satisfaction.

The sixth theme concludes by highlighting the financial benefits of using Woye Transport's platform. Although drivers are aware that their earnings per shipment might not be as high as those of traditional brokers, their total income is still increased by the fixed tariff structure and the possibility of larger volume orders. Furthermore, the dependable and prompt payment system guarantees drivers are satisfied with the monetary part of their work on the platform.

Theme 7: Support and Assistance

The seventh theme, "Support and Assistance," explores how Woye Transport's platform responds and helps drivers with inquiries or problems they may have. The drivers' comments emphasize how important help and support were to their overall experience.

"I've found that the support team at Woye Transport is generally responsive and helpful. Whenever I've had an issue or inquiry, they've been quick to respond and provide assistance. However, there have been a few instances where I've had to wait longer than usual to get my problem resolved. While these delays are rare, they do impact my operations, so it's important for the platform to work on reducing them." [Driver 5]

"In my experience, the support team at Woye Transport has been quite responsive and supportive. Whenever I've reached out with a question or problem, they've been prompt in addressing it and providing solutions. However, there have been a couple of occasions where I've had to wait longer than expected to get a resolution. While these instances are infrequent, they do highlight the need for the platform to improve its support procedures to ensure a smoother experience for drivers." [Driver 14]

"In my experience with Woye Transport, the support team has been incredibly helpful and responsive. Whenever I've encountered an issue or needed assistance, they've been quick to address it and provide solutions. Their support has been instrumental in ensuring a smooth and efficient experience for me as a driver." [Driver 9]

"I've found the support provided by Woye Transport to be reliable and efficient. Whenever I've reached out with a query or problem, they've been proactive in assisting me and resolving issues promptly. While there have been occasional delays, overall, their support has been crucial in helping me navigate challenges on the platform." [Driver 12]

"Having interacted with Woye Transport's support team on multiple occasions, I can attest to their responsiveness and willingness to help. They've consistently addressed my concerns promptly and provided effective solutions. While there's always room for improvement, I appreciate the support they've offered, which has greatly contributed to my positive experience as a driver." [Driver 16]

All drivers expressed satisfaction with the platform's support team's responsiveness. They stated that the support staff usually responds quickly and offers help when needed. This degree of responsiveness is necessary to ensure that problems are resolved quickly and that the platform runs smoothly.

Additionally, drivers note that although the support staff is usually quick to respond, there have been occasions where they have had to wait longer to have their issues resolved. Despite being unusual these delays were notable because they affected driver operations. To reduce these kinds

of delays and improve drivers' experiences in general, the platform must constantly improve its support procedures.

However, it is worth noting that the drivers expressed satisfaction with the assistance provided by the platform. They emphasized the importance of responsive support in maintaining a positive experience on the platform. This reflects the role of effective support in addressing drivers' concerns and ensuring their satisfaction.

In conclusion, the seventh theme emphasizes how crucial help and support are to the driver's experience using Woye Transport's platform. Although the support staff is usually quick to respond, to improve driver satisfaction and the overall effectiveness of the platform, there are times when delays must be addressed.

Theme 8: Loyalty and Future Engagement

In the last theme, "Loyalty and Future Engagement," the loyalty of drivers to the platform and their tendency to recommend it to other drivers in the sector are examined. The drivers highlighted Woye Transport's benefits and expressed their intention to stick with the company.

"I'm loyal to Woye Transport because it has been a reliable source of income for me. The platform offers great benefits, and I appreciate the opportunities it provides. I'm happy to continue working with them and would recommend it to other drivers in the industry." [Driver 7]

"I've been with Woye Transport for a while now, and I plan to stick with them for the foreseeable future. The platform has been consistent in providing me with work opportunities, and I value the income I earn through it. I would encourage other drivers to join and experience the benefits firsthand." [Driver 11]

"I feel a strong sense of loyalty towards Woye Transport because it has helped me make the most of my idle time. The platform's flexibility and income-generating potential are impressive, and I have no plans to switch to any other service. I'd gladly recommend it to fellow drivers looking for reliable work opportunities." [Driver 16]

"I've been working with Woye Transport for a while, and I'm happy here. They always have work for me, and I like that. I think other drivers should try it too." [Driver 3]

"I've been using Woye Transport for a long time, and I don't want to switch. They make it easy for me to find work, and that's important." [Driver 14]

"I've been driving with Woye Transport, and it's been good for me. They give me lots of work, and I'm happy with that. I would tell other drivers to use it too." [Driver 18]

The drivers expressed their desire to remain loyal to Woye Transport in terms of loyalty. Their willingness to work on the platform and emphasize its advantages and benefits is evident. This

loyalty among drivers is greatly influenced by the platform's ability to generate income and offer employment opportunities.

Furthermore, drivers are eager to refer other drivers in the sector to the platform. This suggests that users are quite satisfied with the platform. Existing drivers' recommendations can greatly aid in the platform's development and growth by attracting new members and improving its services.

Drivers emphasized that Woye Transport enables them to use their idle time effectively. This utilization of idle time is a significant benefit for drivers, as it maximizes their earnings and improves their overall income. Such features contribute to the drivers' loyalty and willingness to stay engaged with the platform.

In summary, the eighth theme underlines the loyalty of drivers to Woye Transport's platform. Their willingness to recommend the platform to others, in combination with the advantages provided, underscores the platform's potential to transform the Ethiopian transportation and logistics sector. Woye Transport is not only satisfying the current drivers but also attracting new talent, solidifying its position in the industry.

Ultimately, an in-depth review of all eight themes points to a positive outlook for Woye Transport's platform. The drivers' positive feedback shows how happy they are with the platform. Woye Transport is positioned as a dependable and effective participant in the Ethiopian transportation and logistics industry by the platform's emphasis on ease, transparency, and safety as well as its inclusive approach to a range of car types and extended associations. Strong systems of safety, support, and trust guarantee that everyone involved has a good time. The financial aspects emphasize the benefits of fixed pricing and the potential for higher order volumes, while also acknowledging lower earnings per shipment. Finally, the loyalty and recommendations of drivers indicate the potential for growth and success of the platform in the future. Woye Transport's platform appears to be contributing significantly to the improvement of transportation and logistics services in Ethiopia, benefiting both drivers and customers.

4.2 Analysis of Woye Transport Representatives Interviews

Introduction

The researcher had the privilege of conducting interviews with representatives from various departments of Woye Transport, seeking to gain a comprehensive understanding of the platform business model in the transportation industry. While the busy schedules of the customer service and marketing departments limited their direct participation, the researcher successfully interviewed four major departments, each contributing vital insights.

	THEMES	SUB-THEMES
Theme 1	Introduction and Role	<ul style="list-style-type: none"> ❖ Introduction to Key Team Members ❖ Their role ❖ Association with the company
Theme 2	Overview of Woye Transport	<ul style="list-style-type: none"> ❖ Introduction to Woye Transport ❖ Role of Mobile Applications ❖ Technology at the Core ❖ User-Friendly Design ❖ Multichannel Approach ❖ Role of Social Media
Theme 3	Platform Business Characteristics	<ul style="list-style-type: none"> ❖ Technology-Centric Model ❖ Receipts for Each Trip ❖ Affordability of Services ❖ Leveraging Network Effects ❖ Transparency in Operations
Theme 4	Value Co-Creation and User Engagement	<ul style="list-style-type: none"> ❖ Fostering Value Co-Creation ❖ Incentives for Drivers ❖ User-Centric Payment Methods ❖ Personalization ❖ User-Driven Features ❖ Post-Service Engagement
Theme 5	Challenges and Opportunities	<ul style="list-style-type: none"> ❖ Car Shortage ❖ Order Shortage ❖ Shortage of Advertisement and Promotion ❖ Financial Status ❖ Lack of Popularity ❖ Human Resource ❖ Technology-Based Opportunities ❖ Efficiently Meeting Demand ❖ Increasing Popular Awareness ❖ Collaborative Partnerships ❖ Continuous Learning and Improvement ❖ National Recognition
Theme 6	Intermediaries and Ecosystem Partnerships	<ul style="list-style-type: none"> ❖ Partnering with Transport Service Providers ❖ Car Maintenance Collaborations ❖ Impact on Traditional Intermediaries
Theme 7	Technological Innovations and Data Analytics	<ul style="list-style-type: none"> ❖ Efficient Routing and Planning ❖ Demand Forecasting ❖ Real-Time Tracking and Visibility ❖ Load Optimization ❖ Leveraging Data for User Experience and Efficiency
Theme 8	Future Vision and Expansion	<ul style="list-style-type: none"> ❖ Long-Term Vision and Reputation ❖ Geographic Expansion ❖ Diversification of Services

Theme 9	Recommendations for Research	<ul style="list-style-type: none"> ❖ Impact of Network Effects ❖ Dynamics of Network Effects ❖ Network Effects in the Ethiopian Context
---------	------------------------------	--

Table 3 Themes and sub-themes of Woye transport representative

Theme 1: Introduction and Role

In this theme, the main players at Woye Transport are introduced along with their functions and duties inside the company. To understand how different functions contribute to the overall success of the platform, one must have a thorough understanding of the various roles within the company.

Employee 1 clarifies the corporate facets of Woye Transport in her capacity as a representative of the corporate department. They are responsible for managing corporate sales, negotiating corporate deal agreements, and developing corporate sector strategies. Having spent Nine months at Woye Transport, Employee 1's insights provide an initial glimpse into the company's corporate interactions.

Employee 2: Having only been with the company for six months, Employee 2 represents the heavy truck department. They are in charge of responding to incoming calls about large trucks and maintaining the connections between drivers and customers. Employee 2's observations, which focus primarily on the heavy truck industry, provide an overview of Woye Transport's diversification efforts.

Employee 3: In the finance department, Employee 3 plays a pivotal role, having served Woye Transport for one year and six months. They manage finance and accounting, tax payments, audits, and payment collections. Employee 3 provides essential insights into the financial aspects of Woye Transport's platform-based operations.

Employee 4: With more than four years of experience at Woye Transport, Employee 4 is the Operations Manager and oversees managing the company's operations. Their responsibilities also include making sure that all departments are running smoothly and planning on a daily, weekly, and monthly basis. Employee 4's observations capture Woye Transport's overall operational viewpoint.

Theme 2: Overview of Woye Transport

The second theme explores the central functions of Woye Transport. We obtain a thorough grasp of the platform's business model and how it enables interactions between drivers and customers from the responses provided by the employees.

"Woye Transport is fundamentally a technology-driven platform, revolutionizing the transportation industry by seamlessly connecting drivers and customers. Our mobile applications play a central role, ensuring user-friendliness and convenience in accessing transportation services."[Employee 1]

"Our platform offers dedicated mobile applications for both drivers and customers, streamlining communication and transactions. We prioritize accessibility by allowing orders through our call centre, catering to a diverse range of users."[Employee 3]

"Convenience lies at the core of Woye Transport's platform. Through our mobile application, customers can effortlessly request shipment trucks, eliminating the need for in-person interactions. Moreover, our strategic use of social media enhances communication and fosters trust among drivers and passengers."[Employee 2]

According to the company's representatives, Woye Transport is a platform-based company that uses technology to link customers and drivers in the dynamic transportation industry. The interviewees' observations highlight how special this strategy is. By acting as a bridge, the platform links people who can offer transportation services with those who need them.

The employees state that the platform is essential in enabling interactions between drivers and consumers via call centres and mobile applications.

Employees noted that Woye Transport uses two different mobile applications to run its business: one is designed for drivers, and the other is for customers. The mobile applications designed for the platform are easy to use and provide a variety of services that make it possible for users to request transportation services. Woye Transport prides itself on its customer-centric approach, which makes it easy for users to access and utilize the platform. Employees discussed how Woye Transport's role in facilitating interactions between drivers and customers offers a hassle-free substitute for the conventional pipeline approach in the transportation sector. It meets a wide range of market demands by providing a flexible platform that changes with the industry.

Employees pointed out that Woye Transport's operations are centred around technology. Modern technology is utilized by the business to guarantee a smooth service exchange between drivers and clients. As previously indicated, one of the essential technological elements that improves the user experience is vehicle tracking. Consumers can track their shipments with ease, guaranteeing accountability and openness in every transaction.

As employees explain, Woye Transport's commitment to convenience is demonstrated by the development of a reasonably priced and easy-to-use mobile application for drivers as well as customers. The app serves as the main hub through which customers and drivers can communicate, start transactions, and monitor the status of their shipments. Employees have observed that it provides a hassle-free substitute for conventional, laborious methods.

They added that clients could also place orders via a call centre in addition to the mobile applications. A wide range of users, including those who might not be familiar with or have access to smartphone technology, are ensured accessibility through this multi-channel approach.

Convenience is at the heart of Woye Transport's platform, as staff members stressed. Through the mobile app, customers can easily order shipment trucks, doing away with the need for in-person meetings or time-consuming phone calls. The platform business's focus on technology, mobile applications, and online services is in line with the characteristics of a contemporary, user-focused platform model.

Employees also emphasized the significance of social media in raising awareness and promoting communication between drivers and passengers. The all-encompassing strategy for user engagement employed by Woye Transport includes the strategic use of social media platforms. Along with streamlining communication, it also builds trust and brand recognition—two essential components of a platform business that succeeds.

Theme 3: Platform Business Characteristics

In Theme 3, the employees of Woye Transport provide insights into the key characteristics that distinguish Woye Transport as a platform-based business. They also shed light on how the platform leverages network effects to create value for its users.

Employee 2 highlighted, "At Woye Transport, our platform is driven by technology, revolutionizing the transportation sector with its user-friendly design. Features like real-time vehicle tracking and automated receipts enhance transparency and professionalism in our services."

Employee 3 emphasized, "Our platform's affordability sets us apart in a price-sensitive market. By eliminating unnecessary intermediaries, we ensure fair compensation for drivers and competitive prices for customers, fostering trust and transparency in every transaction."

Employee 4 added, "The network effects at Woye Transport create a mutually beneficial ecosystem for users and drivers. As our user base expands, so does the value proposition for everyone involved, driving down costs and improving service quality."

The employees have made clear how technology-centric Woye Transport's platform model is. This core feature, which embodies the spirit of a contemporary, effective, and user-friendly strategy, serves as the foundation for the platform's functionality. As previously mentioned, one of the primary technology components that improves the platform's value proposition is vehicle tracking. In addition to being a technological marvel, this real-time tracking feature is a vital tool for promoting accountability and transparency in the transportation sector.

Employee discussion of receipts for every trip indicates another technological feature that adds a great deal to the platform's allure. These receipts provide clients with concrete evidence of their transactions, enhancing user experience and fostering professionalism.

Employee feedback about Woye Transport's affordability further establishes the platform as a cost-effective option in a market that has historically been price-sensitive. The platform's capacity to simplify procedures, get rid of pointless middlemen, and link drivers and customers directly is what makes these rates so low.

Employees at Woye Transport explain that the company's active and expanding user base is an example of network effects in action. The platform's capacity to draw users and drivers alike has produced a win-win situation for all parties involved. The platform's wait times get shorter as more users sign up, and its transportation options get more practical. Employees noted that more users mean more competition among drivers, which drives down costs and improves the value proposition for consumers.

Employees' emphasis on this competitive dynamic highlights the fundamentals of a platform-based business model, in which user engagement and market forces propel the platform's expansion. Users, drivers, and the platform itself naturally work together to create a self-sustaining ecosystem that is beneficial to all parties involved.

Transparency is another key feature of Woye Transport's platform, as employees have noted. In an industry where these qualities can be lacking, the ability for users to track shipments in real-time and receive receipts for every transaction fosters a sense of trust and transparency. Because their shipments are tracked and they have records of every transaction, users can feel secure in the services offered.

Employees also mentioned how fairness and trust are added by how affordable the services are. Because there are no middlemen or brokers involved, drivers are fairly compensated, and customers get competitive prices. The fundamental tenets of a platform business are reflected in the pricing transparency and the direct line of communication between drivers and customers.

In conclusion, the insights provided by employees offer a comprehensive view of Woye Transport's platform business characteristics. The platform's technology-centric approach, transparent pricing, affordability, and user-focused design make it a trailblazer in the Ethiopian transportation and logistics industry. Network effects are a pivotal part of Woye Transport's growth and value creation, as described by employees. By understanding these distinctive features, it becomes evident that Woye Transport's platform is a driving force in the digital transformation of the logistics sector in Ethiopia. The user-centric approach and focus on network effects further cement its position as an innovative leader in the industry.

Theme 4: Value Co-Creation and User Engagement

This theme dives into how Woye Transport encourages value co-creation among its drivers and customers and the strategies employed to keep its user base engaged.

This characteristic, as described by employees, is crucial in setting Woye Transport apart from other pipeline companies in the transportation sector. In this segment, we explore the strategies

utilized by Woye Transport to promote value co-creation between its drivers and clients, as well as how these tactics enhance user satisfaction and engagement.

"At Woye Transport, we prioritize value co-creation by offering incentives to both drivers and customers. These incentives, such as round-trip orders and tariff adjustments, enhance driver motivation and platform loyalty, ultimately leading to a more satisfying experience for all."[Employee 1]

"Our user-centric approach includes a simple and effective payment method, ensuring a smooth platform experience for customers. By customizing features like preferred routes and car types, we actively engage users and foster a sense of ownership, strengthening their bond with the platform."[Employee 2]

Employee 4 added, "Woye Transport values continuous user engagement by actively seeking feedback and suggestions from both drivers and customers. This open channel of communication allows us to adapt to evolving user needs and preferences, ensuring that our platform remains relevant and effective."

Employees have shown how Woye Transport actively promotes value co-creation by providing incentives to both customers and drivers. The foundation of its platform business model is this strategy. As employees pointed out, these incentives on the driver's end could include offering round-trip orders, removing commission, giving mobile airtime, and modifying tariffs to adjust for inflation. These rewards are intended to attract drivers' interest, improve their drive, and cultivate platform loyalty.

Employees emphasize that the creation of a simple and effective payment method facilitates value co-creation for customers. Customers are guaranteed a smooth and hassle-free platform experience because of this user-centric approach. The platform is appealing and has a good ability to engage customers because of the ease of payment options and general platform user-friendliness.

Employees at Woye Transport disclosed that the company places a high priority on customization and the integration of user-driven features into its platform. Promoting user satisfaction and engagement requires these elements. By ensuring that the platform is personalized, users can be sure that it meets their specific needs and preferences.

Employees stressed that features like preferred routes, frequently visited locations, and preferred car types are examples of personalization. Woye Transport fosters co-creation and increases the sense of ownership by letting users personalize their experience. Customers have a stronger bond with the service because they believe the platform is customized to meet their unique needs.

According to staff members, user-driven features actively involve drivers and customers in the development of the service. The platform actively asks for user feedback and suggestions to

continuously improve the service, so the relationship is not one-way. Due to this open channel of communication, Woye Transport can adjust to its user base's changing needs and preferences.

The completion of a transaction does not mark the end of an engagement. Woye Transport actively promotes post-service engagement, as employees have pointed out. This strategy entails staying in touch with customers long after the service is rendered. It covers requests for feedback, follow-ups, and resolving any problems or issues.

Woye Transport creates enduring relationships and improves the user experience by making sure that users feel heard and appreciated. The post-service engagement approach is in line with the fundamentals of platform businesses, which place a focus on the platform's continuing relationship with its users as well as the transaction.

In conclusion, one of the main things that differentiates Woye Transport from other pipeline companies in the transportation and logistics industry is its capacity to support value co-creation and user engagement. Employees have highlighted that the platform actively empowers users and drivers by incorporating user-driven features, personalizing content, and offering incentives.

Theme 5: Challenges and Opportunities

The fifth theme sheds light on the challenges Woye Transport faces as a platform business in the transportation and logistics industry, as well as the growth opportunities.

As a platform-based company working in the logistics and transportation sector, Woye Transport's staff offers insightful information about the opportunities and difficulties the company faces. We can obtain a thorough understanding of the company's strategic outlook by comprehending these opportunities and challenges.

"One of the major challenges we face at Woye Transport is the shortage of cars available for transportation. This operational inefficiency impacts customer satisfaction and driver earnings. However, we see opportunities in addressing this challenge by efficiently matching customer demand with available vehicles, thereby establishing a more sustainable ecosystem."[**Employee 4**]

***Employee 2** elaborated, "We acknowledge the importance of technology in the logistics industry and recognize the opportunity to leverage it for improvement. By enhancing our mobile applications, implementing advanced tracking solutions, and utilizing technology to optimize our operations, we can enhance the user experience and overcome challenges such as order shortages and operational inefficiencies."*

Challenges Faced by Woye Transport - As Per the Employee's

Shortage of Cars: Employees cite the shortage of cars available for transportation as one of the major issues. Operational inefficiencies and unfulfilled customer demands may result from this shortage.

Order Shortage: As stated by the staff members: The lack of orders is a serious issue that affects drivers' ability to make a living. Drivers may experience income instability when there aren't enough orders to fill, which discourages them from being active on the platform.

Lack of Promotion and Advertising: According to the staff, there is a problem with the lack of promotion and advertising. To differentiate yourself from the competition and attract new clients and drivers, your brand needs to be promoted and marketed effectively.

Financial Status: According to employee 3, Woye Transport experiences financial difficulties just like any other company. To maintain operations and make growth investments, the company needs to effectively manage its finances. Handling these financial constraints can be difficult.

Lack of Popularity: According to workers, a platform-based business's ability to succeed depends heavily on its level of popularity. In a market where traditional logistics techniques have been widely used, building user acceptance and trust is the difficult part.

Human Resource: Workers claim that having a sufficient workforce is essential to running a logistics company that is expanding. For Woye Transport, recruiting, developing, and keeping competent workers is a constant struggle.

Opportunities for Growth and Improvement - As Per the Employees

Technology-Wise Opportunities: Woye Transport employees state that the company is aware of the role that technology plays in the logistics and transportation industry. There is a big chance to improve operations and user experience by utilizing technology. This entails enhancing its mobile applications, implementing advanced tracking solutions, and utilizing technology to improve techniques.

Efficiently Satisfying Demand: Woye Transport has an opportunity to address the issues of car and order shortages, according to the employees. The company can establish a more sustainable and balanced ecosystem by effectively matching customer demand with available vehicles.

Increasing Popular Awareness: Employees claim that becoming more well-liked is a strategic objective. Marketing campaigns, promotions, and awareness campaigns can increase the trust and brand recognition of Woye Transport among drivers and potential customers.

Collaborative Partnerships: According to staff members, partnering with associations, businesses, and logistics companies presents chances to broaden the platform's customers and diversify its services. These collaborations have the potential to increase user value and broaden the scope of services provided.

Continuous Learning and Improvement: Employees highlight that Woye Transport values a culture of continuous improvement. Learning from challenges and adapting to user needs and market dynamics is an opportunity to strengthen the platform's position.

National Acknowledgment - Per the workers: It is a long-term opportunity to gain recognition across the country for offering freight transport services that are convenient, safe, and efficient. Such acknowledgment has the potential to strengthen Woye Transport's market position and draw in new customers.

In brief, Woye Transport encounters interconnected challenges and opportunities that serve as a guide for the organization's future. Building a reliable and credible logistics platform in Ethiopia requires strategic thinking, technological innovation, a strong commitment to user satisfaction, and a constant focus on overcoming obstacles and taking advantage of opportunities.

Theme 6: Intermediaries and Ecosystem Partnerships

This theme explores how Woye Transport collaborates with stakeholders in the transportation industry and the impact of the platform on traditional intermediaries.

Employee 1 highlighted, "At Woye Transport, we prioritize forming partnerships with other transport service providers to maximize resources and offer a broader range of services to our clients. By collaborating with partners who may have excess capacity during off-peak periods, we can optimize our operations and ensure efficient service delivery."

Employee 3 elaborated, "Our partnerships with auto maintenance companies are crucial for maintaining the quality and reliability of our services. These collaborations not only benefit our drivers by providing incentives but also contribute to a healthier ecosystem by fostering cooperation among industry participants."

Employee 4 emphasized, "The emergence of Woye Transport's platform-based model has reshaped the transportation sector, particularly affecting traditional intermediaries. With direct communication between drivers and customers and competitive pricing, traditional intermediaries are compelled to adapt their roles and strategies to remain relevant in this evolving landscape."

Employees pointed out that Woye Transport actively engages in partnerships with other transportation industry stakeholders. These partnerships take many different forms, which reflects the company's dedication to building relationships that benefit both parties. Important elements of these partnerships include:

1. **Forming Partnerships with Other Transport Service Providers:** Woye Transport looks forward to forming alliances with other transport service suppliers. According to staff members, this strategy enables providers who might have extra capacity during periods of low demand to sign up on the Woye platform. Together, Woye Transport and its partners can maximize resources and provide a greater array of services to clients by working together in this way.
2. **Collaborations with Auto Maintenance Providers:** The business also has partnerships with auto maintenance companies. Employees noted that to encourage Woye Transport's drivers to continue doing business with these maintenance providers, these partnerships might entail

providing incentives to them. By forming these connections, the business not only improves the overall level of quality and reliability of its offerings but also benefits the ecosystem by encouraging cooperation among industry participants.

Impact on Traditional Intermediaries

According to workers, the emergence of Woye Transport's platform has affected conventional transportation intermediaries in addition to bringing efficiency and transparency. Customers and drivers have traditionally been connected through traditional intermediaries like brokers. Employees did clarify that Woye Transport's introduction of the platform-based model has altered the dynamics of this sector:

1. **Providing Reasonably Priced Items:** According to employees, Woye Transport's direct customer-driver relationship has resulted in competitive pricing. Customers can receive better rates from the platform by doing away with numerous middlemen and brokers. Traditional intermediaries are under pressure to change with the times and come up with fresh strategies for staying relevant.

2. **Direct Communication:** Employees stressed that the platform's model promotes direct communication between drivers and customers, doing away with the need for middlemen. In addition to increasing transparency, this open channel of communication has raised customer satisfaction. In an environment where direct interactions are the norm, traditional intermediaries now need to figure out how to add value.

3. **Changing Roles:** According to employees, intermediaries have had to adjust and change their roles in the industry as the platform-based model continues to gain acceptance. A few middlemen might look into new ways to work with platform-based companies, like providing specialized services that enhance the platform's functionality.

In summary, Woye Transport's strategy for ecosystem partnerships and intermediaries demonstrates its dedication to promoting cooperation in the transportation sector. Resources are optimized and service quality is improved through collaborations with auto repair and other transportation service providers. The emergence of the platform-based model has also changed the dynamics and function of traditional intermediaries, making it harder for them to adjust to the shifting market.

Theme 7: Technological Innovations and Data Analytics

In this theme, the employees of Woye Transport provide insights into the role of technology and data analytics in optimizing the platform's operations. They discuss how technology enhances the user experience, improves operational efficiency, and ensures the platform remains responsive to user needs and market dynamics.

"At Woye Transport, technological innovation is at the forefront of our operations. Our effective scheduling and arrangement tools enable us to optimize routes in real-time, ensuring both cost-

*effectiveness and efficiency in our deliveries. This not only benefits our customers but also maximizes earnings for our drivers."***[Employee 1]**

*"Demand forecasting is essential in the transportation sector, and at Woye Transport, we leverage data analytics to predict and allocate resources accordingly. By proactively adapting to changes in the market, we ensure that our platform remains responsive to evolving demands, ultimately enhancing the user experience."***[Employee 2]**

*"Real-time tracking and visibility are integral components of our platform, made possible through technological innovations. By providing customers with transparency and accountability in every transaction, and empowering drivers with efficient delivery management tools, we ensure a seamless experience for all stakeholders."***[Employee 3]**

*"Data analytics plays a crucial role in our quest to optimize user experience and operational efficiency. Through data analysis and predictive modelling, we gain insights into user behaviour and market trends, allowing us to customize our services and anticipate demand. Real-time tracking, driven by data analytics, further enhances transparency and trust in our platform."***[Employee 4]**

One of the main pillars of Woye Transport's platform-based business model is its dedication to technological innovation, as employees have highlighted. To make sure that its platform is effective, user-friendly, and flexible enough to meet changing market demands, the company uses a variety of technological innovations. Important aspects of technology are:

1. **Effective Scheduling and Arrangement:** As the staff members have pointed out, technology is essential to effective routing and planning. Woye Transport can guarantee that shipments are delivered most economically and efficiently possible by optimizing routes using real-time data and algorithms. Customers gain from this, and drivers make more money as well.
2. **Demand Forecasting:** In the transportation sector, predicting demand is essential. Employees discussed how Woye Transport forecasts demand and allocates resources based on data analytics and predictive modelling. This proactive strategy guarantees that the platform adapts to changes in the market.
3. **Real-Time Tracking and Visibility:** Workers stressed how important it is to have real-time shipment tracking. It improves the user experience by offering accountability and transparency in every transaction. Drivers can effectively handle their deliveries, and customers can keep an eye on their shipments.
4. **Load Optimization:** The platform's load optimization capabilities, as mentioned by employees, allow for the efficient use of available resources. By maximizing load capacity and minimizing empty trips, Woye Transport enhances the sustainability of its operations and reduces environmental impact.

Leveraging Data for User Experience and Efficiency

Data analytics is not only about gathering data but also about extracting meaningful insights to drive decisions and improve services. Woye Transport actively leverages data to enhance the user experience and operational efficiency. The role of data analytics, as employees have pointed out, is multifaceted:

1. **Data analysis:** Woye Transport employs data analysis to learn more about user trends, preferences, and behaviour. Employees pointed out that the company can customize its services to match the unique needs of drivers and customers by analyzing this data.
2. **Predictive Modeling:** According to staff members, predictive modelling helps the platform anticipate demand and streamline its operations. This proactive strategy guarantees effective resource allocation, which lowers inefficiencies and raises customer satisfaction.
3. **Real-Time Tracking:** Workers have highlighted that real-time tracking, which is fueled by data analytics, is a key component that improves accountability and transparency. Customers can trust the platform's services because their shipments are tracked and recorded.

Theme 8: Future Vision and Expansion

In this theme, employees of Woye Transport share their perspectives on the long-term goals and vision for the platform's business model. They also discuss potential plans for geographic expansion and diversification of services in the future.

Employees stressed that Woye Transport has a long-term vision that is both focused and ambitious. The company wants to be known as Ethiopia's most reliable supplier of logistics services. This vision reflects the platform's dedication to establishing high standards in the sector and establishing its position as a dependable and trustworthy partner for both drivers and customers.

Employee 1 expressed, "Our long-term vision at Woye Transport is ambitious yet focused. We aspire to be recognized as Ethiopia's most reliable logistics service provider, setting high standards for trust, dependability, and customer satisfaction. By maintaining our commitment to excellence, we aim to facilitate the seamless movement of goods throughout the country, contributing to Ethiopia's economic prosperity."

Employee 2 elaborated, "Trust and reputation are paramount in the logistics industry, and at Woye Transport, we understand the significance of building a solid reputation based on reliability and customer satisfaction. Our goal is to become the go-to provider for both drivers and customers, ensuring that our platform is synonymous with trustworthiness and efficiency."

Employee 3 emphasized, "While our current focus is on serving customers within Ethiopia, we have ambitious plans for expansion and diversification in the future. This includes expanding our services to cover a broader geographical area within Ethiopia, tapping into new markets, and exploring opportunities for service diversification. By expanding our reach and offerings, we aim to further solidify our position as a leader in the Ethiopian logistics sector."

Employee 4 highlighted, "At Woye Transport, we are committed to continuous growth and innovation. Our plans include not only expanding our geographical footprint but also diversifying our services to meet the evolving needs of our customers and drivers. By staying ahead of the curve and adapting to changes in the market, we are confident in our ability to achieve our long-term vision of excellence in logistics services."

Employee comments about reputation emphasize how crucial trust and dependability are in the logistics industry. Reliability, maintaining the highest standards of customer satisfaction, and driver welfare are all necessary to become the most reputable provider.

According to the employee discussion, one of the main goals of Woye Transport is to facilitate the movement of goods throughout Ethiopia. This goal is consistent with the platform's dedication to efficiency, openness, and convenience in the logistics and transportation industry. Woye Transport enhances Ethiopia's overall economic prosperity by streamlining the transport of goods and providing a user-friendly platform.

Although Woye Transport is presently concentrated on offering services in Ethiopia, staff members have noted that the company's goals go beyond this region. Plans include plans for service diversification and geographic expansion. These expansion plans create new opportunities for impact and growth.

Geographic Expansion: The platform envisions expanding its services to cover a wider geographical area within Ethiopia. This expansion, as discussed by employees, would allow Woye Transport to tap into previously untapped markets, offer its services to more customers and drivers, and solidify its position as a leading player in the Ethiopian logistics sector.

Diversification of Services: The potential diversification of services, as mentioned by employees, suggests that Woye Transport is exploring avenues to broaden its offerings. While the core business model is based on the transportation of goods, diversification may involve additional services that complement the platform's operations. This strategic move can enhance the platform's value proposition and create new revenue streams.

In Conclusion, Woye Transport's long-term vision of becoming the most reputable logistics service provider in Ethiopia reflects its commitment to excellence and customer satisfaction. The company's mission to make it easy to move goods in Ethiopia underscores its role in facilitating economic growth and convenience in the country.

Theme 9: Recommendations for Research

The final theme opens the door to potential research areas that could enhance our understanding of platform businesses in the transportation industry and solicits specific research questions that the employees believe would be valuable to address.

Employee 2 suggested, "One area of research that could significantly enhance our understanding of platform businesses in the transportation industry is the study of network effects and their impact on platform growth. Specifically, exploring how the quantity of users influences the value and attractiveness of the platform would provide valuable insights. Additionally, conducting research on the dynamics of network effects and their implications for platform expansion and viability, particularly in the Ethiopian context, could shed light on the unique challenges and opportunities faced by companies operating in similar sectors."

Employee 4 proposed, "Research focusing on the role of network effects in driving growth within the freight transportation sector would be particularly valuable. Understanding how the number of users on a platform correlates with its overall value and appeal could provide important insights for platform businesses. Additionally, investigating how network effects influence the expansion and sustainability of platform-based companies, particularly in the Ethiopian market, could offer valuable knowledge for both practitioners and researchers in the field."

The staff did point out a few interesting research topics but did not offer any particular research questions. One such area is the study of how network effects affect platform growth in the freight transportation sector. It is important to consider the correlation between the quantity of users and the value and attractiveness of the platform. Research on the dynamics of network effects and how they affect platform growth is very important.

Furthermore, investigating how network effects affect platform businesses' expansion and viability, especially in the context of Ethiopia, may offer deeper insights into the opportunities and difficulties encountered by companies with a similar business model.

4.3 Analysis of Traditional Service Providers Interviews

This analysis provides an in-depth understanding of these traditional service providers' viewpoints by presenting the results of interviews with three active industry figures. Given their vast experience facilitating the connection between cargo owners and transporters via traditional channels, these providers provide insightful information about how traditional service providers are adjusting to the rise of platform-based logistics services such as Woye Transport.

	THEMES	SUB-THEMES
Theme 1	Impact of Technology on Traditional Services	<ul style="list-style-type: none"> ❖ Acknowledgment of Technology ❖ Potential Impact ❖ Importance of Adaptation
Theme 2	Competition and Adaptation	<ul style="list-style-type: none"> ❖ Competition from Platform-Based Providers ❖ Strategies for Adaptation

Theme 3	Coexistence and Collaboration	❖ Opportunities for Collaboration ❖ Challenges and Differences
Theme 4	Differentiated Pricing and Services	❖ Pricing Models ❖ Customer Engagement
Theme 5	Future Vision and Sustainability	❖ Long-Term Vision ❖ Coexistence in the Future

Table 4 Themes and sub-themes of traditional service providers

Theme 1: Impact of Technology on Traditional Services (as per the traditional service providers)

As traditional service providers shared, their role in the logistics industry has traditionally revolved around connecting customers and drivers. They've played the intermediary, bridging the gap between those in need of freight services and the drivers or service providers. However, it's evident from their responses that they recognize the significant influence of technology-based platform models, such as Woye Transport, in reshaping the transportation and logistics landscape.

According to their statements, they recognize that platform companies such as Woye possess the capacity to significantly influence the industry, primarily due to the continuous progress of technology. Traditional service providers' perspective here reveals an insightful awareness of the evolving dynamics within their sector.

"We understand that technology-based platform models like Woye Transport are reshaping the logistics industry. While our role as intermediaries has been vital, we acknowledge the significant influence of technology on the sector. We recognize the potential benefits of modernization and are prepared to adapt to these changes." [**Traditional Service Provider 1**]

"The continuous progress of technology is evident, and we acknowledge the impact it has on the transportation and logistics landscape. While we may not foresee technology-based companies entirely replacing traditional providers, we understand the need to remain flexible and adaptable in a changing environment." [Traditional **Service Provider 2**]

"Emerging technologies are revolutionizing the logistics industry, and we are aware of the potential advantages they offer. While we recognize the influence of platform companies like Woye Transport, we understand that our role as intermediaries remains important. We are prepared to adjust to technological advancements and embrace changes in the sector." [**Traditional Service Provider 3**]

This understanding of technology's impact emphasizes how important it is for technological advancement to shape the direction logistics and transportation take in the future. Conventional

service providers understand that revolutionary changes are being powered by emerging technologies. Their statement suggests that they are aware of the potential advantages of modernization for their services, their clients, and the industry, and are prepared to adjust to these changes.

They recognize that change is approaching even though they may not think technology-based companies will completely replace traditional service providers. This point of view emphasizes the necessity for traditional providers to continue being flexible and adaptable in a changing environment, as well as the coexistence of traditional and technology-driven service models. According to conventional service providers, the question is not if technology will have an impact on their work but rather how technology will advance the sector.

Theme 2: Competition and Adaptation

"We understand that platform-based logistics providers have a competitive edge in offering simplified and effective services. The digital era has brought significant changes to the industry, and we recognize the importance of modernizing our operations to stay competitive. Adapting to changing market dynamics and enhancing customer satisfaction are priorities for us." [Traditional Service Provider 3]

"In today's digital age, we acknowledge the impact of technology on the transportation and logistics sector. Platform-based providers offer convenient services, and we recognize the need to adapt to remain competitive. We view competition as a driving force for improvement and are committed to enhancing our operations to meet the evolving needs of our customers." [Traditional Service Provider 2]

Conventional service providers understand the dynamics of competition very well, especially when it comes to platform-based logistics providers. They are aware that businesses using platform models have an advantage over competitors when it comes to offering simplified and effective services. Their answers highlight how these platforms can provide users with ease and convenience.

They accurately point out that the digital era is here and that the transportation and logistics industry is just one of many industries being affected by this technological upheaval. Their viewpoint is in line with the general knowledge that companies that do not change with the times risk going out of business in an increasingly digital world. It follows that traditional service providers' consideration of modernizing their operations and utilizing technology to stay competitive is not surprising.

An approach that is both practical and progressive is acknowledging the competitive nature of the market and remaining adaptable. Traditional service providers are aware that to thrive in this new era, they need to keep up with changing market dynamics, enhance customer satisfaction, and boost operational effectiveness. Their responses demonstrate their commitment to making changes that will preserve their significance and value in the industry.

As traditional service providers said, the presence of better competitors pushes them to perform better, even if their competitors are based on the traditional logistics model but incorporate technology into their operations. The recognition of competition as a driving force for improvement is an essential mindset in an industry that's becoming increasingly tech-centric.

Theme 3: Coexistence and Collaboration

A remarkable aspect of traditional service providers' responses is their openness to the idea of collaboration and partnership with platform-based businesses. Given their role as brokers, their primary function has been to connect those seeking freight services with providers. They recognize the potential benefits of collaborating with platform companies, as highlighted in their response.

"We're open to teaming up with tech companies to help drivers and customers. They can make things easier for everyone, and we see them as partners, not competitors. We aim to work together and improve the industry."[Traditional Service Provider 2]

"Collaborating with tech-based firms seems like a good idea. It could simplify tasks for drivers and customers. Even though some drivers may not be tech-savvy, we're willing to find ways to cooperate and enhance the industry."[Traditional Service Provider 3]

They stress that this kind of cooperation can make life easier for both drivers and consumers. According to this perspective, technology-based companies are seen as supporters by traditional service providers rather than competitors. Their desire to cooperate, whether via alliances or other means, demonstrates their goal to raise standards and provide better results for the sector.

The responses, however, also highlight the difficulties in incorporating technology into a field where not all participants possess the same level of technology knowledge. Conventional service providers wisely point out that a large percentage of drivers do not own smartphones and may live in rural or older generations. These factors highlight how difficult it will be to move the sector to a tech-driven model while still allowing for a wide range of user profiles.

Despite these challenges, traditional service providers believe that they can leverage their strengths and experience to work alongside platform companies, contributing to the overall betterment of the sector. This mindset of collaboration and mutual reinforcement demonstrates their forward-thinking approach to addressing the industry's evolving landscape.

Theme 4: Differentiated Pricing and Services

The pricing structure that platform-based logistics companies use sets them apart from traditional service providers.

"Our pricing approach has always been more flexible, allowing for negotiation and adjustments based on individual circumstances. While platform-based companies offer clear and

standardized pricing, we believe our personalized approach adds value by catering to unique customer needs and fostering long-term relationships."[**Traditional Service Provider 2**]

The adoption of digital pricing systems by platform businesses, which offer customers accurate prices per kilometre and clear, estimated costs upon entering origin and destination details, is acknowledged by traditional service providers. This simplified method removes the possibility of pricing disputes and guarantees that drivers and passengers are both aware of the associated expenses.

Traditional providers, on the other hand, have a more accommodating pricing policy. Their prices may differ between brokers and may change seasonally. This disparity in pricing strategies suggests that the traditional model depends more on interpersonal interactions, which gives room for price negotiation and fluctuation.

The different pricing structures reflect how the market is changing. Platform companies use technology to provide customers with convenience, transparency, and ease of use. Traditional service providers offer a more conventional, person-to-person approach while still being valuable. Both models serve distinct markets within the transportation and logistics sector and accommodate varying customer preferences. The coexistence of these pricing structures is evidence of the industry's flexibility and capacity to meet a wide range of client demands.

Theme 5: Future Vision and Sustainability

In the future market environment, traditional service providers see themselves coexisting with platform-based companies. They say they don't see technology companies taking over the industry, at least not in Ethiopia. Their reasoning is based on the social environment, where the adoption of technology is still comparatively low.

"We believe that technology won't completely take over our industry, especially here in Ethiopia where not everyone has fully embraced it yet. Our strong connections with drivers and customers give us confidence that we'll continue to play a significant role alongside platform-based companies like Woye Transport."[**Traditional Service Provider 3**]

"While we're not planning to overhaul our operations entirely, we understand the need to stay competitive in a changing landscape. We're exploring ways to collaborate with companies like Woye while holding onto our traditional strengths, like our close-knit relationships with drivers and customers."[**Traditional Service Provider 3**]

Additionally, the solid, long-standing relationships that exist between drivers and customers support their view that traditional service providers may not entirely be replaced by the platform model.

Even though they do not intend to completely modernize their operations, traditional service providers stress the significance of being ready and organized for competition from businesses

such as Woye. They are concentrating on creating plans for possible cooperation. Their practical strategy demonstrates their awareness of the changing nature of the industry.

Their perspective underscores the significance of legacy knowledge and relationships in preserving traditional service providers' roles in the industry. At the same time, it reflects a recognition of the need to prepare and adapt to emerging business models. The traditional service providers are poised to navigate this dynamic industry, balancing tradition with a readiness to embrace change.

In conclusion, traditional service providers' interview responses offer insightful information about how they perceive the impact of technology, the competitive environment, opportunities for cooperation, the coexistence of various pricing models, and the direction they see the transportation and logistics sector taking. They show a proactive approach to industry changes through their adaptability, willingness to embrace technology and focus on evolving while maintaining valuable relationships. These answers show how tradition and innovation interact in a way that is very different from what it used to be.

4.4 Analysis of Cargo Owners Interviews

The perspectives of cargo owners who have made Woye Transport's platform an essential part of their logistics operations are explored in depth in this analysis. The chosen cargo owners are corporate clients who switched from conventional logistics methods to Woye Transport's innovative platform-based solutions.

	THEMES	SUB-THEMES
Theme 1	Cargo and Shipment Experience	<ul style="list-style-type: none"> ❖ Pre-Woye Transport Experience ❖ Experience Changes After Using Woye Transport's Platform
Theme 2	Platform Benefits and Value Proposition	<ul style="list-style-type: none"> ❖ Specific Platform Features ❖ Benefits of Kilometer-Based Pricing ❖ Transparency and Receipts ❖ Cost-Efficiency and Speed ❖ Competitive Advantage
Theme 3	Interaction with Transporters and Drivers	<ul style="list-style-type: none"> ❖ Engagement Channels (Call Center and Mobile App) ❖ Two-Way Interaction ❖ Requesting Specific Drivers ❖ Real-Time Communication and Issue Resolution ❖ User-Friendly Interface
Theme 4	Trust and Reliability	<ul style="list-style-type: none"> ❖ Legal and Registered Status ❖ Binding Agreements ❖ Trust in the Professionalism of the

		Platform
Theme 5	Future Expectations and Recommendations	<ul style="list-style-type: none"> ❖ Speed Improvements ❖ Enhancing the Mobile Application ❖ Recommending Woye Transport's Platform

Table 5 Themes and sub-themes of cargo owners

Theme 1: Cargo and Shipment Experience

"Before switching to Woye Transport, we faced a lot of challenges with our shipments. Traditional providers often left us in the dark about costs and processes, making it hard to plan. But with Woye's platform, everything is clearer. We get receipts, know the costs upfront, and communicate directly with drivers, which makes us feel much more secure."[Cargo Owner 3]

"Using traditional methods was like navigating in the dark. Rates were unclear, reservations were cumbersome, and there was little accountability. But Woye Transport's platform changed everything. Now, we have transparency, reliable pricing, and direct communication with drivers. It's made our shipment experience much smoother and more predictable."[Cargo Owner 1]

The customer stated that since switching from traditional service providers to Woye Transport's platform, their cargo and shipment experiences have experienced significant changes. They faced several challenges before implementing the platform, such as trouble getting invoices, uncertainty surrounding costs, and a lack of clarity. This was the outcome of depending too much on conventional brokers and drivers, who frequently did business informally and irregularly.

The traditional method, according to cargo owners, was characterized by unclear rates that fluctuated without justification. They also had to deal with the time-consuming task of physically making reservations at broker locations. Concerns regarding the dependability and safety of their products also arose because there was no accountability for their shipments.

However, since utilizing Woye Transport's platform, cargo owners have seen significant advancements. They now have the transparency they lacked before they can now get receipts for their transportation costs. The platform's kilometer-based pricing structure provides an easy-to-use and dependable way to figure out how much something will cost. Since there are no middlemen involved and they can now communicate directly with drivers via the platform, cargo owners feel safer.

Theme 2: Platform Benefits and Value Proposition

"Woye Transport's platform brings so many benefits for us. The clear pricing system helps us understand our expenses better, and getting legal receipts makes our financial management easier. It's great knowing we're compliant with tax authorities and can trust the platform to handle things properly."[Cargo Owner 1]

"The platform's speed and reliability are game-changers for us. Being able to request a car and get it prepared quickly is crucial for meeting our shipment schedules. Plus, fast service is essential in our industry, and Woye Transport delivers exactly that." [Cargo Owner 2]

"Using Woye Transport's platform gives us a competitive edge. The affordability, reliability, and speed of service are unmatched. With clear pricing and legal receipts, we can manage our finances better and comply with regulations. It's a win-win situation for us." [Cargo Owner 3]

The cargo owners or customers identify several specific features and aspects of Woye Transport's platform that they find highly beneficial. These include affordability, reliability, and speed of service. As they note, the platform's kilometre-based pricing system, in contrast to the traditional approach, empowers cargo owners with a clear understanding of their expenses. The ability to record these expenses and receive legally recognized receipts facilitates better financial management and ensures compliance with tax authorities.

Cargo owners also value the platform's quick and affordable services. Having legally recognized receipts on hand is essential to making sure they comply with tax authorities. Their financial record-keeping is now much simpler thanks to this increased transparency, which also makes doing business easier. It also emphasizes how dedicated the platform is to upholding the law and encouraging confidence among cargo owners.

For cargo owners, the platform's speed and dependability are its greatest advantages, even outside of the financial realm. They can effectively meet their shipment schedules if they can request a car and have it promptly prepared in advance. Additionally, it is believed that prompt service is essential for completing orders, which are frequent in the cargo transportation industry. These advantages convert into competitive advantages for cargo owners.

These benefits are essential for obtaining a competitive edge in their industry, as cargo owners have stated. These observable advantages, which have a positive effect on their business and increase their competitiveness, form the foundation of the platform's value proposition. Furthermore, the platform fits their requirement for an economical and effective solution in a market with intense competition.

Theme 3: Interaction with Transporters and Drivers

Cargo owners have experienced a notable shift in their interaction with transporters and drivers since using Woye Transport's platform. The platform offers multiple channels for engagement, including a call centre and a mobile application. This flexibility caters to cargo owners' diverse needs, allowing them to choose the method that suits them best.

"Since using Woye Transport's platform, interacting with transporters and drivers has become so much easier. I love having options like the call centre and mobile app to reach out when I need to. Plus, being able to request a preferred driver and quickly coordinate with them in real-time is fantastic!" [Cargo Owner 1]

"The platform's responsiveness is impressive. If I ever have any issues with vehicle conditions, I can request a change right away. This feature gives me peace of mind, knowing that my products will be transported safely. Having both a call centre and mobile app at my disposal makes it even more convenient to communicate with transporters and drivers."[Cargo Owner 3]

Cargo owners highlighted the two-way communication on the platform. They can request a preferred driver through the platform, guaranteeing a customized experience. Furthermore, the platform's ability to transmit driver details quickly in just a few minutes allows for real-time coordination and communication. Cargo owners now feel more in control and are more satisfied because of this degree of communication and responsiveness.

In cases where they encounter issues such as vehicle condition, the platform's responsiveness is a standout feature. As cargo owners said, they can quickly request a change of the vehicle if necessary. This capability is crucial for cargo owners who rely on safe and well-maintained vehicles to transport their products. By providing them with the means to address these issues in real-time, the platform enhances their trust and confidence in the service.

Furthermore, the availability of both a call centre and a mobile application allows cargo owners to engage with transporters and drivers in ways that suit their preferences and immediate needs. This adaptability makes the platform user-friendly and adaptable to various scenarios, enhancing the overall experience of cargo owners.

Theme 4: Trust and Reliability

"Trust and reliability are huge factors for me when choosing a transportation service, and Woye Transport's platform checks all the boxes. Knowing they're legitimate and registered gives me peace of mind that I'm dealing with a trustworthy company. Plus, having legally binding agreements in place ensures consistency and professionalism, which are essential for building long-term relationships."[Cargo Owner 2]

When selecting a transportation service, customers or cargo owners place a great deal of importance on trust and reliability, which are critical components of the transportation industry. Their trust is based on several factors with Woye Transport's platform. The company's legal and registered status, for one thing, gives customers confidence that they are dealing with a reliable organization. Because they have legally binding agreements in place, cargo owners have faith in the platform's dependability.

Cargo owners can feel more secure knowing that Woye Transport is legitimate and registered. Ensuring that a service provider is legitimate and registered is crucial in an industry where following regulations and adhering to formalities are crucial. Their requirement for a dependable and trustworthy transportation partner is met by this.

Their sense of trust is further strengthened by the existence of legally binding agreements between the platform and customers or cargo owners. These agreements offer a structure for

expectations and interactions. The degree of formality and contractual obligation demonstrates the platform's dedication to providing dependable and consistent services.

As stated by cargo owners, the existence of such agreements not only promotes trust but also demonstrates the dependability and professionalism of the platform. Long-term relationships are encouraged by the sense of security that comes from knowing that both parties are obligated by these agreements.

Theme 5: Future Expectations and Recommendations

The future expectations of cargo owners or customers revolve around improvements to the platform's speed. As they note, ensuring timely service is essential, especially for urgent orders. Streamlining and minimizing any disruptions in the platform's mobile application is also an area for improvement, as it can occasionally cause inconveniences.

Cargo Owner 1: "Looking ahead, I expect Woye Transport's platform to focus on improving its speed and addressing any occasional disruptions in the mobile application. Timely and efficient service is crucial for us, especially when handling urgent orders. While there are areas for improvement, I still highly recommend the platform to other cargo owners. I believe it has the potential to revolutionize the logistics sector and bring about positive transformations."

For cargo owners or customers, timely and efficient service is a fundamental expectation, especially in an industry where delivery speed can have a big impact. For companies that frequently handle cargo with a tight deadline, quick and dependable service is crucial.

The cargo owners also stress the importance of resolving any occasional issues or disruptions with the mobile application for the platform. Although they acknowledge the advantages of the platform, they also understand how crucial it is to keep enhancing and optimizing the user experience. Their desire to see the platform develop and continue to be at the forefront of their transportation needs is evident in their forward-thinking approach.

Even with these shortcomings, almost all cargo owners suggest Woye Transport's platform to other shippers or cargo owners. They stress that companies who use the platform to deliver services can add value. According to cargo owners and customers, the logistics sector needs to adopt the platform business model, and they are optimistic about its capacity to bring about revolutionary transformations.

To sum up, the perspectives and experiences of cargo owners and customers are comprehensively understood through the insights they provide. The themes obtained from their interview responses emphasize the importance of openness, dependability, and efficiency while highlighting the transformational impact of Woye Transport's platform on their cargo and shipment experiences. The cargo owners' suggestions and expectations for the future demonstrate their dedication to ongoing development since they want to increase efficiency and speed. Their overwhelming approval of the platform as an important resource for the logistics sector speaks

volumes about its capacity to satisfy their wide-ranging and changing requirements. These themes capture the real voices and experiences of the interviewees and highlight the concrete advantages of being associated with Woye Transport's platform.

CHAPTER FIVE

DISCUSSION

5.1 Driver Insights

The drivers' feedback on Woye Transport's platform provides valuable insights into various aspects of the platform's operations, user experience, and overall impact on the transportation and logistics landscape in Ethiopia.

The drivers consistently highlight the platform's user-friendly interface and intuitive design as key strengths. This aspect of the platform is crucial as it directly impacts the efficiency and productivity of drivers. By providing a seamless experience for accessing orders, managing deliveries, and communicating with customers, the platform streamlines operations and minimizes friction in the workflow. Moreover, the ease of use enhances job satisfaction among drivers, contributing to their overall experience on the platform. Going forward, continued investments in user experience design and interface optimization will be essential for maintaining a competitive edge and attracting new drivers to the platform.

Transparency emerges as a cornerstone of Woye Transport's platform, as highlighted by the drivers' feedback. The platform's clear and upfront pricing structure, coupled with accessible order information, fosters trust and reliability among all stakeholders. Customers appreciate the transparency in pricing, which helps manage their expectations and eliminates potential disputes. For drivers, transparent pricing ensures fairness and predictability, reducing uncertainty and enhancing their confidence in the platform. Moving forward, maintaining transparency in all aspects of operations will be essential for building and maintaining trust among drivers and customers alike.

The drivers consistently commend Woye Transport's commitment to legal compliance and safety. The platform's rigorous verification processes and adherence to regulatory requirements instil confidence in drivers regarding their legitimacy and security. By prioritizing safety and trust, Woye Transport creates a conducive environment where drivers feel supported and empowered to carry out their duties with diligence and professionalism. Moving forward, continued investments in safety measures and compliance will be essential for ensuring the platform's long-term sustainability and reputation in the industry.

While some drivers note that earnings per shipment may be lower compared to traditional brokers, they acknowledge the value of the platform's fixed tariff structure. This structure mitigates pricing disputes and ensures a fair and consistent payment process for drivers. Moreover, the potential for higher order volumes during peak times serves as a balancing factor, offsetting any perceived decrease in earnings per shipment. Moving forward, enhancing earning potential while maintaining fairness and transparency in the payment process will be crucial for attracting and retaining drivers on the platform.

Effective support and assistance emerge as critical factors in maintaining positive relationships between drivers and the platform. While drivers generally commend the responsiveness of the support team, there are occasional delays in issue resolution. Addressing these delays and further improving support procedures will be essential for enhancing the overall experience for drivers. Effective communication channels and streamlined support processes are crucial for fostering trust and loyalty among drivers, ultimately contributing to the platform's long-term success and sustainability.

The drivers' loyalty to Woye Transport's platform is evident in their willingness to recommend it to others in the industry. This loyalty stems from the platform's consistent provision of work opportunities, reliable income streams, and overall positive impact on their livelihoods. By cultivating a community of satisfied and loyal drivers, Woye Transport strengthens its position as a trusted partner in the transportation and logistics ecosystem. Moving forward, continuing to prioritize driver satisfaction and engagement will be essential for driving sustainable growth and success for the platform.

The variety of vehicle types among drivers underscores the platform's inclusivity and flexibility. By accommodating a range of vehicle types, Woye Transport ensures that drivers with different preferences and capabilities can participate and benefit from the platform. This inclusivity not only expands the pool of available drivers but also enhances the platform's overall capacity and efficiency. Moving forward, maintaining a diverse range of vehicle options will be essential for meeting the evolving needs of customers and drivers in the transportation and logistics industry.

The drivers' feedback provides valuable insights into the strengths, weaknesses, and opportunities for improvement within Woye Transport's platform. By leveraging these insights and prioritizing user experience, transparency, compliance, and support, the platform can further enhance its offerings and solidify its position as a leader in the Ethiopian transportation and logistics industry. Continued efforts to address drivers' feedback and foster a culture of trust, transparency, and reliability will be instrumental in driving positive change and innovation within the industry. Woye Transport's platform has the potential to transform the transportation and logistics landscape in Ethiopia, empowering drivers, satisfying customers, and driving sustainable growth and prosperity for all stakeholders involved.

5.2 Employee Perspectives

Woye Transport, a prominent player in the Ethiopian logistics and transportation industry, operates as a platform-based business connecting drivers and customers through innovative technology solutions. The insights provided by the company's representatives offer a comprehensive understanding of Woye Transport's operations, challenges, opportunities, and prospects.

The discussion begins with an introduction to the key players at Woye Transport and their respective roles within the company. From managing corporate sales to overseeing finance and operations, each employee contributes to the company's success in different capacities. Employee insights provide valuable glimpses into the corporate facets, heavy truck department, finance department, and overall operational viewpoint of Woye Transport.

Woye Transport's business model revolves around technology-driven solutions that facilitate seamless interactions between drivers and customers. Mobile applications play a central role in enhancing accessibility and convenience for users. By offering dedicated apps for both drivers and customers, Woye Transport ensures ease of communication and transaction processing. Moreover, the strategic use of social media platforms further enhances communication and builds trust among stakeholders.

The platform-based nature of Woye Transport's operations is characterized by several key features, including technology-centricity, affordability, and network effects. Technology innovations such as real-time vehicle tracking and automated receipts enhance transparency and professionalism in service delivery. The affordability of services, coupled with direct communication between drivers and customers, fosters trust and enhances the platform's value proposition. Furthermore, network effects contribute to the platform's growth and value creation by expanding its user base and improving service quality over time.

Woye Transport prioritizes value co-creation by offering incentives to both drivers and customers, thereby enhancing motivation and loyalty among stakeholders. The platform's user-centric approach, characterized by simple payment methods and customizable features, fosters a sense of ownership and strengthens user engagement. Continuous feedback mechanisms ensure that Woye Transport remains responsive to evolving user needs and preferences, driving continuous improvement and innovation.

While Woye Transport faces challenges such as vehicle shortages and order deficits, it also identifies opportunities for growth and improvement. Leveraging technology and data analytics presents opportunities to address operational inefficiencies and optimize resource allocation. Furthermore, strategic partnerships with other transport service providers and expansion into new markets offer avenues for diversification and market penetration.

Woye Transport's collaborative partnerships with stakeholders in the transportation industry, such as auto maintenance companies, optimize resources and enhance service quality. The platform's emergence has reshaped traditional intermediaries' roles, compelling them to adapt to the evolving landscape of the logistics sector. By fostering cooperation and leveraging complementary expertise, Woye Transport strengthens its position in the market and promotes ecosystem sustainability.

Technological innovations and data analytics play a pivotal role in optimizing Woye Transport's operations and enhancing user experience. From effective scheduling and demand forecasting to real-time tracking and visibility, technology-driven solutions improve operational efficiency and ensure transparency in service delivery. By leveraging data analytics, Woye Transport gains insights into user behaviour and market trends, enabling personalized services and proactive decision-making.

Woye Transport's long-term vision focuses on becoming Ethiopia's most reliable logistics service provider, setting high standards for trust, dependability, and customer satisfaction. The company aims to expand its geographical footprint and diversify its services to tap into new markets and meet evolving customer needs. By prioritizing continuous growth and innovation, Woye Transport remains committed to achieving its long-term vision of excellence in logistics services.

The representatives of Woye Transport propose several research areas to enhance the understanding of platform businesses in the transportation industry. Research on network effects and their impact on platform growth, particularly in the Ethiopian context, could provide valuable insights for practitioners and researchers. Additionally, exploring the role of technology and data analytics in driving growth within the freight transportation sector presents opportunities for further investigation and knowledge generation.

In conclusion, the insights shared by Woye Transport's representatives offer valuable perspectives on the company's operations, challenges, opportunities, and prospects. By leveraging technology, fostering user engagement, and forging strategic partnerships, Woye Transport is well-positioned to achieve its long-term vision of becoming Ethiopia's premier logistics service provider. Through continuous innovation and adaptation, Woye Transport remains at the forefront of the digital transformation of the logistics sector, driving economic growth and convenience in Ethiopia.

5.3 Traditional Service Providers Experience

The responses from traditional service providers shed light on their perspectives regarding the impact of technology, competition, collaboration, differentiated pricing, and their future vision and sustainability within the transportation and logistics industry. Analyzing these insights

provides a valuable understanding of how traditional players are navigating the evolving landscape shaped by technology-driven platform models like Woye Transport, while also emphasizing their resilience and adaptability in the face of change.

Firstly, the acknowledgment of technology's significant influence on the logistics industry underscores the awareness among traditional service providers of the transformative power of digital platforms. Their recognition of the potential benefits of modernization highlights a willingness to adapt to changing market dynamics, despite the acknowledgment that technology-based companies may not entirely replace traditional providers. This nuanced perspective reflects a pragmatic understanding of the industry's evolving nature and the necessity for traditional players to embrace innovation while leveraging their existing strengths.

Moreover, the discussion around competition and adaptation emphasizes traditional service providers' recognition of the competitive landscape shaped by platform-based logistics providers. The understanding that platform companies offer simplified and effective services underscores the importance of modernizing operations to remain competitive. The focus on enhancing customer satisfaction and adapting to changing market dynamics underscores a proactive approach to addressing the challenges posed by digital disruption. By embracing competition as a driving force for improvement, traditional service providers demonstrate a willingness to evolve and thrive in an increasingly tech-centric environment.

Furthermore, the openness to collaboration with platform-based companies highlights a strategic approach to leveraging complementary expertise and resources. Traditional service providers' willingness to cooperate with technology-based firms underscores a forward-thinking mindset focused on enhancing industry standards and delivering better outcomes for stakeholders. Despite acknowledging the challenges associated with incorporating technology into their operations, their commitment to finding ways to collaborate underscores a recognition of the mutual benefits of partnership in driving industry innovation and sustainability.

The discussion around differentiated pricing and services highlights the coexistence of various pricing models within the transportation and logistics sector. While platform-based companies offer standardized pricing and transparent cost estimates, traditional service providers emphasize a more flexible pricing approach tailored to individual customer needs. This disparity underscores the diversity of customer preferences within the industry and the importance of catering to unique requirements to maintain competitiveness.

Lastly, the discussion on future vision and sustainability underscores traditional service providers' commitment to coexisting with platform-based companies while leveraging their legacy knowledge and relationships to navigate industry changes. The recognition of technology's role in shaping the industry's future, coupled with a pragmatic approach to

embracing innovation while preserving traditional strengths, reflects a balanced strategy for ensuring long-term viability and relevance.

In conclusion, traditional service providers' responses provide valuable insights into their perspectives on the impact of technology, competition, collaboration, differentiated pricing, and future sustainability within the transportation and logistics industry. Their acknowledgment of the transformative power of digital platforms, coupled with a willingness to adapt and collaborate, underscores a proactive approach to navigating industry changes while leveraging existing strengths. By embracing innovation while preserving tradition, traditional service providers demonstrate resilience and adaptability in an evolving landscape shaped by technology-driven disruption.

5.4 Cargo Owner Insights

The feedback and experiences shared by cargo owners regarding their transition from traditional service providers to Woye Transport's platform shed light on the transformative impact of technology on the logistics industry. Analyzing their insights provides a valuable understanding of the key themes such as cargo and shipment experience, platform benefits, interaction with transporters and drivers, trust and reliability, and future expectations and recommendations.

Firstly, the theme of cargo and shipment experience underscores the challenges faced by cargo owners before utilizing Woye Transport's platform. Traditional methods were characterized by uncertainty surrounding costs, lack of transparency, and cumbersome reservation processes. However, the adoption of Woye's platform brought significant improvements, providing clarity, reliability, and direct communication with drivers. This shift highlights the platform's role in enhancing the overall shipment experience by addressing longstanding pain points and improving operational efficiency.

The theme of platform benefits and value proposition emphasizes the specific features and advantages that cargo owners derive from using Woye Transport's platform. These include clear pricing systems, legal receipts, affordability, reliability, and speed of service. The platform's value proposition lies in its ability to provide cost-effective, transparent, and efficient transportation solutions that meet the diverse needs of cargo owners. By delivering tangible benefits and addressing critical requirements, the platform enhances customer satisfaction and strengthens its competitive position in the market.

Moreover, the interaction with transporters and drivers emerges as a crucial aspect of cargo owners' experience with Woye Transport's platform. The platform's multi-channel engagement approach, including call centres and mobile applications, enables seamless communication and real-time coordination. Cargo owners appreciate the flexibility and responsiveness of the platform, which allows them to request preferred drivers and address issues promptly. This

enhanced interaction fosters trust, confidence, and satisfaction among cargo owners, contributing to long-term relationships and loyalty.

The theme of trust and reliability highlights the importance of establishing credibility and accountability in the transportation industry. Cargo owners place a premium on the legitimacy and registration of service providers, as well as the existence of legally binding agreements. These factors instil confidence in the platform's integrity and commitment to delivering consistent, professional services. By prioritizing trust and reliability, Woye Transport's platform builds a strong foundation for sustainable growth and customer loyalty.

Furthermore, the future expectations and recommendations offered by cargo owners provide valuable insights into areas for improvement and innovation. Key areas of focus include enhancing speed, addressing disruptions in the mobile application, and ensuring timely and efficient service delivery. Cargo owners express optimism about the platform's potential to revolutionize the logistics sector and drive positive transformations. Their endorsement and continued support underscore the platform's value proposition and its ability to meet evolving customer needs.

In conclusion, the perspectives and experiences shared by cargo owners offer valuable insights into the transformative impact of Woye Transport's platform on the logistics industry. By addressing key themes such as cargo and shipment experience, platform benefits, interaction with transporters and drivers, trust and reliability, and future expectations and recommendations, the platform demonstrates its ability to deliver tangible value and drive positive outcomes for customers. Moving forward continued innovation and customer-centricity will be essential for sustaining growth and competitiveness in the rapidly evolving logistics landscape.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 Summary Of Findings

The analysis encompasses insights from Four distinct perspectives: Drivers registered under the Woye platform, Woye Transport's internal representatives, traditional service providers, and cargo owners. Each perspective provides a nuanced understanding of Woye Transport's platform and its impact on the transportation and logistics industry in Ethiopia.

The insights gathered from drivers, Woye Transport representatives, traditional service providers, and cargo owners collectively underscore the transformative impact of Woye Transport's platform on the Ethiopian logistics and transportation industry. The discussion of findings reveals a multifaceted landscape shaped by technology, competition, collaboration, customer-centricity, trust, and innovation. By delving into key themes such as user experience, transparency, collaboration, trust, and future sustainability, we gain a comprehensive understanding of how Woye Transport's platform has reshaped traditional practices and propelled the industry towards a more efficient, transparent, and customer-centric future.

The feedback from drivers offers valuable insights into the operational dynamics and user experience of Woye Transport's platform. Drivers consistently highlight the user-friendly interface, transparency, legal compliance, and effective support as key strengths of the platform. Their feedback underscores the importance of continued investments in user experience, transparency, safety measures, and support procedures to maintain a competitive edge and foster trust among drivers. Moreover, the drivers' loyalty to Woye Transport's platform is evident in their willingness to recommend it to others in the industry, reflecting the platform's positive impact on their livelihoods and overall satisfaction.

Representatives from Woye Transport provide valuable insights into the platform's operations, technology-driven solutions, value co-creation, collaboration, and future vision. Their emphasis on technology-centricity, affordability, value co-creation, and strategic partnerships highlights the platform's commitment to innovation, user engagement, and sustainable growth. By leveraging technology and fostering collaborative partnerships, Woye Transport aims to expand its geographical footprint, diversify its services, and achieve its long-term vision of becoming Ethiopia's premier logistics service provider.

The perspectives of traditional service providers offer a nuanced understanding of the industry's response to digital disruption and evolving market dynamics. While acknowledging the

transformative power of technology, traditional service providers emphasize the importance of preserving traditional strengths while embracing innovation. Their recognition of technology's influence, coupled with a proactive approach to adaptation and collaboration, reflects resilience and adaptability in navigating industry changes. By embracing competition as a driving force for improvement and exploring opportunities for collaboration, traditional service providers demonstrate a forward-thinking mindset focused on long-term sustainability and relevance.

The experiences shared by cargo owners highlight the tangible benefits and value proposition of Woye Transport's platform. Cargo owners emphasize the platform's role in addressing longstanding challenges, enhancing operational efficiency, and delivering tangible value. From improvements in cargo and shipment experience to enhanced interaction with transporters and drivers, cargo owners attest to the transformative impact of Woye Transport's platform on their business operations. Moreover, their optimism about the platform's potential to revolutionize the logistics sector underscores its significance in driving positive change and innovation.

In conclusion, the discussion of findings from drivers, Woye Transport representatives, traditional service providers, and cargo owners provides a comprehensive overview of the transformative impact of Woye Transport's platform on the Ethiopian logistics and transportation industry. By addressing key themes such as user experience, transparency, collaboration, trust, and future sustainability, the platform demonstrates its ability to drive positive change, innovation, and growth. Moving forward, continued investments in technology, user experience, collaboration, and sustainability will be essential for Woye Transport to maintain its competitive edge and drive sustainable growth in the dynamic landscape of the logistics sector in Ethiopia and beyond.

6.2 Conclusion

A thorough analysis of the logistics landscape in Ethiopia, including traditional service providers, cargo owners, and Woye Transport's platform, reveals a vibrant industry experiencing radical transformation. The platform of Woye Transport acts as a spark for innovation, questioning longstanding norms and resolving recurring problems for cargo owners. The platform has transformed the logistics experience by bringing in real-time tracking, transparent pricing based on kilometres, and effective communication channels.

Comparing Woye Transport's platform to traditional models highlights the beneficial relationship between tradition and innovation. While the platform offers efficiency and transparency and is a technological marvel, traditional models depend on human relationships and flexibility. The findings summary highlights how important collaboration and flexibility will be in shaping Ethiopian logistics going forward.

The implications extend beyond the individuals engaged, emphasising how crucial it is for the industry to embrace technology while preserving the advantages of traditional models. A recurrent theme is collaboration, implying that to optimise industry resources, platform-based

companies and traditional service providers must cooperate. The need to adapt to new technologies is highlighted, and recommendations are offered to address the problem of low technological literacy among industry participants.

In conclusion, Ethiopia's logistics industry is at a turning point and is about to undergo a big transformation. Tradition and innovation interact dynamically to create a unique ecosystem that highlights the industry's resilience and adaptability. Collaboration and technology integration will work in perfect harmony to produce a logistics ecosystem that is open, efficient, and customer-focused. Maintaining a balance between tradition and innovation is crucial for the industry's future direction, as it will allow it to adjust to shifting consumer needs and support Ethiopia's wider economic development.

6.3 Recommendation

A series of strategic suggestions are developed, building on the knowledge obtained from the thorough examination of Woye Transport's platform, conventional service providers, and cargo owners. By addressing important issues, these suggestions seek to develop a forward-thinking logistics ecosystem in Ethiopia by utilising the advantages of both conventional and cutting-edge models.

1. Technology Adoption and Integration:

Encourage traditional service providers to embrace technology widely to improve communication, efficiency, and transparency. To enable a seamless shift to digital platforms, training initiatives and incentives can be put in place, guaranteeing that individuals with little experience with technology can engage in the process.

2. Collaborative Partnerships:

Encourage cooperation between platform-based businesses and traditional service providers. The strengths of both models can be maximised through initiatives like joint ventures, information-sharing agreements, and mutually beneficial partnerships. This will result in a seamless logistics network that gains from existing relationships and technological advancements.

3. Technological Literacy Programs:

Develop focused initiatives to improve technology literacy in the logistics sector. A more inclusive environment will result from addressing issues with smartphone ownership, digital literacy, and connectivity. This will guarantee that all participants—including drivers and cargo owners—can take advantage of the advantages of digital platforms.

4. Regulatory Framework Enhancement:

Collaborate with regulatory agencies to establish a framework that is both flexible and accommodating to both platform-based and traditional business models, to promote a marketplace that is both fair and competitive.

5. Customer Education and Engagement:

Launch extensive customer education initiatives to educate cargo owners and service providers about the advantages of platform-based and traditional logistics. Customers will be better equipped to make decisions if pricing policies, service offerings, and the benefits of technological solutions are communicated openly.

6. Continuous Innovation:

Encourage the logistics industry to continue innovating. To encourage technological advancements, create centres for research and development, provide incentives for startups, and support platforms for the exchange of knowledge. By taking the initiative, the sector will be seen as a leader in implementing and developing cutting-edge solutions.

7. Infrastructure Investment:

Provide funds for the modernization of digital infrastructure to guarantee strong connectivity in both urban and rural areas. Dependable digital infrastructure ensures accessibility for a larger range of participants and is essential to the smooth operation of platform-based logistics services.

8. Sustainable Practices:

Integrate sustainable practices into logistics operations. From eco-friendly transportation options to optimized route planning, adopting sustainable practices not only aligns with global trends but also enhances the industry's reputation and appeal to environmentally conscious customers.

9. Government and Industry Collaboration:

Encourage consistent communication between governmental bodies and industry participants. By working together, it may be possible to identify issues unique to the logistics industry, modify laws, and create long-term plans that will sustain the logistics ecosystem's expansion.

10. Talent Development:

Make investments in talent development initiatives to guarantee that the sector has a workforce with the necessary skills to handle the complicated details of both conventional and innovative logistics models. To address the changing needs of the industry, this includes training courses for IT specialists, logistics managers, and drivers.

In summary, these recommendations essentially provide a blueprint for Ethiopia's development of an advanced logistics system. A strong, customer-focused, and forward-thinking logistics environment can be established by the industry using its unique blend of traditional and modern methods by embracing technology, encouraging teamwork, enhancing literacy, and placing a

high value on sustainability. Not only will this tactical approach benefit individual players, but it will also contribute to Ethiopia's overall economic expansion and increased competitiveness in the global logistics market.

Reference

1. Eisenmann, T. R., Parker, G., & Van Alstyne, M. W. (2006). Strategies for two-sided markets. *Harvard Business Review*, 84(10), 92-101.
2. Hagiu, A., & Wright, J. (2020). Marketplaces as an economic system. *Annual Review of Economics*, 12(1), 731-760.
3. 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*. WW Norton & Company.
4. Kvale, S. (1996). *Interviews: An Introduction to Qualitative Research Interviewing*. Sage Publications.
5. Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods*. Sage Publications.
6. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101
7. Hagiu, A., & Wright, J. (2015). Multi-sided platforms. *International Journal of Industrial Organization*, 43, 162-174.
8. 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*. WW Norton & Company.
9. Cusumano, M. A., Gawer, A., & Yoffie, D. B. (2019). *The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power*. HarperCollins.
10. Evans, D. S., & Schmalensee, R. (2016). *Matchmakers: The new economics of multisided platforms*. Harvard Business Review Press.
11. Parker, G. G., & Van Alstyne, M. W. (2017). Innovation, Openness, and Platform Control. *Management Science*, 64(7), 3015–3032.
12. Zott, C., & Amit, R. (2010). Business model design and the performance of entrepreneurial firms. *Organization Science*, 21(2), 435-441.
13. Rochet, J. C., & Tirole, J. (2003). Platform competition in two-sided markets. *Journal of the European Economic Association*, 1(4), 990-1029.
14. Baldwin, C., & Woodard, C. J. (2009). The architecture of platforms: A unified view. In A. Gawer (Ed.), *Platforms, markets and innovation* (pp. 19-44). Edward Elgar Publishing.
15. Kenney, M., & Zysman, J. (2016). The rise of the platform economy. *Issues in Science and Technology*, 32(3), 61-69.
16. Eisenmann, T., Parker, G., & Van Alstyne, M. W. (2006). Strategies for two-sided markets. *Harvard Business Review*, 84(10), 92-101.
17. Rochet, J. C., & Tirole, J. (2006). Two-sided markets: A progress report. *RAND Journal of Economics*, 37(3), 645-667.
18. Parker, G. G., & Van Alstyne, M. W. (2005). Two-sided network effects: A theory of information product design. *Management Science*, 51(10), 1494-1504.

19. Gawer, A., & Cusumano, M. A. (2002). Platform leadership: How Intel, Microsoft, and Cisco drive industry innovation. *Harvard Business Review*, 80(6), 28-35.
20. West, J., & Wood, D. (2018). How technology is changing the design and organization of firms. *Journal of Organization Design*, 7(1), 1-16.
21. Baldwin, C., & Woodard, C. J. (2019). The architecture of digital platforms: Policy and regulatory implications. *Review of Industrial Organization*, 54(1), 1-26.
22. Rysman, M. (2009). The economics of two-sided markets. *The Journal of Economic Perspectives*, 23(3), 125-143.
23. Zervas, G., Proserpio, D., & Byers, J. W. (2017). The rise of the sharing economy: Estimating the impact of Airbnb on the hotel industry. *Journal of Marketing Research*, 54(5), 687-705.
24. Parker, G. G., & Van Alstyne, M. W. (2019). The platformization of everything. *MIT Sloan Management Review*, 61(3), 26-34.
25. Kenney, M., & Pon, B. (2011). Structuring the smartphone industry: Is the mobile internet OS platform the key? *Journal of Industry, Competition and Trade*, 11(3), 239-261.
26. Tiwana, A., Konsynski, B., & Bush, A. A. (2010). Research commentary—platform evolution: Coevolution of platform architecture, governance, and environmental dynamics. *Information Systems Research*, 21(4), 675-687.
27. <https://www.applicoinc.com/blog/what-is-a-platform-business-model/>
28. <https://www.linkedin.com/pulse/traditional-business-vs-e-business-a-k-m-fazle-rabbi-khan->
29. <https://zapier.com/blog/two-sided-marketplace/>
30. <https://www.xenonstack.com/insights/digital-platform>
31. <https://morethandigital.info/en/platforms-and-platform-economy-explained/>
32. <https://www2.deloitte.com/>
33. <https://sloanreview.mit.edu/article/the-elements-of-platform-leadership>
34. <https://sloanreview.mit.edu/article/how-companies-become-platform-leaders/>
35. <https://www.hbs.edu/faculty/Pages/item.aspx?num=56021>
36. https://emsdialogues.org/wp-content/uploads/GIZ_Survey-publication_Governance-of-the-platform-economy-1.pdf
37. https://unctad.org/system/files/official-document/tdb_ede4d2_en.pdf

Appendix

Introduction

My name is Hana Bayleyegne, and I am a master's student currently pursuing research in Business Administration. I am reaching out to you because of your invaluable expertise and experience in the field of logistics. Your insights are highly regarded.

I am conducting this interview as part of my master's thesis, which focuses on Platform and Pipeline Business Models, In the Case of Woye Transport. Your participation is crucial to providing unique perspectives that will enrich the insights gathered during this research.

Your input is entirely confidential, and any information shared will be used solely for academic purposes. Your time and contribution to this research are immensely appreciated, and I would like to express my gratitude in advance for your willingness to participate.

Before we begin, I want to ensure that you are comfortable with the interview process, and if you have any questions or concerns, please feel free to let me know. If you are ready to proceed, I will start with a few questions.

Thank you once again for your time and willingness to be a part of this research journey.

Interview questions for Woye Transport company representatives

1. Introduction:

- Can you please introduce yourself and your role at Woye Transport?
- How long have you been associated with Woye Transport, and what are your primary responsibilities?

2. Overview of Woye Transport:

- Can you provide a brief overview of Woye Transport and its business model?
- How does Woye Transport facilitate interactions between drivers and customers through its platform?

3. Platform Business Characteristics:

- In your opinion, what are the key characteristics that distinguish Woye Transport as a platform business?
 - How does Woye Transport leverage network effects to create value for its users?
4. Value Co-Creation and User Engagement:
- How does Woye Transport enable value co-creation among its drivers and customers?
 - What strategies does Woye Transport use to engage and retain its user base?
5. Challenges and Opportunities:
- What are the main challenges that Woye Transport faces as a platform business operating in the transportation and logistics industry?
 - What opportunities do you see for Woye Transport to further grow and improve its platform?
6. Intermediaries and Ecosystem Partnerships:
- How does Woye Transport collaborate with other stakeholders in the transportation industry, such as logistics partners or vehicle maintenance providers?
 - How has the rise of Woye Transport's platform impacted traditional intermediaries in the transportation sector?
7. Technological Innovations and Data Analytics:
- Can you elaborate on the role of technology and data analytics in optimizing Woye Transport's platform operations?
 - How does Woye Transport leverage data to enhance the user experience and improve operational efficiency?
8. Sustainability and Environmental Considerations:
- Does Woye Transport have any initiatives or strategies in place to promote sustainability and reduce its environmental footprint?
 - How does the platform address the ecological impacts of transportation activities?
9. Future Vision and Expansion:
- What are the long-term goals and vision for Woye Transport's platform business model?
 - Are there any plans for geographic expansion or diversification of services in the future?
10. Recommendations for Research:

- From your perspective, what are some research areas that could be explored to further understand the dynamics of platform businesses in the transportation industry?
- Are there any specific research questions that you believe would be valuable to address?

Interview questions for cargo owners (customer)

1. Cargo and Shipment Experience:

- Can you describe your typical experience in shipping or transporting goods before using Woye Transport's platform?
- How has your experience changed since using Woye Transport's platform to manage cargo shipments?

2. Platform Benefits and Value Proposition:

- What specific features or aspects of Woye Transport's platform do you find most beneficial for managing your cargo shipments?
- In your opinion, what value does Woye Transport's platform bring to your business or cargo transportation needs?

3. Interaction with Transporters and Drivers:

- How do you engage with transporters and drivers through Woye Transport's platform? Can you share your experiences with the booking and communication process?
- What measures does Woye Transport have in place to ensure seamless interaction between cargo owners and transporters?

4. Trust and Reliability:

- How do you assess the reliability and trustworthiness of transporters or drivers when using Woye Transport's platform?
- What mechanisms does Woye Transport implement to foster trust and build a reliable network of transporters?

5. Future Expectations and Recommendations:

- Based on your experience using Woye Transport's platform, what improvements or additional features would you like to see in the future?
- Would you recommend Woye Transport's platform to other cargo owners or shippers? If so, why?

Interview questions for traditional service providers

1. Traditional Service Model vs. Platform Model:

- How has your business traditionally operated in the transportation and logistics industry, and what are the primary services you offer?
- With the emergence of platform-based businesses like Woye Transport, how do you perceive the impact on traditional service providers like your company?

2. Competitive Landscape and Adaptation:

- How do you view the competition posed by platform-based logistics providers in the market?
- Have you implemented any changes or strategies to adapt to the changing landscape with the rise of platform business models?

3. Platform Collaboration and Partnerships:

- In the context of the platform economy, do you see any potential opportunities for collaboration or partnerships with platform-based businesses like Woye Transport?
- How might traditional service providers and platform businesses work together to complement each other's strengths and services?

4. Challenges and Differentiation:

- What are the main challenges your company faces in competing with platform-based logistics providers?
- How does your company differentiate itself from platform models in terms of services, pricing, or customer engagement?

5. Future Outlook and Sustainability:

- Considering the growing prominence of platform business models, what is your company's long-term outlook and strategy for sustainability in the transportation and logistics industry?
- How do you envision the coexistence of traditional service providers and platform-based businesses in the future market landscape?

Interview questions for drivers registered on the Woye platform

1. Car Type and Duration of Association:

- What type of car do you operate, and how does it fit within the platform's requirements and offerings?
- How long have you been associated with Woye Transport's platform, and what factors have influenced your continued association?

2. Platform Experience and User Satisfaction:

- How would you describe your overall experience as a driver on Woye Transport's platform?
- What aspects of the platform do you find most valuable, and how has it improved your experience as a driver?

3. Booking and Dispatch Process:

- How do you receive and manage shipment requests through the Woye Transport platform?
- What do you find most convenient and efficient about the booking and dispatch process?

4. Interaction with Shippers and Cargo Owners:

- How do you communicate with shippers or cargo owners when transporting goods through the platform?
- Have you encountered any challenges or positive experiences in your interactions with shippers?

5. Trust and Safety:

- How does Woye Transport's platform establish trust and ensure safety for both drivers and cargo owners during shipments?
- What measures are in place to verify the legitimacy of shipments and provide a secure environment for drivers?

6. Earnings and Payment Process:

- How does using Woye Transport's platform impact your earnings and payment process compared to traditional transportation arrangements?
- Have you experienced any advantages or challenges related to payment through the platform?

7. Support and Assistance:

- How responsive is the support provided by Woye Transport's platform when you encounter issues or have questions?
- Have you received adequate assistance from the platform's support team?

8. Loyalty and Future Engagement:

- Would you recommend Woye Transport's platform to other drivers in the industry? If so, why?
- Do you plan to continue using Woye Transport's platform for future shipment opportunities? Why or why not?