






















APPENDIXES

APPENDIX 1: CHRONOLOGY OF GEOGRAPHICAL EXPANSION OF OFO

Yeas, month	City ¹	Country
2015	Beijing	
2016 April	Shanghai	
September	Hangzhou	
November	Shenzhen	
December	Guangzhou; Chengdu, Xiamen, Kunming,	
December	Silicon Valley, San Francisco	
2017 January	Tianjin, Wuhan, Nanjing, Hefei, Suzhou	
February	Singapore	
February	Nanning	
March	Wuxi, Qingdao, Zhuhai	
March	Cambridge	
April	Stanford University	
April	Guilin	
June	Dalian	
July	Bangkok	
August	Malacca, Kuala Lumpur, Putrajaya, Cyberjaya, Penang, Melacca, Bangi	
August	Seattle	
August	Oxford	
September	Chennai, Pune, Ahmedabad, Bangalore, Coimbatore, Delhi	
September	Lisbon	
September	Vienna	

¹ Not all the Chinese cities are mentioned

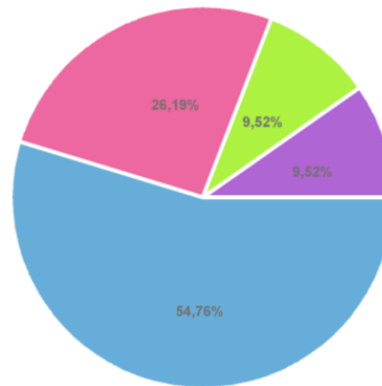
September	Tokyo	
September	London	
September	Almaty	
September	Ramat Gan	
September	Phuket	
September	Prague	
September	Budapest	
September	Milan, Varese	
September	Moscow	
September	Rotterdam, Amsterdam	
September	Groningen	
October	Washington, DC	
October	Sydney	
October	Madrid	
November	Granada	
December	Hong Kong	
December	Paris	
2018 January	Busan	
March	San Diego	

Source: (LinkedIn 2017) and author

APPENDIX 2: RESULTS OF QUANTITATIVE RESEARCH

Question 1

How often do you ride a bike, living in China?

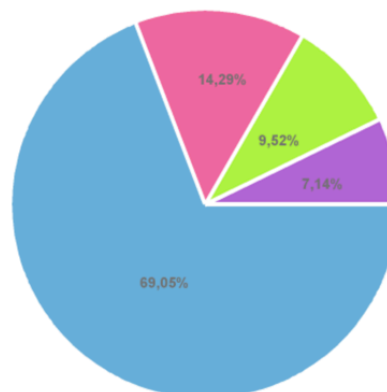


Every day	54,76%	23
Rarely (several times a month)	26,19%	11
Often (3-5 times a week)	9,52%	4
Occasionally (once-twice a week)	9,52%	4

Total number of answers: 42

Question 2

The main reason why you ride a bike.



It saves time	69,05%	29
It is good for the health and physical shape	14,29%	6
Other	9,52%	4
It does not harm the environment	7,14%	3

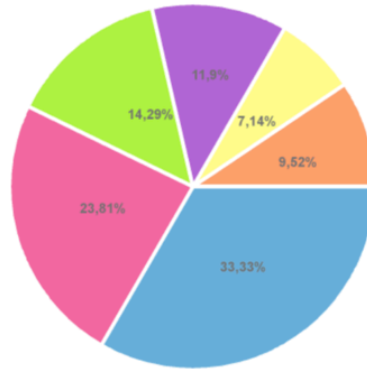
Other answers

Other: Cause my E-bike broken
Other: Convenient to reach the destination
Other: I don't know
Other: It's faster than walking

Total number of answers: 42

Question 3

In which type of situation, you typically use a bike?



To cover a walking distance	33,33%	14
To cover the distance between subway station/ bus stop and final destination.	23,81%	10
Get around university campus only	14,29%	6
To substitute transportation by public transport	11,9%	5
Travel around with friends	7,14%	3
Other answers	9,52%	4

Other answers

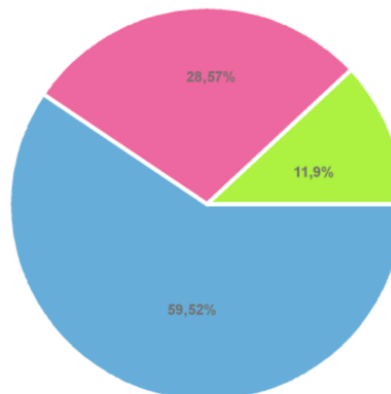
Other: When it's raining

Other: In all mentioned above

Total number of answers: 42

Question 4

How long is your typical ride?

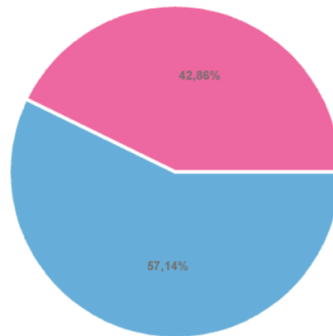


Less than 3 km	59,52%	25
3-5 km	28,57%	12
Over 5 km	11,9%	5

Total number of answers: 42

Question 5

Which type of bike are you using?

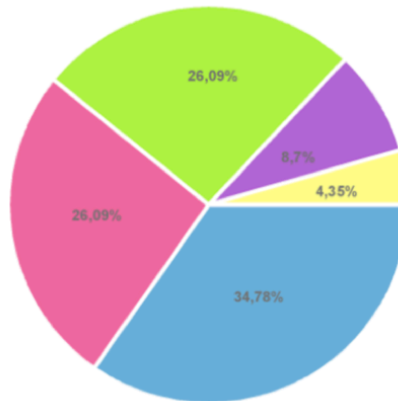


Shared bike	57,14%	24
My own bike	42,86%	18

Total number of answers: 42

Question 6

If in the previous question, you have chosen "My own bike", what is the reason?



Other	34,78%	8
It is cheaper compared to shared bikes services	26,09%	6
I bought a bike before finding out about existence of bike-sharing platforms	26,09%	6
I do not trust sharing services and am afraid of fraud	8,7%	2
I do not like the idea of sharing/ using something that other people use	4,35%	1

Other answers

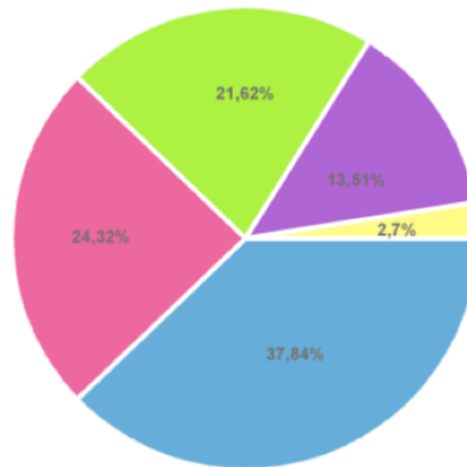
Other: I did not
Other: I don't have to look for a shared bike and I know my own bike will always work. Also shared bikes are usually very slow and heavy.
Other: I use a shared bike
Other: I want something for me. Ready Everytime I want to use .
Other: its more convenient, sometimes shared bikes are not in nearby location. but when i have left my bike somewhere faraway, or walked some distance..i might also use shared bike from time to time
Other: Lots of problems with shared bikes
Other: Sharing bike are ofter broken or unavailable in some places
Other: The bikes are too small for me and pedals are hard

Total number of answers: 23

² Q6: Respondents using the shared bikes were warned not to answer this question. However, 2/8 "other" answers belong to those who use shared bikes, creating statistical error.

Question 7

How did you choose a bike sharing company?



I saw the bikes of the company on the street/ being used by others and felt curious about trying it as well	37,84%	14
I was choosing between several platforms, and after collecting information about them and comparing it, I made my choice	24,32%	9
Due to friends' advice	21,62%	8
Other	13,51%	5
Due to mass media/advertisement campaign/promotion	2,7%	1

Other answers

Other: Choose one which is closer to me ☐ ☒

Other: I don't ☐ ☒

Other: N/A ☐ ☒

Other: Student discount ☐ ☒

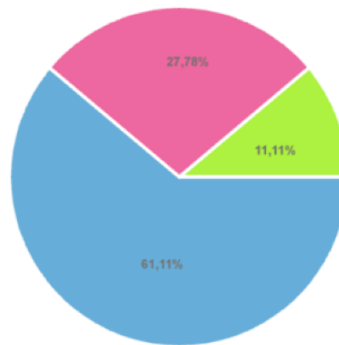
Other: Switched after using another platform ☐ ☒

Total number of answers: 37

³ Q5 shows that 24/42 respondents use shared bikes, while the total number of answers in Q7 and Q8 are 37 and 36, respectively. The discrepancy happened due to the following reasons. 1) Lack of attention (respondents were warned not to answer Q8 in case they use a private bike. However, 2 respondents ignored the warning, creating a statistical error.) 2) Several respondents answered Q7 and Q8 based on their past experience, being currently private bike riders.

Question 8

Which sharing platform are you using?



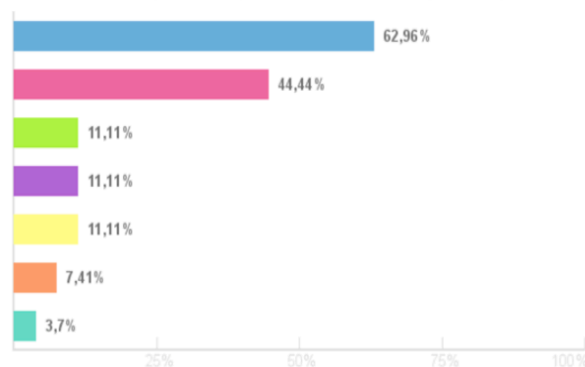
ofo	61,11%	22
Mobike	27,78%	10
Other	11,11%	4

Other answers

Other: Both ☐ ☐

Question 9

If you are using ofo, what is the reason you prefer it to its competitors? (Several answers are possible)



There are more ofo bikes on the streets	62,96%	17
Ofo is cheaper (including credit system and bonuses)	44,44%	12
Other	11,11%	3
The quality of the bikes is better (Bikes are more resistible and durable)	11,11%	3
I like the design	11,11%	3
I had started using ofo before other platforms appeared in my city	7,41%	2
The bikes are more comfortable to ride	3,7%	1

Other answers

Other: I don't ☐ ☐

Other: No need to pay the deposit if you are a student, just need provide student ID picture ☐ ☐

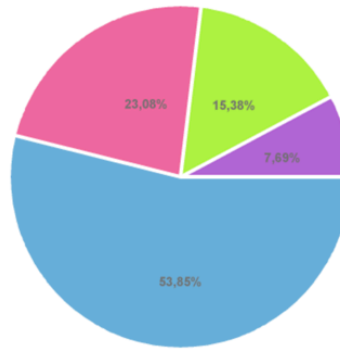
Other: Recommended by a friend ☐ ☐

Total amount of answers: 41

⁴ Q8: 11,11% of “other” platforms is a statistical error. Out of 4 respondents, who answered “other”, 2 use both platforms and 2 use a private bike.

Question 10

To what extent are you satisfied with ofo?

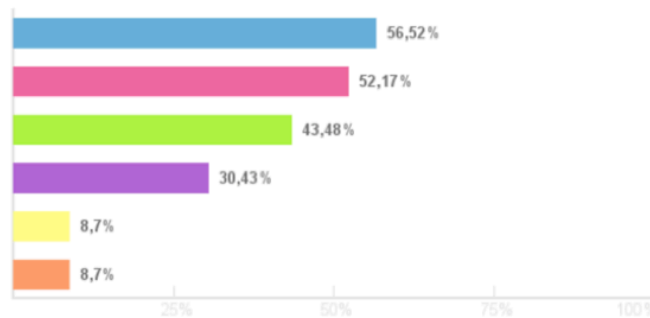


Mostly satisfied	53,85%	14
Not very satisfied, but use it, because it is better than other platforms	23,08%	6
Fully satisfied	15,38%	4
Not satisfied. Thinking of switching to another platform	7,69%	2

Total number of answers: 26

Question 11

If you did not choose "fully satisfied" in the previous question, what is the reason? (Several answers are possible)



Bicycles are often broken, damaged or in bad condition	56,52%	13
It often happens, that when I need a bike there are none close by	52,17%	12
Technical problems with the App (QR code cannot be scanned, problems with paying, problems with unlocking/locking)	43,48%	10
Bicycles are not very comfortable to ride	30,43%	7
Other	8,7%	2
Not satisfied with pricing	8,7%	2

Other answers

Other: I don't use ofo

Other: It became very hard

Total amount of answers: 46

⁵ Q8 shows that 22 respondents use ofo, while the total number of answers in Q10 is 26. The discrepancy happened due to the reason, that several respondents answered Q10 based on their past experience, being currently either a private bike riders, either a Mobike riders, either being users of both platforms.

Question 12

Do you have any recommendations how to improve ofo service? If yes, please, write you answer.

Yes.: Better collection and removal of broken bikes off the streets 🗑️

Yes.: Improve repairing services, put more bikes near big living buildings in mornings. 🗑️

Yes.: It's a difficult ride for tall people and the pedals are hard 🗑️

Yes.: Make sure it always scans qr correctly. Make he locate bike function in app more efficient 🗑️

Yes.: Need to repair and upgrade bikes more often 🗑️

Yes.: No cus I don't use ofo 🗑️

Yes.: Pay more attention to reallocation of bikes and to repairing of broken bikes 🗑️

Yes.: Repair bikes faster 🗑️

Yes.: Repair the international app, service bikes 🗑️

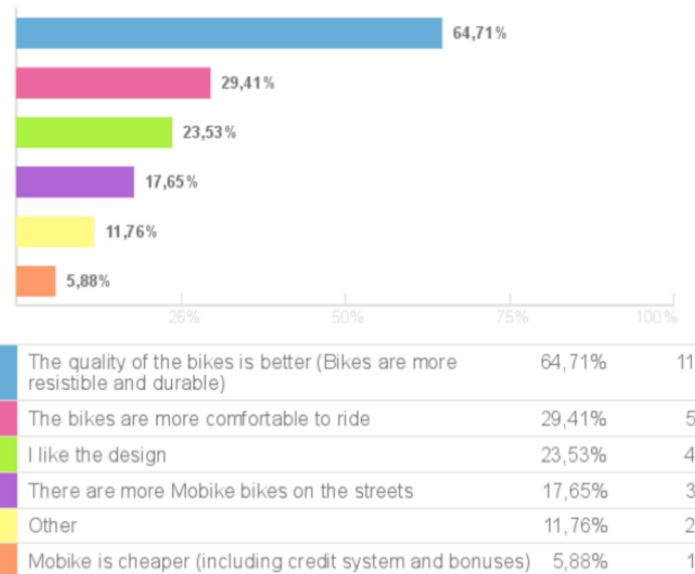
Yes.: There are always some broken bikes 🗑️

Yes.: Yes. Make it easy to drive. It's extremely hard 🗑️

Total number of answers:11

Question 13

If you are using Mobike, what is the reason you prefer it to its competitors? (Several answers are possible)



Other answers

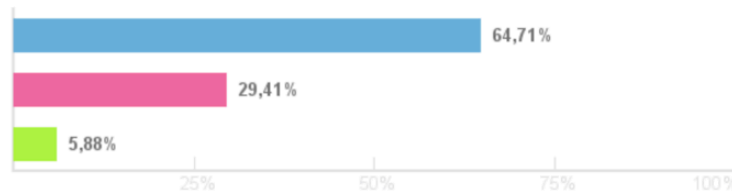
Other: I do t use mobike 🗑️

Other: The bikes are in better conditions compared to other platforms 🗑️

Total amount of answers: 26

Question 14

To what extend are you satisfied with Mobike?

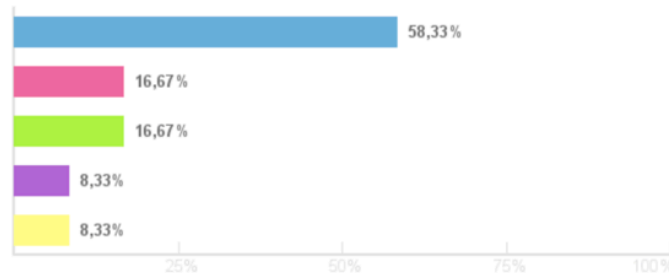


Mostly satisfied	64,71%	11
Fully satisfied	29,41%	5
Not very satisfied, but use it, because it is better than other platforms	5,88%	1

Total number of answers:17

Question 15

If you did not choose "fully satisfied" in the previous question, what is the reason? (Several answers are possible)



It often happens that when I need a bike there are none close by	58,33%	7
Bicycles are often broken, damaged or in bad condition	16,67%	2
Bicycles are not very comfortable to ride	16,67%	2
Other	8,33%	1
Not satisfied with pricing	8,33%	1

Total number of answers:13

Question 16

Do you have any recomendations how to improve Mobike service? If yes, please, write you answer.

Yes.: I don't use mobike

Yes.: not make that many different models, but more focus ob maling sure the tires are filled with air

Yes.: Some bikes are a little dirty

Yes.: To put more bikes in the dense areas

Total number of answers: 4

APPENDIX 3: INTERVIEW WITH JAKUB DITRICH

Jakub Ditrich is the managing director of a Prague based company AGOGS, designing and producing electric bikes and CEO of *ecolo.cz*, shared e-bike platform operating in Prague 7 using its own AGOGS brand bikes.

1) Please, shortly describe your responsibilities at ofo company.

A year ago ofo set Prague as its next target in Europe. The company was searching for a production base in Prague and contacted me. I was responsible for the ofo pilot campaign in Prague that started in September 2017.

2) In your opinion, what is the main goal of ofo?

It is definitely not to make money, but to expand its business worldwide. In particular case of Prague, the main motivation was, that, unlike other European cities, there is no bike-sharing at all here. There are only couple of companies too little to count, compared to ofo or Mobike scale in China. There were recently two bike-sharing tenders, but they were cancelled. So, it was a great opportunity for ofo, on the one hand.

On the other hand, it has been always believed, that Prague is incompatible with bike-sharing, mostly because of city planning and well-developed transportation system. But I strongly disagree. Every city is compatible with bike-sharing, in my opinion. And the challenge was to show that bike-sharing works in Prague. You just need to know how to make it work. Ofo has a good experience in entering European cities, so it new how to make it work. The pilot was very successful.

3) Do you know, what were the main challenges of ofo in past, what are they currently and in the future? And how ofo has solved/is going to solve them?

I cannot say anything about ofo in other countries, as the pilot is over and I am not working for the company anymore.

The main challenge in Prague was to make a contract with a city hall, to be able to operate legally and successfully. Unfortunately, this challenge wasn't overcome. Ofo failed to reach the municipal department responsible for bike sharing. That is why ofo decided not to develop in Prague but to merge this destination with several other countries into a regional department, the center of which is now is Warsaw. At the moment, there are no ofo bikes in Prague.

4) What is the main innovation ofo is bringing to society?

It is clearly a freedom of station less bike-sharing. It is something that didn't exist in the world so far, and I personally was impressed when first heard about ofo. Besides, this model enables ofo to take down the costs for deployment, both for users and the company.

5) In your opinion, what are the main strengths and weaknesses of ofo?

The cheapness of ofo bikes is a double-edged sword. It can be seen as both strength and weakness, depending from what side you look at it. On the one hand, cheap bikes are evidently good for the company's operation, as it saves costs. It is clear if you compare it to Mobike for example, whose bikes are 5 times more expensive in European cities. On the other hand, the result is that in half of a year ofo bike is so used that it is impossible to ride it anymore. That's how bikes cemeteries are created, because it is just impossible to track all the old bikes and to renew them timely. Mobike bikes on the contrary are more durable.

6) As far as I know, Mobike is currently the main competitor of ofo in China. Is the situation the same in the other counties? If no, please name the main competitor in your county.

Yes, exactly. Mobike is the main and only competitor of ofo, as they are the only platforms at the moment who are successfully attracting investors and aiming at global expansion.

7) Why do you think ofo is better than the its competitors?

Ofo is the best at rising money from investors. It rarely happens, that a cheap start up attracts so many investors and collect billions in such a short period of time. This is it. I personally doubt that service that ofo provides is better in in case of its competitors.

8) Do you know, what are ofo's plans for 2018? What countries is it going to expand to? What improvements and new activities ofo is planning?

I personally do not know about the company's future plans. Probably it will initiate new steps in the region under the Warsaw leadership. But in my opinion, ofo should seriously think about switching to E-bikes. I believe this is the model that will succeed in Prague and other similar cities without any difficulties and doubts. Will ofo do this? This is a question.