THEMATIC STRUCTURE IN INDONESIA FORBES E-CONOMY ARTICLES

SKRIPSI

Submitted In Partial Fulfillment of the Requirements
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By:

DESY MUTIA
NPM. 1302050105

FACULTY OF TEACHER TRAINING AND EDUCATION
UNIVERSITY OF MUHAMMADIYAH SUMATERA UTARA
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Nama   : Desy Mutia
NPM   : 1302050105
Program Studi   : Pendidikan Bahasa Inggris
Judul Skripsi   : Thematic Structure in Indonesia Forbes E-Conomy Articles

Dengan diterimanya skripsi ini, sudah lulus dari ujian Komprehensif, berhak memakai gelar Sarjana Pendidikan (S.Pd).

Ditetapkan   : (   ) Lulus Yudisium
                    (   ) Lulus Bersyarat
                    (   ) Memperbaiki Skripsi
                    (   ) Tidak Lulus

PANITIA PELAKSANA

Ketua   Sekretaris

Dr. Elfrianto Nasution, S.Pd, M.Pd   **Dra. Hj. Syamsuyurnita, M.Pd**

ANGGOTA PENGUJI:

1. Dr. H. Muhizar Muchtar, MS   1. _____

2. Yusriati, SS, M.Hum   2. _____

3. Prof. Dr. H. Syahron Lubis, MA   3. _____

LEMBAR PENGESAHAN SKRIPSI

Skripsi ini diajukan oleh mahasiswa di bawah ini.

Nama Lengkap   : Desy Mutia
N.P.M   : 1302050105
Program Studi   : Pendidikan Bahasa Inggris
Judul Skripsi   : Thematic Structure in Indonesia Forbes E-Conomy Articles

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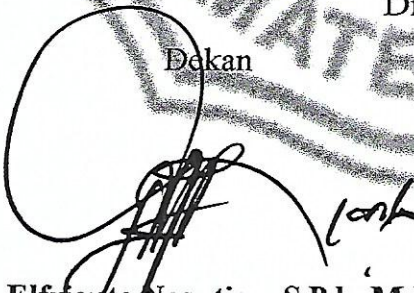
Medan,   April 2017
Disetujui oleh:
Pembimbing

Prof. Dr. H. Syahron Lubis, MA

Diketahui oleh:

Dekan   Ketua Program Studi

Dr. Elfrianto Nasution, S.Pd., M.Pd.   Mandra Saragih, S.Pd, M.Hum

ABSTRACT

Desy Mutia, 1302050105: "Thematic Structure in Indonesia Forbes E-Conomy Articles". Skripsi. English Education Program of Teacher Training and Education, University of Muhammadiyah Sumatera Utara. Medan 2017.

This study deals with the thematic structure in Indonesia Forbes E-Conomy Articles. The objectives of this research were to describe elements of theme and derive the dominant kind of theme used in Indonesia Forbes. Descriptive qualitative method was used in this research. In this research, the researcher took Indonesia Forbes which was published on February 2017 as the source of data. The data were collected by reading E-conomies article, identifying and underlining the kind of theme used in the article, analyze the data to find out textual function, i.e Theme and Rheme, and classifying the kind of theme used in the article. Having analyzed the data, it was found that there were 97 sentences to analyze. The data were analyzed based on the kind of theme. It was found that Topical Theme were 53 (55%), Interpersonal Theme were 10 (10 %), Textual Theme were 34 (35 %). It can be concluded that the dominant type of themes in E-conomy articles of Indonesia Forbes was Topical Theme were 53 (55%).

Keyword : thematic structure, theme, rheme, kind of theme.

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The aim writing this study is to fulfill the requirements of the degree of Sarjana Pendidikan (S.Pd) English Education Program.

In finishing this research entitled "Thematic Structure in Indonesia Forbes E-Conomy Articles", to the researcher believes that this research still has much shortcoming because of some difficulties. It is impossible for her to finish it without much help from the other people and thanks to her beloved father M. Mahmudi and her mother Nurhayati who continuosly gives advice and financial support to complete her study. Thanks a lot for their prayer and motivation.

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Medan,   April 2017

The Researcher

Desy Mutia

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CHAPTER I

INTRODUCTION

A. Background of the study

Language as a communication system is thought to be fundamentally different from and of much higher complexity than those of other species. It is based on a complex system of rules relating symbols to their meanings. Resulting in an indefinite number of possible innovative utterances from a finite number of elements. Language is thought to have originated when early hominids first started cooperating, adapting earlier systems of communication based on expressive signs to include a theory of other minds and shared intentionality. All languages rely on the process of semiotic to relate a sign with a particular meaning. Spoken and signed languages contain a phonological system governs how sounds or visual symbols are used to form sequences known as words or morphemes. Syntactic system that governs how words and morphemes are used to form phrases and utterances.

Written languages use visual symbols to represent the sounds of the spoken languages. They still require syntactic rules that govern the production of meaning from sequences of words. Languages evolve and diversify over time. The history of their evolution can be reconstructed by comparing modern languages to determine which traits their ancestral languages. That must have had for the later stages to have occurred. A group of languages that descend from a common ancestor is known as a language.

Language is social phenomenon. It has the tendency as means of doing than knowing. Language consists of three levels namely phonology, lexicogrammatical, and discourse semantics. Moreover, language is a system of communication, and most people will use it as practical skill. The main implication this that a good language user is one who manages to the communication. As we know that language is metafunctional and one of metafunction of language is the function to organize which is coded by known as clause. The clause organized as a message constituted by two parts i.e Theme and Rheme.

A clause is a pair or a group of words that consists of a subject and a predicate. Although in some languages and some types of clauses, the subject may not appear in details as a noun phrase. It may instead be marked on the verb this is especially common in invalid subject languages, the most basic kind of sentence consists of a single clause. The given information is the information which has already been mentioned somewhere in the text, or it is shared or mutual knowledge from the immediate context. In other words, theme typically contains familiar, old or given information. Themes provides the settings for the remainder of the sentence. Rheme is the remainder of the message in a clause in which theme is developed, that is to say, rheme typically contains unfamiliar or new information. New information is knowledge that a writer assumes the reader does not know, but needs to have in order to follow the progression of the argument. The boundary between theme and rheme is simple. Theme is the first element occurring in a clause, the remainder clause is rheme.

The theoretical principles underlying the study of theme and rheme are derived mainly from the theory of systematic functional grammar, but these issues have been debated in linguitic research to early as the eighteen century, called *point of depative* and *enificiation* to refer to the stuctural division within a clause in attempting to account for the certain aspects of the communicative function of a sentence.

Halliday (1994:37) states that the theme is a function in the clause as a message. It is what the message is concerned with the point of departure for what the speaker is going to say. As a general guide, the theme can be identified as that element which occupies the first position in the clause. But the first position is not what defines the theme, it is the means whereby the function of theme is realized in the grammar of English. The Rheme is everything that is not the Theme in the clause. On the basic of function, the Theme is classified into three kinds: textual, interpersonal and topical (or experiental) Themes.

Forbes Indonesia is a business magazine. It contains articles which are about fact & comment, update, topical subjects, issue & ideas, e-conomy, entrepreneurs, etc.it provides articles in English. It has interesting articlesand nice pictures in it. Indonesia Forbes Magazine is always interesting to be read, so that the researcher choose that to be analyzed in this thesis.

B. The Identification of the Problem

The problems of research were identified as being related to :

1. The elements of themes in the Indonesia Forbes.
2. The dominant theme in the Indonesia Forbes.

C. Scope and Limitation

The study was concerned with discourse analysis. The limitation was a thematic structure in the text of Indonesia Forbes.

D. The Formulation of the Problem

Based on the identification of the problem above, the problems are formulated as follows :

1. What elements of themes were found in the Indonesia Forbes?
2. What kind of theme was dominantly used in the Indonesia Forbes?

E. The Objectives of the Study

In line with the problems, the objectives of the study are :

1. to describe elements of theme found in the Indonesia Forbes and
2. to derive the dominant kind of theme found in the Indonesia Forbes.

F. Significance of the Study

1. Theoritically

   The study can give valuable information about thematic structure, explanation of thematic structure, key words to find thematic structure in sentences, and know about thematic structure.

2. Practically

   a) The students, hopefully can improve their capability to describe thematic structure that appear in sentences.

   b) The teachers, can use article in newspaper as media for teaching thematic structure.

   c) Other researchers, who is interested in conducting the same field research.

CHAPTER II

THE REVIEW OF LITERATURE

A. Theoretical framework

1. Introduction of Discourse Analysis

Since discourse introduction to modern science the term 'discourse' has taken various, sometimes very broad, meanings. In order to specify which of the numerous senses is analyzed in the following thesis it has to be defined. Originally the word 'discourse' comes from latin 'discursus' which denoted 'conversation, speech'. Thus understood, however, discourse refers to too wide an area of human life, therefore only discourse from the vantage point of linguistics, and especially applied linguistics, is explained here. There is no agreement among linguists as to the use of the term discourse in that some use it in reference to texts, while others claim it denotes speech which is for instance illustrated by the following definition: "Discourse: a continuous stretch of (especially spoken) language larger than a sentence, often constituting a coherent unit such as a sermon, argument, joke, or narrative".

Discourse is the language above level of sentence. In other words, it is larger unit than sentence or clause. He also classifies discourse into some types namely prose, poems, conversation, and text. Discourse analysis is concerned with the study of the relationship between language and the contexts in which it is used. It grew out of work in different disciplines in the 1960s, including semiotics, psychology, antropology, and sociology. Discourse analysists study language use

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in written texts of all kinds and spoken data from coversation to highly institutional forms of talk.

In the study of discourse, we are concerned with four points, as described as follows :

a) Discourse has a topic

It means that each discourse must have topic in order to get the reader understands easily about the context of the text.

b) Discourse has audience

It means that audience is discourse because the audience is considered as the supporter of discourse.

c) Discourse has channel of communication

It means that each discourse must have channel of communication in order to get people communicate in a better way in discourse.

d) Discourse has structure

It means that discourse has relationship with linguistic, so discourse must have structure, as it is related to grammar.

The term discourse analysis is very ambiguous. It can refer to the linguistic analysis of naturally occuring connected spoken or written discourse. Roughly speaking, it refers to the attemps to study about the organization of language above the sentence or above the cluase, and to study larger linguistic unit, such as conversational exchanges or written texts. It follows that discourse

analysis is also concerned with language use in social contexts and in particular with interaction or dialogue between speakers.

2. Function of Discourse Analysis

Grammatical and phonological forms are examined separately. Both of them are unreliable indicators of function. When they are taken together and looked at in context, so that we can come to some decisions about function. So decision about commuctive function solely be the domain of grammar of phonology. Discourse analysis is not entirely separate from the study of grammar and phonology but discourse analysis is interested in a lot more than linguistic forms.

The function of discourse analysis (Gillian Brown and George Yule, 1983) is to interprete grammar appropriately of a sentence or dialogue. It shows more the relationship between the speakers' dialogue and what sort of rules they are following as their converse to one another because every situation will have their own formulas and conventions which we follow; for example interview for job buying things on shops, conversation in phone, informally discussion in classroom, etc. They will have different ways of oppening and closing the encounter, different role of relationships, different purposes and different settings. Discourse analysis is interested in all of these different factors and tries to account for them in a rigorous fashion with a separate set of descriptive labels from those used by conventional grammarians. Above all, which are the raw material of language teaching, the overall aim is to enable learners to use language functionally.

3. The Scope of Discourse Analysis

Discourse analysis is not only concerned with the description and analysis of spoken interaction but it also is concerned with other things. In addition to all of our verbal encounters we daily consume many written and printed words, such as newspaper articles, magazine articles, letters, recipes, stories, instructions, notices, comics, novels, billboard leaflets pushed through the door, and others. In this thesis, the researcher focuses on magazine articles to find the textual function consisting theme and rheme. And rheme is the way exploring language use.

4. Metafunction of Language

Language has three major functional components referred to as language metafunctions and they are: (1) the ideational function or meaning, which consists of the experiential meaning and logical meaning. (2) the interpersonal function and (3) the textual meaning.

Generally, metafunction of language is a major function for its users, for reflecting on things, and means of acting on things-though the only things it is possible to act on by means of a symbolic system such as language of humans and some animals.

a. Ideational Function

The ideational meaning (Halliday 1994:36) is the representation of experience such as our experience of the world that lies about us and also

inside us. The world of our imagination or ideational meaning relates to the inner and outer worlds of reality; it is 'language is something meaning from the content'.

In this, Halliday categorizes the processes into three principal process, they are material, mental, and relational. There are also three subsidiary process namely behavioral, that is process of behaving, verbal, that is process of saying and existential, that is process of expressing that something exist or happens.

b. Interpersonal Function

The interpersonal function meaning (Halliday 1994:36) is an interpretation of language in its function as an exchange, which is a doing function of language. It is concerned with language as action.

The interpersonal component represent the speaker's meaning potential as an intruder. It is the participatory function of language, language as doing something. Besides of that, the interpersonal meaning of language (clause) and its function as an exchange. The interpersonal of the clause is that the exchanging roles in rhetorical interaction statements, questions, offers, and commands, together with accompanying modalities. The interpersonal meaning is realized by mood system. The mood system of the clause is represented by the mood structure of the clause, which comprises two major element, i.e mood and residue.

The mood and residue struct

1. They are discuss about mathematik

They	Are	Discuss	about mathematik
Subject	Finite	Predicator	Adjunct
Mood		Residue	

c. Textual Function

The textual function of language (Halliday 1994:36) is an interpretation of language in its function as a message, which is a text forming function of language. It means that the textual represents the speaker's text forming potential and it is that which makes language relevant. The textual meaning is concerned with how intra clausal elements are organized to make meanings in this the textual function indicates the way the text is organized or structured. The textual meaning of language (clause) in its function as a message is realized by the theme system of language. The theme system of the clause comprises two major elements, they are theme and rheme.

The example of theme and rheme which consist of textual interpersonal and topical are.

Well	Kids	Tomorrow	We	will go to the zoo
Textual	Interpersonal	Topical	topical	
Theme				Rheme

From the example above we can see the theme and rheme inside the sentence where the theme "well, kids, tomorrow we and the left clause" will go to the zoo is the rheme.

<u>Well, kids, tomorrow we <u>will go to the zoo</u></u>

    Theme   **Rheme**

Then, based on textual function we can see that there kinds theme in that sentence, they are textual theme, interpersonal theme, and textual theme.

Textual theme   : **well**

Interpersonal theme   : **kids**

Topical theme   : **tomorrow we**

5. Thematic Structure

In using discourse to communicate with others the main purpose and target is to transmit the messages. The message exists in clause and sentences make up the discourse. In order to interpret and get the message, we may analyze the structure of the clause which gives the clause its character as a message. This structure is called Thematic Structure.

a. Theme

Halliday (1994 : 37) says that theme is a function in the clause as a messsage according to Halliday, the theme is obviously the starting point that a speaker chooses for his message. Besides of that, Halliday (1994 : 39) says that theme is as general guide and the theme and the theme can be identified as the element which comes in the initial position in the clause. Theme in a

simple sentence may be simple and multiple. A simple theme is coded by one element of the clause that is a process, participant or circumstance. This simple theme is also called topical theme. However, it should be noted that where the theme is simple the term topical is not stated in the analysis. The multiple theme is comprised of topical, interpersonal and textual one.

The next element in the clause is also part of the theme is called a multiple themes. The principles relevant to the thematic structure are this the theme of a clause ends with the first constituent that is either participant, circumstance, or since a participant in thematic function corresponds fairly closely to what is called the 'topic' in a topic comment analysis. Theme is after as the subject, but it may also be as a verb a complement and an adverbial. Theme depends on first element of the clause, so theme is always in the code of the clause and it follows as a rheme. When the clause changes in order of its elements the theme and rheme also changes.

For example :

1. Irfan finally propossed Aisyah

   Theme

2. Finally, Irfan propossed Aisyah

   Theme

3. Aisyah was finally propossed by Irfan

   Theme

In the first sentence, Irfan is theme as a subject, in the second sentence, Finally is theme as temporal expression and the third sentence Aisyah is theme as passive sentence.

b. Rheme

Theme and rheme are always together in connected text. The definition of the rheme is that it is part of the clause in which the theme developed. Since we typicallydepart from the familiar to head towards the unfamiliar, the rheme typically contains unfamiliar or new information. In other statement, rheme is simply the rest of the sentence, the part which is not theme. Rheme is the commant of the clause. In other words rheme is the rest of the message of the clause after the theme. It means that rheme is where the clause moves after the point of departure.

To understand that the identification criteria for the rheme is simple. Thus, once we have identified the theme in a clause, we have also identifies the rheme.

For example :

1. Irfan is an <u>actor</u>

    Rheme

2. The actor is <u>Irfan</u>

    Rheme

6. Elements of Theme

On the basis of function, Halliday classifies the theme into three kinds textual, interpersonal, and experiential (Halliday prefers to call it "topical"). The theme always includes one, and only one, experiential element, which may be preceded by textual and /or interpersonal elements in function. In any case, the experiential element (the topical theme) always comes last and anything that follows it is part of the rheme.

a. The Textual Theme

The textual theme has four elements of theme (Halliday 1994:53), they are continuative, conjunction, relative, and conjunctive. A continuative is one of a small set of discourse signalers, such as *yes, no, well, oh, and now*, which signal that a new move is beginning a responsein dialogue or a gap filler, for the speaker does not want to lose his turn to speak. Conjunctions are items that relate the clause to a preceding clause in the same clause complex. They set up a relationship that is not only semantic but also grammatical, and construct the two parts into a single structural unit. Conjunctions constitute a distinct class in grammar. They are summarized by Halliday (1994:50) in Table 2(1).

Table 2.1 Conjunction

Type	Examples
Coordinator	And, or, nor, either, neither, but, yet, so,then

Subordinator	When, while, before, after, until, because, if, although, unless, since, that, whether, (in order) to
	Even if, in case, supposing (that), assuming (that), seeing (that), given that, provided (that), in spite of the fact that, in the event that, so that.

Relatives are also items that connect the clause in which they occur to another clause. But unlike conjunctions, they may functionas Subject, Adjunct or Complement alone or within the structure of a group or phrase. Relatives are exemplified in Table 2(2).

Table 2.2 Relatives

Type	Examples
Definite	Which, who, that, whose, when, where, (why, how)
Indefinite	Whatever, whichever, whoever, whosever, whenever, wherever, however

A conjunctive theme is a conjunctive adjunct if it precedes the topical theme. Such conjunctive adjuncts are those which relate the clause to the preceding text. The principal types are listed in Table 2(3).

Table 2.3 Conjunctive Adjuncts (According to Halliday)

No.	Type	Meaning	Examples
I	Appositive	"i.e., e.g."	that is, in other words, for instance
	Corrective	"rather"	or rather, at least, to be precise
	Dismissive	"in any case"	in any case, anyway, leaving that aside
	Summative	"inshort"	briefly, to sum up, in conclusion
	Verivactive	"in fact"	actually, in fact, as a matter of fact
II	Additive	"and"	also, morever, in addition, beside
	Adversative	"but"	on the other hand, however, conversely
	Variative	"instead"	instead, internatively
III	Temporal	"then"	mean while, before that, later on, next soon finally
	Comparative	"likewise"	likewise, in the same way

	Causal	"so"	therefore, for this reason, as a result, with this in mind
	Conditional	"(if...)then"	in that case, under circumstances, otherwise
	Concessive	"yet"	nevertheless, despite that
	Respective	"as to that"	in this respect, as far as that's concerned

b. The Interpersonal Theme

The interpersonal theme has three elements of theme (Halliday 1994:53), they are vocative, modal, and mood-making elements. A vocative is an item used to address. It may appear almost anywhere in the clause and is thematic if it appears in front of the topical theme. Typically, it is a person's name such as *John, Ms. Zhang*. However, it is not necessarily so, for it may be such items as *ladies and gentlemen* or *boys and girls*.

A modal adjunct becomes a modal theme when it occurs before the topical theme such modal adjuncts express the speaker's judgment regarding the relevance of the message. Following in Table 2(4) are some examples.

Table 2.4 Modal Adjuncts (According to Halliday)

No.	Type	Meaning	Examples
I	Probability	How likely?	Probably, possibly, certainly, perhaps, maybe
	Usuality	How often?	Usually, sometimes, always, (n)ever, often, seldom
	Typicality	How typical?	Occationally, generally, regularly, for the most part
	Obviousness	How obvious?	Of course, surely, obviously, clearly
II	Opinion	I think	In opinion, personally, to my mind
	Admission	I admit	Frankly, to be honest, tell you the truth
	Persuasion	I assure you	Honestly, really, believe me, seriously
	Entreaty	I request you	Please, kindly
	Presumption	I presume	Evidently, apparently, no doubt, presumably
	Desiberality	How desirable?	(un)fortunately, to my delight/distress, regrettably, hopefully
	Reservation	How reliable?	At first, tentatively,

			provisionally, looking back on it
	Validation	How valid?	Broadly speaking, in general, on the whole, stricly speaking, in principle
	Evaluation	How sensible?	(un)wisely, understandably, mistakenly, foolishly
	Prediction	How expected?	To my surprise, surprisingly, as expected, by chance

A mood-making theme is a finite verbal operator if it precedes the topical theme, or a WH-interrogative (or imperative let's) when not preceded by another experiental element. For example:

Let's go home.

Did you go the cinema last night?

In the above two examples, "let's" and "did" are two mood-making theme.

c. **The Topical Theme**

The topical theme (Halliday 1994:53) is the first element that has a function in transivity. That is, the theme of a clause always ends with the first constituent that is a participant, process, or circumstance.

Examples are listed in Figure 1-2.

He	is a student
Topical Theme	Rheme

Is	He	a student?
Interpersonal Theme	Topical Theme	Rheme

But	Is	He	a student
Textual Theme	Interpersonal	Topical	Rheme

In the three examples above, he is the participant. Therefore, it is the topical theme.

7. **The Kinds of Theme**

a. **Ideational Theme**

Ideational or topical theme (Martin 1997:24) is coded by the first element of the transitivity system. When the topical theme place at the first in a clause, it's meant that the theme is simple theme. But if the theme is doing not place at the first element of a clause, it's meant that the clause combine with the other kinds of theme and it's mean that this kind of theme is the complex theme.

According to Halliday (1994 : 53) ideational theme is signled by element beside the interpersonal and textual member of theme. Logically, in complex, the topical theme is also possible marked or unmarked theme. In conclude, topical theme is the first part of a clause when it is a complex or as a member of the complex theme. Ideational or tropical theme can be divided into two kinds, they are marked theme and unmarked theme.

Marked theme is a theme when the first part of the transitivity system is not a subject, that's why the theme needed to be marked. So the marked theme is the theme in a clause which the function in a clause is a not subject, it can be as verb, adverb, etc. For example (martin 1997:24).

Someday	you'll understand that
Topical	
Marked theme	**Rheme**

Unmarked theme is a theme in a clause which the function in a clause is as the subject that's why it doesn't have to be marked. It is the unmarked one. For this point, Halliday (1994:43) said "we shall refer to the mapping of theme on to subject as the marked theme of declarative clause. A theme that is something other than subject, in a declarative clause, we shall refer to as a marked theme". In the same sense Bloor (1995:75) said "the theme is said to be unmarked where the subject is the starting point of the clause. However other elements are frequently found

in theme position in English clause, and in this case the theme is marked "in conclude we can say that marked theme is the theme which not conflated on to the subject and unmarked theme is as theme which simultaneously function as subject. For example Martin (1997:24)

Peter Piper	picked a peck of pickled peppers
Topical	**Rheme**
Unmarked theme	

The main principle in identifying the theme of the clause is that a clause must contain one, and only one topical theme. Once we have identified the topical theme in the clause, we can consign all the remaining clause constituents to the theme role. For examples (Khedri)

1. In the morning, the goat went to jungle to find the wolf

In the morning,	the goat went to jungle to find the wolf
Topical	**Rheme**
Marked theme	

The first constituent is a circumstance of location, therefore it is a topical theme. The rest of the clause is rheme.

2. However, cries are discomforting

However	Cries	are discomforting
	Topical	**Rheme**
Theme		

In this clause, the first constituent is a textual theme, it is 'however'. It is followed by the subject of the carrier 'cries' as the topical theme. All the constituents after the topical theme are part of rheme.

b. Interpersonal Theme

Interpersonal theme (Martin 1997:25) covers one or more of the elements if finite, Wh-element, vocative, and adjunct. Finite in interpersonal function is realized by an auxiliary. In a clause indicates that a respond is expected from the addressee. Finite as theme in a clause make the type of the sentence in a question or imperative form and sometimes in inversion form. If it is as simple theme, but it is as a part of complex theme, it is not must or inference the sentence or clause mood. For example (Gerot 1994:90)

1. Did we decided to wait?

Did	we decided to wait?
Interpersonal theme	**Rheme**

A Wh-element covers all of Wh-question word as theme in a clause whether it is as simple or complex theme, such as: what, when, where, why, whom, which, whose, and also how. The Wh-question makes the

mood of the clause always in question form for the simple theme but if it is complex theme is isn't always in question form, for example Gerot (1994:90)

2. What time is the exam?

What time	is the exam?
Interpersonal theme	Rheme

Vocative indicates persons or the names of the person to whom the information is asked. Vocative theme always separated by commas because in this chance the name of the person indicates as the person to whom the question is asked. Vocative always in terms of person's name, for example Gerot (1994:87)

3. Mary, we decided to wait until next week?

Mary,	we decided to wait until next week?
Interpersonal theme	Rheme

Adjunct in interpersonal theme typically is coded by an adverb in a clause. Adjunct commonly functions as theme. Adjunct as teme in a clause provide or indicates the speaker's comment, and assessment of attitude towards the message, for example Gerot (1994:87).

4. Perhaps we can wait until next week.

Perhaps	We can wait until next week
Interpersonal theme	**Rheme**

c. Textual Theme

Textual theme (Martin 1997:25) convers four element of theme, they are (1) Conjunction, (2) Relative, (3) Conjunctive, (4) Continutives. It is different from innterpersonal theme, textual theme concern to the cohesive part of a clause or text, in interpersonal theme it is concern to the part of a clause. Conjunctions link have two sentences or clause in coordination relation. So for the conjunction, it is only the coordinate conjunction such as: and, but, so, whether, when, while, etc. For example (Khedri)

1. And the servant was waiting for the cats

And	the servant	was waiting for the cats
Textual theme	**Topial theme**	**Rheme**
Theme		

Relatives also relate a dependent clause to another clause, relatives relate to the clause by using the relative pronous such as, which, what, who, when, where, etc in sentence which the theme is the relative element, the sentence must consist of one independent clause and one subordinate clause. What we call as complex sentence. For example:

2. The house which we are going to buy had been sold

The house	which we are going to buy	had been sold
Topical theme	Textul theme	Rheme
Theme		

Conjunctives indicate by a transitional signal which provides a cohesive like to the discourse. By a conjunctive and the text, the condition of the text can be cohesive. The conjunctives such as: consequently, furthermore, in addition, in conclusion, as the matter of fact, etc.

for example Gerot (1994:86)

3. Well, on the other hand, we could wait

Well	on the other hand	We	could wait
Textual theme	Textual theme	Topical theme	Rheme
Theme			

Continuatives also make the condition of a text cohesive. Continuatives indicate a relationship to the previous discourse. By continuatives, we can know what the continue idea from the continue idea from the previous chapter or discourse. Continuatives such as: right, well, oh, thus, etc. For example Gerot (1994:86)

4. Right, what we need to do today is revise for our test

Right	what we need today	is revise for our test
Textual theme	Topical theme	Rheme

Theme	

8. Mass Media

The mass media are diversified media technologies that are intended to reach a large audience by mass communication. The technologies through which this communication takes place varies. Broadcast media such as radio, recorded music, film and television transmit their information electronically. Print media use a physical object such as magazines, newspapers, books, pamphlets or comics, to contribute their information. Outdoor media are a form of mass media that comprises billboards, signs, or placards placed inside and outside of commercial buildings, sports stadiums, shops, and buses. Other outdoor media include flying billboards (signs in low of airplanes), blimps, skywriting, and AR advertising. Public speaking and event organising can also be considered forms of mass media. The digital media comprises both internet and mobile mass communication. Internet media provide many mass media services, such as email, websites, blogs and internet-based radio and television.

9. Description of Forbes

Forbes is an American business magazine. Published bi-weekly, it features original articles on finance, industry, investing, and marketing topics. Forbes also reports on related subjects such as technology, communications, science, politics, and law. Its headquarters is located in Jersey City, New Jersey.

Primary competitors in the national business magazine category include Fortune and Bloomberg businessweek. The magazine is well known for its lists and rankings, including its lists of the richest Americans (the Forbes 400) and rankings of the world's top companies (the Forbes Global 2000). Another well-known list by the magazine is the The World's Billionaires list. The motto Forbes magazine is *"The Capitalist Tool"*. Its chairman and editor-in-chief is Steve Forbes, and its CEO is Mike Perlis.

10. Description of Magazine

A magazine is a publication, usually a periodical publication, which is printed or electronically published (sometimes referred to as an online magazine). Magazines are generally published on a regular schedule and contain a variety of content. They are generally financed by advertising, by a purchase price, by prepaid subscriptions, or a combination of the three. At its root, the word "magazine" refers to a collection or storage location. In the case of written publication, it is a collection of written articles. This explains why magazine publications share the word root with gunpowder magazines, artillery magazines, firearms magazines, and, in French, retail stores such as department stores.

B. Conceptual framework

In Discourse Analysis, the structure of information is discussed in Thematic Structure. It is theme and rheme system. The thematic structure views that the function of language is as message. At this point, clauses are considered as messages. The language is used to built a message to other messages; a clause to

other clauses. A message can be related to preceding or following discourse or to the content. This function is realized by Theme-Rheme system. Theme can be identified as that or those elements which come first in the clause. Theme represents 'This is what I'm talking about' and Rheme is 'This is what I am saying about it'. This study will intend to analyze thematic structure in article of the Indonesia Forbes Magazine. Which kind of theme is more dominantly used in e-conomy articles of the Indonesia Forbes Magazine is really wanted to know.

CHAPTER III

METHOD OF RESEARCH

A. Research Design

This research was conducted by using descriptive qualitative method. Research design is based on logic and common sense. The research design of this study was qualitative. Flick (2002) says " Qualitative research is specific relevance to the social relations, owning to the fact of the pluralization of life worlds".

The library study was conducted to collect the data which were relevant to the subject matter, in order to find out some data that supported reading and writing.

B. Source of the Data

The data were taken from The Indonesia Forbes Magazine. Forbes Indonesia is a business magazine that has some collums of article in it. In this case the writer took Indonesia Forbes volume 8 issue 2 for February 2017. Qualitative research presents the data and research in the form of qualitative description. Analysis of this type was done with words to draw conclusion.

C. Technique of Data Collection

The data were collected by using some techniques. They are :

a. Reading the data/article carefully

b. Identifying the kind of theme

c. Underlining the kind of theme used in the article

d. Putting the data in the table

D. Technique of Data Analysis

The data were analyzed by using the follwoing steps :

a. The researcher read the data/article

b. The researcher analyzed the data to find out textual fuction, i.e Theme and Rheme in the articles.

c. Classifying the kind of theme used in the article

d. Counting the kind of theme which were mostly dominant by using the percentage formula, the formula is:

$$P = \frac{f}{N} \times 100\%$$

Note :

P = the percentage of item

f = frecuency

N = total of items

CHAPTER IV

THE DATA AND DATA ANALYSIS

A. The Data

This data deals with thematic structure in Indonesia Forbes E-Conomy Articles. In analyzing the data the first step was to present each data, analyze, and classify it based on the thematic structure in Indonesia Forbes E-Conomy articles, the elements of theme and the dominant theme in the article.

The writer took Indonesia Forbes published in February 2017 as the source of data. The list of data could be seen in the appendices. The data can be calculated in the following tables

Table 4.1

Data analysis of number if themes and the percentage of themes

No.	Kind of Theme	Number	%
1.	Topical Theme	53	55 %
2.	Interpersonal Theme	10	10 %
3.	Textual Theme	34	35 %
	Total	97	100 %

B. Data Analysis

The source of the data is the e-conomy article of the Indonesia Forbes published on February 2017. There was 97 sentences to be analyzed. The number of theme found are follows: 53 Topical Themes, 10 Interpersonal Themes, 34 Textual Themes. Then the analysis of each theme is shown below.

1. Topical Theme

Ideational Theme is also called Topical Theme. It is coded by the first element of the transivity system. It can be a participant, process, or circumstance. Ideational or Topical Theme can be divided into two kinds, they are marked theme and unmarked theme. The main principle in identifying the theme of the clause is that a clause must contain one, and only one Topical Theme. Once the Topical Theme in the clause has been identified, all the remaining clause constituents can be consigned to the Rheme role. Below are the data and the analysis of Topical Theme found in e-conomy articleof the Indonesia Forbes :

1. The drivers' energy is just one indication of the remarkable Go-jek phenomenon.

The drivers' energy	is just one indication of the remarkable Go-jek phenomenon.
Topical Theme	Rheme

The clause above consists of Topical Theme. The words 'The drivers' energy' as participant is the Topical themes. The Rheme is " is just one indication of the remarkable Go-jek phenomenon".

2. Today Go-jek provides 15 different types of services, from massages to package delivery.

Today	Go-jek provides 15 different types of services, from massages to package delivery.
Topical	
Theme	**Rheme**

The clause above consists of Topical Theme. The words 'Today' as circumstances is the Topical themes. The Rheme is " Go-jek provides 15 different types of services, from massages to package delivery".

3. The company's key emphasis is on solving problems rather than product offerings, making it different from other startups.

The company's key emphasis	is on solving problems rather than product offerings, mking it different from other startups.
Topical	
Theme	**Rheme**

The clause above consists of Topical Theme. The words 'The company's key emphasis' as participant is the Topical themes. The Rheme is " is on solving problems rather than product offerings, making it different from other startups".

4. Nadiem had an international childhood.

Nadiem	had an international childhood.
Topical	
Theme	**Rheme**

The clause above consists of Topical Theme. The words 'Nadiem' as the Topical Theme. 'Nadiem' as participant. The Rheme is "had an international childhood".

5. One day, he had a flash of inspiration to set up a call center where passengers could call in to request an ojek.

One day,	he had a flash of inspiration to set up a call center where passengers could call in to request an ojek..
Topical Theme	**Rheme**

The clause above consists of Topical Theme. The words 'One day' as circumstances is the Topical themes. The Rheme is "he had a flash of inspiration to set up a call center where passengers could call in to request an ojek".

6. In 2012, Go-jek even had contracts with companies to deliver their products, including multinationals.

In 2012,	Go-jek even had contracts with companies to deliver their products, including multinationals.
Topical Theme	**Rheme**

The clause above consists of Topical Theme. The words 'In 2012' as circumstances is the Topical themes. The Rheme is " Go-jek even had contracts with companies to deliver their products, including multinationals".

7. In early 2016, there were street protests, with taxi drivers marching along one of Jakarta's main roads, setting fires and blocking traffic.

In early 2016,	there were street protests, with taxi drivers marching along one of jakarta's main roads, setting fires and blocking traffic.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'in early 2016' as circumstances is the Topical Themes. The Rheme is "there were street

protests, with taxi drivers marching along one of jakarta's main roads, setting fires and blocking traffic".

8. The $550 million was the largest ever single-amount of funds raised by a Southeast Asian tech firm in history.

The $550 million	was the largest ever single-amount of funds raised by a Southeast Asian tech firm in history.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'the $550 million' as participant is the Topical Themes. The Rheme is "was the largest ever single-amount of funds raised by a Southeast Asian tech firm in history".

9. The second achievement was the A-list of investors, such as KKR.

The second achievement	was the A-list of investors, such as KKR.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'The second achievement' as participant is the Topical Themes. The Rheme is "was the A-list of investors, such as KKR".

10. The investment had a significant impact for Nadiem.

The investment	had a significant impact for Nadiem.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'The investment' as participant is the Topical Themes. The Rheme is "was had a significant impact for Nadiem".

11. In the last six months, Go-jek has seen more growth.

In the last six months,	Go-jek has seen more growth.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'In the last six months' as circumstances is the Topical Themes. The Rheme is "Go-jek has seen more growth".

12. Its logistics service Go-send is said to have a 75% market share of same-day logistics and delivery.

Its logistics service Go-send	is said to have a 75% market share of same-day logistics and delivery.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'Its logistics service Go-send' as participant is the Topical Themes. The Rheme is "is said to have a 75% market share of same-day logistics and delivery".

13. The two had been friends, even as they both grew similar firms, until Grab announced the launch of a motorcycle taxi service, Grab Bike, in 2014.

The two	had been friends, even as they both grew similar firms, until Grab announced the launch of a motorcycle taxi service, Grab Bike, in 2014.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'the two' as participant is the Topical Themes. The Rheme is "had been friends, even as they both grew similar firms, until Grab announced the launch of a motorcycle taxi service, Grab Bike, in 2014".

14. Nobody wants to do a subsidy.

Nobody	wants to do a subsidy.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Nobody' as participant is the Topical Themes. The Rheme is "wants to do a subsidy".

15. One clear focus of Go-jek is Indonesia.

One clear focus of Go-jek	is Indonesia.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'One clear focus of Go-jek' as participant is the Topical Themes. The Rheme is "is Indonesia".

16. Internet investment firm Kejora Ventures was started in January 2014, founded by Sebastian Togelang, 38; Kris Adidarma, 43; and Andy Zain, 43.

Internet investment firm Kejora Ventures	was started in January 2014, founded by Sebastian Togelang, 38; Kris Adidarma, 43; and Andy Zain, 43.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Internet investment firm Kejora Ventures' as participant is the Topical Themes. The Rheme is "was started in January 2014, founded by Sebastian Togelang, 38; Kris Adidarma, 43; and Andy Zain, 43".

17. This month, Kejora will raise its second fund for as much as $80 million.

This month,	Kejora will raise its second fund for as much as $80 million.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'this month' as circumstances is the Topical Themes. The Rheme is "Kejora will raise its second fund for as much as $80 million".

18. The co-founders of Kejora also have their personal expertise and resources to add to Kejora's assets.

The co-founders of Kejora	Also	have their personal expertise and resources to add to Kejora's assets.
Topical	**Textual**	
Theme		**Rheme**

The clause above consists of Topical and Textual Theme. The words 'The co-founders of Kejora' as participant is the Topical Themes. It is followed by The Textual Theme 'also'. The Rheme is "have their personal expertise and resources to add to Kejora's assets".

19. Convergence Ventures was founded in 2014 and currently has 20 startups in its portofolio such as E27, Nida Rooms, and Female Daily Network.

Convergence Ventures	was founded in 2014 and currently has 20 startups in its portofolio such as E27, Nida Rooms, and Female Daily Network.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'Convergence Ventures' as participant is the Topical Themes. The Rheme is "was founded in

2014 and currently has 20 startups in its portofolio such as E27, Nida Rooms, and Female Daily Network".

20. Donald, on the other hand, has over two decades of experience working in the technology sector in Indonesia as an entrepreneur, operator and investor.

Donald,	on the other hand,	has over two decades of experience working in the technology sector in Indonesia as an entrepreneur, operator and investor.
Topical	Textual	
	Theme	Rheme

The clause above consists of Topical and Textual Theme. The words 'Donald' as participant is the Topical Themes. It is followed by The Textual Theme 'on the other hand'. The Rheme is "has over two decades of experience working in the technology sector in Indonesia as an entrepreneur, operator and investor".

21. Last November, celebrity couple Sandra Dewi and Harvey Moies got married in the Jakarta Cathedral.

Last November,	celebrity couple Sandra Dewi and Harvey Moies got married in the Jakarta Cathedral.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'Last November' as circumstances is the Topical Themes. The Rheme is "celebrity couple Sandra Dewi and Harvey Moies got married in the Jakarta Cathedral".

22. The broadcast was another success for Bridestory, a site for wedding resources and a marketplace for wedding vendors.

The broadcast	was another success for Bridestory, a site for wedding resources and a marketplace for wedding vendors.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'the broadcast' as participant is the Topical Themes. The Rheme is "was another success for Bridestory, a site for wedding resources and a marketplace for wedding vendors".

23. Bridestory was launched in 2014 to tap Southeast Asia's estimated $18 billion wedding market.

Bridestory	was launched in 2014 to tap Southeast Asia's estimated $18 billion wedding market.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Bridestory' as participant is the Topical Themes. The Rheme is "was launched in 2014 to tap Southeast Asia's estimated $18 billion wedding market".

24. Hilda is a chatting application in your mobile phone.

Hilda	is a chatting application in your mobile phone.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Hilda' as participant is the Topical Themes. The Rheme is "is a chatting application in your mobile phone".

25. Many Japanese, Chinese and even Australians are getting married there.

Many Japanese, Chinese and even Australians	are getting married there.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'Many Japanese, Chinese and even Australians' as participant is the Topical Themes. The Rheme is "are getting married there".

26. There's no holiday for love and romance which makes fora good busines.

There's no holiday for love and romance	Which	makes fora good busines.
Topical	Textual	
Theme		Rheme

The clause above consists of Topical and Textual Theme. The words 'There's no holiday for love and romance' as participant is the Topical Themes. It is followed by The Textual Theme 'which'. The Rheme is "makes fora good busines".

27. Go-jek is a unique combination of different verticals, which is constantly changing.

"Go-jek	is a unique combination of different verticals, which is constantly changing.
Topical	
Theme	Rheme

The clause above consists of Topical Theme. The words 'Go-jek' as participant is the Topical themes. The Rheme is "is a unique combination of different verticals, which is constantly changing".

28. Listening to customers is another thing.

Listening	to customers	is another thing.
Topical	**Topical**	
Theme		**Rheme**

The clause above consists of Topical theme. The words 'Listening' process and 'to customers' as participant is the Topical Themes. The Rheme is "is another thing".

29. Given its product mix, Asmaraku has a slightly different approach from other sites.

Given its product mix,	Asmaraku	has a slightly different approach from other sites.
Topical	**Topical**	
Theme		**Rheme**

The clause above consists of Topical theme. The words 'Given its product mix,' as process and 'Asmaraku' as participant is the Topical Themes. The Rheme is "has a slightly different approach from other sites".

30. Realizing that sex education is still lacking in the country, the company plans to work together with doctors and psychologists to help their customers with relationship problems.

Realizing	that	sex education	is still lacking in the country, the company plans to work together with doctors and psychologists to help their customers with relationship problems.
Topical	**Textual**	**Topical**	
Theme			**Rheme**

The clause above consists of Topical and Textual Theme. The words 'realizing' as process is the Topical Themes. It is followed by the Textual Theme is 'that'. And 'sex education' as participant is the Topical Theme. The

Rheme is "is still lacking in the country, the company plans to work together with doctors and psychologists to help their customers with relationship problems".

31. Indonesia agricultural logistics is notoriously inefficient, with many layers of middlemen.

Indonesia agricultural logistics	is notoriously inefficient, with many layers of middlemen.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'Indonesia agricultural logistics' as participant is the Topical Themes. The Rheme is "is notoriously inefficient, with many layers of middlemen".

32. Limakilo is currently shipping more four tonnes of shallots per month.

Limakilo	is currently shipping more four tonnes of shallots per month.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'Limakilo' as participant is the Topical Themes. The Rheme is "is currently shipping more four tonnes of shallots per month".

33. The main market is the greater Jakarta area, and about 90% of their orders come from larger consumers, such as caterers, rather than ordinary consumers.

The main market	is the greater Jakarta area, and about 90% of their orders come from larger consumers, such as caterers, rather than ordinary consumers.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'The main market' as participant is the Topical Themes. The Rheme is "is the greater Jakarta area, and about 90% of their orders come from larger consumers, such as caterers, rather than ordinary consumers".

34. Another goal is to improve the farmers' productivity.

Another goal	is to improve the farmers' productivity.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Another goal' as participant is the Topical Themes. The Rheme is "is to improve the farmers' productivity".

35. Farmers' shallot productivity is currently at a scale of 1:7-for every tonne of seeds the farmer gets seven tonnes of shallots.

Farmer's shallot productivity	is currently at a scale of 1:7-for every tonne of seeds the farmer gets seven tonnes of shallots.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Farmers' shallot productivity' as participant is the Topical Themes. The Rheme is "is currently at a scale of 1:7-for every tonne of seeds the farmer gets seven tonnes of shallots".

36. The funding is about Rp 18 million per sqm for each farmer.

The funding	is about Rp 18 million per sqm for each farmer.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'the funding' as participant is the Topical Themes. The Rheme is "is about Rp 18 million per sqm for each farmer".

37. In the mid-2017, Limakilo plans to seek Series A funding.

In the mid-2017,	Limakilo plans to seek Series A funding.
Topical Theme	Rheme

The clause above consists of Topical theme. The words 'Non In the mid-2017' as circumstances is the Topical Themes. The Rheme is "Limakilo plans to seek Series A funding".

38. Non-technical founders are likely marketers.

Non-technical founders	are likely marketers.
Topical Theme	Rheme

The clause above consists of Topical theme. The words 'Non-technical founders' as participant is the Topical Themes. The Rheme is "are likely marketers".

39. These two group do not always have the same mindsets on many issues.

These two group	do not always have the same mindsets on many issues.
Topical Theme	Rheme

The clause above consists of Topical theme. The words 'These two group' as participant is the Topical Themes. The Rheme is "not always have the same mindsets on many issues".

40. The company wasn't like Google or Yahoo in the early days.

The company	not always have the same mindsets on many issues.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'The company' as participant is the Topical Themes. The Rheme is "wasn't like Google or Yahoo in the early days".

41. China is one of its tentacles, and simply lashing out at it is useless.

China	is one of its tentacles, and simply lashing out at it is useless.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'China' as participant is the Topical Themes. The Rheme is "is one of its tentacles, and simply lashing out at it is useless".

42. On his office wall Cheng has hung, in Chinese calligraphy, the word xuxin, which translates as being modest.

On his office wall Cheng	has hung, in Chinese calligraphy, the word xuxin, which translates as being modest.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'On his office wall Cheng' as participant is the Topical Themes. The Rheme is "has hung, in Chinese calligraphy, the word xuxin, which translates as being modest".

43. In the end he got into Beijing University of Chemical Technology, considered second-tier to the prestigious Peking nd Tsinghua Universities, to major in business administration.

In the end	he got into Beijing University of Chemical Technology, considered second-tier to the prestigious Peking nd Tsinghua Universities, to major in business administration.
Topical Theme	Rheme

The clause above consists of Topical theme. The words 'in the end' as circumstances is the Topical Themes. The Rheme is "he got into Beijing University of Chemical Technology, considered second-tier to the prestigious Peking nd Tsinghua Universities, to major in business administration".

44. The pair initially were reluctant to deal, owning to old rivalries.

The pair initially	were reluctant to deal, owning to old rivalries.
Topical Theme	Rheme

The clause above consists of Topical theme. The words 'The pair initially' as participant is the Topical Themes. The Rheme is "were reluctant to deal, owning to old rivalries.".

45. They really didn't want Tencent's invesment.

They	Really	didn't want Tencent's invesment.
Topical	Interpersonal	
Theme		Rheme

The clause above consists of Topical and Interpersonal Theme. The words 'They' as participant is the Topical Themes. It is followed by The Interpersonal Theme 'really'. The Rheme is "didn't want Tencent's invesment.".

46. Cheng has a more conciliatory tone.

Cheng	has a more conciliatory tone.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Cheng' as participant is the Topical Themes. The Rheme is "has a more conciliatory tone".

47. Didi, meanwhile, is investing in autonomous driving and big data technologies.

Didi	meanwhile	is investing in autonomous driving and big data technologies.
Topical	**Textual**	
Theme		**Rheme**

The clause above consists of Topical and Textual Theme. The words 'Didi' as participant is the Topical Themes. It is followed by The Textual Theme 'meanwhile'. The Rheme is "is investing in autonomous driving and big data technologies".

48. Every problem is super-interesting and has its own nuances.

Every problem	is super-interesting and has its own nuances.
Topical Theme	**Rheme**

The clause above consists of Topical theme. The words 'Every problem' as participant is the Topical Themes. The Rheme is "is super-interesting and has its own nuances".

49. Less than seven years after launch, Uber is already reshaping how cities think about public transit, parking and congestion, and how Millennials think about car ownership.

Less than seven years after launch,	Uber is already reshaping how cities think about public transit, parking and congestion, and how Millennials think about car ownership.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'Less than seven years after launch' as circumstances is the Topical Themes. The Rheme is "Uber is already reshaping how cities think about public transit, parking and congestion, and how Millennials think about car ownership".

50. Kalanick's goal now is to make transportation as reliable as running water.

Kalanick's goal now	is to make transportation as reliable as running water.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'Kalanick's goal now' as participant is the Topical Themes. The Rheme is "is to make transportation as reliable as running water".

51. This is key as Kalanick experiments with a new idea in efficiency: advising riders to walk to an optimal pickup spot to avoid a particularly congested street or a needless drive around the block.

This	is key as Kalanick experiments with a new idea in efficiency: advising riders to walk to an optimal pickup spot to avoid a particularly congested street or a needless drive around the block.
Topical	
Theme	**Rheme**

The clause above consists of Topical theme. The words 'This' as participant is the Topical Themes. The Rheme is "is key as Kalanick

experiments with a new idea in efficiency: advising riders to walk to an optimal pickup spot to avoid a particularly congested street or a needless drive around the block".

52. In its hometown of San Francisco, 40% of Uber rides are now shared.

In its hometown of San Francisco,	40% of Uber rides are now shared.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'In its hometown of San Francisco' as circumstances is the Topical Themes. The Rheme is "40% of Uber rides are now shared.".

53. Some questions are forwarded directly to the product producers for answers.

Some questions	are forwarded directly to the product producers for answers.
Topical	
Theme	Rheme

The clause above consists of Topical theme. The words 'Some questions' as participant is the Topical Themes. The Rheme is "are forwarded directly to the product producers for answers".

2. Interpersonal Theme

Interpersonal Theme is used when the speaker or writer wants to projects his or her angle on the value of what the clause is saying. It covers one or more of the elements of finite, Wh-element, vocative, and modal adjunct. Below are the Interpersonal Theme found in e-conomy article of the Indonesia Forbes :

1. To be sure, Nadiem had already raised funds earlier, also from some notable names, such as Sequoia, Northstar and Japan's Rakuten.

To be sure,	Nadiem	had already raised funds earlier, also from some notable names, such as Sequoia, Northstar and Japan's Rakuten.
Interpersonal	Topical	
Theme		Rheme

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'To be sure' as modal adjunct. It is followed by the Topical Theme 'Nadiem'. The Rheme is "had already raised funds earlier, also from some notable names, such as Sequoia, Northstar and Japan's Rakuten".

2. Psychologically, our riders don't like to go backwords.

Psychologically,	our riders	don't like to go backwords.
Interpersonal	Topical	
Theme		Rheme

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'Psychologically' as modal adjunct. It is followed by the Topical Theme 'our riders'. The Rheme is "don't like to go backwords".

3. According to Adrian, Convergence Ventures is the largest Indonesia focused early stage venture fund with over $30 million in committed capital.

According to	Adrian	Convergence Ventures is the largest Indonesia focused early stage venture fund with over $30 million in commited capital.
Interpersonal	Topical	
Theme		Rheme

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'according to' modal adjunct. It is followed by the Topical Theme 'Adrian'. The Rheme is "Convergence Ventures is the largest Indonesia focused early stage venture fund with over $30 million in commited capital".

4. Based in Jakarta, Bridestory currently has 150 staff.

Based	in Jakarta	Bridestory currently has 150 staff.
Interpersonal	**Topical**	
Theme		**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'based' modal adjunct. It is followed by the Topical Theme 'in Jakarta'. The Rheme is "Bridestory currently has 150 staff".

5. How many weeks do we need to finish the project?

How	many weeks	do we need to finish the project?
Interpersonal	**Topical**	
Theme		**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'How' as wh-introgative. It is followed by the Topical Theme 'many weeks'. The Rheme is "do we need to finish the project?".

6. At first Cheng Wei seems the antithesis of Travis Kalanick, who is known for his forward manner as the CEO of Uber Technologies.

At first	Cheng Wei seems the antithesis of Travis Kalanick	who is known for his forward manner as the CEO of Uber Technologies.
Interpersonal	**Topical**	
Theme		**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'at first' as modal adjunct. It is followed by the Topical Theme 'Cheng Wei seems the antithesis of Travis Kalanick'. The Rheme is "who is known for his forward manner as the CEO of Uber Technologies".

7. Shortly after Uber announced in June a massive $3.5 billion funding round from Saudi Arabia's sovereign-wealth arm.

Shortly	After	Uber	announced in June a massive $3.5 billion funding round from Saudi Arabia's sovereign-wealth arm.
Interpersonal	**Textual**	**Topical**	
Theme			**Rheme**

The clause above consists of Interpersonal, Textual and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'shortly' modal adjunct. It is followed by the Textual Theme 'after' and Topical Theme 'Uber'. The Rheme is "announced in June a massive $3.5 billion funding round from Saudi Arabia's sovereign-wealth arm".

8. Perhaps mindful of the influence his young company has achieved.

Perhaps	mindful of the influence his young company	has achieved.
Interpersonal	**Topical**	
Theme		**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'perhaps' modal adjunct. It is followed by the Topical Theme 'mindful of the influence his young company'. The Rheme is "has achieved".

9. Especially after the firm's user base exploded with the introduction of the app in 2015.

Especially	after	the firm user base	announced in June a massive $3.5 billion funding round from Saudi Arabia's sovereign-wealth arm.
Interpersonal	**Textual**	**Topical**	
Theme			**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'especilly' modal adjunct. It is followed by the Textual Theme 'after' and Topical Theme 'the firm user base. The Rheme is "exploded with the introduction of the app in 2015".

10. Finally, Cheng persuaded a small taxi firm on the outskirts to try.

Finally,	Cheng	persuaded a small taxi firm on the outskirts to try.
Interpersonal	**Topical**	
Theme		**Rheme**

The clause above consists of Interpersonal and Topical Theme. The clause begins with the Interpersonal Theme which is the word 'Finally' modal adjunct. It is followed by the Topical Theme 'Cheng'. The Rheme is "persuaded a small taxi firm on the outskirts to try".

3. Textual Theme

Textual Theme makes explicit the way the clause related to the surrounding discourse. It covers four element of Theme, they are: (1) conjunction, (2) relative, (3) conjuntives adjunct, (4) continuatives. Below are the Textual Theme found in e-conomy article of the Indonesia Forbes :

1. If your smartphone's credit is running low, there's Go-pulsa to top it up.

If	your smartphone's credit	is running low, there's Go-pulsa to top it up.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'If' as conjunction. It is followed by Topical Theme 'your smartphone's credit'. The Rheme is "is running low, there's Go-pulsa to top it up".

2. While at McKinsey, he met one of the founders of Rocket Internet, German Oliver Samwer, who asked Nadiem to develop Rocket's business in Indonesia and in late 2011.

While	At McKinsey	he met one of the founders of Rocket Internet German Oliver Samwer, who asked Nadiem to develop Rocket's business in Indonesia and in late 2011.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'While' as conjunction. It is followed by Topical Theme 'at McKinsey'. The Rheme is "he met one of the founders of Rocket

Internet, German Oliver Samwer, who asked Nadiem to develop Rocket's business in Indonesia and in late 2011".

3. Also, in the early days, Nadiem saw that users were using ojeks for other services, such as delivery of cell phones left at home to offices, or picking up takeaway meals.

Also,	in the early days,	Nadiem saw that users were using ojeks for other services, such as delivery ofcell phones left at home to offices, or picking up takeaway meals.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'Also' as conjunctive adjuncts. It is followed by Topical Theme 'in the early days'. The Rheme is "Nadiem saw that users were using ojeks for other services, such as delivery of cell phones left at home to offices, or picking up takeaway meals".

4. After raising some funds, Nadiem was able to launch Go-jek's first app in january 2015 for iOs and Android devices.

After	raising some funds ,	Nadiem was able to launch Go-jek's first app in january 2015 for iOs and Android devices.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'after'. 'after' as conjunctive adjunct. It is followed by Topical Theme 'raising some funds'. The Rheme is "Nadiem was able to launch Go-jek's first app in january 2015 for iOs and Android devices".

5. Before that, the firm had operated as a website and call center, and many operations were still manual and had 500 drivers in its network.

Before that,	the firm	had operated as a website and call center, and many operations were still manual and had 500 drivers in its network.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'before that' as conjunctive adjuncts. It is followed by Topical Theme 'the firm'. The Rheme is "had operated as a website and call center, and many operations were still manual and had 500 drivers in its network".

6. Yet even with these challenges, Go-jek was undergoing hockey-stick growth.

Yet	even	with these challenges,	Go-jek was undergoing hockey-stick growth.
Textual	**Textual**	**Topical**	
Theme			**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'yet' and 'even' as conjunction. It is followed by Topical Theme 'with these challenges'. The Rheme is "Go-jek was undergoing hockey-stick growth".

7. After that, the two stopped talking.

After	that	the two	stopped talking.
Textual	**Textual**		
Theme			**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'after' and 'that' as conjunction. It is followed by Topical Theme 'the two'. The Rheme is "stopped talking".

8. So the strategy is that I can play subsidy wars but, in the meantime.

So	the strategy	is that I can play subsidy wars but, in the meantime.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'so' as conjunction. It is followed by Topical Theme 'the strategy'. The Rheme is "is that I can play subsidy wars but, in the meantime".

9. Even in the U.S., studies have found that founders will own, on average, only 11 % of the firm when it goes public.

Even	in the U.S.,	studies have found that founders will own, on average, only 11 % of the firm when it goes public.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'even' as conjunction. It is followed by Topical Theme 'in the U.S'. The Rheme is "studies have found that founders will own, on average, only 11 % of the firm when it goes public".

10. Rather than spread geographically, Nadiem wants to cement Go-jek's already formidable presence in Southeast Asia's largest economy.

Rather than spread geographically	Nadiem	wants to cement Go-jek's already formidable presence in Southeast Asia's largest economy.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'rather'. 'rather' as conjunctive adjunct. It is followed by Topical Theme 'Nadiem'. The Rheme is "wants to cement Go-jek's already formidable presence in Southeast Asia's largest economy".

11. However, Nadiem has needed to beef up Go-jek's programming and technology backend.

However,	Nadiem	has needed to beef up Go-jek's programming and technology backend.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'however'. 'however' as conjunctive adjuncts. It is followed by Topical Theme 'Nadiem'. The Rheme is "has needed to beef up Go-jek's programming and technology backend".

12. Besides having a presence in the Philipines, Kejora will launch Kejora Thailand this month, in partnership with the Jiaravanon family of Thailand's multinational CP group.

Besides	having a presence in the Philipines,	Kejora will launch Kejora Thailand this month, in partnership with the Jiaravanon family of Thailand's multinational CP group.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'besides'. 'besides' as conjunctive adjunct. It is followed by Topical Theme 'having a presence in the Philipines'. The Rheme is "Kejora will launch Kejora Thailand this month, in partnership with the Jiaravanon family of Thailand's multinational CP group".

13. If there is a major company that wants to come in and acquire a company.

If	there is a major company that	wants to come in and acquire a company.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'if'. 'if' as conjunction. It is followed by Topical Theme 'there is a major company that'. The Rheme is "wants to come in and acquire a company".

14. Before deciding to invest in a company, they do a thorough due diligence.

Before	deciding to invest in a company,	they do a thorough due diligence.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'before'. 'before' as conjunction. It is followed by Topical Theme 'deciding to invest in a company'. The Rheme is "they do a thorough due diligence".

15. Because we are on the board of directors in each company.

Because	We	are on the board of directors in each company.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'because'. 'because' as conjunction. It is followed by Topical Theme 'we'. The Rheme is "are on the board of directors in each company".

16. Since it is sending sensitive items, Asmaraku guarantees its customer's privacy.

Since	It	is sending sensitive items, Asmaraku guarantees its customer's privacy.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'since'. 'since' as conjunction. It is followed by Topical Theme 'it'. The Rheme is "is sending sensitive items, Asmaraku guarantees its customer's privacy".

17. That same year Go-jek started building a buzz.

That	same year Go-jek	started building a buzz.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'that'. 'that' as conjunction. It is followed by Topical Theme 'same year Go-jek'. The Rheme is "is started building a buzz".

18. In case the customers doesn't feel confidentto receive a package at their office or home.

In case	the customers	doesn't feel confidentto receive a package at their office or home.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'in case'. 'in case' as conjunction. It is followed by Topical Theme 'the customers'. The Rheme is "doesn't feel confidentto receive a package at their office or home".

19. In fact, she said the company's product assortment development is based on customer feedbacks and requests.

In fact,	She	said the company's product assortment development is based on customer feedbacks and requests.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'in fact'. 'in fact' as conjunctive adjuncts. It is followed by Topical Theme 'she'. The Rheme is "said the company's product assortment development is based on customer feedbacks and requests".

20. Meanwhile, farmers in Sleman are willing to rotate their crops every two weeks, improving yields.

Meanwhile,	fármers i Sleman	are willing to rotate their crops every two weeks, improving yields.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'in meanwhile' as conjunctive adjuncts. It is

followed by Topical Theme 'farmers i Sleman'. The Rheme is "are willing to rotate their crops every two weeks, improving yields".

21. In this case, the farmers will have more self-descipline.

In this case,	the farmers	will have more self-descipline.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'in this case' as conjunctive adjunct. It is followed by Topical Theme 'the farmers'. The Rheme is "will have more self-descipline".

22. When coding is the only thing that matters, according to luke Fitzpatrick, who teaches startup entrepreneurship at Sydney University.

When	coding	is the only thing that matters, according to luke Fitzpatrick, who teaches startup entrepreneurship at Sydney University.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'when'. 'when' as conjunction. It is followed by Topical Theme 'coding'. The Rheme is "is the only thing that matters, according to luke Fitzpatrick, who teaches startup entrepreneurship at Sydney University".

23. With the growth rate of the country, the duo is upbeat on the future potential.

With	the growth rate of the country,	the duo is upbeat on the future potential.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'with' as conjunction. It is followed by Topical Theme 'the growth rate of the country'. The Rheme is "the duo is upbeat on the future potential".

24. Where she was a managing director in Asia Pacific, as the company's president.

Where	She	was a managing director in Asia Pacific, as the company's president.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'where'. 'where' as relative. It is followed by Topical Theme 'she'. The Rheme is "was a managing director in Asia Pacific, as the company's president".

25. How ideas get turned into products.

How	ideas	get turned into products.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'how'. 'how' as relative. It is followed by Topical Theme 'ideas'. The Rheme is "get turned into products".

26. Thus a user can spend much of his day within the Go-jek system.

Thus	a user	can spend much of his day within the Go-jek system.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'thus'. 'thus' as conjunction. It is followed by Topical Theme 'a user'. The Rheme is "can spend much of his day within the Go-jek system".

27. Well over 100 startups have been described as the Uber of something, from Honor (Uber of home care) to Wag Labs (Uber of dog walking).

Well	over 100 startups	have been described as the Uber of something, from Honor (Uber of home care) to Wag Labs (Uber of dog walking).
Textual	**Topical**	
	Theme	**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'well'. 'well' as continuative. It is followed by Topical Theme 'over 100 startups'. The Rheme is "have been described as the Uber of something, from Honor (Uber of home care) to Wag Labs (Uber of dog walking)".

28. But honestly I don't know if it really matters.

But	Honestly	I	don't know if it really matters.
Textual	**Interpersonal**	**Topical**	
	Theme		**Rheme**

The clause above consists of Textual, Interpersonal and Topical Theme. The clause begins with Textual Theme 'but' as conjunction. It is followed by

Interpersonal 'honestly' and Topical Theme 'I'. The Rheme is "don't know if it really matters".

29. Then there's billing, processing, ratings and the company's own analystics to evaluate the quality of the ride.

Then	there's	billing, processing, ratings and the company's own analystics to evaluate the quality of the ride.
Textual	**Topical**	
Theme		**Rheme**

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'then' as conjunction. It is followed by Topical Theme 'there's'. The Rheme is "billing, processing, ratings and the company's own analystics to evaluate the quality of the ride".

30. And, of course, maps are essential to Uber's two-year-old effort to develop self-driving cars.

And,	of course	Maps	are essential to Uber's two-year-old effort to develop self-driving cars.
Textual	**Interpersonal**	**Topical**	
Theme			**Rheme**

The clause above consists of Textual, Interpersonal and Topical Theme. The clause begins with Textual Theme 'and'. 'and' as conjunction. It is followed by Interpersonal 'of course' and Topical Theme 'maps'. The Rheme is "are essential to Uber's two-year-old effort to develop self-driving cars".

31. Wow, I think there is something here that people don't know.

Wow,	I think	there is something here that people	don't know.
Textual	Interpersonal	Topical	
Theme			Rheme

The clause above consists of Textual, Interpersonal and Topical Theme. The clause begins with Textual Theme 'wow'. 'wow' as continuative. It is followed by Interpersonal 'I think' and Topical Theme 'there is something here that people'. The Rheme is "don't know".

32. That's why Kalanick has been jamming so much around pool.

That's	why	Kalanick	has been jamming so much around pool.
Textual	Textual	Topical	
Theme			Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual Theme 'that's' and 'why'. 'that's' as conjunctive and 'why' as relative. It is followed by Topical Theme 'Kalanick'. The Rheme is "has been jamming so much around pool".

33. And Kalanick is already selling them hard on the benefits.

And	Kalanick	is already selling them hard on the benefits.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'and' as conjunction. It is followed by Topical Theme 'kalanick'. The Rheme is "is already selling them hard on the benefits".

34. Whereas Uber will be able to introduce autonomous vehicles gradually.

Whereas	Uber	will be able to introduce autonomous vehicles gradually.
Textual	Topical	
Theme		Rheme

The clause above consists of Textual and Topical Theme. The clause begins with Textual theme 'whereas' as conjunction. It is followed by Topical Theme 'Uber'. The Rheme is "will be able to introduce autonomous vehicles gradually".

C. The Findings

Based on the data analysis the finding shows that there were three kinds of theme, they are topical theme, interpersonal theme, and textual theme. The numbers of there was found that Topical Theme 53 (55%), Interpersonal Theme 10 (10%), Textual Theme 34 (35%). It can be concluded that the dominant type of theme in e-conomy article of Forbes Indonesia was Topical Theme counting of 53 (55%).

CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusions

Having analyzed the data, some conclusions can be drawn as follows:

1. There are ten elements of themes found in the Indonesia Forbes, they are process, participant, circumstance, modal adjunct, WH-Question, conjunction, relatives, conjunctive, and continuative.
2. Kind of theme was dominantly used in the Indonesia Forbes was Topical Theme that is 53 (55%).

B. Suggestions
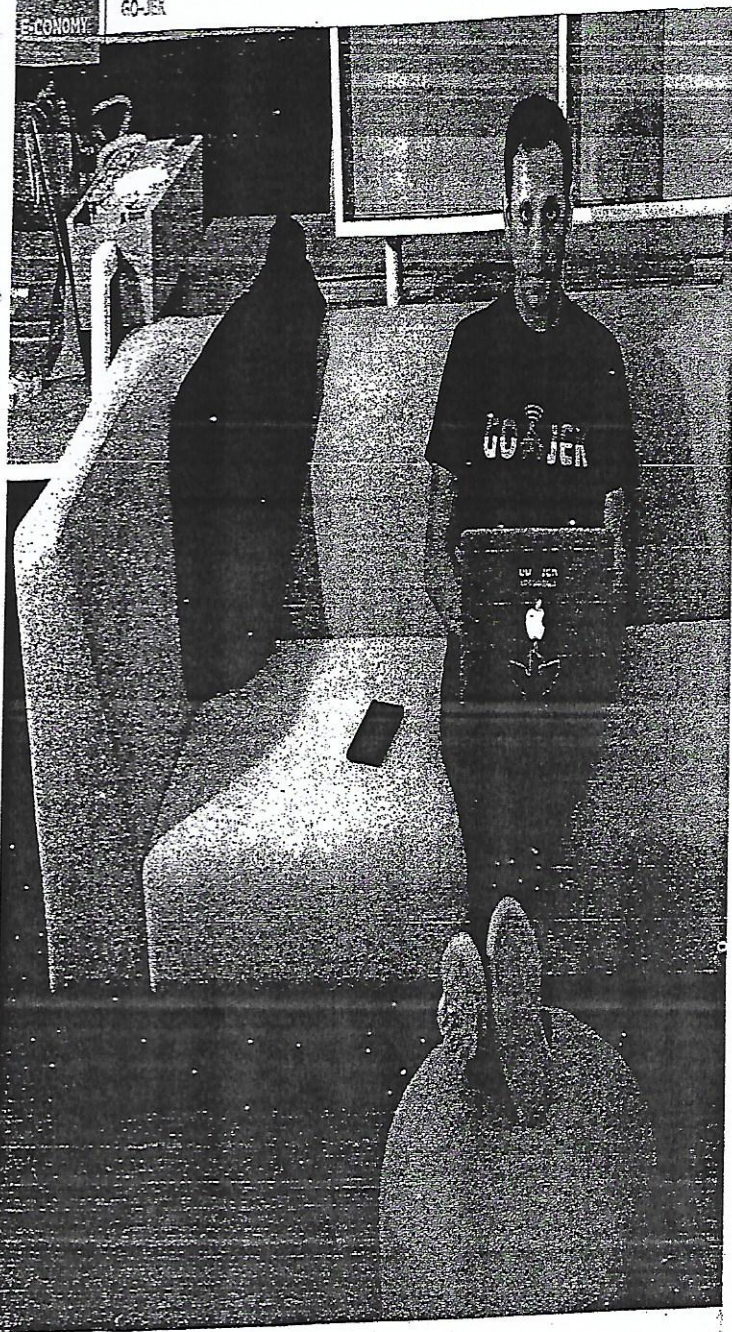
In the relations to the conclusion above, two suggestions can be putforward as the follows:

1. It is expected that this study can increase knowledge about e-conomie article of the magazine as the object to learn about Thematic Structure.
2. It is also suggested that the teacher showed use e-conomy article as the media on source of material to help students to improve their English.

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RISING UNICORN

Nadiem Makarim has built Go-Jek into Indonesia's first billion-dollar valuation firm.

BY AASTHA SABOO

PHOTOGRAPHS BY AHMAD ZAMRONI / FORBES INDONESIA

t's 11 o' clock in mid-December outside the Pasaraya Grande building in Blok M in Jakarta, and a group of about 14 motorcycle taxi drivers dressed in bright green uniforms are buzzing with excitement. They are getting their photo taken with Nadiem Makarim, the 32-year-old founder of PT Go-Jek Indonesia, who is standing among them dressed in a black T-shirt with "Go-Jek" printed on the front. In unison they pump their fists in the air and shout "Go-Jek, Go-Jek, Go-Jek," then click selfies with Nadiem.

The drivers' energy is just one indication of the remarkable Go-Jek phenomenon. From a small startup in 2011, Go-Jek is now arguably Indonesia's most successful tech firm—responsible for several major transformations. For one, it has transformed the way thousands of Indonesians earn a living, and also get their goods and services, beyond just the original motorcycle taxis. Second, it has emerged as Indonesia's first unicorn, with an implied valuation over $1 billion. Finally, it has propelled Nadiem from an obscure entrepreneur into the country's most visible poster boy for Indonesia's booming tech sector.

In a rare interview, in Go-Jek's new headquarters on the top floor of Pasaraya Grande, Nadiem explains Go-Jek success by paraphrasing the Lord of the Rings. "One app to rule them all," he says. By this he means Go-Jek has evolved far beyond being a simple ride-sharing app into an entire ecosystem. "It's your portal to connect to the real world," he says. Today Go-Jek provides 15 different types of services, from massages to package delivery. Its payment system Go-Pay connects all of them. A new service, Go-Points, allows loyal users to collect and win extra points if they use Go-Pay.

Thus a user can spend much of his day within the Go-Jek system. "You're there in a world of services, that the user can then live in," says Nadiem. One can use Go-Bike or Go-Car to go to work, order lunch from Go-Food, and after work, get tickets to a movie from Go-Tix or a massage with Go-Massage. If your smartphone's credit is running low, there's Go-Pulsa to top it up. All of them can be purchased with Go-Pay. In fact, the firm has put several of its services under the aptly named app Go-Life. "Go-Jek is a unique combination of different verticals, which is constantly changing," says Nadiem. "The company's key emphasis is on solving problems rather than product offerings, making it different from other startups." He adds: "The beautiful part is how these all services synergize together, and basically empower each other." Go-Jek's path is similar to that of the original ride-sharing firm Uber, out of San Francisco, which has also been adding services such as Eats, for food delivery,

DRIVER'S FREEDOM

Feri's story is typical of many Go-Jek drivers. Feri, 31, worked in construction and in a garment factory before joining Go-Jek. "I struggled with my finances before, but after joining Go-Jek, I am able to pay all my debts," says Feri. He says he is able to make more than Rp 10 million per month from Go-Jek, while having the freedom to work according to his own schedule. Go-Jek combines the best of two worlds for its drivers, the power of a large network while still maintaining their individual preferences for when, how and where to work.

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sity in the U.S. He worked there for three years, but itched to be his own boss. "In McKinsey, I realized that I wasn't a great subordinate. I enjoyed building things," he says.

He then got an MBA from Harvard University before returning to Jakarta to start Go-Jek in early 2011 with Michaelangelo "Mikey" Moran. While at McKinsey, he met one of the founders of Rocket Internet, German Oliver Samwer, who asked Nadiem to develop Rocket's business in Indonesia and in late 2011, he became managing director of Zalora Indonesia, Rocket's fashion site. In 2013, he left Zarola and worked at payments site Kartuku.

All the while, he was building Go-Jek as a personal passion, using his paid jobs to support himself. Much like Uber was founded in 2009 by Travis Kalanick as a way to help him get around San Francisco while he was focused on other projects, Go-Jek was started by Nadiem as a way to improve the ojek service he was already using. At the time, Nadiem was taking ojeks several times a day–he preferred them over taxis or private car. One day, he had a flash of inspiration to set up a call center where passengers could call in to request an ojek. "I soon realized ojeks have got the highest value and fastest logistics, and also the lowest cost," he says. While many ridiculed ojeks as a low-class service, Nadiem felt differently. "I saw these uneducated men as precious gems." The first Go-Jek service was as envisioned, a call center with 20 drivers.

Early on, Nadiem focused on branding. Co-founder Mikey had the idea to give the drivers bright green jackets and helmets with the Go-Jek logo, so when driving around town, Go-Jek drivers were also advertising the service. Also, in the early days, Nadiem saw that users were using ojeks for other services, such as delivery of cell phones left at home to offices, or picking up takeaway meals. In 2012, Go-Jek even had contracts with companies to deliver their products, including multinationals. That same year Go-Jek started building a buzz when it won first place in the non-tech category at the U.S. State Department-affiliated Global Entrepreneur Program Indonesia (GEPI) 2012.

nd Freight, for package delivery, and even Moto, a motorcycle service similar to Go-Jek's original service.

Born into a well-to-do family–his lawyer father Nono nwar Makarim co-founded the prominent law firm Marim & Tiara S, while his mother was a social activist, d his grandfather was part of the delegation that won dependence for Indonesia from the Netherlands in the storic 1949 conference at the Hague. Nadiem had an international childhood. He was born in Singapore, but lived Australia, Singapore, the U.S. and the U.K. "I was a bit of bal trekker," he says. He started his professional career at cKinsey in Jakarta, after graduating from Brown Univer-

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event held in Bali, an event that drew 500 applicants for the awards, and which was attended by Hillary Clinton and Google Chairman Eric Schmidt. At the time, Go-Jek had about 350 drivers and 4,000 users, including 25 corporate clients.

Nadiem got a big boost when Eric Schmidt compared Go-Jek to Amazon during his address at the GEPI event. "It [Go-Jek] is a classic example of an infrastructure play, an important human need and a service. It's no different in that sense from the Amazon idea of 15 years ago," said Eric. (Hillary Clinton also mentioned Go-Jek by name as well.)

In 2014, the global ride-sharing craze was in hyper-growth, and Nadiem became more serious about Go-Jek. Uber and regional ride-sharing firm Grab, from Malaysia, both entered the Indonesia market in 2014. After raising some funds, Nadiem was able to launch Go-Jek's first app in January 2015 for iOs and Android devices. Before that, the firm had operated as a website and call center, and many operations were still manual and had 500 drivers in its network. The company after that exploded with growth: within six months the app had four million downloads, then nine million by year's end.

Traditional ojek drivers began to protest Go-Jek in early 2015, a controversy that eventually led to a 12-hour ban on Go-Jek in December 2015 by the then-trade minister, which was personally reversed by President Joko "Jokowi" Widodo. "They revoked the ban almost immediately," notes Nadiem. The other ride-sharing apps faced similar challenges. In early 2016, there were street protests, with taxi drivers marching along one of Jakarta's main roads, setting fires and blocking traffic. "It is a unique company born out of disasters," Nadiem says. "All these events taught us how to control our fears and anxiety."

Yet even with these challenges, Go-Jek was undergoing hockey-stick growth. In December 2016, Go-Jek and Go-Pay combined completed close to 35 million transactions, which represents around $1 billion (annualized run-rate) worth of transactions through its platform, with an average of more than eight bookings per second being processed. The Go-Jek app has now been downloaded more than 30 million times, and reaches more than 70% of iOS users and more than 30% of Android users in Indonesia, according to researcher App Annie (the original ride-sharing service is now renamed Go-Ride). "We are probably the largest transactional app by penetration in the country," says Nadiem. The network of drivers grew to 200,000 and its Go-Pay service, launched in April 2016, now may create its own sub-services. "Some of our products will have children," says Nadiem.

The biggest validation came in August 2016 when the company received $550 million funding from a group of international investors, including KKR & Co, Warburg Pin-

cus, Farallon Capital and the Capital Group. The investment was a watershed in two ways: the amount and the investors behind it. The $550 million was the largest ever single-amount of funds raised by a Southeast Asian tech firm in history. "We are extremely humbled and excited to be work with such world-class partners," said Nadiem in a release at the time. The second achievement was the A-list of investors, such as KKR. To be sure, Nadiem had already raised funds earlier, also from some notable names, such as Sequoia, Northstar and Japan's Rakuten.

Most significantly, the deal valued Go-Jek at somewhere in the neighborhood of $1.2 billion. While other Indonesia tech firms are approaching unicorn status—such as Traveloka and Tokopedia—Go-Jek was the first to reach and break that barrier, and set a milestone for Indonesia. The investment had a significant impact for Nadiem. "Not many things scare us anymore," he says. "Go-Jek can now follow its own path instead of reacting to competitors."

In the last six months, Go-Jek has seen more growth. The company now claims that Go-Rides and Go-Cars have a 60% share of the Indonesia's ride-sharing market. Its food service, Go-Food, is the second largest online food delivery service in the world outside China with over 15 million meals delivered since inception, and has 35,000 food merchant partners. The company claims it has a 95% market share of all online food deliveries, far above rivals such as Rocket's Foodpanda. Its logistics service Go–Send is said to have a 75% market share of same-day logistics and delivery. The company has gone from its original service only in Jakarta to 16 cities across the country, including Bandung, Medan and Surabaya.

Moreover, one rival, the country's largest traditional taxi company Blue Bird, became Go-Jek's partner in May 2016. Blue Bird said in a filing at the time that: "The partnership of the company and Go-Jek will stretch across technology, payments, and promotions." Nadiem sees further validation in the tie-up. "We are excited about our partnership with Blue Bird, together we can have a huge impact with our technology and their drivers," says Nadiem. Ironically, just before announcing the tie-up with Blue Bird, Nadiem launched Go-Car, its first car-sharing service akin to Uber or Grab.

The Blue Bird deal contrasts with Nadiem's troubled history with his former friend from Harvard Business School, Malaysian Anthony Tan, the founder of Grab (also a unicorn in valuation). The two had been friends, even as they both grew similar firms, until Grab announced the launch of a motorcycle taxi service, Grab Bike, in 2014. After that, the two stopped talking. In May 2015, Anthony launched Grab Bike in Indonesia (Uber launched its Uber-Moto in Indonesia in June 2016). "We were friends who

BIG MENU

Go-Jek has expanded into a group of 15 different services, all of which can be covered by Go-Pay, its payment service. Its original service is now known as Go-Ride.

Timeline:

- **2011** — Nadiem Makarim launches Go-Jek
- **2012** — Go-Jek wins non-tech startup award at the GEPI event in Bali
- **2014** — Uber and Grab start operations in Indonesia
- **2015** — Go-Jek releases its first app
- **2016** — Go-Jek gets a $550 million investment in series D funding

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ned enemies and, who knows, maybe we will become
ends again," says Nadiem.

Yet all these firms share one big concern: enormous
ru rates in subsidizing their services. The process of gain-
g market share, keeping fees affordable, signing up driv-
s, and attracting new customers is a costly affair. Some
nture capitalists question how firms such as Go-Jek can
r make money (at least at present prices). "Nobody
nts to do a subsidy, but it's not really a choice," says Na-
m. "Subsidies are a competitive necessity, but it's a not a
ategy." Nadiem is confident of Go-Jek's success despite
e subsidies, noting that its rising number of verticals are
advantage. "You can fight us in one vertical to the death
t not in the others," says Nadiem. "So the strategy is that
an play subsidy wars but, in the meantime, I'm getting
ople into my ecosystem, and they like being in there, Go-
k has now become home base for them."

Another interesting aspect of Go-Jek is Nadiem's shar-
g of the wealth. "We are disproportionately generous in
ving out options and equity to our management," he says.
"he management owns way more [of the company] than
lo." He notes that some of his investors have urged him
curtail the practice, but Nadiem sees it as a competitive

advantage. "We are a company of owners," says Nadiem.
While he won't disclose his actual ownership, Nadiem's
personal stake has been diluted from fund-raising and
sharing equity—the historic $550 million raised was, for
example, a D round. Even in the U.S., studies have found
that founders will own, on average, only 11% of the firm
when it goes public.

One clear focus of Go-Jek is Indonesia. Nadiem states
unequivocally that Go-Jek will not go regional or global,
unlike Grab and Uber. Rather than spread geographically,
Nadiem wants to cement Go-Jek's already formidable pres-
ence in Southeast Asia's largest economy. "Go-Jek is focused
on Indonesia, we are deeply nationalistic," says Nadiem.

However, Nadiem has needed to beef up Go-Jek's
programming and technology backend, especially after
the firm's user base exploded with the introduction of
the app in 2015. To that end, Nadiem acquired Indian
tech firms C25, CodeIgnition, Leftshift Technologies
and Pianta in 2015 and 2016 to help enhance Go-Jek's IT
structure.

Nadiem is also preparing for major growth as evidenced
by its new headquarters. The firm has taken up the entire
top floor of Pasaraya Grande, most of it filled with empty
chairs and desks, with plans to build a cafe and outdoor ter-
race for its current 1,800 staff. Boxes filled with containers
of mineral water lie open for refreshment, and printouts
taped above desks indicate the location of various depart-
ments, including one hung over the area where Nadiem
sits—an open office the same as all the others—reading sim-
ply BOD. "We're going to be around in Indonesia for a long
time," says Nadiem. 🄶

BEYOND CAPITAL

Kejora Ventures provides more than funds, it helps with an ecosystem for startups to grow.

BY ULISARI ESLITA

Internet investment firm Kejora Ventures was start-
ed in January 2014, founded by Sebastian Togelang,
38; Kris Adidarma, 43; Baritono Pangestu, 37; Rach-
mat Harsono, 36; and Andy Zain, 43. Initially, they
never thought the small office space they rented in
West Jakarta would not be enough space. Starting with
less than 10 people, in a few months the room was packed
with people working for its first investee company, startup
fintech firm Cekaja.com, launched in April 2014. Cekaja.
com provides information on financial products, such as
credit cards and insurance, allowing users to browse and
compare offerings from a broad range of providers, then
purchase them.

Today, the firm has bigger offices, covering about 5,000
sqm, with 27 investee companies (13 companies are direct-
ly under Kejora, while the rest are under its partner, the
Ideabox-IndosatOoredoo incubator) and employing about
700. "We're glad with the progress, since the firm grew
faster than we expected," says co-founder Sebastian.

As an active venture capital, Kejora Ventures invests in
at least four to five startups every year. Its first fund of $12
million, raised in 2014, has already been deployed into 28

companies (one later failed). Each company got funding
ranging from seed capital to pre-series B funding, up to $1
million. This month, Kejora will raise its second fund for
as much as $80 million, and so they can deploy larger in-
vestments into startups. "In this second fund, we are going
to increase our investment, ranging from $2 to $5 million
for each startup," says Sebastian.

Currently, Kejora invests in a variety of sectors, such as
fintech, with firms such as Cekaja, Investree and Pawoon.
Other sectors are digital media, logistics and human re-
sources. "We prefer startups that can solve a big problem
for society. Many problems are a result of inefficiency. One
of them is logistics. For example, we have Etobee to solve
logistics problems," says co-founder Kris.

As a venture firm, Kejora is selective, with strict re-
quirements to ensure a high success rate. "During three
years of operation, out of 13 startups we have invested in,
only one startup has failed," says Sebastian. Among the re-
quirements are experienced staff and an ability to quickly
generate revenue.

Unlike most startups, Kejora's portfolio firms are al-
ready making profits. "From the start, we are aiming to
create sustainable companies, not merely burning money.
We are looking for companies that can get revenue quite
early," says Sebastian.

That's why Kejora does more than disburse capital; it
also tries to create an ecosystem to help its startups grow.
In its headquarters in Wisma Barito Pacific, Kejora puts
all its startups together in one place so they can network,
and share resources and ideas. "As a part of Kejora, we are
lucky enough to have a healthy ecosystem to grow, and
have state of the art technology which can be leveraged, as
well as access to international investors," says Adrian Gu-
nadi, chief executive of Investree.

The co-founders of Kejora also have their personal
expertise and resources to add to Kejora's assets. Kris is
the chief executive at Propan Raya, one of the largest paint
companies in the country; Baritono Pangestu, is the son
of tycoon Pragestu Pangestu and is vice president direc-
tor at the family's PT Chandra Asri Petrochemical. Finally,
Rachmat Harsono is vice president director at PT Aneka
Gas Industri. "Our investee companies are fortunate since
the founders of Kejora are themselves business owners.
We can help them with access and network," says Kris.

STAR PERFORMERS

In its third year of operation, Kejora Ventures
success rate is almost 100%, and only one
company has failed out of 14 investee firms.

cekaja.com	kudo.com	Qerja	DIGITAL FESER	
2014	2014	2014	2014	2015
Financial product information.	Sells secondhand items and services.	Jewish salary and work conditions.	Digital publicity strategist.	Logistics delivery platform.

BRIDGING SUCCESS

Convergence Ventures aims to link success from other markets to Indonesian startups.
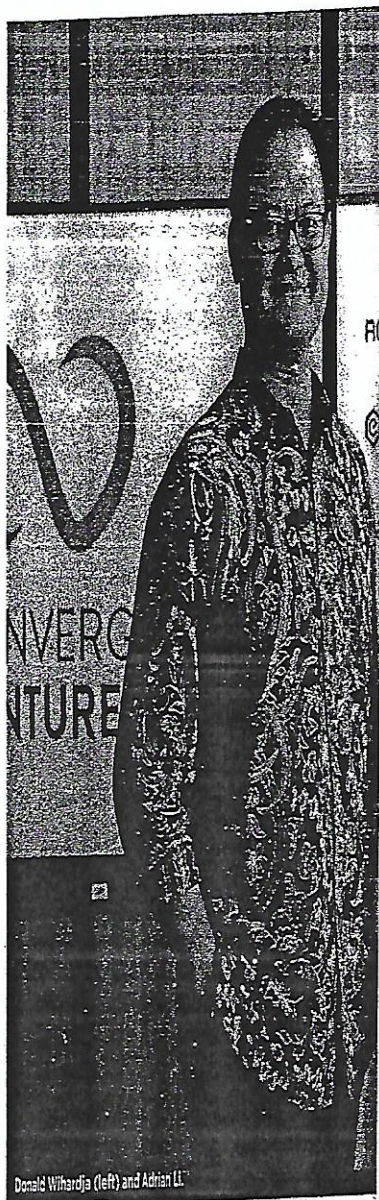
BY YESSAR ROSENDAR

Donald Wihardja (left) and Adrian Li.

I t's a truism that Indonesia's Internet ecosystem lags those in other countries by a few years. Venture capitalists Adrian Li, 37, and Donald Wihardja, 45, are turning that notion into an advantage, looking to bridge the more advanced Internet developments and entrepreneurs from around the world with those in Indonesia. To fund their firm Convergence Ventures, and act as mentors, the pair built a global network of Internet entrepreneurs and venture capitalists, mostly from China and India.

"We want to support entrepreneurs, beyond just helping with capital but also with know-how," Adrian says.

One example of transferring know-how is when Steven Kim, co-founder of Qraved, had a meeting with Zhang Tao one of the founders of Dianping, a Chinese company that is now valued at $18 billion after a merger with Meituan. "We are able to have a one-on-one session," Adrian says. Qraved was Convergence's first investment, an online restaurant reservation platform that was inspired by the success of OpenTable in the U.S. and was

co-founded by Adrian; currently it has over 25,000 listed venues in Jakarta and Bali, and over one million monthly users.

Convergence Ventures was founded in 2014 and currently has 20 startups in its portfolio such as E27, Nida Rooms, and Female Daily Network. The latest investment is Helpster, a startup founded in 2015 that allows users to post part-time and full-time staffing opportunities to its curated platform for those who work in industries such as food and beverage, events, cleaning and retail. According to Adrian, Convergence Ventures is the largest Indonesia focused early stage venture fund with over $30 million in committed capital. Among its investment portfolios, nine startups have raised follow-on investments
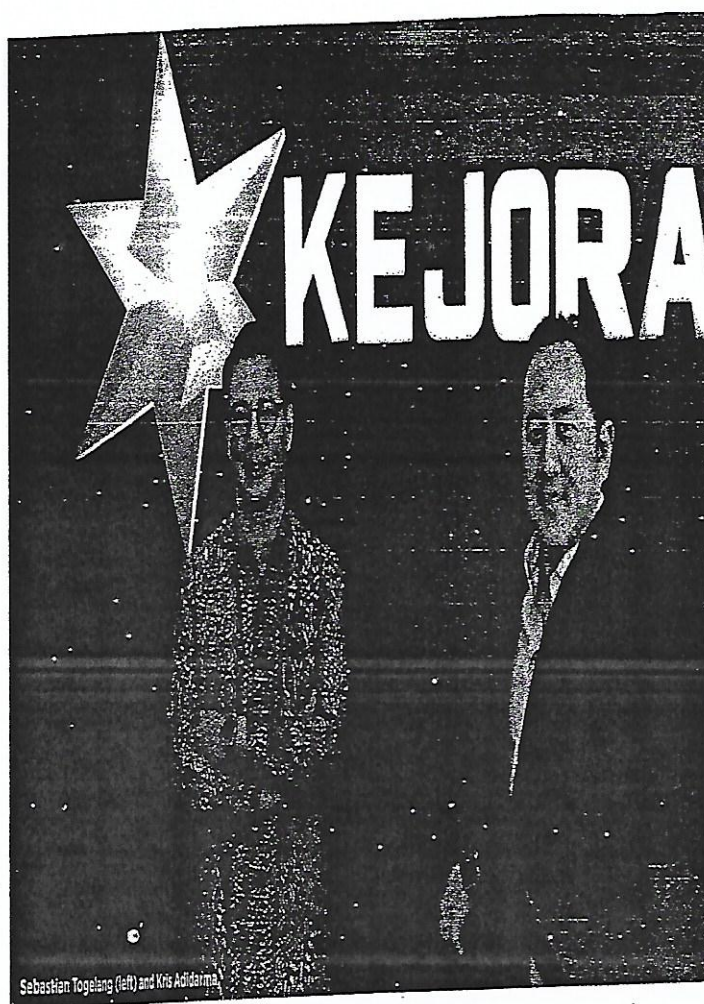
Sebastian Togelang (left) and Kris Adidarma.

"We prefer startups that can solve a big problem for society."

This network also helps Kejora to expand to Southeast Asia. Besides having a presence in the Philippines, Kejora will launch Kejora Thailand this month, in part-

nership with the Jiaravanon family of Thailand's multinational CP group. Kejora can now spread its network across three markets: Indonesia, the Philippines and Thailand. This month, Kejora will launch Money Table in Thailand, a community centric platform for corporations to manage employee loans and loans between employees on any device.

To exit, Kejora Venture aims to do a typical exit through an IPO, a trade sale or a sale to another investor. "It depends on the market. If there is a major company that wants to come in and acquire a company, we will let them. We are open to any opportunity, as long as it provides a good return on investment," says Kris. F

SOURCE: KEJORA VENTURES

bDigital	pawoon	PROSEHAT	COGNITIX	investree	K ELEVATE MEDIA	ZM ZETTAMEDIA
2015 Marketing For SMEs to increase sales.	2015 Fintech Point of sales application.	2015 E-commerce Pharmaceutical marketplace.	2016 Platform Venues and events ticketing.	2016 Fintech Invoice financing.	2016 Media Video creation and distribution.	2016 Media Content creators network.

AHMAD ZAMRONI / FORBES INDONESIA

DREAM WEDDINGS

Bridestory is bringing digital efficiency to the wedding industry.

BY ULISARI ESLITA

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Last November, celebrity couple Sandra Dewi and Harvey Moeis got married in the Jakarta Cathedral. They wanted to share their happy day with their fans, so they turned to the website Bridestory. On the day of the ceremony, Bridestory broadcast it on Facebook Live. "It was the first celebrity wedding broadcast live in Indonesia, and was very successful. A lot of media referred to our Facebook account with total views of more than three million from both Facebook and Youtube," says Kevin Mintaraga, co-founder and chief executive of Bridestory.

The broadcast was another success for Bridestory, a site for wedding resources and a marketplace for wedding vendors. Bridestory was launched in 2014 to tap Southeast Asia's estimated $18 billion wedding market. Today, Bridestory has become the country's top wedding site, according to SimilarWeb. As a marketplace, Bridestory has 5,000 vendors classified into 28 categories, such as entertainment, flowers, jewelry, photography and honeymoon services. It attracts 500,000 monthly users to the site.

Kevin Mintaraga

> Bridestory was launched in 2014 to tap Southeast Asia's estimated $18 billion wedding market.

Founded by Kevin, 32; Chief Technology Office Doni Hanafi , 30; and Chief Operating Officer Etienne Emile, 37; Bridestory targets two big markets: couples planning weddings and the wedding vendors, under Bridestory Pro. "We made this to help vendors to run their businesses. For instance, if a wedding photographer wants to upload photos, ask for a review, or wants to expand their business, they can easily use the Bridestory Pro," Kevin explains. The site provides its services both online and through an app.

Meanwhile, for couples, Bridestory provides an app

ICHMAN ZAMRONI / FORBES INDONESIA

and four companies have raised series B. Convergence Ventures aims to add another 10 startups this year to its portfolio. "Investing is a very local game, it's hard to do to overseas, and so we are also helping investors that believe in Indonesia but don't have a presence here," Adrian says.

Adrian and Donald are a formidable duo. Adrian is a seasoned Internet entrepreneur that in the past decade has co-founded and operated six Internet ventures in China and Indonesia. With an MBA from Stanford, Adrian is also a business mentor at several startup incubators and accelerator programs including Endeavor, Founder Institute, GEPI, Ideabox, Incyte and Sky Star Ventures.

Donald, on the other hand, has over two decades of experience working in the technology sector in Indone-

sia as an entrepreneur, operator and investor. He has spent combined over five years in digital payments: recently as general manager for Indonesia in 2C2P, a regional payment gateway, and previously as chief information officer in Indomog. He also worked in the private equity firm Quvat (which BKPM head Tom Lembong co-founded), where he helped managed an investment of over $100 million into the Matrix cable network. "Adrian has experience from the business side and I have experience in computer science, so we complement each other," Donald says.

Before deciding to invest in a company, they do a thorough due diligence. "We only invest in a company that has the potential to be a $100 million company," Donald says. According to Donald, the fund only focuses on early post seed funding to have the largest impact for the startups. "The magic of investing is how you can push your ideas, if the fund is heading to the right direction, then the impact is huge," Donald says. The company also only focuses on startups that have operations in Indonesia, as the market has sufficient size to support the companies. "We can have a billion dollar company that will not leave Indonesia," Donald says.

Convergence on average invests less than half a million dollars into a company, and will be a long-term investor, as it has a ten-year fund. It will assist startups in

> "We want to support entrepreneurs, beyond just helping with capital but also with know-how."

various ways, and normally joins the board. "Because we are on the board of directors in each company, we see what works and not, and share it with other companies," Donald says. It also links all its investment companies together so that it can help each other. The company also claims to be the only venture capital that has a full time staff to head hunt for high-level staff. "One hard thing for a startup is to get great talent," Adrian says.

With the growth rate of the country, the duo is upbeat on the future potential. "I think we are at a turning point for technology distribution in Indonesia and as mobile tech permeates consumers' lives, it will impacting us in everything we do and will disrupt industries across Indonesia as well," Adrian says. Ⓕ

called Hilda, a wedding planning assistant to help couples to find their needs within specific budgets and requirements. "Hilda is a chatting application in your mobile phone. You can talk with a wedding expert and it is free," says Kevin.

As a startup, Bridestory has secured a series of fundings. It has received three rounds of undisclosed funding from global and local investors including Rocket Internet, who headed the Series A in 2015, as well as Skystar Capital, Sovereign's Capital, Venturra Capital, Global Founders Capital, Fenox Venture Capital, East Ventures and Beenos Partners. "They also have great team that is targeting categories that we like, they add value to Indonesia consumers, and of course, have a good return on investment," says Willson Cuaca, managing director of East Ventures.

Despite being a startup, Bridestory began making money just a few months after being launched. "We earn money mostly from the subscription fees," says Kevin. When a vendor signs up to the site, they will get five free credits. The credit can be used to check inquiries or message prospective customers. Each time a vendor receives an inquiry, Bridestory removes a credit. When the vendor runs out of credit, they can buy a subscription fee. "When vendors buy a subscription, they can get unlimited credit for a year and their profile will be on Bridestory," says Kevin. The subscription fee ranges from Rp 5 million to Rp 50 million per year.

Based in Jakarta, Bridestory currently has 150 staff. Seeing the huge potential in other countries, it expanded to Singapore in mid-2015 in a joint venture with MediaCorp, and currently has operations there, as well as in the Philippines, where it expanded early last year. Kevin says Singapore and the Philippines contribute more than 15% of the platform's traffic, mainly because both countries are more mature, especially Singapore, where brides are willing to pay for good quality vendors.

He believes that catering to the regional market is possible since cross border weddings are becoming more popular. "It is not only Indonesians who are getting married in Bali. Many Japanese, Chinese and even Australians are getting married there. Destination weddings are growing very
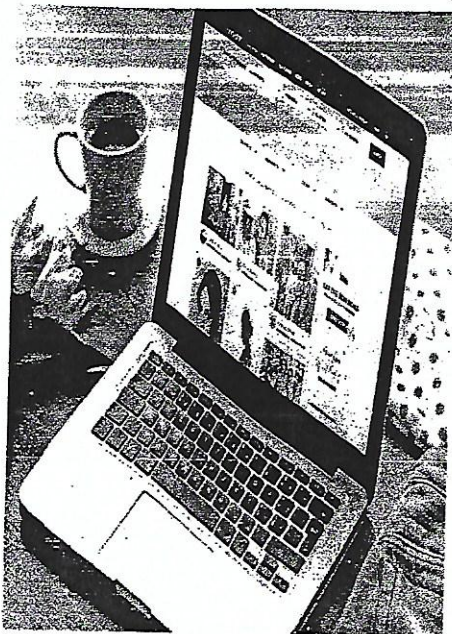
DEEP INTERNET ROOTS

Kevin started his career by establishing a digital agency named Magnivate with a few partners in March 2008. Magnivate employs more than 170 digital experts, which handles and manages the digital marketing for numerous high profiles clients such as Unilever, XL Axiata, Singapore Tourism Board, Nestle and Johnson & Johnson. As chief executive of Magnivate, he worked closely with Magnivate's clients as their strategic partner and consultant by providing advice and solutions through a technological approach. Four years after Magnivate's establishment, global advertising firm WPP acquired a stake in Magnivate in March 2012. The strategic acquisition marks the first digital agency acquisition in Indonesia, and afterwards Magnivate changed its name to XM Gravity.

fast. If we can provide a comprehensive wedding marketplace, it is a great opportunity for us," says Kevin, adding that 40% of Bridestory users are non-Indonesians.

Bridestory is Kevin's inspiration after he faced many problems getting married in 2012. It inspired Kevin to start a platform that compiled vendors and offered good information about them online. "Even though my wife took care all the nitty-gritty of our wedding, I also felt the frustration of how hard it was to find comprehensive information about a wedding vendor," he recalls.

Not long after Kevin and his wife married, she became a wedding stylist, a business that Kevin saw growing tremendously in just a few months. "Weddings are a sizeable business and I saw an opportunity for a wedding marketplace," Kevin says. He then started to do research about the industry and took a close look at some publicly listed wedding-related companies. He found that those companies were very sizeable and doing well. ✆

LOVE BUSINESS

A local taboo on sex and romance represents an opportunity for Asmaraku.com.

BY ARDIAN WIBISONO

There's no holiday for love and romance—which makes for a good business. While many spent their yearend on holiday, Asmaraku.com co-founders Grace Natalia and William Tunggaldjaja were busier than ever handling customer orders at its ITC Kuningan office in Jakarta just days before the New Year. The two sell what many consider taboo—such as condoms, lubricants and sex tonics—along with more prosaic items such as deodorants, vitamins and candies. Now the site, whose name means "my love," has been expanding into other romance-related items such as flowers and lingerie.

The idea to set up an e-commerce company selling intimate and romance products actually came when Grace was purchasing condoms and lubricants in a store for a

SHORTENING
THE CHAIN

gritech startup LimaKilo lowers food prices
y cutting out the middlemen.

SHINTYA FELICITAS

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I ndonesia's agricultural logistics is notoriously in-
efficient, with many layers of middlemen. This
system can mean that prices are higher than they
should be, and also swing wildly depending on de-
mand, the time of the year and the weather. For :
xample, the price of chili, a common ingredient, last year
uctuated between Rp 28,000 and Rp 108,000 a kilo with-
: less than 12 months.

Looking to bring stability, transparency and better
ricing to the agricultural sector is LimaKilo, a startup
unded in 2015 that cuts out the middlemen and directly
nnects end-consumers with farmers through a site and
obile app. The company, known formally as PT Limak-
o Majubersama Petani, was started by three entrepre-
urs: Lisa Ayu Wulandari, 27; Walesa Danto, 27; and Arif
tiawan, 26.

The firm connects farmers in villages with consum-
s in big cities and eliminates middlemen in the chain.
ers of LimaKilo are able to order commodities such as
allots, chilis, sugar and potatoes directly from the farm-
s at minimum order of five kilograms (hence the name,
imakilo" which means "five kilos.") By streamlining the

TARTUP PROS

e startup business is familiar turf for two of LimaKilo's
unders. Walesa participated in a startup accelerator in Dubai
d then took a masters degree in informatics from the Bandung
stitute of Technology (ITB). Arif worked for several startups,
cluding a U.S.-based startup, as a programmer. Meanwhile,
sa got a master's degree in business at Prasetya Mulia. After
aduated, she spent five years working at Schneider Electric
fore she joined Arif and Walesa to build LimaKilo.

friend's bachelorette party few years back. She received
awkward stares from a salesperson and other customers.
While others might have been upset, Grace saw an oppor-
tunity to start a new venture. Before setting up Asmaraku
in 2014, Grace was Lazada Indonesia's marketplace head.
William joined later, and had worked at Path and Zomato
as country manager and vice president of Lazada Indone-
sia—both are 31 years old. "From the beginning, we saw
a huge potential for selling intimate products online and
there wasn't any e-commerce company that provided
their customers with a professional service, and we know
for sure people need it," Grace says. A year after being es-
tablished, Asmaraku obtained seed funding from venture
capital firm Alpha JWC Ventures and Japan's IMJ Invest-
ment Partners.

Given its product mix, Asmaraku has a slightly dif-
ferent approach from other sites. The company is very
customer centric. Since it is sending sensitive items, As-
maraku guarantees its customer's privacy. The Asmara-
ku delivery box has no branding, and there is even extra
packaging inside to make sure that the product will not be
seen by others when the package is opened. The sender's
name is given as PT Modern Abadi, Asmaraku's registered
name, which doesn't give a hint of its business. The same
approach is taken with its invoices and other material.

The discretion applies even to more ordinary prod-
ucts. Knowing that Indonesian men are often shy to bring
flowers to loved ones, Asmaraku puts its flowers into a
special box so buyers aren't seen carrying around roses.
In case the customers doesn't feel confident to receive a
package at their office or home, they can opt to pick up
their goods at 150 pickup points in Jakarta, Bogor, Depok,
Tangerang, Bekasi and several other major cities. "We are
finalizing to add up 4,000 pickup locations nationwide
this year. It's more difficult to find addresses in small cit-
ies, thus it will make it easier and cheaper for us as well,"
William says.

Listening to customers is another thing. Aside from
providing feedback, with an anonymous option—which
Grace says tends to make the feedback more honest and
useful—Asmaraku also provides interactive chats for
customers to learn about products. In fact, she said the
company's product assortment development is based on
customer feedbacks and requests, which she claims is
already around ten thousand SKUs (the site stocks 16 dif-
ferent brands of condoms). Some questions are forwarded
directly to the product producers for answers.

Companies like Asmaraku too, because unlike an of-
fline retail store, they can showcase their entire prod-
uct line without any problem of shelf space. William says
most offline stores in major cities might have only 20% of

product variety found in Asmaraku. Thus, some customers
even resell Asmaraku's products. To maintain its reputa-
tion, Asmaraku plays by the rules, selling only products
registered with the government's food and drug safety
agency (BPOM). "We have to make sure we are trustwor-
thy, if a product is registered and has a permit, it'll be in
our store. If not, we're not going to sell it. We have to make
sure the product is safe and original," William explains.

With its discrete approach and guaranteed privacy,
Grace says customers tend to be loyal and price insensi-
tive—and claims they number in the hundreds of thou-
sands. Most customers come from outside Jakarta,
mostly males in their late 20s or early 30s, spending an
average of Rp 150,000 each visit, and coming back twice
every three months. Sales are growing 20% every month
and with average margins around 25%. The pair won't
disclose exact sales, but do say they would like to hit $1
million in sales this year.

> "We saw a huge potential
> for selling intimate
> products online."

"What's going to be hot next year will be lingerie, also
women's and men's underwear. We are planning to bring
in more brands and build our own," says William. Asma-
raku is also opening up doors for collaboration, moving
from products to services. Realizing that sex education
is still lacking in the country, the company plans to work
together with doctors and psychologists to help their
customers with relationship problems. The company also
plans to expand by also selling romantic experiences,
like intimate dinners or honeymoons. It also would like
to help the government in a family planning campaign.
Another segment is the halal market. Grace says the
growing awareness about halal products, including for
intimate and romance products, could be another huge
opportunity.

So far both are very happy with the good market re-
sponse, saying they often received thank you's from cus-
tomers who manage to improve their relationship with
their products. For the pair, building that loyal custom-
er base also represents good business. "Our focus is not
building the most valuable company, but to become the
most profitable," William says. ⊖
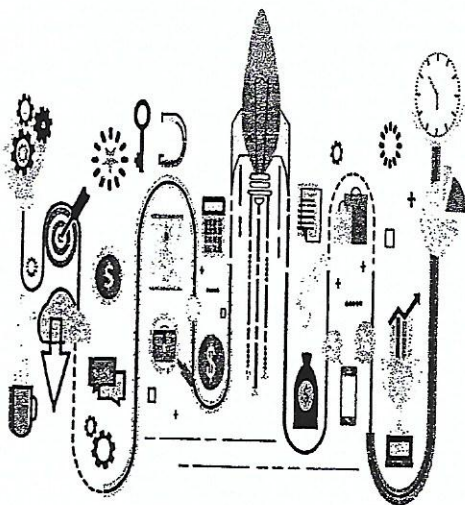
Jennie M. Xue is a globalization observer, award-winning author, and entrepreneur based in northern California. She is a regular contributor to numerous publications worldwide. Her works can be found at jenniexue.com.

FULL STACK DILEMMA IN STARTUPS

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Today, Indonesia is a hotbed for e-commerce startups. With 2017 forecasted growth of 5.1%, we can expect to see more startups. The thing is, we cannot easily predict which ones will thrive and which ones will die. As the Y Combinator co-founder Paul Graham once said: "What I tell founders is not to sweat the business model too much at first. The most important task at first is to build something people want. If you do not do that, it will not matter how clever your business model is." The thing is, deciding what people want and when to start marketing often takes a village—especially when the founders do not see eye to eye.

Founders can be broadly divided into two types: Technical and non-technical. Technical founders are usually engineers, which are also called full-stack founders. Non-technical founders are likely marketers, which are also called front-end founders. These two group do not always have the same mindsets on many issues. One issue is that of the "full-stack" in startups with only one technical founder, usually full-stack dilemma occurs, when coding is the only thing that matters, according to Luke Fitzpatrick, who teaches startup entrepreneurship at Sydney University.

Graham wrote that in many cases, the best founders are full-stack developers. Fitzpatrick, however, thought that there are risks with that structure. Fitzpatrick coined the term "wavelength conflict," to refer to the conflict between front-end non-technical marketing founders and technical founders, as they think on different wavelengths.

Nietzsche summed it well: "It is not conflict of opinions that has made history so violent but conflict of belief in opinions, that is to say conflict of convictions." Thus, the founding model options are: (A) having technical founders only, or (B) having both technical and non-technical (marketing) founders. While which founding model is better is still debatable, having both front-end and technical co-founders has three key advantages:

1. It allows pre-launch marketing done by front-end co-founders at least three months in advance, while the technical co-founders are working on finalizing the product before the launch date. This would allow for a more synchronous performance.

2. A well-designed site with intuitive functionality and compelling web copy greatly affects user experience. The bare-bone minimum viable product (MVP) may be enticing to a technical audience but would not attract non-technical customers.

3. Many full-stack developers have the so-called "hacker mentality," where they combine codes and release them as something new, which can be a buggy product. By doing pre-launch marketing they have more time to test the products for bugs.

In conclusion, worry not about the business model at first. Fret more about who are the co-founders, as they make important decisions about the business. Whenever possible, combine both technical and non-technical founders, to allow for marketing and technical activities to work together in creating a sustainable startup. ⑤

process, customers can buy goods off the site at prices cheaper than normal market prices.

The firm's roots go back to August 2015 after winning a government-sponsored Internet competition, Hackaton Merdeka 1.0. The three made a presentation in front of President Joko "Jokowi" Widodo. "We presented our idea in front of Jokowi. It was only five minutes and after the presentation, we walked and talked together. The informal talk changed everything. He asked, 'How many weeks do we need to finish the project?' We got one month to prove that our business model can work," says Lisa. The Limakilo site shows a photo of the founders shaking hands with Jokowi. The Ministry of Communications and Information officially launched the site in early 2016—one of a handful of startups being championed by the goverament to bring digital disruption to the agricultural sector.

The three picked shallots as their first commodity, because it is the third highest-consumed commodity after rice and sugar, at 2.5 kg per capita per year. To learn about the supply chain, the team visited Brebes in Central Java, as the region is Indonesia's largest shallot producer. Having a 700 kilo order to fulfill on their pilot project, the trio bought shallots from several sources, including in auction and directly from the farmers.

They learned how most farmers sell their crops to middlemen before harvest. "Around two weeks before harvest time, the middlemen make a calculation of how much the crops will be worth," said Lisa. The middlemen take a profit of 65% after they grade and pack the shallots, and ship them around the country.

LimaKilo sought open-minded farmers who are ready for innovation, usually those with crop sizes less than one hectare. "The small farmers have limited access, they have to sell their shallots either at local markets, auctions or to middlemen. They don't know how to sell directly to Jakarta, for example," Lisa says. Starting with one farmer, they currently have partnerships with 47 farmers in Bandung, Brebes, Garut and Sleman. In the first half this year, they aim to expand the network to 250 farmers and to the towns of Ngajuk, East Java; Bima, West Nusa Tenggara; Palu, Central Sulawesi; Medan, North Sumatra; and Demak, Central Java.

To encourage farmers to join the network, LimaKilo guarantees they will get a price 15% higher than that from middlemen. The end-consumers also get a good deal, paying a price 15% cheaper than the market price. Lisa says LimaKilo can still get a 12% margin but decline to provide details.

LimaKilo is currently shipping more than four tonnes of shallots per month. The main market is the greater Jakarta area, and about 90% of their orders come from

> ## To encourage farmers to join the network, LimaKilo guarantees they will get a price 15% higher compared to that from middlemen.
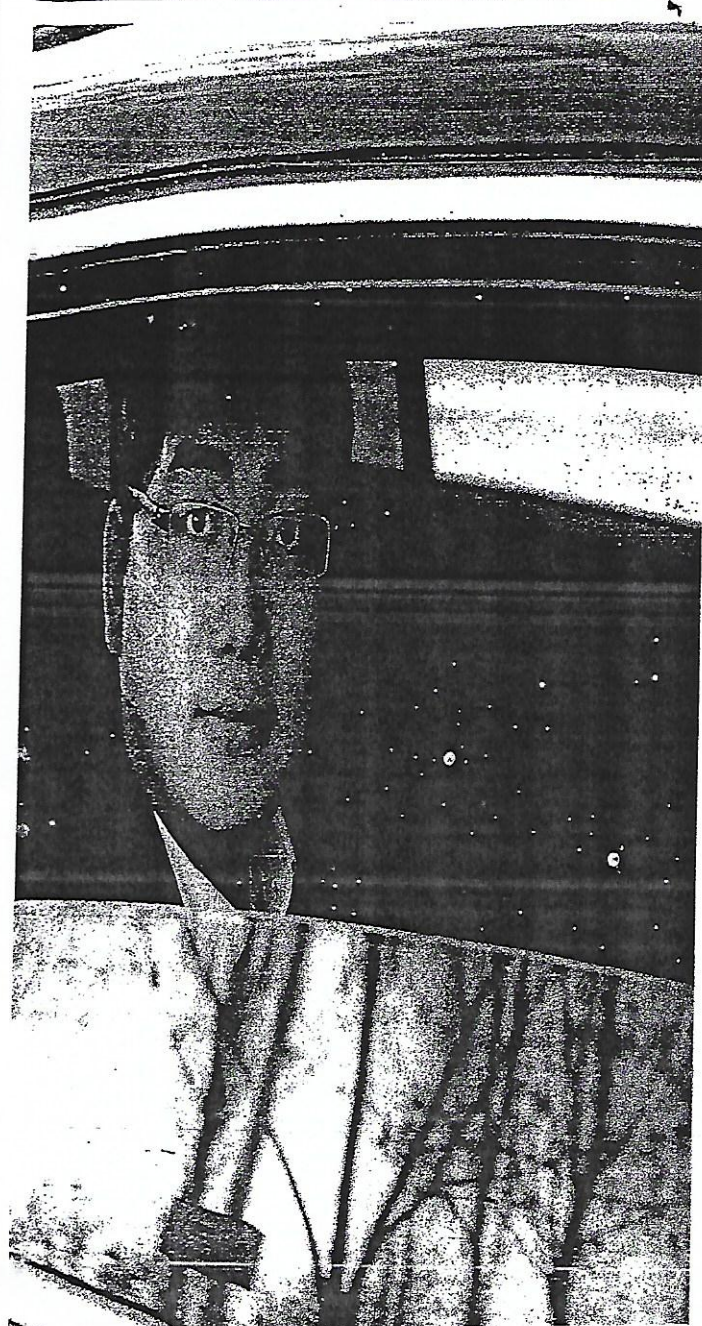
larger consumers, such as caterers, rather than ordinary consumers. So rather than chase the retail market, the trio will target more B2B clients, such as hotels, corporations and restaurants.

Another goal is to improve the farmers' productivity. Farmers' shallot productivity is currently at a scale of 1:7—for every tonne of seeds the farmer gets seven tonnes of shallots. LimaKilo aims to raise the ratio to 1:20. In comparison, Chinese shallot farmers claim a ratio of 1:30.

However, they face several challenges. LimaKilo tried to implement ideas such as crop rotation, but some farmers balked at that. "In Brebes, most think that they already have plenty of experience, so they know better. So we let them do it in their way," says Lisa. Meanwhile, farmers in Sleman are willing to rotate their crops every two weeks, improving yields.

Micro-funding has become another way to engage with local farmers. The funding is about Rp 18 million per sqm for each farmer. By offering capital, LimaKilo can shift farmers to more effective techniques. To qualify for the money, farmers should keep records and report it via apps. Then, LimaKilo issues the funding in three phases: planting, managing and harvesting. "If the planting report is not finished yet, we will hold the funds for farm managing. In this case, the farmers will have more self-discipline," told Lisa.

Singaporean-based venture capital firm East Ventures gave an undisclosed amount in seed investment in June 2016. "They have a great team that is targeting our preferred category. LimaKilo is doing a great job to remove the middlemen in Indonesian's commodity supply chain," says East Ventures Managing Partner Willson Cuaca. In the mid-2017, LimaKilo plans to seek Series A funding. As a long-term goal, the trio aims to enter export market, but as for now LimaKilo focuses to keep the business sustainable. "At least we are covering 70% of our operating costs," Lisa says. ⑤

BACKSEAT DRIVER

Vanquishing and consolidating rivals, attracting key allies and financing, Cheng Wei has China's Didi Chuxing in the car-hailing fast lane.

BY YUE WANG

At first Cheng Wei seems the antithesis of Travis Kalanick, who is known for his forward manner as the CEO of Uber Technologies. Cheng, the founder of Chinese ride-service Didi Chuxing, Uber's counterpart, is bespectacled and cherubic. With his humble demeanor, the 33-year-old can easily pass as a fresh college graduate.

But this summer Cheng shot to global fame for a single reason: He became the only entrepreneur to stop Uber's relentless advance. After burning through billions of dollars in an attempt to subdue its Chinese rival, Uber admitted defeat. In August Kalanick sold the company's China unit to Didi for $1 billion in cash, along with an 18% ownership stake in the combined entity, which is valued at $35 billion. Cheng and Kalanick have joined each other's boards, without voting rights.

The victory culminates Didi's rapid rise, achieved on the streets as well as in executive suites. Under Cheng the company attracted 300 million users in 400 Chinese cities in just four years. The service, which lets consumers digitally hail and pay for taxis, private cars, limousines and commuter buses, commands 85% of China's ride-sharing market, which Beijing research firm Analysys International estimates will reach 122 billion yuan ($17.7 billion) by end of this year and 286 billion yuan in 2018. (Uber had 10% before quitting the country.) For Cheng's role as operator and consolidator, he is FORBES ASIA's 2016 Businessman of the Year.

Cheng seems to genuinely admire his vanquished rival. He says Uber was more nimble and invested in China than Western technologists tend to be. Kalanick, who spent one in five days in the country last year, did what Uber had never done before or since: He set up a separate China entity and brought in local investors that included search engine giant Baidu and the state-controlled Guangzhou Automobile Group in an effort to help Uber avoid some of the restrictions foreign companies face.

"It was an epic battle. We had a great rival," Cheng tells me at Didi's headquarters, located in Beijing's outskirts

Cheng Wei Uber Alles: "It was an epic battle. We had a great rival."

with a view of the Fragrant Hills to the west. "Uber adapted very quickly. The company wasn't like Google or Yahoo in the early days."

Uber's strategy, to some extent, worked. China became its largest international market, accounting for more than a third of the company's trip volume, after it spent more than $1 billion a year to attract Chinese drivers and passengers with generous bonuses.

But Didi did things better. In 2014 Cheng hired Jean Liu from Goldman Sachs, where she was a managing director Asia Pacific, as the company's president. Daughter of Liu Chuanzhi, founder of China's largest PC maker, Lenovo Group, she helped Didi with record fundraising. Shortly after Uber announced in June a massive $3.5 billion funding round from Saudi Arabia's sovereign-wealth arm, Didi said it raised $7.3 billion in both equity and debt, including a surprise $1 billion investment from Apple. Some big-name global hedge funds and Asian heavyweights joined in. On the basis of such funding FORBES christened Cheng a billionaire this year.

Didi counts Chinese Web giants Alibaba and Tencent among its investors, as well; they promote its ride services

"We will definitely compete with Uber globally again," Wang says. "Uber has shares in us now, but it doesn't mean we are giving up global markets."

Cheng has a more conciliatory tone. "Uber and us are good partners now," he says. "We will compete, but it won't be as bad as what happened in China." (Uber hasn't replied to multiple inquiries for this story.)

Didi, meanwhile, is investing in autonomous driving and big data technologies, so it can predict traffic conditions and passenger demand more accurately. It is also expanding into services such as auto finance, Cheng says without providing more details.

"We want to be the largest one-stop transportation platform in the world," he says. "We are working on everything that relates to transportation."

But China still is a challenge after its biggest cities proposed harsher ride-sharing regulations following the central government's July decision to legalize the sector. Beijing, Shanghai, Shenzhen and Hangzhou, for example, drafted rules on driver residency and vehicle status. Didi has said that not even 3% of its 410,000 private-car drivers in Shanghai meet the city's proposed requirements.

Many local taxi companies are government-linked entities that lose a big chunk of their business to Didi's private car services. Protests have broken out in cities across China, as angry cabbies sought to boycott the Didi platform.

If strictly enforced, the rules could shrink Didi's business by 40%, as they would drastically reduce the pool of available cars and drivers, says Teng Bingsheng, a professor at the Cheung Kong Graduate School of Business.

(In September China's Ministry of Commerce also opened an antitrust look into the Didi-Uber China merger. Didi says Uber's revenues didn't meet the threshold for such a review, and analysts dismiss the chances of such a high-profile deal being nixed.)

Didi is actively giving feedback to the draft rules, Cheng says. Perhaps mindful of the influence his young company has achieved, he is confident the authorities are softening up. Meanwhile, Didi is working with 150 taxi firms to off-load unfulfilled private-car orders to cab drivers with good service records.

"It doesn't have to be life or death between the new industries and the old industries," he says. "The trend of opening up the ride-sharing market is obvious."

So it was, even in 2012, to a business grad of the Chemical Technology University who chose not to become a tourist guide. 🅕

on their hugely popular Alipay e-wallet and WeChat social media apps. Tencent took it one step further. It blocked Uber's WeChat accounts, so its marketing messages couldn't get across to the app's more than 800 million users, Uber senior vice president Emil Michael complained to Bloomberg last year. Tencent first blamed the issue on technical glitches but later said Uber China violated its WeChat public account policies.

"It was a team approach," said Jeffrey Towson, a professor of investment at Peking University's Guanghua School of Management. "It wasn't just Didi. It was Team Didi."

Didi also defended its home turf by "stabbing Uber right in the belly," according to cofounder and angel investor Wang Gang. Last year the company invested $100 million in Uber's U.S. rival Lyft. The move sought to pressure Kalanick's core business unit, which churns out profits to sustain his global expansion.

"Uber is like an octopus," says Wang, who estimates his unspecified Didi stake is now worth $1 billion. "China is one of its tentacles, and simply lashing out at it is useless. We must cut Uber's core U.S. unit and make it bleed there."

Uber made the first call for a truce in June, and a deal was reached quickly, Cheng says. He says the Chinese government didn't help him in any way, crediting instead Didi's better product.

"We have 3,000 engineers working on the Didi app, and we developed technologies to predict vehicle supply and demand," he says. "It was a fight with real swords and spears."

Didi attracted local talents and investors because Cheng is humble and open to their suggestions. On his office wall Cheng has hung, in Chinese calligraphy, the word xuxin, which translates as "being modest."

"The most important thing I have learned after founding Didi is that you can't be proud," he says. "You have to be modest and listen to outside ideas to be successful."

Born in a small town in the landlocked Jiangxi Province, Cheng didn't excel at China's all-important college entrance examinations. He turned over the pages too quickly and missed the last three mathematics tests. In the end he got into Beijing University of Chemical Technology, considered second-tier to the prestigious Peking and Tsinghua Universities, to major in business administration.

After graduation Cheng went through half a dozen jobs, including manager at a foot-massage chain and a mobile-phone component supplier. He even applied to be a tourist guide.

A life-changing opportunity came in 2005. He grew determined to work in China's burgeoning Internet sector and came knocking at Alibaba's Shanghai office with his résumé in hand. "Alibaba said, 'We want young men like

you,'" he recalls. "I am really thankful toward the company." It was there that he met his future cofounder Wa[ng] who for a time was his boss.

At the e-commerce group, Cheng proved good at selling advertisements to local merchants. Within six years he was made a manager at Alibaba affiliate Ant [Fi]nancial in Beijing.

But Cheng wasn't content. For months, with Wang, h[e] broached ideas for a startup—a furniture retail site perha[ps] or an online-education company. In the end they settled [on] taxi-hailing because everyone was complaining about n[ot] getting a cab in Beijing. They hired a contractor to code t[he] first version of a mobile application.

In 2012 the Didi app wasn't an immediate hit. Smartphone penetration had yet to take off, and Chinese cabbies indeed were plenty busy. (Beijing's taxis still number 66,000, despite rapid population growth in the past decad[e.]) Finally, Cheng persuaded a small taxi firm on the outskirt[s] to try. He also hired a "professional taxi hailer," whose onl[y] duty was hopscotching the city's busy roads using the app [to] convince drivers that the platform had real orders.

The service went mainstream after a snowstorm tha[t] November, when many trapped commuters turned to Did[i.] Daily orders passed 1,000 for the first time. Shortly afterward, Cheng got his first outside investment from GSR Ventures, which put $3 million in the firm.

That got Tencent's attention. In early 2013 Cheng and Wang agreed to meet Tencent's then-head of investment, Richard Peng.

The pair initially were reluctant to deal, owing to old rivalries. "They are from Alibaba. They really didn't want Tencent's investment," recalls Peng, who left Tencent last year to start his own firm, Yuansheng Capital.

But Peng offered generous terms. Tencent valued Did[i] at $60 million at the time, 50% higher than other investors were seeing. After lengthy talks, including a meeting with the company's billionaire founder Pony Ma late that year, Cheng said yes.

In 2014 Tencent invested $15 million. (The company has since put more than $1 billion in Didi, Peng estimates.) With its war chest full, Didi managed to shove aside most rivals, including the Sequoia Capital-backed Yaoyao Zhaoche, which had both taxi and limousine services. There was only one domestic competitor left: the Alibaba-backed Kuaidi. With Uber eyeing the China market in late 2014, the two companies opted to merge so they could turn the combined firepower toward a common foreign foe. Kuaidi's CEO, Dexter Lv, quit the company shortly after the deal, leaving Cheng Wei in charge.

"Dexter's decision not to run the company was a precondition for the negotiations," Didi investor Wang recalls.

Dressed in a gray polo, matching gray chinos and black sneakers, Travis Kalanick tunes out the noise and locks in. He paces the length of a conference room like a basketball coach, alternating between sips of coffee and bits of trail mix he picks out of an espresso-size paper cup. Around the table, six young men present the Uber cofounder and CEO with the early results of a critical initiative: a new version of the Uber app that launched three weeks earlier. What users see as simple tweaks in the app's design have profound impacts on app downloads, usage, ratings, pickup times, retention rates, load times, the distribution of users who choose UberPool over UberX and much more. Those impacts vary by country and by the type of phone the rider uses.

It's the ultimate logic quiz. For 80 minutes Kalanick scrutinizes every chart, questioning assumptions. "This could be a measurement issue or a real problem," he says, pointing to a seemingly arcane metric. He repeatedly pulls out his iPhone to check for himself how such details might affect actual users, alternating between satisfaction and mild annoyance. At one point he says that without "real data" on a specific feature, "emotion will rule the day." At Uber that would be a very bad thing.

This process, one of the fundamental building blocks of the Uber machine, is a called a jam session. Jams determine how problems get turned into ideas, how ideas get turned into products and how products get reviewed with an eye to their impact on Kalanick's overriding obsession: the efficiency of Uber. Jams are also how Kalanick touches almost every important aspect of the Uber experience.

One of the most talked-about people in Silicon Valley, the 40-year-old (No. 64 on FORBES' World's Most Powerful People list) has been described as many things—most of them unflattering. Ruthless and unethical, an evil genius and a loose cannon, a "bro" and a "douche." There's a seed of truth in all of those. But the terms miss the special sauce, the unifier that explains how Kalanick has driven Uber to become the richest startup in history, with a valuation of $68 billion.

As the jams demonstrate, Kalanick's ultimate professional trait—the part that channels the hyper-competitiveness, harnesses the intensity and mitigates any personal flaws—is troubleshooting. He likes to call himself Uber's problem-solver-in-chief. When you watch him jam, it's easy to see the joy he takes in that role, as he compares a small and particularly successful tweak to a "super-gangster move," his face lighting up with a kid-in-a-candy-store smile that further narrows his quasi-permanent squint. Many founders, Kalanick included, have vision. Others, Kalanick not included, are fanatical, public evangelists. Ka-lanick views his role as driving Uber forward through a series of logical hurdles, which must be jumped, endlessly.

"Every problem is super-interesting and has its own nuances, and you solve it today, but you try to solve it with an architecture. You build a machine to solve the problems that are like it later," Kalanick says. "And then you move on to the next."

There's always a next—and those nexts keep getting bigger. That's what makes Uber one of the world's most interesting companies and explains why Kalanick can raise as much money as he wants—$16 billion in equity and debt so far—with neither a profit nor an IPO in sight. Uber's business model as a frictionless middleman (for ride-hailing, in its case) is so powerful that it's become a cliché. Well over 100 startups have been described as the Uber of something, from Honor (Uber of home care) to Wag Labs (Uber of dog walking). One of the few Valley companies that are not trying to be the Uber of something? Uber. The more apt comparison: Amazon, which started as a company synonymous with online bookselling and morphed into the Internet's retail megastore and more. Kalanick is no longer interested in just getting you a ride: He's positioning Uber to be at the center of mobility. If it moves, Kalanick wants a piece of it. Less than seven years after launch, Uber is already reshaping how cities think about public transit, parking and congestion, and how Millennials think about car ownership. And it has barely scratched the surface in terms of moving physical goods. "The car market, the transportation market, consumer ground transportation—you might think of it as $5 trillion or $6 trillion globally, but honestly I don't know if it really matters," Kalanick says. "The point is it's in the trillions."

Over the past two years Uber has not only dramatically expanded its ride-sharing offerings globally but also pushed into delivery services like Eats (food), Rush (anything quickly) and Freight (watch out, long-haul trucking). It has played with marketing stunts like UberChopper (helicopters), UberSeaplane and UberBoat, usually around specific events. It's also investing seriously in self-driving cars and self-driving trucks, and it has even proposed, Elon Musk-like, a far-fetched blueprint for flying cars.

If Uber's core ride-sharing market is any example, each of those toeholds could soon be a full-fledged foot in the door. Uber offers a whole menu of ride-sharing options like X, Pool, Black, Select and, in some countries, Moto (motorcycles), spending billions to subsidize drivers as part of what critics say is a deliberate strategy to put rivals out of business—and freely raise prices after that. FORBES estimates that Uber's losses could reach about $2 billion in 2016 on revenue that could easily top $5 billion. Profits today are secondary to market dominance tomorrow. Jeff Bezos, eat your heart out.

"When I first backed this company, I had no idea that one day I would be listening in on auto-industry earnings calls," says venture capitalist Bill Gurley, of Benchmark, one of Uber's first investors and a board member. "There is so much anxiety about what this company could do to one of the biggest industries on the planet."

Travis Kalanick has always seen patterns. As a teenager he analyzed traffic on southern California's famously congested freeways with an eye to finding the optimal lane for every possible situation. His computer-science education at UCLA, even though he eventually dropped out, helped him hone his problem-solving mind-set. While still in school, he started Scour, a multimedia search engine and file-sharing exchange that flopped. At his next startup, Red Swoosh, which made it easier for media companies to deliver video files online, Kalanick endured bad investment proposals, a lowball acquisition offer, leaks suggesting the company was toast, staff desertions, investor disaffection and more before he finally managed to sell it to Akamai Technologies for $23 million. Kalanick has called these his "blood, sweat and ramen years."

Kalanick founded Uber in 2009 with Garrett Camp, a fellow entrepreneur who had recently bought back his old company, StumbleUpon. It was built around an app, called UberCab, that took the hassle out of booking a black car. The service, launched in 2010, initially was little more than a toy for Kalanick and his friends to get around San Francisco. But pretty quickly, Kalanick began to understand how math could help Uber disrupt not just limousine services but urban transportation itself. If prices went down, more riders would be interested, which in turn would lure more drivers onto the platform, which meant wait times would drop, bringing even more riders on board and helping drivers earn more. Fine-tuning that virtuous cycle has become Kalanick's obsession ever since.

The result has been the fastest ascent in Silicon Valley history, as Uber outpaced even rocket ships like Google and Facebook, with revenue that exceeded $1 billion in the second quarter and a workforce of more than 9,000 employees and 1.5 million drivers. (More people earn a paycheck—or part of one—from Uber than from any other private employer in the world except for Wal-Mart and McDonald's.) Uber has rolled out its app—often bulldozing regulatory hurdles and vocal opposition from taxi drivers—in more than 450 cities across 73 countries. In any given month 40 million people will take an Uber ride, and its drivers will collectively cover 1.2 billion miles, or about 35 times the distance between Earth and Mars. Kalanick's goal now is to "make transportation as reliable as running water."

The primacy of efficiency has only increased with this gargantuan scale. Kalanick, whose net worth FORBES esti-mates at $6.3 billion—he says he hasn't sold any of his Uber shares—manages this by breaking every component into a problem to be solved. "You create a system, which could be code or process, and guess what—we are in the world of bits and atoms, so it's process and code, and honestly, that's every problem," Kalanick says, before correcting himself. "It's people, process and code." Phew.

"Travis likes to encourage this philosophy of rigorous experimentation and testing," says Brian Tolkin, the 26-year-old head of UberPool, which groups riders into shared vehicles. Jams can extend across days and even weeks. Recently, a cross-department set of questions—how Uber could dole out incentives more efficiently—turned into a series of gatherings involving engineering, finance, data science and operations executives. "He jammed for two weeks straight, and sometimes it was three or four hours a day," says Thuan Pham, Uber's CTO. All that effort resulted in a relatively small outcome: a fine-tuning of departmental responsibilities, allowing quicker marketplace responses.

Given Uber's mammoth size, aggregated tweaks can make a huge difference. On the technical side, jam sessions have led to more than 1,000 separate but integrated "services"—bits of technology that encompass the Uber apparatus. "The more efficiently we can do this, the more money the drivers make," says Pham, 48, who fled Vietnam as one of that country's "boat people" after the Vietnam War and has been at Uber for nearly four years. The promise and the experience—push a button, get a ride—have become commonplace, but delivering on them demands myriad bits of code operating in perfect harmony.

Consider some of what happens when a user opens the app: Her location gets beamed to Uber's servers, and dispatching software begins searching for pricing algorithms and scouring the map for nearby vehicles; all of that gets updated every few seconds, before the user even requests a ride. Once a driver accepts a ride, the routing software directs the car to a location, updating ETAs based on GPS

> Kalanick is no longer interested in just getting you a ride—he's positioning Uber to be at the center of mobility.

readings every four seconds. That near-continuous tracking goes on during the ride, and often before it is over the driver is predispatched to the next trip. Then there's billing, processing, ratings and the company's own analytics to evaluate the quality of the ride. The complexity of it all gets amplified with Pool, as new pieces of software get activated to determine who else may want to ride along a similar route and to calculate possible matches that don't prolong a ride by much–a calculation that changes continuously with traffic conditions. Even some matches that meet the criteria have to be discarded because they require drivers to backtrack. "Psychologically, our riders don't like to go backwards," Pham says.

That code–and more important the process (and, yes, people) that create it–forms the backbone of Uber's forays into the larger world of mobility. The company has devised a method to consider investments in new systems and technology. "We focus first on the existential threats, or we won't have a business," Pham says. The most notable in that category–and likely the biggest in dollar terms–is self-driving cars, but countless others involve analytics, surge pricing, routing and data center technology.

Next comes nice-to-have features. And given Uber's growth, everything becomes something of a game of lather, rinse, repeat. Even when Uber builds a system that can cope with ten times its existing capacity, it has to scrap it within 12 to 18 months. "In 3.5 years we have rewritten our dispatch system three times," Pham says. As we talk inside a small conference room, his phone rings with the sound of an emergency-vehicle siren, and he excuses himself briefly. When he returns, he tells me only two events trigger the jarring ringtone: a "level 5" outage, when Uber's system grinds to a halt–it happens very rarely–or a call from Kalanick. This one was the latter.

A couple of years ago, when Kalanick became convinced that mapping was one of the "existential" technologies Uber had to own, he poached Google's Brian McClendon, a cocreator of Google Earth who had led Google's mapping efforts for years. Few people understand better the massive investment required–Google has spent many billions–and why it's worth it. "Everything about the business depends on maps," McClendon says.

While Google Maps–and navigation services like Waze–have helped Uber, there are many things they can't do or do poorly, McClendon says. Some are merely annoying. When a user in San Francisco begins typing a destination, say "den," Google Maps might suggest Denver, which isn't a realistic result for an Uber ride. Other issues are subtler but essential for an efficient service. When Uber decides which driver to match to a rider, it's not enough to know where the drivers are–the company also needs to know where they will be a few seconds later when they may be ready to accept a ride. If by then they've passed an intersection or, on a freeway, gone by an exit, they might no longer be the best match.

As it maps and remaps the world, Uber collects data to improve pickups and drop-offs–say, figuring out ideal locations in a mall with multiple entrances–using machine learning and statistics to analyze historical data. This is key as Kalanick experiments with a new idea in efficiency: advising riders to walk to an optimal pickup spot to avoid a particularly congested street or a needless drive around the block. At the same time the company's camera-equipped vehicles are also busy capturing street signs that Uber's system can detect and, using machine learning, understand ("No Stopping" for example) so it can avoid getting its drivers into trouble.

And, of course, maps are essential to Uber's two-year-old effort to develop self-driving cars. Kalanick's most celebrated moves in that area came in August, when he simultaneously announced that some Uber rides in Pittsburgh would be in self-driving cars (there's still a driver behind the wheel, to prevent mishaps and to comply with regulations) and that the company had paid $600 million to acquire Otto, a startup by veterans of Google's pioneering autonomous vehicle group, which has made quick progress with self-driving trucks. The moves gave Uber a strong position in a critical area that over time will determine how people or things move from A to B. Says Kalanick: "We're working really hard to make this a reality as soon as possible."

In February Kalanick took the stage in Vancouver for his first-ever TED talk. It didn't go well. Kalanick was introduced with the "evil genius" tag, and his speech–an argument against regulation that could quash Uber's potential to improve the life of cities–was delivered nervously and defensively. After retreating backstage, Kalanick ran into Target's chief marketing officer, Jeff Jones, widely credited with revitalizing the retailer's business. Kalanick asked Jones what he thought of his talk. Jones' reply? B-minus. It was the kind of tough-love answer a logician could appreciate. Within a few days Kalanick, along with Gurley, was recruiting Jones in Minneapolis, where Target is based; by August he was on board with the title of president, ride sharing. "Travis focuses on who he needs on his team and goes after them," says Ariana Huffington, who joined the Uber board of directors earlier in the year.

As Uber seeks to become the planet's operating system for transportation, it remains, by most accounts, a punishing workplace. But those around him maintain that Kalanick is mellowing out and moving past his scorched-earth insurgent days. Strong hires and a stable management team are one sign. His China defeat is another. While no one inside Uber would use that term–the company has turned a $2 billion outlay into a $7 billion stake in its Chinese competitor, Didi Chuxing–the stunning turnabout indicates a more mature Kalanick.

The Uber CEO, after all, was obsessed with China–"The more people said, 'Don't do it,' the more I'm like, 'Wow, I think there is something here that people don't know'"–and he went all in. Uber's China adventure quickly became an amplified microcosm of the company's story. The service caught on like wildfire, expanding to 60 cities as the team grew to 800 employees. Within two years China accounted for a whopping one-third of Uber's trips; of Uber's top-ten cities by number of rides, eight were in China. And as in many other countries, the massive growth came with massive losses–the consequence of a brutal subsidy war with Didi. Perhaps worse, China was sucking up too many resources and too much attention from Uber's engineers, product developers, business-people and executives, including Kalanick.

So this past summer Kalanick made peace, agreeing to fold Uber China into Didi. "It was really impressive to see how Travis had recognized this not as a personal defeat but as what was best for Uber," Huffington says. "He saw the opportunity cost of continuing to fight in China was very significant." Kalanick himself is sanguine about the episode: "When people say, 'You didn't get what you want,' well, hey, that's fair. But we never claimed that we are always winning 100%," he says. "We had a valiant effort, good purpose, and we showed people that something could be done that they didn't think was possible."

What's possible for Uber now is pretty unlimited. The company retains an unprecedented cash hoard, and with the bruising China battle over, FORBES believes Uber's losses may have peaked. Kalanick can now focus on winning in critical markets like the U.S., Brazil and India, even as it branches out into other industries within transportation. "When you go and raise $10 billion, you are doing that to invest it," Kalanick says.

Lyft claims its U.S. service matches Uber's in major cities, "which is where 90% of all rides happen," says Lyft president and cofounder John Zimmer. That's where Kalanick's efficiency obsession comes in. If he can't offer a clear differentiation in terms of when a driver shows up, then he can leverage his machine to put more people in each car–delivering cheaper rides for customers, bigger paychecks for drivers, more revenue for Uber. That's why Kalanick has been jamming so much around Pool, which is growing like a weed, in hopes of beating Lyft's carpooling option. In its hometown of San Francisco, 40% of Uber rides are now shared.

Pool is also critical for Kalanick's goal of improving the life of cities, as Uber disrupts public transportation and even urban planning. The city governments that decried Uber, and its ability to break into government-sanctioned taxi monopolies, love the idea of taking cars off roads. And Kalanick is already selling them hard on the benefits. Summit, New Jersey, for example, recently decided to subsidize Uber rides for commuters rather than build additional parking at its train station. The long-term reputational payoff–Uber suddenly becomes the good guy–is obvious.

Efficiency-first thinking dominates how Uber sees the transition to self-driving cars. It's a when, not an if, and it will radically change the economics of Uber from an asset-light business to one where it would have to commit loads of capital to roll out a vehicle fleet. Critics say Uber's lack of a dedicated vehicle manufacturing unit could be its Achilles' heel, as carmakers like General Motors (in partnership with Lyft), Ford and Tesla–and perhaps others like Google or Apple–deploy purpose-built autonomous vehicles for ride-share services in the coming years. But full autonomy is likely years away, and when it finally arrives, carmakers that want to compete will have to supply large fleets to make on-demand services viable, whereas Uber will be able to introduce autonomous vehicles gradually.

It's an advantage that could endure, as traditional and autonomous vehicles are expected to coexist for years. And in any case, when self-driving cars become a reality, the operating system for mobility that Kalanick is building–that perfect coordination of bits and atoms–will become more critical than ever. "You have to quantify humanity, human action in the physical world," says Kalanick. It's the kind of cold, beautiful and challenging problem that keeps Uber's in-house logician motivated. *Additional reporting by Alan Ohnsman and Brian Solomon.* 🅕

> "The more people said, 'Don't do it,' the more I'm like, 'Wow, I think there is something here that people don't know.'"
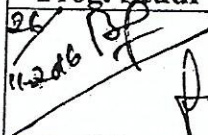
Form : K – 1

Kepada Yth: Bapak Ketua & Sekretaris
Program Studi Pendidikan Bahasa Inggris
FKIP UMSU

Perihal : **PERMOHONAN PERSETUJUAN JUDUL SKRIPSI**

Dengan hormat yang bertanda tangan di bawah ini:

Nama Mahasiswa : Desy Mutia
NPM   : 1302050105
Prog. Studi   : Pendidikan Bahasa Inggris
Kredit Kumulatif : 131 SKS

IPK= 3,17

Persetujuan Ket./Sekret. Prog. Studi	Judul yang Diajukan	Disahkan oleh Dekan Fakultas
	The Thematic Structure Analysis of Serviced Living Advertisement Texts	
	Analysis of Linguistic Problems in Composing English Paragraph Faced by Students' of Writing	
	The Use of Clustering Technique in Teaching Writing Narrative Text	

Demikianlah permohonan ini saya sampaikan untuk dapat pemeriksaan dan persetujuan serta pengesahan, atas kesediaan Bapak saya ucapkan terima kasih.

Medan, 25 November 2016
Hormat Pemohon,

Desy Mutia

Keterangan:
Dibuat rangkap 3 : - Untuk Dekan/Fakultas
                            - Untuk Ketua/Sekretaris Program Studi
                            - Untuk Mahasiswa yang bersangkutan

Form K-2

Kepada : Yth. Bapak Ketua/Sekretaris
Program Studi Pendidikan Bahasa Inggris
FKIP UMSU

Assalamu'alaikum Wr, Wb

Dengan hormat, yang bertanda tangan dibawah ini:

Nama Mahasiswa : Desy Mutia
-NPM : 1302050105
Prog. Studi : Pendidikan Bahasa Inggris

Mengajukan permohonan persetujuan proyek proposal/risalah/makalah/skripsi sebagai tercantum di bawah ini dengan judul sebagai berikut:

The Thematic Structure Analysis of Serviced Living Advertisement Texts

Sekaligus saya mengusulkan/ menunjuk Bapak/ Ibu:

1. Dr. H. Syahron Lubis, MA

Sebagai Dosen Pembimbing Proposal/Risalah/Makalah/Skripsi saya.

Demikianlah permohonan ini saya sampaikan untuk dapat pengurusan selanjutnya. Akhirnya atas perhatian dan kesediaan Bapak/ Ibu saya ucapkan terima kasih.

Medan, 28 November 2016
Hormat Pemohon,

Desy Mutia

Keterangan
Dibuat rangkap 3 : - Untuk Dekan / Fakultas
- Untuk Ketua / Sekretaris Prog. Studi
- Untuk Mahasiswa yang Bersangkutan

==

Nomor   : 6099 /II.3-AU /UMSU-02/F/2016
Lamp   : ---
Hal   : **Pengesahan Proyek Proposal**
             Dan Dosen Pembimbing

Bismillahirahmanirrahim
Assalamu'alaikum Wr. Wb

Dekan Fakultas Keguruan dan Ilmu Pendidikan Universitas Muhammadiyah Sumatera Utara menetapkan proyek proposal/risalah/makalah/skripsi dan dosen pembimbing bagi mahasiswa yang tersebut di bawah ini :

Nama   : **DESY MUTIA**
N P M   : 1302050105
Program Studi   : Pend. Bahasa Inggris
Judul Penelitian : **THE THEMATIC STRUCTURE ANALYSIS OF**
                    SERVICED LIVING ADVERTISEMENT TEXT

Pembimbing   : Dr. H. Syahron Lubis.,MA

Dengan demikian mahasiswa tersebut di atas diizinkan menulis proposal/risalah/makalah/skripsi dengan ketentuan sebagai berikut :
1. Penulis berpedoman kepada ketentuan yang telah ditetapkan oleh Dekan
2. Proyek proposal/risalah/makalah/skripsi dinyatakan **BATAL** apabila tidak sesuai dengan jangka waktu yang telah ditentukan
3. Masa daluwarsa tanggal : **29 Nopember 2017**

Medan, 29 Shafar   1438 H
29 Nopember 2016 M

Wassalam
Dekan

Elfrianto.,M.Pd.
NIDN 0115057302
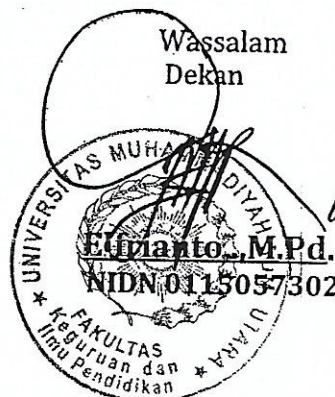
Dibuat rangkap 4 (Empat) :
1. Fakultas (Dekan)
2. Ketua Program Studi
3. Pembimbing
4. Mahasiswa yang bersangkutan :
   WAJIB MENGIKUTI SEMINAR

Kepada: Yth. Bapak Ketua/Skretaris
Program Studi Pendidikan Bahasa Inggris
FKIP UMSU

Perihal   : **Permohonan Perubahan Judul Skripsi**

Bismillahirahmanirrahim
Assalamu'alaikum Wr. Wb

Dengan hormat, yang bertanda tangan di bawah ini:

Nama Lengkap   : Desy Mutia
N.P.M   : 1302050105
Program Studi   : Pendidikan Bahasa Inggris

Mengajukan permohonan perubahan judul Skripsi, sebagai mana tercantum di bawah ini:

The Thematic Structure Analysis of Serviced Living Advertisement Texts

Menjadi:

Thematic Structure in Indonesia Forbes E-Conomy Articles

Demikianlah permohonan ini saya sampaikan untuk dapat pengurusan selanjutnya.
Akhirnya atas perhatian dan kesediaan Bapak saya ucapkan terima kasih.

Medan, 25 Februari 2017

Ketua Program Studi
Pendidikan Bahasa Inggris

Hormat Pemohon

Mandra Saragih, S.Pd, M.Hum

Desy Mutia

Diketahui Oleh :

Dosen Pembahas

Dosen Pembimbing

Yusriati, SS, M.Hum

Prof. Dr. H. Syahron Lubis, MA

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

LEMBAR PENGESAHAN PROPOSAL

Proposal yang diajukan oleh mahasiswa di bawah ini:

Nama   : Desy Mutia
NPM   : 1302050105
Program Studi   : Pendidikan Bahasa Inggris
Judul Skripsi   : Thematic Structure in Indonesia Forbes E-Conomy Articles

Sudah layak diseminarkan.

Medan,   Februari 2017
Dosen Pembimbing

Prof. Dr. H. Syahron Lubis, MA

LEMBAR PENGESAHAN HASIL SEMINAR PROPOSAL

Proposal yang sudah diseminar oleh mahasiswa di bawah ini:

Nama Lengkap	:	Desy Mutia
N.P.M	:	1302050105
Program Studi	:	Pendidikan Bahasa Inggris
Judul Proposal	:	Thematic Structure in Indonesia Forbes E-Conomy Articles

Pada hari Senin tanggal 23 bulan Januari tahun 2017 sudah layak menjadi proposal skripsi.

Medan, 25 Februari 2017

Disetujui oleh:

Dosen Pembahas   Dosen Pembimbing

Yusriati, SS, M.Hum   **Prof. Dr. H. Syahron Lubis, MA**

Diketahui oleh
Ketua Program Studi,

Mandra Saragih, S.Pd, M.Hum

SURAT PERNYATAAN

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Saya yang bertandatangan dibawah ini :

Nama Lengkap	:	Desy Mutia
N.P.M	:	1302050105
Program Studi	:	Pendidikan Bahasa Inggris
Judul Proposal	:	Thematic Structure in Indonesia Forbes E-Conomy Articles

Dengan ini saya menyatakan bahwa:

1. Penelitian yang saya lakukan dengan judul di atas belum pernah diteliti di Fakultas Keguruan dan Ilmu Pendidikan Universitas Muhammadiyah Sumatera Utara

2. Penelitian ini akan saya lakukan sendiri tanpa ada bantuan dari pihak manapun dengan kata lain penelitian ini tidak saya tempahkan (dibuat) oleh orang lain dan juga tidak tergolong *Plagiat*.

3. Apabila point 1 dan 2 di atas saya langgar maka saya bersedia untuk dilakukan pembatalan terhadap penelitian tersebut dan saya bersedia mengulang kembali mengajukan judul penelitian yang baru dengan catatan mengulang seminar kembali.

Demikian surat pernyataan ini saya perbuat tanpa ada paksaan dari pihak manapun juga, dan dapat dipergunakan sebagaimana mestinya.

Medan, 25 Februari 2017
Hormat saya
Yang membuat pernyataan,

METERAI
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ENAM RIBU RUPIAH

Desy Mutia

Diketahui oleh Ketua Program Studi
Pendidikan Bahasa Inggris

Mandra Saragih, S.Pd, M.Hum

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِيْمِ

SURAT KETERANGAN

Ketua Program Studi Pendidikan Bahasa Inggris, Fakultas Keguruan dan Ilmu Pendidikan, Universitas Muhammadiyah Sumatera Utara, menerangkan di bawah ini:

Nama Lengkap	:	Desy Mutia
N.P.M	:	1302050105
Program Studi	:	Pendidikan Bahasa Inggris
Judul Proposal	:	Thematic Structure in Indonesia Forbes E-Conomy Articles

benar telah melakukan seminar proposal skripsi pada hari Senin, tanggal 23, Bulan Januari, Tahun 2017

Demikianlah surat keterangan ini dibuat untuk memperoleh surat izin riset dari Dekan Fakultas. Atas kesediaan dan kerjasama yang baik, kami ucapkan terima kasih.

Medan, 2 Februari 2017

Ketua,

Mandra Saragih, S.Pd, M.Hum

Unggul, Cerdas & Terpercaya

Bila menjawab surat ini agar disebutkan
nomor dan tanggalnya

Nomor : /II.3-AU/UMSU-02/F/2017 Medan, 30 Jum Awwal 1438 H
Lamp : —   27 Februari 2017 M
H a l : **Mohon Izin Riset**

Kepada : **Yth, Bapak / Ibu Kepala**
    PERPUSTAKAAN UMSU MEDAN
    Di
    Tempat
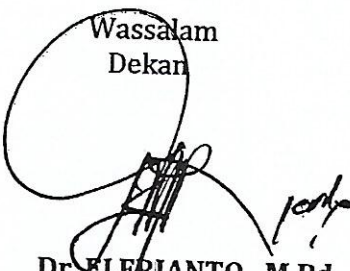
Bismillahirahmanirrahim
Assalamu'alaikum Wr. Wb

  Wa ba'du, semoga kita semua sehat wal'afiat dalam melaksanakan kegiatan/aktifitas sehari-hari, sehubungan dengan semester akhir bagi mahasiswa wajib melakukan penelitian/riset untuk pembuatan skripsi sebagai salah satu sarat penyelesaian Sarjana Pendidikan, maka kami mohon kepada Bapak/Ibu memberikan izin kepada mahasiswa untuk melakukan penelitian/riset di tempat Bapak/Ibu pimpin. Adapun data mahasiswa kami tersebut sebagai berikut :

Nama Mahasiswa : **DESY MUTIA**
N P M   : 1302050105
Program Studi : Pend. Bahasa Inggris
Judul Skripsi : THEMATIC STRUCTURE IN INDONESIA FORBES E
      CONOMY ARTICLES

  Demikian hal ini kami sampaikan, atas perhatian dan kesediaan serta kerjasama yang baik dari Bapak/Ibu kami ucapkan terima kasih. Akhirnya selamat sejahteralah kita semuanya, Amin.

Wassalam
Dekan

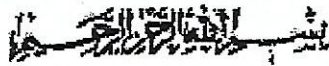Dr ELFRIANTO . M.Pd
NIDN 0115057302

** Pertinggal**

MAJELIS PENDIDIKAN TINGGI
UNIVERSITAS MUHAMMADIYAH SUMATERA UTARA
PERPUSTAKAAN

Alamat : Jalan Kapten Mukhtar Basri No.3 Telp. 6624567 –Ext. 113 Medan

SURAT KETERANGAN

Nomor: **1698/KET/II.3/UMSU-P/F/2017**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Kepala Unit Pelaksana Teknis (UPT) Perpustakaan Universitas Muhammadiyah Sumatera Utara dengan ini menerangkan bahwa :

N a m a	:	**Desy Mutia**
N P M	:	1302050105
Fakultas	:	Keguruan dan Ilmu Pendidikan
Jurusan	:	Pendidikan Bahasa Inggris

adalah benar telah melakukan riset pustaka guna menyelesaikan tugas akhir / skripsi dengan judul :

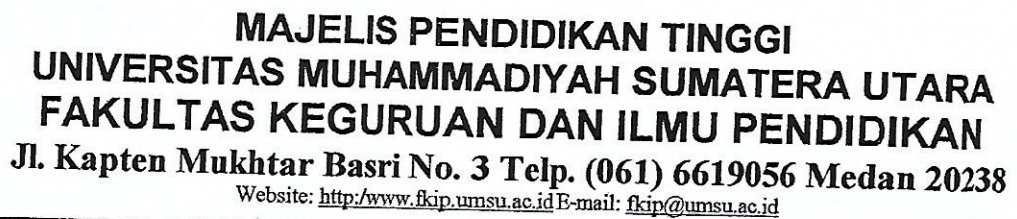**THEMATIC STRUCTURE IN INDONESIA FORBES ECONOMY ARTICLES**

Demikian surat keterangan ini diperbuat untuk dapat dipergunakan sebagaimana Mestinya

Medan <u>19 Jumadil Akhir 1438 H.</u>
18 Maret 2017 M.

Kepala UPT Perpustakaan

Bustami.S.H.M.Hum

بِسْمِ اللهِ الرَّحْمَنِ الرَّحِيمِ

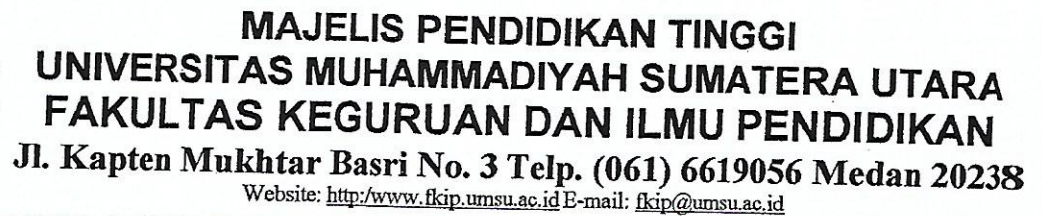## BERITA ACARA BIMBINGAN PROPOSAL

Perguruan Tinggi   : Universitas Muhammadiyah Sumatera Utara
Fakultas   : Keguruan dan Ilmu Pendidikan
Jurusan/Prog. Studi : Pendidikan Bahasa Inggris
Nama Lengkap   : Desy Mutia
N.P.M   : 1302050105
Program Studi   : Pendidikan Bahasa Inggris
Judul Proposal   : The Thematic Structure Analysis of Serviced Living Advertisement
                       Texts

Tanggal	Deskripsi Hasil Bimbingan Proposal	Tanda Tangan
2/10/16	Bimbingan proposal ch 1 - 3	GV
10/1/17	Bimbingan Lanyutan	GV
		Acc for an a seminar

Medan,   Januari 2017

Diketahui oleh:
Ketua Prodi

(Mandra Saragih, S.Pd, M.Hum)

Dosen Pembimbing

(Prof. H. Syahron Lubis, MA)

BERITA ACARA BIMBINGAN SKRIPSI

Perguruan Tinggi : Universitas Muhammadiyah Sumatera Utara
Fakultas : Keguruan dan Ilmu Pendidikan
Jurusan/Prog. Studi : Pendidikan Bahasa Inggris
Nama Lengkap : Desy Mutia
N.P.M : 1302050105
Program Studi : Pendidikan Bahasa Inggris
Judul Skripsi : Thematic Structure in Indonesia Forbes E-Conomy Articles

Tanggal	Deskripsi Hasil Bimbingan Skripsi	Tanda Tangan
24/3/17	Abstract, Acknowledgement Chap 1, 2	
31/3/17	Chap 3, 4, 5	
6/4/17	Review of all chapter	
		Acc. 7/4/17

Medan, Maret 2017

Diketahui oleh:
Ketua Prodi

(Mandra Saragih, S.Pd, M.Hum)

Dosen Pembimbing

(Prof. Dr. H. Syahron Lubis, MA)

CURRICULUM VITAE

Nama   : Desy Mutia

Place/Date of Birth   : Medan/ October, 29th 1994

Address   : 1302050105

Sex   : Female

Religion   : Moslem

Status   : Single

Education   :

- Elementary School at SDN 066429 Medan

- Junior High School at SMPN 20 Medan

- Senior High School at SMA Laks. Martadinata Medan

- Student of University Muhammadiyah of North Sumatera of English Department (2017)

Hobbies   : Singing and Cooking

Father's Name   : M. Mahmudi

Mother's Name   : Nurhayati

Parents's address   : Jl. Baru Lingk. 15 Kel. Terjun Kec. Medan Marelan

Medan,   Mei 2017

Desy Mutia
NPM.1302050105