

GRAB Market Expansion of Online Transportation Businesses in Indonesia

Yao Chen, Taoliang Li, Hongyan Li, Gang Chen, Bofan He *

School of International business, Zhejiang Yuexiu University, Shaoxing, 312000, Zhejiang Province, China.

Corresponding author : Bofan He

ABSTRACT: This research aims to determine the impact of market expansion carried out by Grab, an online transportation service provider company from Singapore, on the online transportation business in Indonesia. The research method used in preparing this thesis is a descriptive method, with data collection techniques in the form of literature reviews sourced from various literature such as books, journals, articles, official internet sites, news portals, and reports related to this research. The results of this research show that the market expansion activities carried out by Grab in Indonesia have had an impact, namely the enactment of the latest regulations and laws regarding online transportation business operations in Indonesia. Apart from that, the presence of Grab in Indonesia also revives competition in the online transportation business in Indonesia in the initial process of its development, several experts believed the science of International Relations covered all relations between countries, was very dynamic and developed in accordance with the conditions of the natural environment and the conditions of the human social environment. In Schwarzenbeger's opinion, International Relations is the subject of sociology which studies international society. In this way, the science of International Relations in a general sense does not only cover politics, but also includes other elements such as social, economic, cultural, defense and security, tourism, and cultural exchange. (Perwita & Yani, 2005). The dynamic scope of International Relations science and the increasing development of the times have finally given rise to other elements of International Relation's science. One of them is the element of international trade which is part of the economic element of the science of International Relations. Barro (2003) explains that economic growth is closely related to the openness of a country's economy, where international trade will have a positive and significant impact on economic growth. Therefore, almost every country has carried out international trade activities. The driving factors why countries carry out activities are differences in natural resources, differences in production factors, different economic conditions, not all countries can produce certain goods, the existence of a profit motive in trade, and competition between nations.

Keywords: GRAB, Online Transportation, Business Service, E-commerce, Indonesia

I. INTRODUCTION

Grab Holdings Inc. formerly known as My Teksi and Grab Taxi, it is a Singapore based transportation company that was originally founded in Malaysia and moved its headquarters to Singapore. Grab is an Uber-like service that offers rides, and on demand taxi service with flat rate fees based on the city. Grab allows the customer to quickly book a ride from the app, wait for the grab car, and pay the fare through app or by using cash. Grab provides safety rules that can make foreigners safer in traveling because they would not have to worry about an illegitimate taxi. Furthermore, Grab also vets all the drivers and with the flat-rate payments, the customer would not be charged more than one. The company operates a ride-hailing platform which offers a car booking service. It focused on the development of new commuting and payment alternatives for drivers and passengers. Grab promotes many services to satisfy the needs of the customers such as private car services, motorcycle taxis, cycling services, bus and shuttle service, and others.

In 2011, Anthony Tan, create an idea for an Uber-based taxi app after his friend complained about transportation in Malaysia. Anthony Tan creates a taxi booking service that won second place in the 2011 Harvard Business Plan Competition which helped him to earn investors. This booking service then launched in 2012 as My Teksi and expanded as Grab Taxi, and as a Grab. Then, Anthony Tan's classmate, Tan Hooi Ling create a business plan to promote the mobile app. In 2012, Grab began as a taxi-hailing app but has extended its product platform to include private car Grab company that provides online-to-offline services in the greatest number of cities across Southeast Asia, with a presence in over 500 cities and towns. Grab is present in 8 countries across the region such as Malaysia, Singapore, Indonesia, Myanmar, Vietnam, Cambodia, Philippines, and Thailand. The mission of the Grab is to create a safer every day for the customers and partners, as well as the community. Grab app that serves the

customer's daily needs, ensuring the safety and security of the customers in every experience with them is the top priority while the customers use the app. The app also provided feedback to customers to rate their experiences in the services. Further, the Grab app also offers food delivery called Grab Food and digital payment services via mobile app. Grab Food satisfies customers' food cravings by getting the food from customers' favorite restaurants whenever the customer is. Grab Food is first available in Klang Valley then expands to Melaka, Penang, Johor, Kota Kinabalu, and Kuching in April 2019 where customers can order from select food and beverage outlets.

II. LITERATURE REVIEW

2.1 Review of Research Status at Home and Abroad

The methodology was descriptive qualitative by using purposive sampling technique, interviewing several drivers and corporate grab partners (Managing Director of Grab Indonesia and Communication Manager Grab CEO's Office), observation, secondary data from several TV station interviews, and other publicly available data. The data analysis technique was data source triangulation (confirmatory) and theory triangulation.

The result of this research indicates that Grab chose the expansion country by looking at the similarities that existed in the previous country, so that the duplication process could run easily, for example Grab Bike in Vietnam to be copied to Indonesian market. Grab understands to be accepted in a country, it must understand the needs of the country, because the needs are different in each country. To be able to compete with existing local products, the Hyperlocal and local partnership approach is carried out. Grab believes that only with approaches and local partnerships will make it easier to understand local needs and accelerate.

To accelerate the development process, Grab has made a partnership with several companies that have the same goals. Grab's ability to adapt to the changes will require the right talent who understands the context and is supported by the right and mature technology.

2.2 Research Status

It pointed out, for example, that the shares acquired by Altimeter will be subject to a three-year lockup period, which it said is significantly longer than similar transactions and highlighted confidence in the startup's long-term potential. Asked why the firm chose to go public in the United States, rather than in Southeast Asia, grab co-founder Tan Hooi Ling said that the company wanted to tap into its larger investor base. "For us, the US listing is important because it gives us access to the widest global base of liquidity," she told CNN Business in an interview Tuesday. "At the same time, we're still exploring alternatives on whether we can do a concurrent listing locally as well, and those are still existing conversations that we're exploring." Grab was founded by Tan and fellow Malaysian entrepreneur Anthony Tan in 2012, and quickly soared to become Southeast Asia most valuable private company. It acquired Uber's Southeast Asia business in 2018 and has since expanded into a variety of other services, including food delivery, digital payments and even financial services. In recent years, the firm has set out to cast itself as the provider of a "super-app," letting users do everything from booking rides to taking out insurance and loans. Its business has swelled to reach over 25 million users each month who use the app to make a transaction, across nearly 430 cities in eight countries.

The company is comparable to a mashup of "Uber plus Door Dash plus Ant Financial, all in a single app," according to Altimeter Capital CEO Brad Gerstner. Prior to the SPAC deal, Grab had already raised more than \$10 billion from a roster of heavyweight Bank and Chinese ride-hailing firm Didi Chu Xing, which is planning to file confidentially for its own IPO in New York in the coming weeks, according to a person familiar with the matter. Grab has also been a winner of the Corona Virus crisis. Last year, its gross merchandise value, a measure of sales, reached \$12.5 billion, higher than pandemic levels and more than double that of 2018, according to the company. As of December 2023, Grab Holdings has a market cap of \$12.08 Billion. This makes Grab Holdings the world's 1313th most valuable company by market cap according to our data. Market capitalization, commonly called market cap, is the total market value of a publicly traded company's outstanding shares and is commonly used to measure how much a company is worth.

2.3 Main Research Point

The main research points is to know the difference and how the market grab in Indonesia for example the first time Grab come to Indonesia they seem to see that Indonesia market have some similarity with Vietnam market therefore the grab company apply the same strategy to Indonesia , and also this research is to know social media marketing, electronic word of mouth, and consumer attachment to brand loyalty in Grab Indonesia and also Grab market in different nation. Also, this research aims to see how grab doing in marketing over all country and to know how grab company develop their technology to also develop their marketing.

2.4 Main Problem to be Solved

This research is expected to provide an overview of corporate strategy in entering global markets in the industrial era by using competitive intelligence and marketing and can compete with international companies. In the future, further research is expected to present a more in-depth analysis of marketing strategies as a form of corporate strategy implementation.

2.5 Main Arguments

Based on a few research here grab also has another big competitor in this business, also its aim that we have to know how grab have to deal with it, also that grab have to deal with customer feedback, and also for the safety within the application safety and costumer safety for using grab as Online taxi, and Online delivery.

2.6 Research Ideas and Method

This research aims to examine the role of marketing and competitive intelligence in the industrial revolution, mapping the corporate strategy to be able to compete globally. This research use Grab as the research subject because of its ability to expanse the market so well in Indonesia. The method of this research is to find the specific data for analyzing grab market in Indonesia and different country, to known how the strategy and how to apply it in Indonesia.

III. PREVIEW OF THE GRAB COMPANY

Grab is a Singapore-based on-demand urban mobility platform, founded in 2012. The mobile application was initially established as a Southeast Asian version of Uber, which at the time, held a virtual monopoly over the emerging global ride-hailing market. Yet, by 2018, Grab had put its California-based rival out of business in Southeast Asias. The key reason for this event was hypothetically, not Grab's superior technological capabilities or fundamental features, which were arguably no different than Uber. The critical edge Grab's founders had was their intricate knowledge of their own region. Grab capitalized on this subtle strength to create a robust home-court advantage over the seemingly more 'powerful' Uber, which had much deeper financial coffers but a critical lack of knowledge regarding the regional social and physical infrastructure and bureaucratic networks. Vivid representations of such specific knowledge can be observed in many occasions of Grab's biography, as in the instance of their launch of delivery services in Kuala Lumpur, Malaysia during 2012. While the American company Uber offered ice-creams for users to sign up to its platform as it did back in its home market, Grab pounced on the occasion through offering durians at a single ringgit⁶. The durians, which appealed to Malaysians dearly, sold out immediately, while Grab took the pole position in a key market in Southeast Asia, a position they have not given up since. The importance of such subtle knowledge of local nuances is due to the paramount first-mover-advantage' in such an inelastic industry. Mobile platforms' user base resembles newborn crocodiles, who designate the first face they see as their parent; as smartphone users tend to be notably resistant to switch between such applications once they get used to one. Noticing such a phenomenon early on, Grab rapidly expanded into the region since 2013 and has so far been the first ride-hailing, delivery and mobile payment for most of Southeast Asian mobile users; appealing to each specific market with a specific, localized strategy in contrast to Uber's usual 'one-size-fits-all' approach. Another aspect of home court advantage for Grab was their much stronger local networks in Southeast Asia compared to their foreign (non-regional) rivals. During 2017 for example, at the height of their contest with Uber, Grab appointed the former National Police chief of Indonesia as their chief commissioner, tapping into his "experience in dealing with various stakeholders in the government"⁷. Closer relations with local taxi unions, motorcycle and cab rental firms, regulators and ultimately the customer base constantly soothed Grab's rapid expansion throughout Southeast Asia.

a. Grab as Region

How to demarcate and clearly draw a line around what Southeast Asia' is, has long been an intellectually contentious topic, long before since the term 'Southeast Asia' was invented by the American army during World War II to refer to a certain theatre of war against the Japanese. Referred to as 'Further India' during the 1930s or 'Asia of the Monsoons' before that, the region what we call Southeast Asia today has always been addressed using a certain everyday phenomenon or familiar geographic term (Osborne, 2004). Similarities in rituals, family structures, urban development, climate or even forms of martial arts have been often employed to provide a certain standard to who and what is Southeast Asian (Emmerson, 1984). In contemporary times, the most convenient way of drawing a mental map of Southeast Asia is to imagine the members of the Association of Southeast Asian Nations (ASEAN). Formed gradually to its current stock of ten countries since the late 1960s (which was originally intended to be an anti-communist bloc within the zeitgeist of the Vietnam War), ASEAN is now commonly used interchangeably with the term 'Southeast Asia' in news articles, political rhetoric and academic literature. ASEAN, however, has arguably very little to do with the everyday life of its member countries' citizens. Characteristically a consensus based, hands-off and cautiously threading multilateral institution, ASEAN's main objective has long been to keep highlevel dialogues going between its religiously, politically, ethnically and linguistically diverse member states. Therefore, infiltrating the common practices of law, technological development, commerce or education, as for example the European Union does within its own region, has never really been the role of ASEAN. In line with such a strategy of noninterventionism, the awareness of ASEAN has been constantly quite low within its member countries' citizens¹³. ASEAN, as much as it is a quite useful acronym to refer to Southeast Asia in political and economic discussions, is simply not a concept, entity or discourse most Southeast Asians encounter and engage within their day-to day experiences.

Upon this background, I offer to use the super-app Grab as a tool to describe, imagine and demarcate what contemporary Southeast Asia is as a region. Spanning through all of eight major 'Southeast Asian' countries (by economic size), Grab can be perceived as the Platform of Southeast Asian Nations¹⁴. Like how mass media organs, through newspapers, radio or television, create certain imagined communities (Anderson, 1983), Grab is an everyday technology that unites a vast number of Southeast Asians around one platform. The everyday practice of using Grab to commute and earn a living within urban contexts is a notable, and indeed rare, similarity between a regular Cambodian and a Singaporean. As a vivid common denominator of these eight countries' citizens' contemporary everyday lives, demarcating 'Southeast Asia' as 'where Grab operates' is therefore a viable construct, especially in discourses regarding technology, urban theory and labour¹.

b. State Ventured Enterprise

Grab has been able to expand across Southeast Asia so rapidly thanks to large sums of obtained investments, which stack up to almost \$9 billion USD at the time of writing. These investments, which were majorly sourced from venture capital firms and sovereign wealth funds such as the Singaporean government's investment branch Temasek, ramped up exponentially in the last couple of years and made Grab Southeast Asia's most valuable technology company³. Offering drivers attractive sign-up incentives using such significant amounts of cash, Grab put expansion before profitability in its grand growth strategy. Due to its perceived success, the aspirations surrounding Grab became collectively shared as a source of national pride in Singapore. Purposefully promoting local technology champions in various forms since decades (Chng, 2017), the Singaporean government has been remarkably supportive of Grab¹⁰ both in terms of allowing regulatory comfort for an otherwise controversial business-model and financing¹¹.

The concept of State Ventured Enterprise' (SVE) is offered as a neologism to conceptualize a neoliberal model of national technology development in Singapore. An alternative to the age-old 'state-owned enterprise' (SOE) model, the concept of 'SVE' is a term to categorize technology companies that are subsidized by governmental institutions (as in the case of Temasek) through critical early-stage investments and various forms of regulatory relief which was a contrast to the much more stringent approach to the local bike-sharing industry in Singapore. As much as there are many forms of sovereign wealth funds globally varying from pension reserve funds to national commodity reserve corporations, the Singaporean sovereign wealth fund Temasek represents a true development fund', unlike many others which are typically cash reservoirs of oil-rich countries² (Loh, 2010). As a development fund, Temasek has a certain political agenda, in which, beyond simply speculating on any given business around the world that will bring high returns, it targets socioeconomically relevant projects and hence aims to promote fundamental societal and industrial policies of Singapore. Grab, as an archetype of a state-ventured enterprise in Singapore, has been accordingly put to the forefront of local technology champions in the city-state and is often claimed to be an inspirational model for up-and-coming startup companies. Such aspirations of the state as a key economic transformer and a provider of sustained welfare and growth through promoting local champions have been often described with terminology such as 'midwifery', demiurge' or husbandry in the context of providing preferential trade advantages through selective tariffs, import substitution policies etc. (Evans, 1995). The neologism ventured enterprise' updates this set of terminology, enabling a conceptual tool to describe the contemporary trend of governmental economic policies that aim to not only take big risks in developing certain industries but also be able to bear the upsides of such investments.

c. Grab Platform Data Analysis

Online transportation users are increasing every time from various groups, both children, students, students, and parents. Of course, there are several factors why consumers prefer to use online transportation over conventional motorcycle taxis, namely: ease of ordering, speed of travel time, the price offered, and quality of service that is trusted by most people in increasing consumer satisfaction (Seetharaman, 2020). The company's success factor is primarily determined by customer satisfaction. Customers are satisfied with the company for various reasons, such as service quality and price. Service quality focuses on meeting customer needs and delivering accuracy to match customer expectations. Online transportation companies try to fulfil consumer needs.

The quality of the existing service is, of course, the price given by the company to consumers. Prices or tariffs are suitable for all ages, young people and parents. The brand image of online transportation has been embedded in people's minds. So, this brand image also provides added value for the company. The Younger Generation is a perfect example of the existence of the "ubiquity of computing technology" and its focus on improving the user experience. The UEQ questionnaire quickly assesses the user's experience of any interactive product. This research will analyze how the experience of online transportation users in the Millennial Generation and Generation Z uses online applications. The object of his research is students in the Indramayu area who actively use online transportation applications. Many academics and practitioners have conducted some previous research on service quality related to aspects of consumer behavior (especially the effect on customer satisfaction). This research follows up on research that has been conducted. Kurnia's research resulted in the conclusion that service quality, price, and brand image have a significant favorable influence on customer satisfaction. The results

of Tangguh et al's research show that service quality and price significantly positively affect customer satisfaction. In contrast, brand image has no significant effect on customer satisfaction. This research will analyze online transportation applications used by students between Grab and Indonesia. Indonesia is now ranked 4th as the country with the most users of online transportation services in Asia. According to statistical data, the number of users of online transportation applications in Indonesia has reached approximately 39.6%. "Indonesia is ranked fourth", he said in a Focused Group Discussion (FGD).

IV. GRAB DEVELOPMENT AND MARKET STRATEGY

In developed and developing countries, ride-hailing has become a daily application in Southeast Asian countries. The region's online economy is fueled by an increasing number of internet users and growing dependence. A 2018 report by Google and Temasek3 shows that the internet economy in Southeast Asia has reached the \$ 72 billion mark of total transaction value (GMV). In which, online travel, e-commerce, online media and ride-hailing are the leading ones. Over the past seven years, Grab's mobile ride hailing service has grown exponentially in eight countries in Southeast Asia. 2018 was a significant milestone for the company when it acquired the entire service segment in Southeast Asia by competitor Uber. Now, Grab has become a "decacorn"5 company (a start-up valued more than \$ 10 billion) with a valuation of nearly \$ 14 billion, after receiving \$ 1.46 billion for its ongoing Series H funding round. from SoftBank's Vision Fund.

With Grab, users can mostly swipe an app on their mobile device to rent anything that runs on the wheel. The company has introduced more than 10 types of ride-on-demand services, including taxis, private cars, car sharing, bike sharing, shuttle and motorbike taxi services, with more than 2.8 million drivers in charge of more than 6 million requests per day. In fact, this company is also doing research, aiming to provide everything in the field of consumer services.

Advertised as a super-app model, Grab has penetrated many other consumer service sectors such as hotel booking services, video-on-demand platforms, ticket purchases, food ordering, and grocery shopping. In addition, Grab also provides financial services. This model is believed to have been pioneered by Chinese multinational corporations, such as Alipay and Tencent's WeChat. Currently, Grab is one of the leading companies in this model. The company generated more than \$ 1 billion in sales in 2018 and hoped to double by 2019. In January 2016, Grab Taxi was renamed Grab, the co-founders claim this rebranding is about wanting to reflect all the industries in which this company will operate.

In January 2016, Grab launched its QR code-based mobile payment service, Grab Pay. This service is currently operating in 6 countries in Southeast Asia: Singapore, Indonesia, Philippines, Malaysia, Thailand and Vietnam. This payment service (in addition to accepting payments for Grab trips) can also be used for in-store purchases, food delivery and money transfer. Grab has also moved into providing loans and insurance services as part of its "Grow with Grab" roadmap" strategy. The company currently provides loans to small-medium enterprises, as well as micro-insurance for drivers in Singapore. Grab ensures to have built a merchant network that includes more than 600,000 sellers. Southeast Asia's insurance market is the 6th largest, with a valuation of \$ 100 billion.

In May 2018, Grab officially launched its food delivery service, Grab Food, as part of its strategy to become a daily super app. The company aims to dominate the food delivery market in Southeast Asia and is expected to reach 13 billion USD by 2020, an increase of 6 times. Grab Food is present in over 200 cities in 6 Southeast Asian countries and uses Grab Pay for payment. Grab's driver-partners often double their income by becoming Grab Food's delivery partner. One of the company's senior executives claims Grab Food's revenue has grown 45 times between March 2018 and December 2018.

For example, we will take look to Indonesia, the Grab app was launched in Indonesia as Grab Taxi. And after nearly 2 years of operation in Indonesia with a range of services, such as Grab Taxi, Grab Bike, Grab Car, Grab Express, was born to serve all transportation needs of Vietnamese people. The time when Grab entered Indonesia was when Uber was dominating the market and had an advantage.

Previously, the habit of using taxis and motorbike taxi of people was only when it was urgent, it was not convenient to drive by themselves, then they used taxi or motorbike taxi. Grab's strategy is clear, first, they spend money to run promotions with very preferential prices and discount codes every day. Customers ride at a low cost, go shorts are long gone, gradually they become familiar with Grab. Drivers have more orders, although customers pay less, but offset the discounted price will be compensated for drivers after completing the trip. When the number of buyers and sellers is large and familiar with Grab, it has changed the habits of the Indonesians market. The cost of joining and withdrawing is zero, so many people buy cars to enter the Grab team, along with many people who are also running Grab cars to earn more. The market is advancing towards a multitude of sellers, along with gradually getting more buyers. The product is entirely homogenous, challenging to make a difference. Every ride you do, all converted into a fixed price frame. Information is perfect thanks to knowing in advance the distance travelled, the amount corresponding to the range, type of vehicle, license plate, so on. Avoid the taxi driver can go around to earn more. Moreover, with features reviews after each trip, customers will be doing Grab care if customers are not satisfied with the driver.

In Southeast Asia, most of the population has a habit of using cash. As a result, Grab has allowed customers to choose to pay with cash or bank account. Unlike Uber, which only entered the Indonesian market when it required payment by bank accounts only to make it difficult for users, Uber accidentally ignored customers who did not have a habit of using credit accounts. As a result, Grab expanded its market quickly by adapting and understanding the patterns of Indonesian people.

Grab positions itself as a casual brand, so instead of creating marketing campaigns that make people admire, Grab focused on reminding people to remember Grab when booking a car. Grab has a distinctive green color, the brand's color ranges from the brand identity to the motorbike taxi drivers' uniform to make it easier for customers to recognize Grab. Grab's green color gives the viewer a sense of closeness and friendliness. As a new brand entering the Vietnam market, only after 4 years Grab has captured the market share in Southeast Asia, defeating Uber even though Grab is a latecomer. Thanks to the market penetration strategy associated with the right brand strategy, meeting the needs with market characteristics and competition, the positioning is consistent with customer insight from which offers product and distribution strategies. Especially, Grab's reasonable price and promotion have been entirely successful with the approach to penetrate the Vietnamese market.

V. GRAB DEVELOPMENT IN TECHNOLOGY IN E COMMERCE AND FOR CUSTOMER

In contrast to their widespread popularity in Indonesia, the prevalence of on-demand platforms of Grab have been flashpoints of resistance and violence in Indonesia. Unlike their perceived benefits of providing certain degrees of freedom in metropolitan Indonesia, these ride-hailing platforms disrupt a societal system that has been embedded within Balinese culture. Villages in Indonesia are subdivided into multiple 'Banjar', a local form of rural communes, typically at a size of a square mile and approximately 500 people.

Each Banjar cooperates with aspects of everyday life at regular community meetings - deciding on local issues such as the use of agricultural land, punishment of local crimes and the fair ordering' of picking up rides for local taxi drivers. Within such a socioeconomic context, significant occurrences of conflict between on-demand platforms' drivers (typically immigrants from Sumatra, Sulawesi or East Java) and local Indonesian taxi drivers have broken out since the platforms launched Indonesia.

For immigrant workers, becoming taking up the job of riding an ojek has been made much easier with the advent of the GPS-based ride-hailing platforms, as the virtual maps embedded into such mobile applications let non-locals to leapfrog into having a thorough geographical knowledge of a foreign land. GPS technology resembled science fiction in the early 2000s with a few references to it in popular spy movies (Stone, 2007)⁷², yet it rapidly became an everyday and almost mundane technology within less than a decade. Through a digital translation of its physical infrastructure on a screen, a city simulates itself within an embedded electronic culture and economy, creating its own virtual double through a complex architecture of its intricate bits of information networks (Davis, 1995). "Grafting technologized knowledge onto what "locals" are supposed to know intimately, that is, the city, enables outsiders and new migrants to no longer learn the city in the old way. The ojek was once a superior resource of local geography. Ask and you shall receive a complex and knowledgeable answer of turn left-left-right-left-right. How is the man of the street to compete with Google Maps' ability to either make the city legible?" (Lee, 2018). This phenomenon evokes how Lefebvre (1968) presented a seminal vision for 'the city', in which its users (migrants and locals' alike), manage, negotiate and mound urban space for themselves, beyond the control of both the state, traditions and industrial powers. The everyday assemblage of GPS and ride-hailing technologies, therefore, assists otherwise 'alien' immigrants to carve out a living for themselves, however perpetually precarious.

a. Safety Application

Inserting themselves in certain micro-frictions of everyday life, Grab thrive and 'make sense' as a business in vibrant environments that resemble an urban jungle. Their key business model and positioning is built around ensuring safe, comfortable and identifiable first and last mile solutions for daily commutes, in contrast to traditional taxis or ojek⁵⁷. Providing clear branding and visibility through helmets and gear, license plate registration for drivers and the capability of real time ride-tracking through GPS technology, Grab address a major pain point of 'safety' in urban mobility. Indeed, the founding of Grab can be traced back to its co-founder Tan Hooi Ling being able to find a 'safe' taxi option in Kuala Lumpur, Malaysia, commutes where he sizzled through the 'traffic jam' of Jakarta in his commute towards the corporate business district. A certain mix of social (lack of safe urban mobility options and an already prevalent ojek laborer pool) and physical (severe vehicle traffic and a culturally embedded motorcycle culture in daily commutes) infrastructure allowed the Southeast Asian internet platforms Grab to rapidly become ubiquitous and popular among a wide class of consumers.

Another point of pain on the side of the everyday user of ojek in regard to safety' was price and route certainly. Every independent Grab driver has his own attitude and 'mental map' while driving patient or jerky', to obey or to violate traffic lights, to follow the conventional route or not, and so on. Since the ojek driver rides a small motorbike where there is no 'taximeter' equipped, bargaining for the fare rate was an everyday nuisance for many low- and middle-income Grab users (Indraprahasta, 2016). Dealing with such a problem with fixed (or at times

'surging' according to certain multipliers) and pre-set fares once you demand a ride, such platforms remove a subtle yet imperative issue in daily urban commute practice.

In response to all such safety concerns, grab formal training sessions to enhance the driving and customer service skills of its driver partners and its effective power in reformulating trust relationships can be observed as a form of biopolitical potency, disciplining and regulating a mass of workers with the objective of modernization and efficiency. Through creating a safer option, both in terms of trust issues regarding the driver's background and the actual ride experience by setting clearer and more stable prices that do not require the hassle of bargaining, Grab has formalized the operations of Grab driving within their markets. Such phenomena demonstrate how these firms in a sense substitute the role of the government in regulating urban contexts by providing measures safety and price stability (hence arguably exerting biopolitical power that would rather be characteristic of a state body).

b. Safety Net

Metropolitan Southeast Asia offers vivid opportunities to probe into how the smartphone-based platform economy shapes global socioeconomic realities. This perspective aims to reverse the historic privilege of the West to set the terms of understanding the East (Rafael, 2019), exposing how the two have inverse trajectories regarding prevarication and emancipation within the labour markets. What is observable in Western oriented publications about the new 'platform economy' is an overarching gloomy picture, with an emphasis on the fundamental idea that such platforms disenfranchise the average white-collar worker (Scholz 2017; Srnicek 2017). The widening of gig economy' across developed economies, the recent household name to refer to this new form of capitalism, does indeed spell many forms of informality, increasing uncertainty, lessened job security (if any). The term gig economy' was coined during the peak of the Global Economic Crisis of 2008 to describe the rise of piecemeal, part time and freelance work among the Western middle and low-income class. It has since become strongly associated with digital labor, thanks in part to the rise of online platforms such as Uber and Airbnb (Stone, 2017). An average gig worker' has much less job-related rights (annual leave, pension etc.), little opportunity to mobilize or form cooperatives and in general much less job security. Shifting from a stable job to a gig' based schedule was initially discussed as an 'opportunity' or freedom' during the early 2010s (Stephany, 2015). That rather 'optimistic' discourse rapidly faded and gave way to a robust set of research and popular discussions that accept the premise of 'gig jobs' overwhelmingly result in workers simply working much more for much less (Kessler, 2018). Another key downside of becoming a gig's worker is that it tends to reduce the prospects of such individuals in their future career, creating a stigma around them as 'nugatory'. This locks them in a perpetual gig', disabling many such workers to shift back to the formal sector. In Singapore, there are multiple reports of Grab drivers having to put up a significantly upside battle to convince formal employers that their time driving for Grab 'was not all waste

60. Conversely, while in developed economies the business model of ride-hailing tends to catalyze the informalization of formal labor markets, in Indonesia, Grab operations tend to slightly formalize already highly informal labor markets through enabling multiple degrees of freedom and emancipation for their drivers (Ford, 2017). Grab changes the nature of employment for ojek drivers significantly, by providing four distinct benefits in contrast to their independent Graber practice. I. Insurance The first of such benefits is work-related insurance! Most of Grab drivers are indeed former ojek drivers, which had no protection in the (often) case of accidents during their time as an independent driver. By providing such a benefit, GoJek and Grab tend to ameliorate their lack of health coverage on such occasions. II. Income Certainty Another security' related benefit that Grab drivers enjoy in respect to their independent counterparts is their relatively more stable schedule of payments and hence lessened financial uncertainty (Ford, 2017). Grab, albeit with an intricate algorithm that does favor certain drivers over others due to rider feedback, tends to provide a regular flow of 'jobs' to their drivers on a daily basis, creating slightly more certainty of income as opposed to waiting out in the open at a pangkalan for a passer-by to come around and ask for a ride. III. Social Capital As a pseudo-employer (Ford, 2017), Grab provides a certain focal point of belonging and a wider network for their drivers, to collaborate in cases of financial distress, work-related issues or simply personal problems. Echoing Abidin Kusno's (2013) illustration of 'art of governance' in suburban Jakarta, a wider social network of friends and colleagues, often formed through themed WhatsApp and Telegram groups, enhances the fallback capabilities, and even income-pooling practices of many workers. As a by-product of becoming a focal point and a pseudo-employer, Grab have also become the target of shared demands of their drivers (Ford, 2017). In multiple occasions, Grab drivers organized strikes, demonstrations and acts of aggression towards Grab headquarters in many cities such as Jakarta, Makassar, Medan and Denpasar. in hopes to gain the attention of their 'employers'. In one case, the situation was only defused.

VI. GRAB MARKET OPPORTUNITY ANALYSIS

For people, Grab has excellent crowd adaptability. 62 years old senior, on to the new cohort elderly, down to feeding children, women, young and old people can use the grab. For culture, most of the countries do not have any convenient transportation system. It means that most countries need taxis and then Grab was born. Grab has many social benefits for customers and drivers. Therefore, Grab has become the biggest company.

Grab is the biggest taxi company in Asia. For the government, Grab is in a monopolistic company in Asia. Most customers have some options for Grab. Singapore's Government will launch an investigation into Grab monopolistic practice and implement new regulations: drivers need to apply for a license, passengers must also take real name certification. They make some rules for Grab to adapt. From March 11th, if the customer cancels the reservation within 5 minutes after receiving the driver or does not appear within 5 minutes after the driver arrives, he will be fined 4 Singapore dollars.

The presence of Grab companies in the community is supposed to impact economic growth in the country. It is out after the Grab company entered a country; the country experienced high economic growth. It does not stop there, unemployment also fell since Grab always opens job vacancies, especially for drivers.

In this modern era, everyone wants to be fast and easier. Everything must be accessible by cell phone and therefore grab comes to answer the problems that occur in the community. Grab also always adapts to changes and developments that occur. For instance, Grab Taxi has provided not only shuttle services but also Grab Food.

Grab is a company based in Singapore. It is an online platform that provides delivery and pickup services for its customers. With an internet connection and assisted with Google Maps services, Grab can find out where passengers' pickup positions. Grab also has a Ride hailing system, the availability of accurate map data.

VII. CONCLUSION

In addition, Grab provides quality customer service which is "speed, safety and certainty" to all the customers. This can make sure the customers enjoy the brief journey and their services. The details of the drivers such as name, phone number, photo, and fees are provided to the passenger to ensure transparency. Grabs provide the passengers with the location with others. This can protect the safety of the passengers. The passengers can rate the service of the driver after the trip. Grab also always developing and following the changing of era, so as well with technology, because if you want to survive in this type of business, Grab always needs to develop technology , business strategy and solve every problem as they always, as well with another application that kind of similar like grab for example (Uber , Gojek, DIDI).

REFERENCES

- [1] Anonim, Grab dan NUS hadirkan laboratorium AI atasi kemacetan kota. (2018), Money & I, 104 (2).
- [2] Chan, V. (2015). GrabTaxi's Strategy In South East Asia Context [Press release]
- [3] Cynthia A., and Bulley, K. (2014). Competitive Intelligence Information: A Key Business Success Factor, *Journal of Management and Sustainability*, 4. doi:10.5539/jms.v4n2p82
- [4] Darma, G.S. (1999). *Information Technology and Organisational Performance: A Study of the Hospitality Industry*, Southern Cross University, Lismore New South Wales Australia.
- [5] Darma, G.S. (2004). Improving the Aligment of Business and Information Strategies, *Jurnal Ekonomi & Bisnis*, 16 (1): 1-28.
- [6] Darma, G.S. (2006). *Mobile Marketing: Sebuah Strategi Keunggulan Bersaing Online*. Denpasar: Undiknas Press. [7] Darma, G.S. (2006). The Impact of Information Technology Investment on the Hospitality Industry, *Jurnal MAKSI*, 6 (1): 1-22.
- [8] Darma, G.S. (2012). *100 Konsultasi Praktis Strategi Bisnis*. Denpasar: Undiknas Press.
- [9] Darma, G.S. (2018). *Seuntai Pesan, Menjawab Zaman*. Indonesia: Pustaka Larasan Press.
- [10] Darma, G.S. (2019). *Kacamata Media, Kesuksesan Bersyarat*. Indonesia: Pustaka Larasan Press.
- [11] Dewi, C.R., and Darma, G.S. (2014). Website Usability, Satisfaction, Loyalty, Security Perception, Trust, and Word of Mouth in e-Commerce Business, *Jurnal Manajemen & Bisnis*, 11 (2): 1-30.
- [12] Jamil, G. L. (2013). Approaching Market Intelligence concept through a case analysis: Continuous knowledge for marketing strategic management and its complementarity to competitive intelligence, *Procedia Technology*, 9: 463-472. doi: 10.1016/j.protcy.2013.12.051
- [13] Kanten, I.K., and Darma, G.S. (2017). Consumer Behaviour, Marketing Strategy, Customer Satisfaction, and Business Performance, *Jurnal Manajemen & Bisnis*, 14 (2): 143-165.
- [14] Kumara, A. L., and Orhan Bahadir Dogana. (2017). A Strategic Framework for A Profitable Business Model In The Sharing Economy, *Industrial Marketing Management*.
- [15] Kotler, Phillip., H. K., Iwan Setiawan. (2017). *Marketing 4.0 (Vol. 1)*. Canada: John Wiley & Sons, Inc.
- [16] Lo, B., and Darma, G.S. (2000). Employee Perception of the Impact of Information Technology Investment in Organisations: A Survey of the Hotel Industry, *Australasian Journal of Information Systems*, 7 (2): 32-51.
- [17] Bhowmik, Sharit K. "Financial Inclusion of the Marginalised: Street Vendors in the Urban Economy". *India Studies in Business and Economics book series (ISBE)*, Springer, 2018.
- [18] Brown, Alison. "Rebel streets and the informal economy". Routledge, 2017.
- [19] Ciravoğlu, Ayşen. "The impact of urban pattern on claiming 'place': case studies from Istanbul." *International Journal of Urban Sustainable Development*, vol. 7, no. 1, 2014.
- [21] Dickens, Peter. "Urban Sociology". Harvester Wheatsheaf, 1990.

- [22] Ewing, R. and Dumbaugh, E. "The Built Environment and Traffic Safety: A review of empirical evidence". *Journal of Planning Literature*, 2009.
- [23] Garcia, Jose Rafael Martinez. "A Virtual City: The Permanence of the Provisional Life in Central Jakarta". ScholarBank at NUS Repository, PhD Thesis. 2018.
- [24] Hall, Kenneth R. "The Growth of Non-Western Cities Primary and Secondary Urban Networking, c. 900-1900". Lexington Books, 2011.
- [25] Hansen, Karen T. "Street Economies in the Urban Global South". SAR Press, 2014.
- [26] Harvey, David. "The Right to the City". *New Left Review* 53, 2008.
- [27] Harvey, David. "From Managerialism to Entrepreneurialism: The Transformation in Urban Governance in Late Capitalism". *Geografiska Annaler. Series B, Human Geography*. 1989.
- [28] Harris, Richard. Vorms, Charlotte. "What's in a Name?: Talking about Urban Peripheries". University of Toronto Press, 2017.
- [29] Keyman, Fuat. "Istanbul: living with difference in a global city". New Brunswick : Rutgers University Press, 2018. [31] Kiang, Heng Chye. "On Asian Streets and Public Space". NUS Press, Singapore, 2010. [32] GRAB.COM.