

Indonesia Grab Digital Business Strategy to Win the Competition in Kupang City

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Abstract

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This study aims to evaluate the Digital Grab Indonesia's business strategy in winning competition in the city of Kupang. This research is a qualitative descriptive study conducted in the city of Kupang by using a sampling technique to select informants, namely the purposive sampling method. The instrument used in this study was to use interviews with informants in this study were the Kupang Grab Manager, Grab Partner Acquisition (4W), Grab General Admin, City Grab Business Developer (BD), GrabCar Drivers, Conventional taxi drivers, Community, and Customer Division in Kupang. In addition to interviews, observations and supporting documents in the form of books and previous research on the same field study as this research, and triangulation was also used in this study. To test the validity of the data in this study using research data triangulation methods through checking various sources to get saturated research data. This research shows that Indonesia's Digital Grab Business Strategy for Winning Competition in Kupang City includes: Internal Environmental Analysis The strengths of the Grab digital business in Kupang City are: the existence of team work; application of performance management systems; Always innovating education about applications and providing incentives; Recruitment of workers has qualifications. Weaknesses of Digital Grab Business in Kupang City are 1) there is no maximum distance limit so that it is potentially prone to crime. 2). Still not allowed to pick up passengers at the airport. 3) The use of the application experiences problems that arise from partners / drivers who are not good at IT. External Environmental Analysis: Digital Grab Business Opportunities in Kupang City, namely: inviting conventional taxi drivers to join Grab; promotion; follow market trends. Threats of Digital Grab Business in Kupang City are 1) the absence of supporting regulations. 2) There are people who have not adapted to technology.

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1. Introduction

Nowadays the development of technology is quite rapidly and the development of this technology is very closely related to the Internet. It can give social life changes to the community, how to communicate with people and become a separate opportunity for business people. Grab is one of the company's field services. The current phenomenon of technological developments that are most talked about and become a discussion material of many circles is developing technology in the direction of modern transportation business by using the sophistication of applications in the virtual world. Today's society is very facilitated by the existence of online transportation especially for the order. Wherever and whenever it is also fast and real time, people are easily mobilize anywhere by owning this application. Businesses that utilize a virtual application to facilitate booking this means are Gojek and Grab businesses (Anindhita *et al.*, 2016).

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Grab Indonesia was founded in June 2012 by Anthony Tan and Tan Hooi Ling who are Malaysian citizens (Giulietti & Assumpção, 2019). Grab is a Malaysian-based company which is one of the O2O platforms and is most commonly used in Southeast Asia (Grab.com, n.d.). The company is engaged in transportation services as an intermediary that connects motorcycle taxi drivers with customers. Grab provides customers with daily necessities including travel, food delivery, delivery of goods and payments using a digital wallet. Today the convenience offered by Grab in meeting transportation needs has a significant impact in several regions in Indonesia. Some of the positive effects Grab has given to the community are transportation costs that tend to be economical, inexpensive, efficient travel time, easy and practical bookings, comfort and safety that are maintained when becoming a passenger, and get polite service.

In the face of increasingly fierce business competition, companies are required to have the ability to plan and carry out medium-term and long-term strategies to win the competition by determining the right strategy in developing a sustainable company in the future (Purwanto, 2011). By looking at the potential market for the use of online transportation services in Kupang which is still very limited where transportation services in their services are still conventional while in the current digitalization era customers are more inclined to order everything online especially for the many tourists who come and travel from Kupang with the amount can be thousands of people per day.

With a limited number of transportation services in Kupang such as 40 units of Gogo taxi and 50 units of El Tari Airport taxi that can serve customers around 900 people per day where there are still around 2,000 people or passengers who have not received maximum service from the available transportation services in the city of Kupang so that Grab has good market potential and business opportunities, moreover the transportation services available are still conventional if faced with the development of the current digitalization era that continues to increase competition in the business world.

Grab always strives to improve the quality of its service in the field of services. But Grab Taxi in running the business is certainly not separated from the various issues and phenomena that develop in the world of industry and organization. One of the phenomena that happened is the Grab driver it seems less professional the Grab driver. The lack of professional Grab Taxi drivers can be caused by no maximal organizational support. In addition to the development of the product side and also marketing activities a very important thing in the development of the market is the ability to do distribution of products because product development and good marketing activities will not be able to succeed well without being supported with the distribution and strong product distributions in the market. Not all tourists can be served by taxis available so there will be opportunities for Grab in doing market penetration to seize customers and compete with conventional taxis but in Kupang there has never been a taxi online. Thus there is a great rejection potential of local people, especially from conventional taxi drivers.

Based on several previous studies, Florencia Felia Sugiarto (2016) in her research analyzes competitive strategies suitable for companies, namely differentiation, by providing free designs to prospective clients who are recommended by old clients to the company, so the company will have many clients. The research of Maurilio Alves de Melo and Rodrigo José Guerra Leone (2015) in his research competitive advantage arises from both differentiation and low cost. Research results Besanko *et al.* (2010), Industrial analysis has the identification of opportunities and threats in business landscape. Anak Agung Gde Agung Putra Dalem and Ni Gusti Ayu Kadek Sutari (2017) His research results found that the marketing communication strategy conducted by marketing Go-Jek in increasing brand awareness is through the theory of Marketing mix presented by Kotler & Keller (2009). The research of Berta Salim (2017) suggests that the transformation of the Go-Jek business model from just an online ojek to an application with many services changed Go-Jek's business concept, which added value perceived by the customer and this effectively preserves Go-Jek's competitive advantage and strengthens the Go-Jek position in the development of economic-sharing.

Previous studies have enriched insights on digital business strategies in online transportation. However, there is still very little in-depth exploration of business strategies by analyzing the environment both internal and external as an evaluation of the business strategies that have been applied. Yet by understanding environmental factors both internally and externally which contains the strengths, weaknesses, opportunities and threats for digital businesses that affect company decisions in implementing the right business strategy. This research was conducted to fill gaps in the literature related to Grab Indonesia's digital business strategy in winning competition in Kupang City. In addition, this research is also expected to be a reference source for entrepreneurs who intend to develop digital businesses. The purpose of this study is to evaluate Grab Indonesia's digital business strategy in winning competition in the city of Kupang. Thus, the research question from this study is how is Digital Grab Indonesia's Business Strategy to Win Competition in the City of Kupang?

Literature Review

Why is the Grab digital business strategy important to win the competition?

The occurrence of new market innovation speeds and changes in consumer patterns requires core competencies (Effendi 2011). Companies need to find core competencies in the business they do (Ruslan, 2012). Business strategies, also called competitive strategies, are usually developed at the division level, and emphasize improving the competitive position of the company's products / services in the specific industries / market segments served by the division (Hunger & Wheelen, 2013). The division's business strategy might emphasize increasing profits in the production and sale of products and services produced. Business strategies should also integrate various functional activities to achieve division goals (Sedarmayanti, 2014).

In order to create a safe position for the company and the company can successfully outperform its competitors, also to determine a competitive advantage that will be developed, in addition to some of the approaches mentioned above, there are still three generic strategy approaches that can be used individually or in combination. The three generic approaches are overall cost advantage strategies, differentiation strategies and focus strategies. This functional activity can be linked to a value chain framework (Widarsono, 2009). Value chain is a framework used to create corporate value to customers.

These strategic decisions are produced through a management process. The process is called the Strategic Planning Process, which includes: Corporate level (headquarters), Division level, Business level, Product level (Thompson *et al.*, 2010). The corporate headquarters is responsible for designing the corporate strategy plan, to direct the entire company into a profitable future. The head office decides how much resources to support each division and also which businesses should start and close.

Based on several previous studies, Florencia Felia Sugiarto (2016) in her research analyzes competitive strategies suitable for companies, namely differentiation, by providing free designs to prospective clients who are recommended by old clients to the company, so the company will have many clients. This research is also supported by the research of Maurilio Alves de Melo and Rodrigo José Guerra Leone (2015) in his research competitive advantage arises from both differentiation and low cost.

The Five Generic Competitive Strategy Theory

This research uses The Five Generic Competitive Strategy theory. Thompson *et al.* (2014), outlines the potential success of applying a generic five competitive strategy approach to outperform competitors in an industry. Each company is almost certain that they will have a competitive strategy that is different from one another that is done to be able to create a resilience of the company's position in the long run and beyond the ability of competitors in an industry, however there are 2 main factors that distinguish competitive strategies between one with another: 1) whether the target market is broad or limited; 2) whether the company pursues competitive advantage by using a low cost or diversity approach (lower cost of differentiation).

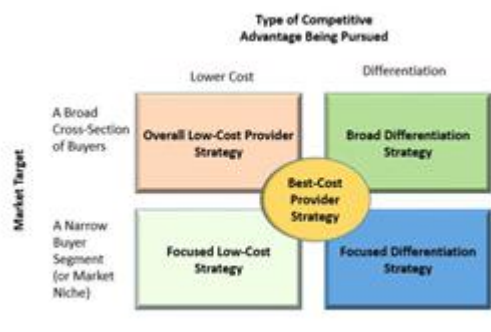


Figure 1. The Five Generic Competitive strategy
Source: Thompson *et al.* (2014)

To achieve the expected goals, implementing five generic competitive strategies requires a total commitment and full support from the organization of the company. The approach or strategy chosen in order to win the competition in an industry requires different resources and capabilities, and requires organizational arrangements, monitoring procedures and systems that have creativity, so that ongoing commitment to one strategy as an objective main, it is very much needed.

How important is Environmental Analysis to win the competition?

Every business has strengths, weaknesses, opportunities, and threats that are influenced by the environment in which the business operates. Environmental analysis is important because overall company resources are part of environmental resources, especially the internal environment. According to (Triton PB, 2011) resources in general can be classified into 3 categories: 1) Physical capital resources; 2) human resources; 3) Organizational resources. According to Thompson *et al.* (2010) in identifying the strength of

company resources obtained through: Special skills / expertise possessed by employees, valuable physical assets, valuable HR assets, valuable organizational assets, valuable invisible assets, certain achievements are put the company in a favorable position in the market, alliance and cooperation with a competitive value.

In analyzing industry, what need to be identified are the characteristics of the industry itself. Some factors that must be considered to identify industry characteristics are: a) Market size and growth rate; b) Number of competitors; c) The magnitude of competitive competition; d) Number of customers / buyers; e) Product differentiation level; f) Product innovation; g) Demand and supply conditions; h) The speed of technological change; i) Vertical integration; j) Economies of scale; k) Effects of the learning curve / experience (Tambunan, 2002).

An industry analysis has important aspects that include the following (Besanko & Braeutigam, 2010): Assessment of industry and company performance, Identification of key factors that affect performance in vertical and horizontal trade relations, Determine changes that occur in the environment business can influence performance, identification of opportunities and threats in the business landscape. There are five main forces that influence competition in an industry, namely: a) Competition from players in the same industry (rivalry among competing sellers); b) Potential new entrants (potential new entrants); c) The threat of substitute products (competitive pressure from sellers of substitute products); d) The threat of suppliers (competitive stemming from bargaining power suppliers and supplier-seller collaboration); e) Threats from buyers (competitive pressures stemming from buyer bargaining power and seller-buyer collaboration) (Thompson *et al.*, 2010).

2. Research Method

To answer research questions, in-depth and semi-structured interviews were conducted with Grab Managers in Kupang, Grab Partner Acquisitions (4W), General Grab Admins, City Grab Business Developers (BD), Grab Car Drivers, Conventional Taxi Drivers, Communities and Customers in Kupang City. The list of interview questions was built based on the SWOT analysis. Broadly speaking there are four core questions: 1) What are the strengths of the Digital Grab business in Kupang City? 2) What are the Weaknesses of the Digital Grab Business in Kupang City? 3) What are the Digital Grab Business Opportunities in Kupang? 4) What are the threats of the Digital Grab Business in Kupang City? The first question is aimed at exploring what strengths Grab has in the Grab digital business in Kupang City. The second, third, and fourth questions are aimed at exploring the weaknesses, opportunities and threats faced by Grab in the Digital Grab Business in Kupang City. Interviews were conducted with an average duration of 50 minutes.

Interviews were conducted directly with the participants. Interview data are then converted into interview transcripts that are read carefully to determine codes that can represent a set of similar ideas / thoughts. Similar codes are then grouped into one big theme. Several themes and possible relationships between themes are identified to be able to formulate a model that can describe the phenomenon under study. In addition to using interviews, researchers also use data collection techniques by observation and documentation. Miles & Huberman, (2009) suggested that there are steps in data analysis that are data reduction, data display, and drawing conclusions. The time of this research to be carried out is from October to November 2019.

3. Results and Analysis

Results

Interview analysis shows that all participants interviewed said that the business environment analysis is crucial in winning business competition. In general, this research indicates that the environmental analysis of both internal and external environments is crucial for the evaluation of Grab digital business strategy in Kupang City to win the competition. Internal environmental analysis consists of the strength and weakness analysis of the digital Grab business in Kupang City. While external analysis consists of opportunities and threats from the digital Grab business in Kupang City. Here is a more detailed explanation for each of these environmental analyses.

Internal Environment Analysis

The internal environmental analysis consists of the strengths and weaknesses of the Grab digital business in Kupang City, which is explained as follows.

a. The strength of the Grab digital business in Kupang City

Based on the analysis and interview results obtained 6 important points that are the strengths of the digital business Grab in the city of Kupang, namely: 1) The existence of team work (teamwork) and have a commitment in achieving the agreed targets, 2) Excellent work management by implementing performance management systems namely performance and culture factors, 3) Always innovating to win competition by

developing features in applications that can be used by merchants Grab, 4) How to motivate employees in winning business competition by providing education about applications and providing incentives. 5) Recruitment of workers has certain qualifications, 6) Incentive systems provided to employees

Team Work

The results of observations at the Kupang Grab Office showed that there was good teamwork when the driver felt threatened because passengers who were not polite drivers using the Emergency button function automatically asked for help from the Grab Task Force Team. Thus, team work as a powerful media for Grab to gain company success, the ability to work together in accordance with the company's goals can win business competition in the digital age. As the results of an interview with Mr. Muhammad Firmansyah Manager of Kupang Grab, *"Team work is a powerful tool for Grab and any activity, it is clear that the success of building a work team within the company is a critical point that will determine the company's success, the ability to work together towards a vision and same mission."* The same thing was also expressed by Galuh Pradini, Grab's General Admin in Kupang, *"Kupang Grab has a team work in essence, employees must master IT and the three of us help each other and in general must know the duties of other employees to anticipate if someone does not enter the office due to illness and needs other."* Team work is a powerful tool for Grab, because the team will determine the company's success, the ability to work together towards a common vision and mission.

Excellent work management

Grab in implementing a performance management system is to provide equal opportunities for each Grabber to be able to show their greatest potential. As an interview with Mr. Muhammad Firmansyah, Manager of Grab in Kupang, said: *"The method Grab uses in implementing a performance management system is to provide equal opportunities for each Grabber to be able to show their greatest potential. How, through the Appraisal System (Employee Performance Evaluation), namely Performance and Culture factors (HR quality and company culture; creating awareness and communicating vision, mission, cultural practices, models and low-cost strategies to employees)."*

Implementing good management will certainly have a good impact on the progress of the Grab digital business. As revealed by Galuh Pradini General Admin of Grab in Kupang, said: *"Kupang Grab provides easy and fast services to help Grab partners, opening up large jobs, after becoming a partner Grab does not feel bound because it can be used as basic work or side or additional work, costs transportation services are very cheap and transparent, waiters deliver on time, right on target and destination, customers can save time."*

Always innovating following existing developments

Grab is one and only application development or innovation carried out for online motorcycle taxis. Grab also develops features in the application that can be used by Grab merchants. Grab started to develop technology by integrating global and local developers to make products that could be accepted by the community. One example is the GrabNow feature, which allows passengers to order Grab Bike and Grab Car more easily and meet with driver partners faster, because it can directly select pickup points with complete location descriptions. Apart from being fast and free to cancel, the advantage of Grab Now is that the rates are the same as the application and customers can still use promos, payments can be online and in cash directly. The same thing was expressed by Galuh Pradini Grab Kupang General Admin, *"Promotional innovation is done online and offline. Among the branding at the Sitarda Cup is football involving many people, fun bikes at the Korem and Polda events because with this event the products we market or introduce can be known by many people, and so far everything has been successful until now."*

How to motivate employees to win business competition

How to motivate employees in winning business competition is to educate about operationalize the application and provide incentives to the partners if they reach a specific target so that it continues to provide motivation and high morale. As the result of an interview with Mr. Muhammad Firmansyah Manager Grab in Kupang, *"We always provide education about applications that have not been partners understand because many of them are less proficient in the operation of this application, perhaps because they are new, and also give incentives to the partners if they reach a certain target so as to continue to provide motivation and high morale."*

Recruitment of workers has certain qualifications

Recruitment of workers has certain qualifications including Grab requiring general data such as STNK, KTP, SIM, Family Card, Passbook and having a Smartphone and partners able to operate it well plus SKCK to prove that the partner is not involved in criminal acts especially in the legal process. As the results of an

interview with Mr. Muhammad Firmansyah as a Manager Grab in Kupang, *"Actually there are no special requirements or qualifications, the requirements are only general and easy to fulfill, in our recruitment system from Grab, we need general data such as STNK, KTP, SIM, Family Card, Books savings and have a Smartphone and a partner able to operate it well plus SKCK to prove that the partner is not involved in criminal acts let alone in the legal process. For prospective employees, the main thing is to have to master IT and other requirements generally apply as in the recruitment of company employees in general."*

Incentive system provided to employees

Incentives are special compensation given by the company to employees, outside of their main salary, to help motivate or encourage the employee to be more active in working and trying to continue to improve work performance in the company. Grab provides incentives, namely: 1) Grab Bike uses a diamond system to calculate partner incentives or bonuses; 2) The incentive system for Grab Car uses the cash back system obtained by partners, which is 12% of the total partner revenue per day if it meets the requirements / value of problem solving and service standards. The results of an interview with Mr. Jems Everson Djulete Partner Acquisition (4W), *"The incentive system for Grab Car uses the cash back system obtained by partners, which is 12% of the total partner income per day, while for the incentive system for Grab Bike is the term diamond in the calculation partner incentives or bonuses, the number of partner diamonds will be accumulated per day and will be given incentives in accordance with the number of diamonds that partners have collected."*

b. The weaknesses of the Digital Grab Business in Kupang City are:

Weaknesses of the Grab digital business in Kupang City as the result of an interview with Mr. Muhammad Firmansyah Manager of Grab in Kupang, were *"1). Initially the location point search engine was less effective due to the not yet up grade location point on GPS and network interference; 2). There is no maximum distance limit so it is potentially prone to crime; 3). The application size is too large, takes up a lot of ROM and RAM memory so that it is not friendly with low speck phones; 4). It's still not allowed to pick up passengers at the airport."*

Analysis of the External Environment

a. Digital Grab Business Opportunities in the City of Kupang

Inviting conventional taxi drivers to join Grab

Grab digital business opportunities in Kupang by inviting Grab competitors in Kupang, namely conventional taxis such as Gogo taxis, and Airport taxis to join using the Grab application service. As the results of an interview with Mr. Muhammad Firmansyah Manager of Kupang Grab, *"Grab competitors in the Kupang city are conventional taxis such as Gogo taxis and airport taxis but over time we invite them to work together and there are some of them who want to join to use the Grab application services."*

The business strategy wins the competition by means of promotion that is by providing promo codes for customers.

The strategy is carried out by means of promotion that is by providing promo codes for customers. As the results of an interview with Mr. Muhammad Firmansyah Manager of Grab in Kupang, *"Our strategy is to use a promotional method by providing promo codes for customers such as: 1) OVO GCBETA for Grab Car (Rp. 10,000 discount); 2) MOREIRIT for GrabBike (discounts up to Rp. 4,000); 3) Working closely with other agencies to make it easier for Grab partners."*

The Digital Grab business follows market trends

Currently, it is increasing because as time goes by, the enthusiasm and response from the community towards the need for online transportation services are getting higher where they consider Grab as a necessity and increase the family economy. Grab can help transportation services because it is cheap, the price and identity are transparent, fast, not queued, safe and comfortable, and right on target. This is supported by the statement of Mr. Jems Everson Djulete Partner Acquisition (4W), *"Grab is becoming a trend in the market because the more often it is used, the more often it can also be discounts and bonuses. Have a customer loyalty program (implementing a point rewards system). Grab also cheap, clear, and transparent tariffs. Not only delivering customers but also delivering food, goods, buying credit, ordering hotels, tickets and other services in the application features."*

b. Threat of Digital Grab Business in Kupang City

The absence of supporting regulations

Grab digital business have no of regulations that support a threat yet. As revealed by Galuh Pradini Grab Kupang General Admin, *"Forwarding and implementing policies from the central management in accordance with the dynamics and developments that exist."*

There are people who have not adapted to technology

Researchers see the disappointment of drivers because they do not get stars from customers caused by customers who do not understand the use of features. As the results of an interview with Mr. Muhammad Firmansyah Manager of Grab in Kupang, "Network problems and hackers were initially but now have been resolved and people can use them comfortably."

Discussion

This study indicates that the strengths of the digital business Grab in Kupang City are: 1) The existence of team work and having a commitment in achieving the agreed targets; 2) Excellent work management by implementing a performance management system namely performance and culture factors; 3) Always innovating to win the competition by developing features in the application that can be used by Grab merchants; 4) How to motivate employees in winning business competition by providing education about applications and providing incentives; 5) Recruitment of workers has certain qualifications, namely: a) Prospective Grab partners must have a vehicle with certain conditions; b) Have a Smartphone and be able to operate it properly; c) Maximum age of 50 years; 6) Incentive systems provided to employees, namely: a) Grab Bike uses a diamond system to calculate partners' incentives or bonuses; b) The incentive system for Grab Car uses the cash back system obtained by partners which is 12% of the total partner revenue per day. The results of this study are in accordance according to Hitt, et.al. (2007) in Triton (2011) resources in general can be classified into 3 categories: physical capital resources, human resources and organizational resources.

Weaknesses of Digital Grab Business in Kupang City are: 1) There is no maximum distance limit so that it is potentially prone to crime; 2). Still not allowed to pick up passengers at the airport; 3) The use of the application experiences problems that arise from partners / drivers who are not good at IT. The results of this study are in accordance according to Thompson et.al. (2010), a company's weaknesses can be seen through: 1) Inferior or unproven capabilities and expertise in an important area of business (lack of customer focus); 2) Inefficiency in important physical assets, organizations and invisible assets; and 3) lost and low-quality capabilities in key areas.

Digital Grab Business Opportunities in Kupang City, namely: 1) inviting conventional taxi drivers to join Grab, because the base taxi is very ineffective and will surely disappear by itself; 2) The strategy is carried out by means of promotion that is by providing promo codes for customers. such as: a) GCBETA OVO for Grab Car (Rp. 10,000 discount); b) MORE IRITS for Grab Bikes (discounts up to Rp. 4,000); c) Working closely with other agencies to make it easy for Grab partners. Grab coordinates and collaborates with agencies and other event organizers to be able to branding in events that involve many communities such as music concerts, soccer, futsal, fun bike, Safety Riding; 3) The digital grab business follows the market trend. Grab can help and improve transportation services because they are cheap, the price and identity are transparent, fast, not queued, safe and comfortable, and right on target. The results of this study are in accordance with Thompson et al. (2010: 92) players in an industry can excel if they can win the competition. The things that make a company superior that is called Key Success Factor (KSF) can be known from the analysis of the industry and the competitive environment.

Threats of the Digital Grab Business in Kupang City are: 1) the absence of supporting regulations. In its implementation, it only continues and implements policies from the central management in accordance with existing dynamics and developments; 2) There are people who have not adapted to technology. There are people who have not adapted to technology, because there are customers who do not understand or know the use of these features and do not know the benefits for the drivers, because I feel they have served well and there are no problems the same as previous customers who gave 5 stars is very influential and threatening. Because it results in not being able to get a bonus or incentive even not being able to receive orders for 3 days if added to the negative response from customers to the driver service. The results of this study are in accordance with Besanko, et.al. (2010) industry analysis has an identification of opportunities and threats in the business landscape.

4. Conclusion

Based on the results of research and discussion, it can be concluded that the Internal Environmental Analysis Strength of the digital business Grab in Kupang City, namely: the existence of team work; application of performance management systems; Always innovating; education about applications and providing incentives; Recruitment of workers has qualifications. Weaknesses of Digital Grab Business in Kupang City are: 1) There is no maximum distance limit so that it is potentially prone to crime; 2). Still not allowed to pick up passengers at the airport; 3) The use of the application experiences problems that arise from partners / drivers who are not good at IT. External Environmental Analysis of Digital Grab Business Opportunities in Kupang City, namely: inviting conventional taxi drivers to join Grab; promotion; follow market trends. Threats of Digital Grab Business in Kupang City are: 1) The absence of supporting

regulations; 2) there are people who have not adapted to technology. The results of this study theoretically have implications for developing theories about Digital business strategies. Porter argued strategy as an effort to position the business in optimizing its capabilities to deal with competitors.

Based on the research findings that have been raised by researchers, the practical implication is the digital business strategy Grab in Kupang City as a series of integrated and coordinated actions made the main foundation for thinking in making strategies to gain competitive advantage by motivating employees in winning business competition with provide education about the application and provide incentives to partners if they reach certain targets so as to continue to provide motivation and high morale as well as various promos that can increase community interest in buying and using Grab products.

This research suggests the government should emphasize the rules regarding transportation to reduce friction in the community, especially regarding online and offline transportation regulations and the government should conduct more intensive mediation. The results of this study can be used as a reference (thinking) to study deeper and develop research with other research topics and focus, thus enriching the findings of this study.

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