International Journal of Scientific Research and Management (IJSRM)
||Volume||11||Issue||11||Pages||5505-5515||2023||
Website: https://ijsrm.net ISSN (e): 2321-3418
DOI: 10.18535/ijsrm/v11i11.em13

Positioning Analysis of Online Transportation Companies in Indonesia Based on Marketing Mix Aspects

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Abstract:
Technology disruption has brought significant changes in various aspects of life, including transportation systems. The growth of online transportation companies in Indonesia is dynamic, there are four top brands chosen for online transportation services in Indonesia, including Gojek, Grab, Maxim, and in Drive. The advent of online transportation has brought numerous positive impacts as well as challenges, including in tense competition among online transportation companies. Professional positioning is one such effective and efficient strategy for competition. Therefore, this study aims to conduct an analysis of the positioning of online transportation companies in Indonesia based on marketing mix aspects. The research method employed in this study is quantitative, and questionnaire was used as the research instrument with 400sample size. The data analysis technique used in this research is descriptive analysis, which includes cross tabulation, mean, and multidimensional scaling analysis. The results of this research show a positioning map that describes the positioning and competitive map of online transportation companies in Indonesia. Gojek and Grab are in the same quadrant, quadrant I. Maxim and in Drive are also in the same quadrant too, quadrant III. This indicates that Gojek and Grab as well as Maxim and in Drive are perceived to have many similarities in terms of their indicators, making their competition appear head-to-head. The result is Gojek is the most superior online transportation company among others in every aspect of the marketing mix (7Ps).

Keywords: Competition, marketing mix, multidimensional scaling, online transportation, positioning, positioning map.

1. Introduction

Technology disruption has brought significant changes in various aspects of life, including mobility and transportation systems. With the support of digital technology, people have embraced online transportation services to facilitate and expedite their daily activities (Telkomsel DigiAds, 2023). Online transportation services made their debut in Indonesia in early 2015, with urban congestion during rush hours serving as a key driver for their adoption among the public (Arjanto & Muhid, 2022). Currently, online transportation services are flourishing in Indonesia (Kristo, 2017). According to data obtained from Statista (2022), there are four top brands chosen for online transportation services in Indonesia, including Gojek, Grab, Maxim, and inDrive.

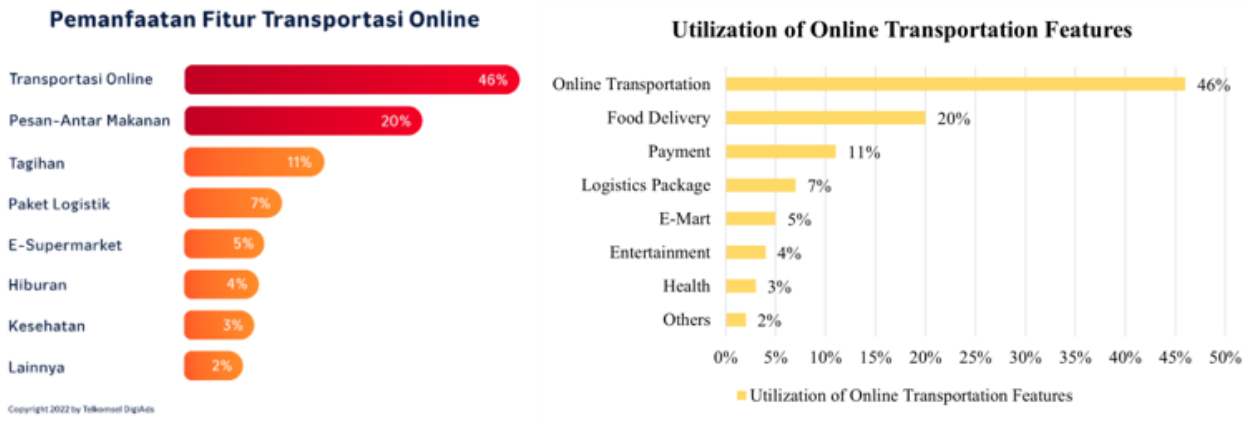

Figure 1. Survey Results on the Use of Online Transportation by Public

Source: Telkomsel DigiAds (2023)

The growth of online transportation service industry in Indonesia is dynamic. The peak of active users occurred in December 2021, but a decline was observed in January-February 2022 due to the unpredictable mobility patterns of users. Each online transportation brand in Indonesia offers a variety of services, but this research focuses exclusively on online transportation (ride-hailing services). This choice is supported by a survey conducted by Telkomsel DigiAds on Figure.1, which indicates that the most frequently used feature among online transportation users is ride-hailing, accounting for 46% of users (Telkomsel DigiAds, 2023).

The advent of online transportation has brought numerous positive impacts as well as challenges, including intense competition among online transportation companies, necessitating strong competitive strategies (Yuliani, 2023). Competition is marked by various strategic and tactical moves made by companies, including promotional discounts, bonuses, and a range of services offered to customers (Azka, 2019). With each passing day, competition becomes fiercer as more online transportation companies emerge. These companies are continuously striving to dominate the market and engage in competition through various aspects. To face this competition effectively, the right competitive strategies are required. Professional positioning is one such effective and efficient strategy for competition (Kotler et al., 2019).

This approach is also supported by Kartajaya's statement (2004) that positioning is the central strategy and the most critical component for highlighting a company's competitive advantage. One competitive strategy that can be employed by players in the online transportation industry is understanding the positioning of each online transportation company in Indonesia. The differentiating dimensions that serve as the basis for positioning consist of product, service, staff, distribution channels, and image (Tjiptono & Chandra, 2020). Product/service, staff, and distribution channels are part of the marketing mix. To complete the entire marketing mix framework, this research focuses on positioning from the perspective of the marketing mix (7Ps). Therefore, this study aims to conduct an analysis of the positioning of online transportation companies in Indonesia based on marketing mix aspects.

2. Literature Review

2.1. Marketing Strategy

According to Kotler et al., (2019), the marketing strategy that guides marketing activities is a fundamental element of the management process. An essential pillar of marketing strategy is market customization, also known as STP (Segmenting, Targeting, and Positioning). To carry out segmentation, a company must identify diverse needs and groups within the market. Subsequently, targeting is employed by selecting a target audience that can be satisfied in a competitive manner. This is followed by positioning, where the company positions its offerings to ensure that the target market recognizes the distinct offerings and image of the company. According Suyanto and Prakoso (2020) by conducting segmenting, targeting and positioning also can help companies set their selling prices.

2.1.1. Segmenting

According to Kotler and Armstrong (2018), market segmentation is the activity of dividing the market into distinct groups of buyers who have different needs, characteristics, or behaviors and who may require separate marketing strategies or mix. Through market segmentation, companies break down the large and diverse market into smaller segments that can be reached more efficiently and effectively with products

and services tailored to their unique needs. Several types of segmentation exist, including geographical segmentation, demographic segmentation, psychographic segmentation, and behavioral segmentation.

2.1.2. Targeting

Targeting is the process of identifying customers for whom a company will optimize its offerings. Targeting can be either strategic or tactical, based on the criteria a company employs to select its customers. Firstly, strategic targeting concentrates on customers whose needs can be satisfied by the company, ensuring that the offerings are aligned with their requirements. Secondly, tactical targeting identifies the means through which the company can reach these strategically important customers (Kotler et al., 2022).

2.1.3. Positioning

According to Kotler et al., (2022) positioning involves designing a company's offerings and image to occupy a distinct place in the minds of the target market. Its objective is to embed the brand in consumers' minds to maximize potential benefits for the company. Effective positioning guides marketing strategies by clarifying the brand's essence, identifying what goals can be achieved by consumers, and how to do it uniquely. Marketing tools that companies can use to assist in plotting their positions are often referred to as perceptual mapping or positioning mapping. Perceptual mapping or positioning mapping typically consists of two dimensions. The positioning strategy of a company depends on the strengths or weaknesses of the brand and its competitive intent. Ultimately, positioning is about how they want consumers to understand their market offering and what strategy they choose to achieve their goals (Kotler et al., 2019).

2.2. Marketing Mix

Marketing Mix, commonly known as the 4Ps – Product, Promotion, Price, and Place, was first introduced by Jerome McCarthy in 1960. Over time, the 4Ps were expanded to 7Ps, including People, Process, and Physical Evidence, introduced by Booms and Bitner in 1981 (Chaffey & Chadwick, 2019). The Marketing Mix serves as a tool for companies to interpret their strategy (Hooley et al., 2017). The Marketing Mix is a set of tactical tools companies use to establish a strong positioning in the target market (Kotler et al., 2021). The right Marketing Mix can help companies implement an effective positioning strategy (Verma et al., 2016).

2.2.1. Product

The product in the marketing mix concept refers to the goods and services offered by a company. In essence, a product is a set of benefits provided by marketers to customers in return for financial commitment (Thanseer et al., 2022). In the marketing mix concept, a product can also be defined as an idea, service, or commodity involving a combination of tangible and intangible elements aimed at satisfying customers. Intangible products can take the form of services, people, places, or ideas. By creating products, services offer value to target customers and better fulfill their needs than competitive alternatives (Wirtz & Lovelock, 2016).

2.2.2. Price

Price in the marketing mix concept refers to a company's pricing policy used to determine the pricing model and set prices for products and services, ultimately differentiating brands (Chaffey & Chadwick, 2019). In the marketing mix, price is the second most important consideration. For marketers, setting prices is a challenging task. Several factors influence the pricing decision-making process, including demand for specific products, costs, customers' ability to pay, government regulations, competitor pricing, and more. In reality, price is a critical choice factor because it can impact product demand and a company's profitability (Thanseer et al., 2022).

2.2.3. Place

Place in the marketing mix concept refers to how products are distributed to customers (Chaffey & Chadwick, 2019). The location of the service provider company is a crucial aspect of service distribution, as it involves decisions regarding the location of service packaging operations and the delivery of services to customers. The importance of location can vary depending on the extent of interaction between customers and the company. However, the location of service providers is no longer important when the service provider visits the customer. In this case, service speed and quality are crucial. Therefore, service providers need to focus on location to facilitate operations that provide fast and high-quality service to customers (Verma et al., 2016).

2.2.4. Promotion

Promotion in the marketing mix concept refers to how marketing communications are used to inform customers and other stakeholders about the company and its products (Chaffey & Chadwick, 2019). Promotion is a broad concept consisting of two distinct core promotional activities: incentives (including price promotions, coupons, and trade promotions) and communication (including advertising, public relations, social media, and personal selling) (Kotler et al., 2022). In marketing, promotion is a key technique. Promotion is based on a combination of components, all of which are used to fulfill the company's marketing objectives. The promotion mix is incomplete without advertising. The fundamental purpose of advertising is to build and maintain the product's image in the target market (Thanseer et al., 2022).

2.2.5. People

People in the marketing mix concept refers to the use of the right staff and individuals as essential elements for every service provider. Recruiting the right staff and training them appropriately in service delivery is crucial if a company aims to gain a competitive advantage. Customers will form deep judgments and perceptions about services based on the staff interacting with them. Staff should possess interpersonal skills, talent, and relevant service knowledge to deliver the service customers are paying for (Verma et al., 2016).

2.2.6. Process

Process in the marketing mix concept refers to the systems used to aid an organization or company in delivering services. A process outlines the procedures and methods to be followed to produce and deliver a service. It determines the level of customer involvement and participation required in the creation and delivery of the service. Therefore, the process describes a series of activities, their sequence, and the roles to be played by the service provider, intermediaries, and customers. It plays a significant role in determining the quality-of-service design, production, and delivery (Verma et al., 2016).

2.2.7. Physical Evidence

Physical evidence in the marketing mix concept refers to the tangible cues that allow consumers to form judgments about the company. Physical evidence is a crucial element that can shape customer perceptions based on their view of service provision, which can impact the organizational service perception plan (Verma et al., 2016).

2.3. Framework

This research refers to several previous studies that are highly relevant to the research objectives, research variables, and data analysis techniques used. For instance, Syahputra (2014) conducted research on mapping the positioning of Bandung-Jakarta travel service companies based on customer perceptions. Adellia and Prasetio (2016) investigated the mapping of customer perceptions of the e-commerce market in Indonesia, focusing on the similarity of each marketplace website and attributes such as usability, site design, information quality, trust, and empathy as the core qualities of Webqual 4.0. Additionally, Giri et al., (2017) examined the mapping of customer perceptions regarding various e-banking channels and the reasons behind their channel selection in BRI e-banking. Damayanti and Suyanto (2022) conducted research on mapping the positioning of four video-on-demand services in Indonesia based on dimensions of electronic service quality. Khairunnisa et al., (2023) investigated the mapping of the positioning of four m-Health applications, namely Kimia Farma Mobile, Halodoc, Alodokter, and SehatQ, from the perspectives of users in Indonesia based on eight dimensions of e-SERVQUAL variables. Furthermore, this research involves the development of the research object and variables (the mapping base), resulting in the framework as follows.

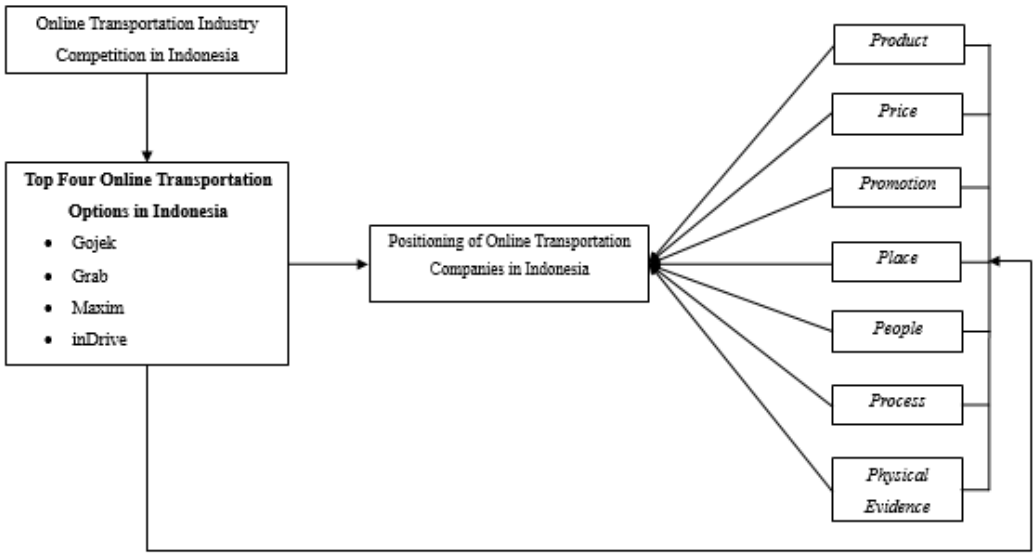

Figure 2. Framework

Source: Author's processed results (2023) adopted from (Statista, 2022) and (Chaffey & Chadwick, 2019)

Based on Figure.2, this research stems from the emergence of online transportation competition in Indonesia. Each year, there is an increasing number of new brands entering the online transportation industry in Indonesia. According to data from Statista (2022), there are four top choices for online transportation services in Indonesia. The presence of numerous players in the online transportation industry intensifies the competition among companies. To face this competition effectively, the right competitive strategies are needed. Professional positioning can be an efficient and effective strategy for competition, as emphasized by Kotler et al. (2019). This perspective is further supported by Kartajaya's statement (2004) that positioning is a pivotal strategy and the most important component for highlighting a company's competitive advantage. Thus, one of the competitive strategies that can be applied by players in the online transportation industry is to understand the positioning of each online transportation company in Indonesia. Positioning can be viewed from various aspects, one of which is the marketing mix. This is supported by the theory put forth by Tjiptono & Chandra (2020), which states that product, service, staff, distribution channels, and image, some of which are part of the marketing mix, serve as the basis for positioning. To complete the entire marketing mix framework, this research focuses on positioning from the perspective of the marketing mix (7Ps). This is done because the marketing mix encompasses all aspects, including product, price, promotion, place, people, process, and physical evidence.

3. Methodology

The research method employed in this study is quantitative. A five-point Likert scale questionnaire was used as the research instrument, and the instrument underwent validity and reliability testing. The questionnaire was distributed online through social media platforms to facilitate reaching a wide and rapid respondent base. The sampling method used in this study is non-probability sampling with purposive sampling. This means that only specific types of individuals who meet the desired criteria were eligible to participate and provide information. The sample criteria for potential respondents in this study are individuals in Indonesia who have used ride-hailing services for motorcycles and cars from Gojek, Grab, Maxim, and inDrive in the last three months. The total number of respondents participating in this study is 400. The data analysis technique used in this research is descriptive analysis, which includes crosstabulation, mean, and multidimensional scaling analysis. Data processing for this research was aided by the Statistical Program for Social Sciences (SPSS) 25 for Windows.

4. Results and Discussion

Based on the gathered data, it is evident that the respondents in this study are predominantly female, accounting for 69.25% of the total, and are mostly in the 16-25 age group, with a percentage of 55.25%. In terms of location, the respondents are primarily from Bandung, representing 33.75% of the total. The highest educational background of the respondents is mostly high school (SLTA/SMA or equivalent), with a percentage of 41%. Regarding their occupation, the majority of the respondents are students, making up

38.75%. As for their monthly income or allowance, most fall within the range of IDR 1,000,000 – IDR 4,000,000, accounting for 40.75%. In this study, the majority of respondents have been using online transportation services for more than 12 months, making up 50.25%. Additionally, respondents tend to use cashless payment methods more frequently, with a percentage of 62%. The primary reason for using online transportation among the respondents is practicality, with a percentage of 43%, and 31% of respondents use online transportation 1-5 times a month.

Based on data analysis using multidimensional scaling analysis, the following values for R-Square (RSQ) and stress were obtained.

Table 1. R-Square Value & Stress Value

R-Square (RSQ) Value	Stress Value
0.99917	0.02916

Source: Processed data by the authors by using SPSS 25 (2023)

Table 1 shows an R-Square (RSQ) value of 0.99917 and a stress value of 0.02916. This aligns with the theory proposed by Malhotra & Birks (2006) that a higher RSQ value indicates a better model. A model can be considered acceptable if the RSQ value is ≥ 0.6. Furthermore, a lower stress value suggests a better fit. Consequently, it can be concluded that, based on the RSQ value, the model in this study is acceptable and can be used to depict the mapping of the positioning of online transportation companies in Indonesia. The stress value in this study falls into the "perfect" category, meaning it accurately reflects the actual distance (similarity) between each research object in the original data.

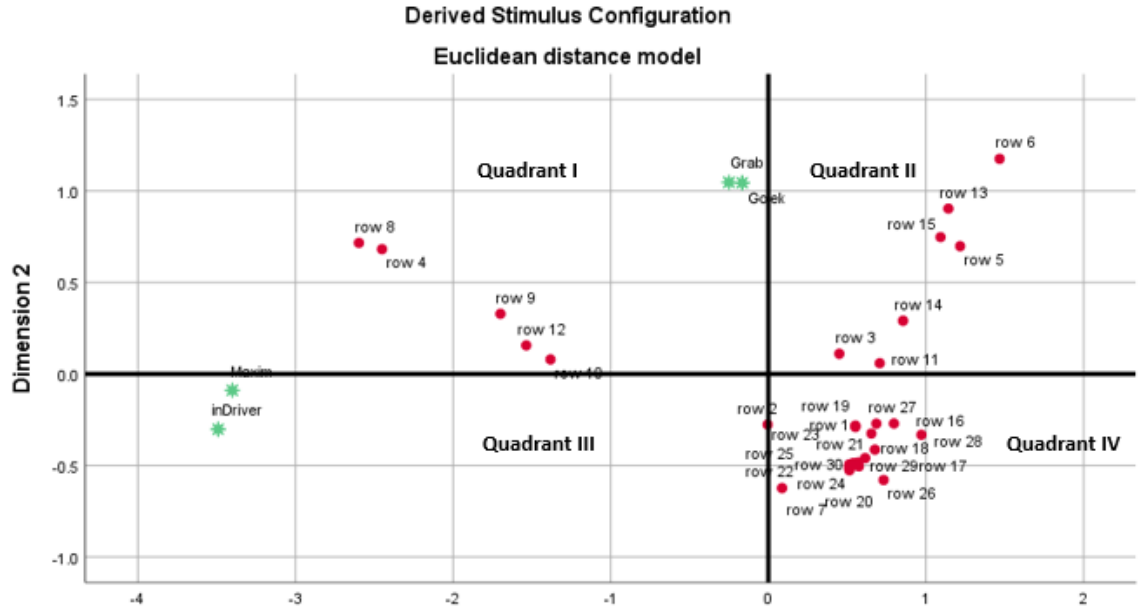

Figure 3. Positioning Map of Online Transportation in Indonesia

Source: Processed data by the authors by using SPSS 25 (2023)

Furthermore, data processing using multidimensional scaling analysis also generated a positioning map, as illustrated in Figure.3, revealing the positions of each online transportation company in Indonesia. Below are the detailed coordinate points of each online transportation company in Indonesia as shown on the positioning map.

Table 2. Coordinates of Online Transportation Companies in Indonesia

No	Online Transportation Company	X-Axis	Y-Axis
1	Gojek	-0.1658	1.0448
2	Grab	-0.2497	1.0474
3	Maxim	-3.4009	-0.0887
4	inDrive	-3.4904	-0.3018

Source: Processed data by the authors by using SPSS 25 (2023)

Based on Table 2, it is evident that the positions of each online transportation company in Indonesia are divided into two quadrants. Gojek and Grab are in the same quadrant, namely quadrant I. Likewise, Maxim and inDrive are also in the same quadrant, quadrant III. According to Simamora (2005:209), the closer the distance between objects, the higher the level of competition. Therefore, it can be inferred that Gojek and Grab are perceived to have many similarities in their indicators by respondents, making the competition between them appear competitive (head-to-head). Similarly, Maxim and inDrive, which are also in the same quadrant, quadrant III, are perceived to have many similarities in their indicators by respondents, making the competition between them appear competitive (head-to-head).

Furthermore, based on Figure.3, it also shows the positions of each indicator of the 7P marketing mix variables used in this study. Below are the detailed coordinate points of each 7P marketing mix variable indicator shown on the positioning map.

Table 3. Coordinates of Each Indicator

No	Sub Variable	Indicators	X-Axis	Y-Axis
1	*Product*	PT1	0.5519	-0.2817
		PT2	-0.0046	-0.2763
		PT3	0.4496	0.1105
2	*Price*	PR1	-2.4509	0.6820
		PR2	1.2163	0.6984
		PR3	1.4669	1.1757
		PR4	0.0867	-0.6236
		PR5	-2.5977	0.7162
3	*Promotion*	PN1	-1.6996	0.3287
		PN2	-1.3821	0.0793
		PN3	0.7067	0.0589
		PN4	-1.5360	0.1561
		PN5	1.1418	0.9036
		PN6	0.8543	0.2909
4	*Place*	PL1	1.0921	0.7478
		PL2	0.7964	-0.2707
		PL3	0.6757	-0.4133
		PL4	0.6533	-0.3255
5	*People*	PO1	0.5519	-0.2900
		PO2	0.5170	-05198
		PO3	0.6138	-.04594
		PO4	0.5132	-0.4934
6	*Process*	PS1	0.5684	-0.4838
		PS2	0.5138	-0.5258
		PS3	0.5366	-0.4875
		PS4	0.7307	-0.5792
7	*Physical Evidence*	PE1	0.6845	-0.2714
		PE2	0.9704	-0.3323
		PE3	0.5743	-0.5049
		PE4	0.5113	-0.05109

Source: Processed data by the authors by using SPSS 25 (2023)

After determining the coordinates of each indicator of the marketing mix variables, the next step involves calculations using the following formula to ascertain the Euclidean distance between the indicators and each research object. Once the Euclidean distances are known, the position of each online transportation company is then conducted.

Formula 1. Euclidean Distance Formula

$$Ed = \sqrt{(x_i - x_m)^2 + (y_i - y_m)^2}$$

Table 4. Summary of Euclidean Distance Calculation for All Marketing Mix Aspects

MARKETING MIX									
Object	**Product**	**Price**	**Promotion**	**Place**	**People**	**Process**	**Physical Evidence**	**Total**	**Positions**

Gojek	3.9579	9.5179	8.7790	5.5709	6.5982	6.9477	6.7663	48.1379	1
Grab	4.0674	9.5354	8.7857	5.8227	6.7599	7.1085	6.9496	49.0292	2
Maxim	11.2146	15.6019	18.6906	16.9400	15.8662	16.0462	16.3994	110.7589	3
inDrive	11.4898	16.3613	19.4323	17.3589	16.1710	16.3348	16.7128	113.8610	4

Notes: 1= Most Superior; 2= Superior; 3= Inferior; 4= Most Inferior

Source: Processed data by the authors (2023)

From the analysis of the positioning map and the calculation of Euclidean distances for each aspect of the marketing mix and its indicators as a whole, the results indicate that Gojek is most superior than Grab, Maxim, and inDrive with a total score of 48.13 points. Grab is superior than Maxim and inDrive with a total score of 49.02 points. Maxim is inferior with a total score of 110.75 points, and inDrive is most inferior with a total score of 113.86 points. A detailed breakdown of the positions for each indicator of the marketing mix aspects can be found in Table 5.

Table 5. Summary of Positions Each Indicator in the Marketing Mix Aspects

Object / Indicators	Gojek	Grab	Maxim	inDrive
PT1	1	2	3	4
PT2	1	2	3	4
PT3	1	2	3	4
PR1	4	3	1	2
PR2	1	2	3	4
PR3	1	2	3	4
PR4	1	2	3	4
PR5	4	3	1	2
PN1	2	1	3	4
PN2	2	1	3	4
PN3	1	2	3	4
PN4	2	1	3	4
PN5	1	2	3	4
PN6	1	2	3	4
PL1	1	2	3	4
PL2	1	2	3	4
PL3	1	2	3	4
PL4	1	2	3	4
PO1	1	2	3	4
PO2	1	2	3	4
PO3	1	2	3	4
PO4	1	2	3	4
PS1	1	2	3	4
PS2	1	2	3	4
PS3	1	2	3	4
PS4	1	2	3	4
PE1	1	2	3	4
PE2	1	2	3	4
PE3	1	2	3	4
PE4	1	2	3	4
Total	**39**	**59**	**86**	**116**
Positions	**1**	**2**	**3**	**4**

Notes: 1= Most Superior; 2= Superior; 3= Inferior; 4= Most Inferior

Source: Processed data by the authors (2023)

In Table 5, a summary of the positions for each online transportation company based on all the indicators used in this study is presented. It can be observed that Gojek is most superior with a total score of 39 points. Gojek is perceived to excel in 25 indicators, including services that assist, satisfying services, diverse services, regulated fares, usable payment methods, quality of service matching the fare, regular promotional intensity, frequent and visible advertising campaigns across various media, offering special deals, services available in all regions, comprehensive website information, satisfactory mobile applications, well-organized applications, friendly drivers, helpful drivers, knowledgeable drivers, skilled drivers, service adherence to standard operating procedures, error-free service, service delivery as promised, serious complaint handling, uniform driver appearance, comfortable public facilities, clean and well-maintained transportation conditions. However, Gojek is perceived less favorably in two indicators, affordability of fares and fare consistency compared to its competitors.

Furthermore, Table 5 reveals that Grab is superior with a total score of 59 points. Grab is considered to excel in three indicators, including understandable promotions, attention-grabbing promotions, and creative advertising. Additionally, Grab is rated well in 25 indicators, such as helpful services, satisfying services, diverse services, regulated fares, usable payment methods, quality of service matching the fare, regular promotional intensity, frequent and visible advertising campaigns across various media, offering special deals, services available in all regions, comprehensive website information, satisfactory mobile applications, well-organized applications, friendly drivers, helpful drivers, knowledgeable drivers, skilled drivers, service adherence to standard operating procedures, error-free service, service delivery as promised, and serious complaint handling. However, Grab is perceived less favorably in two indicators, affordability of fares and fare consistency compared to its competitors.

Moving on, Table 5 indicates that Maxim is inferior with a total score of 86 points. Maxim is seen as excelling in two indicators, including fare affordability and fare consistency compared to its competitors. Nevertheless, Maxim is rated unfavorably in 28 indicators, such as perceived assistance with services, satisfaction with services, service variety, compliance with government fare regulations, usable payment methods, quality of service matching the fare, ease of understanding promotions, ability to capture attention through promotions, promotional intensity, creative advertising, frequent and visible advertising campaigns across various media, offering special deals, services available in all regions, available website information, satisfaction with the mobile application used, the organization of the application, driver friendliness, driver helpfulness, driver knowledge, driver skills, service adherence to standard operating procedures, error-free service, promised service delivery, complaint handling, uniform driver appearance, available public facilities, transportation cleanliness, and transportation conditions.

Finally, Table 5 demonstrates that inDrive is most inferior fourth with a total score of 116 points. inDrive is rated positively in two indicators, including fare affordability and fare consistency compared to its competitors. However, inDrive is perceived unfavorably in 28 indicators, such as perceived assistance with services, satisfaction with services, service variety, compliance with government fare regulations, usable payment methods, quality of service matching the fare, ease of understanding promotions, ability to capture attention through promotions, promotional intensity, creative advertising, frequent and visible advertising campaigns across various media, offering special deals, services available in all regions, available website information, satisfaction with the mobile application used, the organization of the application, driver friendliness, driver helpfulness, driver knowledge, driver skills, service adherence to standard operating procedures, error-free service, promised service delivery, complaint handling, uniform driver appearance, available public facilities, transportation cleanliness, and transportation conditions.

5. Conclusions and Suggestions

Based on the research objectives set out in the introduction section, this study aims to determine the competitive landscape of online transportation companies in Indonesia as represented on a positioning map based on the elements of the marketing mix. Additionally, it aims to identify the online transportation company that excels in each facet of the marketing mix. Based on all aspects of the marketing mix (7P), a positioning map has been created to depict the positioning of each online transportation company in Indonesia. Gojek is the most superior online transportation company among others in every aspect of the marketing mix (product, price, promotion, place, people, process, and physical evidence). Subsequently,

Grab is superior, Maxim is less superior, and inDrive is inferior. The positioning map generated also illustrates the competitive landscape of online transportation companies in Indonesia. Each online transportation company falls into one of two quadrants. Gojek and Grab are situated in the same quadrant, quadrant I. This indicates that Gojek and Grab are perceived to have many similarities in terms of their indicators, making their competition appear head-to-head. Similarly, Maxim and inDrive are also located in the same quadrant, quadrant III, signifying that Maxim and inDrive are perceived to share many similarities in terms of their indicators, resulting in a head-to-head competitive scenario.

This study has limitations. Firstly, it only focuses on ride-hailing services. Secondly, the research centers on the top four online transportation services in Indonesia based on Statista 2022 data. Therefore, for future research, it is recommended that if subsequent researchers wish to explore similar topics, they should conduct research on other types of services beyond ride-hailing, such as food delivery, package delivery, and more. Additionally, when future researchers study similar objects, they are encouraged to continually research newest online transportation companies, given the dynamic growth of the online transportation service industry in Indonesia.

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