

Digital Market Segmentation Strategy Analysis On Ride-Hailing Platforms In Indonesia: Comparative Study of Gojek and Grab

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Abstract, *The ride-hailing industry in Indonesia has grown into a significant digital economy sector, with a market value reaching US\$3.77 billion in 2025 and a projected CAGR of 7.05% through 2031. Gojek and Grab, as the two dominant players forming a duopoly market structure, have adopted distinctly different market segmentation strategies to capture Indonesian consumers. This study aims to analyze and compare the digital market segmentation strategies of Gojek and Grab using the STP (Segmentation, Targeting, Positioning) framework and Porter's Five Forces analysis. The research employs a qualitative descriptive approach with secondary data analysis, using industry reports, corporate publications, and relevant academic literature. The findings reveal fundamental differences in the segmentation approaches of both platforms: Gojek adopts an Indonesia-centric strategy emphasizing national identity and MSME empowerment, while Grab pursues a pan-Southeast Asian approach with emphasis on technological innovation and safety. Porter's Five Forces analysis indicates a medium-concentration competitive landscape with high competitive rivalry, growing threat from new entrants (Maxim, inDrive), and significant supplier bargaining power reflected in driver protests regarding commission structures. This study contributes to the academic understanding of competitive dynamics in emerging digital markets and provides managerial implications for platform-based business strategies in developing economies.*

Keywords: Market Segmentation, Ride-Hailing, Digital Platform, Gojek, Grab, STP Analysis, Porter's Five Forces, Indonesia

INTRODUCTION

Digital transformation has fundamentally changed the way Indonesians access transportation services. Over the past decade, internet penetration in Indonesia has grown by an average of 10% per year, driving the emergence of various digital platforms that have transformed the national transportation industry landscape (APJII, 2024). The ride-hailing industry, as one of the most visible manifestations of the digital economy, has evolved into a comprehensive service ecosystem that goes beyond conventional transportation functions.

Data from Mordor Intelligence (2026) shows that the Indonesian ride-hailing market will reach US\$3.77 billion in 2025 and is projected to grow to US\$5.67 billion in 2031 with a CAGR of 7.05%. This growth is driven by several key factors, including rapid urbanization, traffic congestion in major cities, increasing smartphone penetration, and the widespread adoption of digital wallets. This market structure is

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dominated by two major players Gojek (under the GoTo Group) and Grab Holdings which together form a mid-concentration duopoly.

Gojek, founded in 2010 in Jakarta as a call center-based motorcycle taxi service with 20 drivers, has transformed into a super-app with over 100 million monthly active users after its merger with Tokopedia to form GoTo Group in 2021. On the other hand, Grab, founded in 2012 in Kuala Lumpur, has grown into a regional platform operating in eight Southeast Asian countries with revenue reaching US\$2.80 billion in fiscal year 2024. These two platforms have implemented fundamentally different market segmentation strategies in their efforts to capture and maintain market share in Indonesia.

Although there have been several studies on Gojek and Grab separately, comparative studies that specifically analyze the differences in digital market segmentation strategies of both platforms using an integrative approach of STP and Porter's Five Forces are still relatively limited. This study aims to fill this gap with the following objectives: (1) analyzing and comparing the segmentation, targeting, and positioning strategies of Gojek and Grab's digital markets in Indonesia; (2) identifying the competitive forces that shape the dynamics of the Indonesian ride-hailing industry through the Porter's Five Forces framework; and (3) formulating managerial implications for digital platform industry players in developing markets.

The problem formulation in this research is: How do the digital market segmentation strategies implemented by Gojek and Grab differ in the context of the ride-hailing industry in Indonesia, and how do the competitive forces of the industry influence the competitive dynamics of the two platforms?

LITERATURE REVIEW

Digital Market Analysis

Market analysis is a systematic process of collecting and evaluating information about market size, competitive conditions, consumer behavior, and industry trends to support more informed business decision-making (Kotler & Keller, 2016). In the digital context, market analysis encompasses four main pillars: market size, which measures the total market potential through the metrics TAM (Total Addressable Market), SAM (Serviceable Available Market), and SOM (Serviceable Obtainable Market); consumer behavior, which identifies buyer profiles, their needs, problems, and motivations; competitive landscape, which maps key players and untapped opportunity gaps; and growth trends, which project the future direction of the industry.

The digital platform economy has unique characteristics that distinguish it from traditional business models. Parker et al. (2016) explain that two-sided platforms create value through network effects, whereby increasing the number of users on one side of the platform increases the value for users on the other side. In the context of ride-hailing, increasing the number of drivers on board increases the availability of services for passengers, and conversely, increasing the number of passengers increases the potential income for drivers.

STP (Segmentation, Targeting, Positioning) Framework

The STP framework developed by Kotler and Armstrong (2018) is the foundation of modern marketing strategies that consists of three integrated stages. Market segmentation is the process of dividing a large and heterogeneous market into smaller, homogeneous groups based on certain characteristics, including demographic segmentation (age, gender, income), geographic (region, city, country), psychographic (lifestyle, values, interests), and behavioral (frequency of use, level of loyalty). (Lianah.The, 2025);

In the digital context, Chaffey and Ellis-Chadwick (2019) added a technographic segmentation dimension that considers consumers' technological preferences, such as the type of device used and the digital platforms accessed. The targeting stage involves evaluating and selecting the most attractive market segments based on market size, growth potential, competitive intensity, and fit with the company's internal resources. Meanwhile, positioning aims to design a product image and offering to occupy a clear, distinctive, and valuable position in the minds of target consumers through a differentiated Unique Value Proposition (UVP). (Markonah,et.al., 2025).

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The criteria for market segmentation effectiveness according to Kotler and Keller (2016) include four aspects: measurable, substantial (large enough to generate profitability), accessible (reachable through marketing channels), and differentiable (providing different responses to the designed marketing mix).

Porter's Five Forces

Porter's Five Forces model, introduced by Michael Porter (1980), is an analytical framework used to evaluate the intensity of competition and the attractiveness of an industry. These five forces are: (1) the threat of new entrants, which is influenced by barriers to entry; (2) the bargaining power of suppliers; (3) the bargaining power of buyers; (4) the threat of substitute products; and (5) the intensity of competition between existing players (competitive rivalry).

In the context of digital platforms, Porter (2001) acknowledged that the internet is changing the dynamics of these five forces by lowering barriers to entry, increasing price transparency for consumers, and creating new forms of competition. Eisenmann et al. (2011) further explained that in platform industries, network effects and switching costs play a crucial role in determining the intensity of competition and the sustainability of competitive advantage.

Previous Research

Several previous studies have examined the competitive aspects of Gojek and Grab. Silalahi et al. (2020) analyzed Gojek's digital marketing strategy and found that localization and empowerment of the local economy were key differentiators. Purnomo et al. (2021) examined competition among ride-hailing platforms in Indonesia and identified a super-app strategy as key to user retention. Meanwhile, Widodo and Prabowo (2022) examined the GoPay and OVO digital payment ecosystems in the context of financial inclusion. However, comparative studies integrating STP analysis with Porter's Five Forces specifically on these two platforms are still scarce, and this research is expected to provide a meaningful academic contribution.

RESEARCH METHODS

Research Design

This research uses a descriptive qualitative approach using literature review and secondary data analysis. This approach was chosen because the research objective was to describe, analyze, and compare digital market segmentation strategies implemented by two companies within the same industry context. Descriptive qualitative methods allow researchers to gain an in-depth understanding of the phenomenon under study through comprehensive data interpretation (Creswell & Creswell, 2018).

Data Sources

The data in this study are sourced from secondary data, including: (1) industry reports from leading research institutions such as Mordor Intelligence, Statista, and CCI Indonesia; (2) official company publications, including the annual reports of GoTo Group (IDX: GOTO) and Grab Holdings (NASDAQ: GRAB) and corporate press releases; (3) relevant academic journal articles from the Scopus, Google Scholar, and SINTA databases; (4) credible media reports covering the development of the ride-hailing industry in Indonesia; and (5) regulatory data from the Ministry of Transportation of the Republic of Indonesia.

Analysis Techniques

The analysis techniques used encompass two main frameworks. First, STP (Segmentation, Targeting, Positioning) analysis was applied comparatively to both platforms to identify differences and similarities in their market segmentation strategies. Segmentation was analyzed based on four dimensions: geographic, demographic, psychographic, and behavioral. Second, Porter's Five Forces analysis was used to

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evaluate the industry structure and competitive forces shaping the dynamics of the ride-hailing market in Indonesia. Data were analyzed using thematic content analysis techniques to identify consistent patterns and themes emerging from various data sources.

RESULTS AND DISCUSSION

Overview of the Indonesian Ride-Hailing Industry

The Indonesian ride-hailing industry in 2025 is a US\$3.77 billion market that is projected to grow to US\$4.04 billion by 2026. This market is dominated by two-wheeled vehicle services (motorcycles) which control 63.12% of the market share, followed by four-wheeled vehicles. App-based bookings dominate with a share of 87.10%, while personal users (personal riders) contribute 76.85% of the total end-user share. The market structure is a duopoly with medium concentration, dominated by Gojek and Grab, with supporting players such as Maxim, inDrive, and Blue Bird Group (Mordor Intelligence, 2026).

Comparative Profile of Gojek and Grab

Table 1 below presents a comparison of the profiles of the two companies that are the objects of research:

Table 1. Comparison of Gojek (GoTo) and Grab Holdings Profiles

Aspect	Gojek (GoTo Group)	Grab Holdings
Year of Establishment	2010, Jakarta, Indonesia	2012, Kuala Lumpur, Malaysia
Founder	Nadiem Makarim, Kevin Aluwi, Michaelangelo Moran	Anthony Tan, Tan Hooi Ling
Public Status	IDX: GOTO (April 2022)	NASDAQ: GRAB (December 2021)
Active Users	100 million MAU (GoTo ecosystem)	Operating in 8 SEA countries
FY2024 Revenue	GTV >US\$22 billion (2020)	US\$2.80 billion
Number of Drivers	2 million+ partner drivers	~11,000 employees (2025)
Main Services	GoRide, GoCar, GoFood, GoPay, GoSend, Tokopedia	GrabBike, GrabCar, GrabFood, GrabPay/OVO, GrabExpress
Main Investor	Google, Tencent, Temasek, KKR, Sequoia	SoftBank, Toyota, Microsoft, Uber (13.71%)

Source: Wikipedia (2026); GoTo & Grab Annual Report (2024)

Comparative STP Analysis

Market Segmentation

Market segmentation analysis for both platforms was conducted based on four main dimensions: geographic, demographic, psychographic, and behavioral. Table 2 presents a comprehensive comparison of their segmentation strategies.

Table 2. Comparison of Gojek and Grab Market Segmentation Strategies

Segmentation Dimensions	Gojek (GoTo)	Grab
Geographical	Indonesia-centric; deep penetration throughout Java (Jakarta, Surabaya,	Pan-Southeast Asia; operates in 8 countries (Singapore, Malaysia, Indonesia,

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	Bandung) and mid-sized cities; limited international expansion (Singapore, Vietnam)	Philippines, Thailand, Vietnam, Cambodia, Myanmar); geographic diversification as a risk mitigation strategy
Demographic	Ages 18-45; lower-middle to middle class; strong focus on MSMEs and informal workers; corporate segment through GoCorp	Ages 18-40 years; upper-middle class; premium segment (GrabFamily, GrabPet); multinational corporations through GrabForBusiness
Psychographics	National identity ("children of the nation"); mutual cooperation and community empowerment; consumers who are aware of socio-economic impacts; pride in local products	Safety-first; tech-savvy; sustainability; aspiration to global service standards
Behavioral	Integrated super-app users (GoPay ecosystem); high frequency on GoFood and GoRide services; loyalty based on ecosystem integration (Tokopedia, Bank Jago)	Cross-border multi-service users; adoption of innovative features (GrabMaps, AI tools); loyalty based on rewards and subscription programs; OVO users in Indonesia

Source: Researcher analysis from various sources (2026)

From the segmentation analysis above, fundamental differences in the approaches of the two platforms are identified. Gojek adopts a segmentation strategy deeply rooted in the local Indonesian context. As a company born out of the need for motorcycle taxi transportation in Jakarta, Gojek builds its geographic segmentation with a hyper-local approach, namely, understanding the characteristics of urban mobility in each Indonesian city in depth. Gojek's penetration is not only focused on tier 1 cities like Jakarta and Surabaya, but also reaches tier 2 and tier 3 cities, which often have different transportation needs.

In contrast, Grab employs regional geographic segmentation. Its presence in eight Southeast Asian countries gives Grab the advantage of risk diversification and cross-border network effects. For users who frequently travel between ASEAN countries, Grab offers a consistent and seamless experience—a value proposition that Gojek, with its more Indonesia-centric focus, cannot match.

In terms of psychographics, the most striking difference is seen in the positioning of brand identity. Gojek has consistently built a narrative as a "son of the nation" who empowers the local economy, reflecting the value of mutual cooperation inherent in Indonesian culture. This narrative has proven effective — Gojek successfully ranked 17th on Fortune's "Change the World" list in 2017 and rose to 11th in 2019. Meanwhile, Grab has built an image as a platform that prioritizes safety and technological innovation, with significant investments in AI (partnerships with OpenAI and Anthropic), autonomous vehicles (WeRide, Momenta), and drone delivery.

Market Targeting

The targeting strategies of both platforms show significant differences in terms of priority segment selection and market penetration approach.

Table 3. Comparison of Gojek and Grab Targeting Strategies

Targeting Aspect	Gojek (GoTo)	Grab
Primary Target	Indonesian urban middle class; MSMEs; motorcycle taxi drivers/partners	Upper-middle class urban consumers in SEA; premium users; multinational corporations

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Secondary Target	Domestic corporations (GoCorp); F&B MSMEs (GrabMerchant); financial merchants; e-commerce users (Tokopedia)	services users (GXS Bank); grocery customers (Jaya Grocer)
Penetration Strategy	Bottom-up: starting from the grassroots segment (motorcycle taxis) then moving up to an integrated digital ecosystem.	Top-down: starting from premium taxi services then moving down to motorbike and mass market services
Partner Economic Model	Economic contribution of Rp9.9 trillion/year to the Indonesian economy; 250,000+ GoFood merchants	11,000 global employees; 50+ cloud kitchens in 6 countries; strategic partnership with McDonald's, Starbucks

Source: Researcher analysis from various sources (2026)

Gojek employs a unique bottom-up targeting strategy. Gojek's journey began by targeting the most underserved segment—traditional motorcycle taxi drivers and passengers seeking affordable motorcycle transportation amidst Jakarta's traffic jams. From this base, Gojek gradually expanded its target market to include food delivery (GoFood with 250,000+ merchants), logistics (GoSend), digital payments (GoPay), and even e-commerce through a merger with Tokopedia. This strategy mirrors the beachhead market approach recommended by Aulet (2013), where companies focus on a specific initial segment before expanding to a broader market.

Grab, on the other hand, started with a top-down approach. The platform initially targeted taxi users by digitizing the conventional taxi booking process (MyTeksi). From this premium segment, Grab gradually expanded to broader segments by launching GrabBike and GrabCar. This approach allowed Grab to build its image as a safe and trustworthy platform before expanding its reach to the mass market.

These differences in targeting strategies have direct implications for the corporate segment. Gojek, through GoCorp, targets domestic Indonesian companies with employee mobility solutions, while Grab, through GrabForBusiness, targets multinational corporations operating across Southeast Asia. This corporate segment is the fastest-growing segment in the Indonesian ride-hailing industry, with a CAGR of 7.16% (Mordor Intelligence, 2026).

Market Positioning

The positioning of both platforms reflects their respective core values and competitive advantages that have been built since their inception.

Gojek positions itself as a “digital ecosystem empowering the Indonesian economy.” Gojek’s unique value proposition (UVP) is embodied in the narrative that this platform is not just a transportation app, but an economic driver that empowers millions of driver-partners and MSMEs. Data shows that Gojek contributes approximately IDR 8.2 trillion annually through driver revenue and an additional IDR 1.7 trillion through MSME merchant revenue. This positioning is strengthened by the integrated GoTo ecosystem that connects transportation (Gojek), e-commerce (Tokopedia), and financial services (GoPay, Bank Jago, Midtrans), creating what is referred to as “the largest digital ecosystem in Indonesia.”

Grab positions itself as “the leading superapp in Southeast Asia” with an emphasis on safety, technology, and regional reach. Grab’s key differentiation lies in three aspects: first, a multi-country presence that provides a consistent user experience across Southeast Asia; second, technology leadership reflected in investments in AI (OpenAI and Anthropic partnership for AI Merchant Assistant and AI Driver Companion), autonomous vehicles, GrabMaps, and drone delivery; and third, comprehensive financial services through GXS Bank (a digital bank license in Singapore with Singtel) and an integrated payments network.

Table 4. Comparison of Gojek and Grab's Strategic Positioning

Positioning Aspects	Gojek (GoTo)	Grab
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UVP (Value Proposition)	Indonesia's digital ecosystem for economic empowerment	Southeast Asia's leading superapp
Main Differentiation	Local identity; MSME empowerment; integrated GoTo ecosystem	Regional reach; technology leadership; global security standards
Brand Message	"There's a Way" — optimism and solutions for the Indonesian people	"Grab — Everyday Everything App" — easy access to everyday services
Technological Advantages	Sahabat-AI (Indonesian-based personalization engine); Tokopedia integration	GrabMaps; AI Assistant (OpenAI/Anthropic); autonomous vehicle pilot & drone delivery
Financial Ecosystem	GoPay, GoPay Later, GoModal, Midtrans, Bank Jago (22.16% shares)	GrabPay, OVO (Indonesia), GXS Bank (Singapore), Mastercard & Stripe partnership

Source: Researcher analysis from various sources (2026)

Porter's Five Forces Analysis of the Indonesian Ride-Hailing Industry

Intensity of Competitive Rivalry High

The competition between Gojek and Grab in Indonesia is intense and a dominant force shaping industry dynamics. The two platforms are engaged in a price war, a battle for driver partners, and a continuous battle for features. This duopoly structure results in a concentrated mid-market where both players are aggressively investing to maintain and gain market share. This intense competition is reflected in the consistent financial losses experienced by both companies over the years—Grab recorded a net loss of US\$158 million in FY2024, despite a steady improvement in its trend toward profitability.

It's worth noting that in early 2021, there were serious discussions about a possible merger between Gojek and Grab, but they ultimately failed to materialize. This failed merger confirmed that both companies preferred to continue competing directly, ultimately prompting Gojek to merge with Tokopedia to form the GoTo Group as an alternative strategy to strengthen its competitive position.

Threat of New Entrants Moderate-Increasing

Although barriers to entry in the ride-hailing industry are relatively high due to the significant investment required in technology, driver networks, and user acquisition, the threat of new entrants is increasing. Maxim, a Russian platform, has successfully penetrated the Indonesian market with a highly competitive pricing strategy, particularly in tier 2 and tier 3 cities underserved by Gojek and Grab. InDrive, with its negotiation-based pricing model, is also gaining traction in several major cities.

The most significant development comes from Xanh SM, VinFast's electric taxi service, which launched operations in Jakarta in December 2024 with a fully electric VinFast fleet. The arrival of Xanh SM marks the entry of a new business model combining ride-hailing with electric vehicles, a segment projected to grow at a CAGR of 7.13% (Mordor Intelligence, 2026). The threat of new entrants forces Gojek and Grab to continue innovating and maintain their competitive edge.

Bargaining Power of Suppliers — Significant

In the ride-hailing industry, driver-partners act as the primary service "suppliers." Driver bargaining power has increased significantly in recent years, manifested in a series of major protests. In August 2024, a massive demonstration by drivers demanded better wages, recognition of their legal status as workers (rather than independent partners), and a reduction in commission cuts.

The Indonesian government has responded to this dynamic by imposing a commission ceiling of around 20% plus mandatory driver welfare contributions through Minister of Transportation Regulation PM 108. This regulation directly limits the platforms' ability to extract value from drivers and simultaneously increases their collective bargaining power. This platform labor issue is critical to the sustainability of both platforms' business models and has become a prominent topic in the gig economy labor literature.

Bargaining Power of Buyers High

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Ride-hailing consumers in Indonesia have high bargaining power due to several factors. First, switching costs between platforms are very low — consumers can install and use Gojek and Grab simultaneously and compare prices before making a booking. Second, price transparency enabled by digital technology makes it easier for consumers to choose the best deal in real time. Third, the increased availability of alternatives (Maxim, inDrive, public transportation) provides additional options for consumers.

Responding to this high consumer bargaining power, both platforms have developed retention strategies through super-app ecosystems that create a lock-in effect. GoPay and OVO function not only as payment tools but also as retention mechanisms that bind consumers to their respective platform ecosystems through digital balances, cashback, and loyalty programs.

Threat of Substitutes Moderate

The threat of substitution in Indonesia's ride-hailing industry is moderate. Public transportation, particularly the Jakarta MRT, KRL Commuter Line, and TransJakarta, are the primary substitutes for routine travel. Interestingly, Gojek has responded to this threat not by competing with public transportation, but by integrating its services as a first-mile and last-mile solution through GoTransit, a partnership with the KRL Commuter Line.

Other alternatives include conventional (non-app-based) motorcycle taxis, which still operate in some areas, traditional taxi services (e.g., Blue Bird), and private vehicles. However, chronic traffic congestion in major Indonesian cities, particularly Jakarta, which consistently ranks among the world's most congested, has actually strengthened the appeal of motorcycle-based ride-hailing services that can bypass traffic jams.

Table 5. Summary of Porter's Five Forces Analysis of the Indonesian Ride-Hailing Industry

Force	Intensity	Main Factors	Impact on Gojek & Grab
Competitive Rivalry	Tall	Duopoly; price war; super-app feature competition	Margin pressure; heavy investment in user retention
Threat of New Entrants	Medium-Increasing	Maxim, inDrive, Xanh SM (EV); technology entry barriers	Need for continuous innovation; threats in tier 2-3 cities
Power Supplier	Significant	Driver protests; 20% commission regulation; worker status demands	Commission ceiling; increased operating costs
Buyer Power	Tall	Low switching costs; price transparency; multi-homing	Lock-in strategy via super-app; loyalty program
Threat of Substitutes	Currently	MRT/KRL/TransJakarta; traditional motorcycle taxis; private vehicles	Public transportation integration (GoTransit); first/last mile

Source: Researcher analysis based on Porter's framework (1980)

Discussion

The results of the STP and Porter's Five Forces analysis above reveal several important findings about the dynamics of competition in the digital ride-hailing market in Indonesia.

First, there is a fundamental dichotomy between "local vs. regional" strategies that influences all aspects of the segmentation of both platforms. Gojek, as a company born and raised in Indonesia, has the advantage of a deep understanding of the local context—from regulations and culture to consumer behavior. This advantage is reflected in its psychographic segmentation strategy, which successfully taps into sentiments of nationalism and mutual cooperation. Conversely, Grab, with its regional approach, has

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advantages in risk diversification and cross-border service standardization. This finding is consistent with the Resource-Based View theory (Barney, 1991), which states that competitive advantage stems from valuable, rare, difficult-to-imitate, and well-organized resources—in this case, Gojek's local market knowledge and Grab's regional scale are strategic resources that are difficult for competitors to imitate.

Second, Gojek's bottom-up versus Grab's top-down targeting strategy demonstrates that no single approach is superior in emerging digital markets. Gojek successfully built a massive user base from the grassroots segment, while Grab successfully cultivated a premium perception that was then extended to a broader segment. These two approaches ultimately led to a convergence in the mid-market segment, where the two platforms compete directly.

Third, Porter's Five Forces analysis confirms that the Indonesian ride-hailing industry is in a consolidation phase where competitive intensity remains high but is beginning to trend toward duopoly stability. The threat of new entrants, particularly from electric vehicle-based players, has the potential to alter this dynamic in the medium to long term. This finding aligns with Mordor Intelligence's (2026) prediction that the electric vehicle segment will be one of the fastest-growing segments (CAGR 7.13%).

Fourth, the evolution of ride-hailing platforms into super-apps is a strategic response to the high bargaining power of consumers. By providing an integrated ecosystem of services—transportation, food, payments, e-commerce, and financial services—both platforms create higher switching costs and increase user retention. This strategy is consistent with the multi-sided platform theory (Parker et al., 2016), which emphasizes the importance of network effects in building sustainable competitive advantage.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the analysis and discussion, this study concludes several main findings as follows:

1. **Gojek and Grab employ fundamentally different digital market segmentation strategies.** Gojek adopts an Indonesia-centric approach with psychographic segmentation based on national identity and local economic empowerment, targeting the middle class and MSMEs with a bottom-up penetration strategy. Grab employs a pan-Southeast Asian approach with segmentation based on technological innovation and security, targeting the upper-middle class with a top-down penetration strategy.
2. **Porter's Five Forces analysis shows that the Indonesian ride-hailing industry is in a duopoly structure with medium concentration.** High competitive intensity, significant driver bargaining power, and strong consumer bargaining power are the dominant forces shaping industry dynamics. The threat of new entrants from electric vehicle-based platforms (Xanh SM) has the potential to change the competitive landscape in the medium term.
3. **The super-app and integrated ecosystem strategies are strategic responses to competitive dynamics.** Both platforms evolved from single-service transportation services into comprehensive digital ecosystems (the GoTo ecosystem and the Grab superapp) as mechanisms to increase user retention, create lock-in effects, and build sustainable competitive advantage through network effects.

Managerial Implications

This research provides several managerial implications for digital platform industry players:

1. Understanding local context is a crucial strategic asset in emerging digital markets. Platforms that can translate an understanding of local culture and consumer behavior into precise segmentation strategies will have a competitive advantage that is difficult to replicate.
2. A super-app strategy can be an effective mechanism to overcome high switching costs in the digital platform industry, but it requires large investments and strong execution capabilities.

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3. Striking a balance between growth and financial sustainability is a key challenge in the digital duopoly industry. Platforms need to develop business models that can generate profitability without sacrificing market share.

Research Limitations

This study has several limitations. First, the use of secondary data limits the depth of analysis achieved compared to primary data collection through surveys or direct interviews. Second, the rapidly changing dynamics of the ride-hailing industry mean that some data may have changed by the time this paper was published. Third, this study did not include an in-depth quantitative analysis of financial data due to limited access to internal company data.

Suggestions for Further Research

Based on the limitations of this study, some suggestions for further research include:

1. Conduct quantitative research with primary data through surveys of active users of both platforms to validate the segmentation and positioning findings identified in this study.
2. To examine the impact of the entry of electric vehicle-based ride-hailing platforms (Xanh SM) on the competitive dynamics and segmentation strategies of Gojek and Grab.
3. Examine the effectiveness of the super-app strategy in creating a customer lock-in effect through a behavioral economics approach.
4. Conduct a cross-country comparative study to compare the competitive dynamics of Gojek and Grab in Indonesia with other Southeast Asian markets.

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