

## **ABSTRACT**

*Technological disruption has brought about significant changes in various aspects of life, including mobility and transportation systems. With the support of digital technology, the public has embraced online transportation services to simplify and expedite their activities. Online transportation services have proliferated in Indonesia, with Gojek, Grab, Maxim, and inDrive emerging as the top four preferred online transportation services in the country. The intensifying competition among online transportation companies in Indonesia is characterized by various strategies and tactical moves, including promotions, discounts, and a range of additional services offered to customers. To thrive in this competitive landscape, a precise competitive strategy is imperative.*

*The aim of this research is to determine the positioning and competitive mapping of each online transportation company in Indonesia based on the marketing mix aspects. Additionally, the study aims to identify which online transportation company excels in each aspect of the marketing mix. Data collection for this research was conducted using a questionnaire distributed to 400 users of online transportation services who have used motorcycle and car ride-hailing services from Gojek, Grab, Maxim, and inDrive in the last three months, using a five-point Likert scale. The data analysis techniques employed in this research include descriptive analysis and multidimensional scaling, assisted by SPSS software.*

*The research findings indicate that, based on all aspects of the marketing mix (7Ps), each online transportation company is divided into two quadrants. Gojek and Grab fall into quadrant I, while Maxim and inDrive fall into quadrant III. This suggests that Gojek and Grab, as well as Maxim and inDrive, are perceived to have many similarities in their indicators, making the competition between them appear highly competitive (head-to-head). Gojek is perceived to be most superior in the indicator of service variety availability (PT3). Grab is perceived to be most superior in the indicator of attractive promotional capabilities (PN2). Maxim is perceived to be most superior in the indicator of lower fare consistency compared to its competitors (PR5) for two-wheeled shuttle fares. InDrive is perceived to be most superior in the indicator of lower fare consistency compared to its competitors (PR5) for four-wheeled shuttle fares.*

**Keywords:** *competition, competitive, marketing mix, multidimensional scaling, online transportation, positioning, strategy.*