

Case GRAB

Afiqah Dania Ezzatul¹, Daisy Mui Hung Kee², Hämäläinen Tuovi³, Nurul Aqilah Dewi Binti Roslan⁴, Saussez Charlotte⁵
Universiti Sains Malaysia^{1,2,3,4,5}

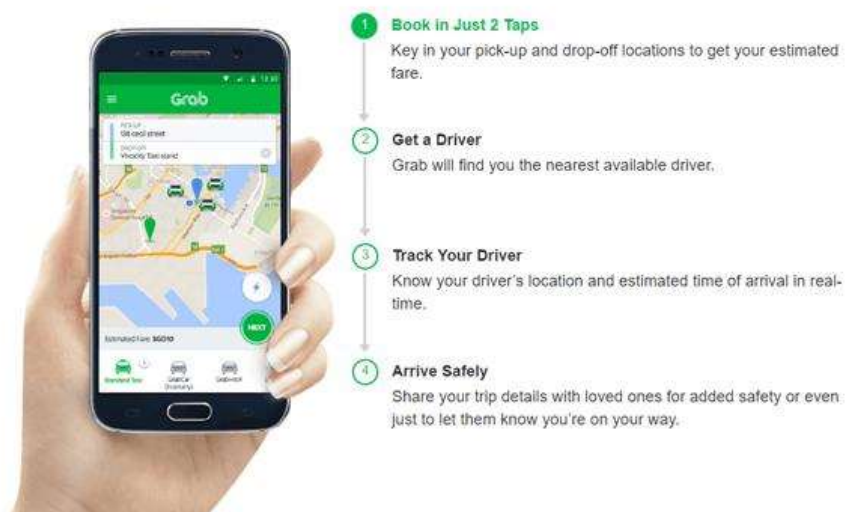
ABSTRACT

Grab is the leader of **taxi transportation** today in Southeast Asia, but how can it stay leader in the years to come? This paper is a research work about Grab company from past, present and future. From Grab creation in 2012 till today the company's shape has changed a lot. Since the moment Grab bought Uber's Southeast Asia operations, the **ride-hailing app** has always been first transport company in Malaysia and many other southern Asian countries. Grab success is mainly due to the fact that the company is always able to jump on to new **market opportunities** and always seeking for improvement. After telling more about Grab's history and way of functioning, we focus on two main propositions of improvement: **Rent-A-Car**, and **Green Grab**. This research works also as a guideline for Grab's CEO on what to do in the future for his business to stay **competitive**.


























































INTRODUCTION OF GRAB

In 2012 few friends were talking about how hard it is to get taxi, and that is how the story of Grab (then MyTeksi) started. Grab is the most popular ride-hailing app in Southeast Asia. Customer can choose the starting point, drop off point, time, and select whether they travel for personal or business reasons. The customers can also leave a note to the driver. User simply need to download the Grab app, sign up and verify their mobile number. The purpose is to make the use of the app as easy as possible so that everyone, regardless of age or skill, can use grab. (picture 1) Also Grab possess a food delivery service and cashless payment solution. There are variable different options to customer on what kind of ride or services they want to choose and there are as well differences in every country (picture 2).

How It Works



Picture 1. How to use Grab app.

MALAYSIA									
									
Taxi	Car	Share	JustGrab	Rent	Food	Express			
SINGAPORE									
									
Taxi	Car	Hatch	Share	Coach	Shuttle	Shuttle Plus	Family	JustGrab	GrabRental's
									
Wheels	Food	Express Beta	GrabPet						
INDONESIA									
									
Taxi	Car	Bike	Express	GrabFood	Rent	Fresh	Trip Planner		
THAILAND									
									
Taxi	Car	Bike	Express	JustGrab	Rent	Food	Fresh		
VIETNAM									
									
GrabTaxi	GrabCar	GrabBike	GrabExpress	GrabShare	JustGrab	Rent	Food		
PHILIPPINES									
									
Taxi	Car	Share	Express	Food					
MYANMAR									
									
GrabTaxi	GrabShare	GrabThoneBane	GrabShuttle						
CAMBODIA									
									
JustGrab	GrabBike	GrabTukTuk	GrabRemorque	Rent					

Picture 2. Grab Services by Country (Grab website 2019)

Nowadays Grab is working in eight countries: Singapore, Indonesia, Malaysia, Thailand, Vietnam, Philippines, Cambodia and Myanmar. (Grab 2019a) Grab's headquarter is located at Singapore and founders are Anthony Tan and Tan Hooi Ling. Over 36 million passengers use Grab and between years 2012-2018 there were already 2.5 billion Grab rides, and around 4 million daily rides. Grab have 2.6 million drivers and is available in 500 towns and cities. In 2018 value of Grab was 11 billion dollars. (Smith 2019)

Grab's mission is to create a safer every day for customers and partners. In Grab's website, they enumerate 5 safety commandments which are content of Code of Conduct, Data Privacy, Data Security, Anti-harassment and Terms of Service. (Grab 2019b) When customer download Grab-app they can add emergency contact to app and there is button if customer have to call to police. Key Factors for using Grab is speed, the app will assign the closest taxi to the client. Customer know the price before booking, and then customer can avoid any problems with price. When the client is using the app, he/she choose the destination by himself, and therefore even if the user doesn't speak the same language the driver knows where to transport the customer. (Grab 2019c)

In the future, grab's main development targets will be to maintain its market position as the biggest ride-hailing app in Southeast Asia. At the moment Grab have more than 60% market share in Southeast Asia (Trefis Team 2019). Grab acquired Uber's Southeast Asia operations in March 2018 (Grab 2018), but there will always be other competitors on the market who can compete at lower prices, such as Go-jek and Dacsee (Ellis 2019). Grab has to make sure that drivers and customers continue to choose Grab and if the price cannot be lowered, it must be ensured that the service and safety are the factors that the customers want to pay a little more for. Grab's slogan "Forward Together" have been made to reflect the Grab's future direction, which is described as follows on the company website: "- But we believe one day soon, every single person in Southeast Asia will be able to travel safely, comfortably, and easily to work, to college, and to tea with a few friends" (Grab 2019a) and with continuous business development by Grab, this goal can be achieved.

BACKGROUND AND JUSTIFICTION OF GREEN GRAB & RENT-A-CAR

Even if Grab is performing very well at the moment, the company shouldn't sit back in his chair and do nothing. In order to stay the number one taxi company in Southern Asia, Grab has to improve every day and come up with new business ideas. That's why we develop a few suggestions to improve Grab and for them to stay competitive. Innovation is the key to a long-term profitable and competing business.

3.1 Green Grab

The first concept would be for Grab to go GREEN. As today's world is changing towards more environmental-friendly transportation, Grab should do the same, in order to keep their customer. Nowadays people look for alternative to decrease their footprint and Grab could be this alternative. As mentioned in the introduction, Grab has today 60% of the market share in the taxi transportation area and we believe that by caring about the environment, the company could attract new potential customer that where favoring walking or cycling before.

Being more environmental-friendly for Grab could be, at first, to use electric cars. It is an existing idea as Grab Singapore already invested in some electric vehicle fleet. On 23rd of August 2018, a few month ago, Grab announced their partnership with the SP Group. SP Group is the dominant energy utilities company in Singapore and Australia (SP Group, 2019). Through this alliance, Grab will be able to provide electric car that are fast-charging and lasting 400 km per charge which is a good argument for the drivers (Grab, 2019). The driver will only need 40 min for a full day of speed driving. Also, Grab drivers using electric vehicle can expect to earn 25 percent more than regular petrol driver. This is getting even more interesting as we see that the price of petrol in Malaysia keep on increasing every year (IMoney.my, 2019). That's why the first suggestion for Grab Malaysia (and Grab in Southern Asia as a whole) would be to go green with electric cars.

But this is not the only hint for an eco-friendlier company. Grab could also provide 'Grab bicycle' and 'Grab wheels'. As those two-transportation means are not really common in Malaysia, Grab would have to implement the idea in people's mind and advertise a lot to get customer to go for a bicycle or wheels. Those two can be electric, which could help the user to get less tired by using it. The main advantage would be that the consumer does not depend on

any driver anymore. Whenever you find a wheel or a bicycle you can directly get your ride and, more importantly, this will allow Malaysian people to avoid traffic jam. Asian countries in general are very well known for their very busy traffic. Developing other means of transportation allow the wheels/bicycle user to go faster and the streets to have less traffic congestions.

This concept already exists in European countries through the company called Lime (Lime, 2019). The system work with a dockless vehicle that user can unlock via an app. In this app the consumer can see where the different bicycle and wheels are (Picture



Picture 4. Electric wheels (Lime 2019)

Implementing this new concept, together with the electric vehicle is a great market opportunity for Grab. The company will beneficiate from the first mover advantage, allowing them to have more flexibility in term of advertising and implementation. In order to convince Grab leader that those ideas can make his business sustainable for a long-term period we developed 2 marketing analysis: the PEST analysis and the market opportunity analysis.

3.2 Rent-A-Car

The second suggestion for Grab company would be introducing a new feature 'Rent-A-Car' in the Grab Apps to promote renting and booking a car from a grab driver without the driver's service. The features will be the add value for the company to help user to rent a car without using physical interaction with the owner. In other words, consumer nowadays is more towards using online services and Grab can benefits from this to build a strong competitive advantage in Malaysia.

The new features for this service include the user can have option to choose the types of car they preferred based on their budget and likings. Furthermore, to proceed for the transactions the renter will need to insert identification card and also the driver's car license with the needed information for the rental contract. For each rent are secured by specific amount of deposits based on the type of car being rent.

For payment, renter can pay via online banking, credit or debit card and also can pay during acquiring the car. Lastly, the driver needs to sign rental contract prepared by the car owner. The activities of the car movement will be located using Grab Application to secure car from car theft. Hence, we highly suggested this feature because Grab will only incurred cost in developing the apps without having to buy cars for rental.

3.3 Market Opportunity Analysis

To evaluate opportunities companies can use market opportunity analysis (known as MOA) to determine their attractiveness and probability of success through getting attention around five key elements (Kotler, Keller 2006, page 51):

1. Can benefits convince target markets?
2. Can target markets be reached with cost-effective media and trade channels?
3. Possess resources to deliver customer benefits?
4. Are benefits better than competitors?
5. Is it profitable?

By analyzing each question and answering them the company can know if it is realistic to go to the market with this new business idea. Additionally, company will discover potential threats and avoid them. (Kotler, Keller 2006, page 52)

3.3.1 Green Grab

The analysis of MOA from the green Grab brought out following points.

The benefits for this target market are that green industry is growing fast and customers understand the problem of pollution. If Grab focus on this target market it means they get a lot of new customers who wants to also think green and support more green companies. In the future they will get even more consumer and market share if other companies are not going green near future.

Grab can find their target markets for Green Grab using their social media and using target marketing for customers with green values. In Singapore, they also use a lot of effort to separate electronic cars by taping big ads on the sides of cars (Picture 3). When customers are using Grab-app they should have also opportunity to choose electric car and in addition they can keeps on campaigning where electric Grabs are cheaper, allowing people to explore the electric car rides.



Picture 3. Electric Grab car with ads.

It is not a problem for Grab to deliver customer benefits. The company is already using electric cars in Singapore since august 2018 therefore they can use the same process when they expand electric vehicles to Malaysia.

Grab have first mover advantage for Green vehicles. Potential competitors don't have yet as many green vehicles as Grab has and additionally Grab has more resources to attend to green. When customers who prefer green values choose green grab first it is easier to see that they do not change the company if they consider green grab is functional.

We think that Grab can reach the target market in cost-effective way in a long-term, because they are already running green vehicles in Singapore and they have done analysis to know it is profitable. In a short-term they have to invest a huge amount money for bicycles, electric cars, wheels and electric bikes but in the long term it will save money because drivers won't have to pay petrol anymore and taxes are lower when drivers own electric car.

3.3.2 Rent-A-Car

The Market Opportunities analysis for Rent-A-Car features are the benefits of this feature is to make consumer life easier by using online platform. Some renter found it very difficult to find car rental shop without going physically survey the cars or browse in many different websites. Hence, this feature is convenient for the consumer to find cars in one app. Furthermore, Grab has established their brands in country and consumer will have no doubt on their services in car related.

E commerce platform provides a diverse paid online ad which can reach almost anyone with smartphones in the world. Furthermore, the cost is still cheaper compared to traditional marketing.

For this transaction, Grab is not obligated to buy assets to proceed with this feature. The ownership of the car is the car owner itself and resulting from that Grab will not incurred any maintenance fee.

Grab is competing car rental industries which Grab is benefiting from e-commerce platform. This platform has a large number of user and the keeps escalating through time. So the competitors in the car renting area are not really a big threat to Grab since Grab enjoy all their other customers from the other services the app proposes.

Grab will profitable on every car rental which every rent, Grab will benefit 5% of the transaction. This is count as passive income for Grab. Hence, for introduction Grab are suggest to provides discounts to first time renter to keep repeating their request on renting Grab car.

3.4 PEST

The PEST analysis is a tool for companies to track their environment and verify new business ideas. PEST is a mnemonic for Political, Economic, Social and Technological. It allows the reader to have a vision of the company's environment as a whole from four different angles. The questions examiner asks themselves while doing the PEST analysis are as follow:

- What is the impact of the country's political situation on the industry?
- What influence have the economic factors such as inflation rate, foreign exchange rate, economic growth...?
- What is the determinant of the culture in this particular country and how do they influence the company?

- What is the technological background in the company?

Answering these questions gives a better overall picture of the idea and it tell functioning and challenges of the service idea. (Armstrong, Kotler 2016; Pestle 2019)

3.4.1 Green Grab

Firstly, regarding the political environment of Grab in Malaysia, it is advantageous to go for electric car. Nowadays tax on petrol are increasing, raising the cost of the ride for the Grab's driver. To keep its low price and stay competitive, Grab can go for electric cars that do not use gasoline, so they don't have to worry about the rising price of petrol. Moreover, as the Malay government cares about the environment, they may provide subsidies to Grab to help them acquire electric cars. In the end, beside the recent event, Malaysia is one of the most politically stable country on southern Asia (BBC News, 2018).

Regarding the economic area, Malaysia is definitely, thanks to decades of industrial growth, the most vibrant economy of south-east Asia (Focus on Economics, 2019). The solid growth of the economy is definitely a perfect environment to implement a business idea such as Grab going green. The economy's performance like personal consumption and export are rising which is the best situation for a business to develop itself.

The social aspect is both a strength and a weakness to Green Grab's idea. It is first a strength in the sense that more and more people are thinking green and try to decrease their impact on the environment. By going green, Grab will be able to attract all the customers that are interested in the future of our planet. But at the same time, Malay people are not well known for using bicycle and wheels. Because of the hot weather, Malay's are lazy and would rather pay a little bit more and wait a little bit longer to enjoy a car with AC than grab a bicycle and cycle around.

And finally, concerning the technological aspect, Malaysia possess the great advantage to be neighboring country with Singapore. As explained before, Singapore already implemented Grab electric car. Malaysia can then enjoy Singapore SP group technology to allow electric car in the country. Additionally, Malaysia itself possess lots of engineering skill all over the country that can create prototypes of electric wheels and bicycle.

3.4.2 Rent-A-Car

Malaysia currently have suffered deficit, which let the consumer in Malaysia to use less car. Hence, Malaysian are advised to carpooling to save cost from expensive car oil and at the same time, it also can help to improve the environment where there will be a decrease on emissions release to the air by cars. Furthermore, this also help the millennials to save cost rather than to suffer of car loan in this unstable era that can lead to bankruptcy (The Edge Malaysia,2018)

Secondly, Malaysia country recently have suffered of high exchange rate which has impacted the oil price. Hence, citizen of Malaysia is more driven to car sharing than driving by themselves. Rent a car is a big opportunity for Grab. Especially, the increase of the number of foreigners travelling in Malaysia that prefer rental car are charge accordingly to their preference. The impact of this transaction, it will help the country at the same time to expand their tourism industry.

The determinant of the culture in this country is Grab are focusing more on working people that have hectic working hours and have no time to go browse through a numbers of car rental websites. Hence, it is suggested Grab give the most moderate car rental fee to users especially at Penang and Kuala Lumpur region.

For the technology background, Grab have developed an Application for its current services like requesting Grab driver and e-pay. Benefiting from this application, the company can easily add in this feature without developing a new application which will cost more. Grab have to inquire development cost for the developer of the apps to make changes and improvement towards Grab objective to achieve smooth customer experience in using the application.

IDEA APPLICATION

Grab is the most influential ride e-hailing services in Malaysia as they are being called as the giant in the ride e-hailing services. Recently, Grab named world's second most innovative company in the world (New Straits Times, 2019). By having such significance present in the world, people will look up more to any updates taken by Grab.

4.1 Green Grab

Implementing Green Grab is not a one-day job. It is an idea that the company has to digest, develop and implement the right way for it to be successful. Firstly, apply electric car in Grab Malay industry is not going to be so troublesome since electric car have already been introduce in Singapore. Grab Malaysia can copy Singapore's business model and use the same advertising tools (radio & TV advertisement, picture on the cars themselves...). The only main problematic may be about selecting with which company Grab Malaysia wants to work to produce these electric cars. Grab Singapore has a partnership with SP Group but this group is only operative in "the Sea Town". (Darshan J. 2018)

Grab Malaysia will have to turn to the Chinese market, which are the best producer of electric cars in Asia. They could cooperate with BYD: the topest electric-vehicle maker in China or with the second largest which is Beijing Automobile Works (Takashi Kawakami, 2018). The risk of this business idea is very low since it already exists in Singapore which is also a southern Asian country, just like Malaysia.

The second green suggestion might be a little bit more dangerous to implement. Even if self-service electric wheels and bicycles already exist in European countries, it has never been implemented at such a big scale in southern Asian country. Only Singapore has launched a real-life small-scale trial for GrabWheels in National University of Singapore. You can travel around the campus with wheels and leave this wheel at the designated GrabWheels parking spot in university. The next users will be able to locate the wheel through the app. The step to implement this idea would be for Malaysia to get inspiration from the Singapore's trial and European countries. In Europe they allow people to drop the wheels anywhere in the streets which is really convenient for consumers. The biggest risk for Grab then is to protect the bicycles and wheels from being stolen or broken. That's why it has to be made of very professional material and equipped of anti-steal devices like bicycles and wheels lock and alarms.

4.2 Rent-A-Car

Grab must take this opportunity to introduce a brand-new service in their market line which is the RENT-A-CAR service. Since, Grab is well-known in Malaysia, it is a piece of cake of marketing to introduce their newest service to the nation. As Malaysia is now being politically stable, it is the time to rose up the tourism industry. Outsiders are searching application that will ease their vacation especially transportation. Most rental car services in Malaysia varies from prices, services and especially the cars offered. Grab has to give best price that will match with their experiences using the rented car. Hence, as a suggestion, it is better to apply the penetration pricing in the early stages of introduction with multiples of vouchers to attract potential customers and giving joyous commission to the people who rented the cars with Grab.

Next, Grab has the best products offered to people throughout Southeast Asia. Examples, in Malaysia the most famous services are Grabcar, food delivery and most importantly it has the ultimate user-friendly application among others ride e-hailing services. By having the best products offered in market, it will increase Grab market share by introducing a new service in the market as people have confidence and trust in Grab. Nowadays, Grab's market share is really expended as back in March 26 last year Grab took over Uber operations (Forbes, 2018). This is showing that Grab expansion and future planning has been made carefully in order to move forward just as said in their slogan which is 'Forward Together'. Therefore, in terms of products, RENT-A-CAR can be added in the current apps to increase the users of the application and gain new users in the same time.

According to statistics, Malaysia will hit off the tourism industry in year 2020 with 28 million tourist's arrival in Malaysia (The Sun Daily, 2018). As the nation aware, the most visited states in Malaysia are Kuala Lumpur, Johor Bahru, Penang, Langkawi Island and Malacca. To warm up the engine, Grab may start their operation of RENT-A-CAR service in those hottest places in Malaysia as they are the focused places among the tourists. Since Grab wanted to double up their revenue starting from 2019 as per said by Bloomberg in 2018, RENT-A-CAR will definitely boost up their revenue figures. According to a blogger that has experienced a car rental service in Malaysia, the best point to offer is the fastest pick up time of car and the straightforward experience of apps. Hence, as the tourism industry in Malaysia is rising up, it is a good move for Grab to introduce RENT-A-CAR apps in the nation.

Finally, as said by Joe Chernov, "Good marketing makes company look smart, Great marketing makes customer feel smart". Marketing is an essential herb in the ingredients of any companies. Grab must take advertising seriously as first impression really matter as there are now huge competitors in the rental car service industry in Malaysia such as GoCar, Aviz and Hawk. In order to attract the prospects, Grab has to launch a simple yet impressive advertisement that will impact the viewers. For instance, Grab may consider the outsider and a local community to include the feeling of inclusive the advertisement especially related to Malaysia's culture such as during seasonal holidays like Chinese New Year Eve which normally attracts outsiders to witness the specialty of the culture. Hence, impactful marketing is an important move to introduce RENT-A-CAR to the people.

RECOMMENDATION

Take advantage of profit in the new feature that is Rent-A-Car for every car that have been rented. It can be deemed as the company passive income. Instead of the main activity of providing transportation services, this activity can take into consideration because it only generates cost at the development of the feature in the application.

Since Grab is one of the popular e-commerce industries in the world, it is suggested for Grab to frequently it online advertisement in various social media such as Facebook, Instagram and many more. This is because young generations today are more exposure in that platform. Hence, Grab should take this opportunity into consideration to attract younger user.

The significant influential that Grab has now shall make use by cooperating with different companies. One possibility for Rent-A-Car cooperating is insurance provider in town such as Allianz and Prudential. By cooperating with big insurance provider, Grab will receive more trust and confidence by users. For a long-term benefit, Grab may cooperate with nation beloved insurance provider to hold grip the prospects. When we are thinking about Green Grab there is many car brands who provide electric cars. If Grab starts to cooperating with Tesla who has almost cult reputation it can bring new customers for Grab because many people want to experience car ride with Tesla.

In Malaysia, rental car services have been a way for people to travel in more convenient transportation than public transports. Thus, to make people life easier, Grab shall introduce options for people to book a car with tourism package. For an example, Package A with list of

certain cars, giving list of hotels or homestay to choose with the agendas of activities to be chosen. Grab may not be able to focus on this now, but it can be included in their long-term planning.

CONCLUSION

Grab have many opportunities to expand their business. They should follow the Global market trends and if they notice the given recommendations, they have good opportunities to stay market leader in ride-hailing app in Southeast Asia and even expand outside of Southeast Asia. Following of Uber's strategy Grab can save a lot of money and make even better ideas when they look how other companies are working outside Southeast Asia.

The values of Grab are already good, and when the company remember listening to consumer and improve even more services the development is likely to continue as good as now. Rent-A-car and Green Grab are good possibilities to take part of the Grab's strategy. The best opportunity is **first choosing only one of the two new ideas** and develop that and make it as good as possible. If after that there is still interest to develop Grab even more, then they can also take the other idea to the table.

The competition is tough in the taxi industry, but by reforming and maintaining customer care, without raising prices, Grab has every chance of acquiring more customers and improving the profit higher.

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GROUP PICTURE



Picture. Group work