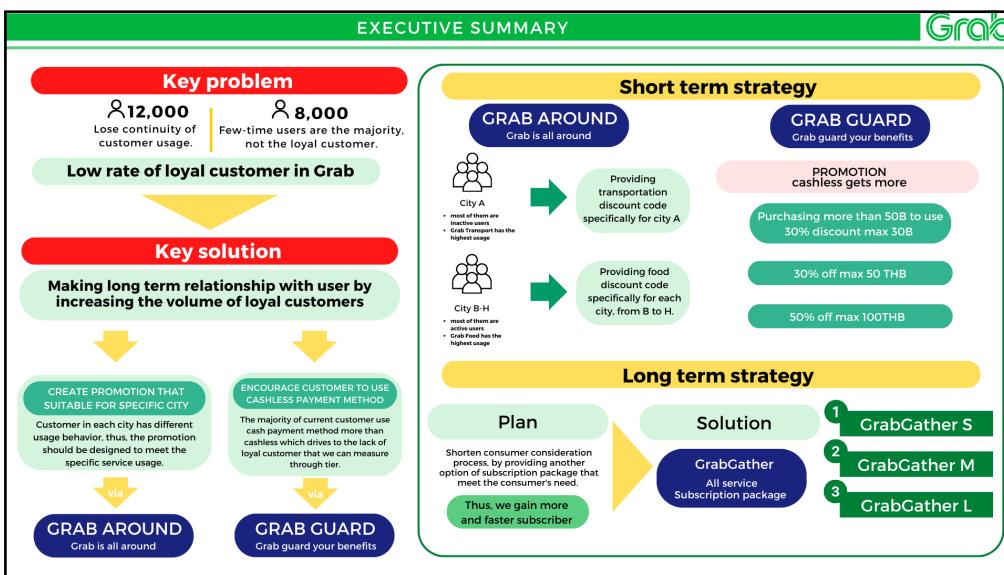
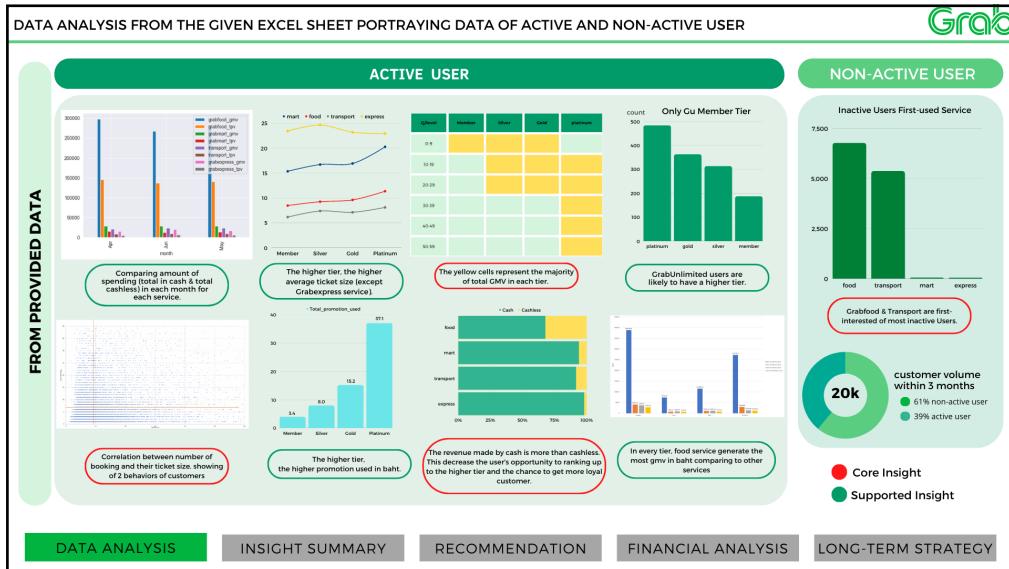




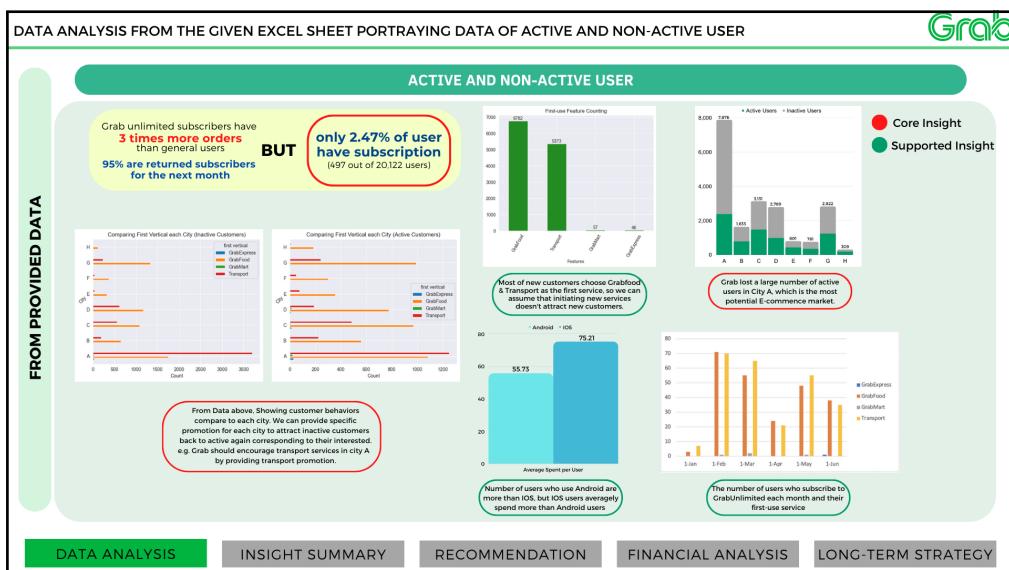
1



2



3



4

KEY INSIGHT : THERE ARE LOW RATE OF LOYAL CONSUMER

Situation analysis

OUR SERVICE

SWOT Analysis

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Customer base Super App Big data Beyond technology	Large Operational Costs Customers Privacy Issues The last public transportation services Loading e-commerce region	Innovation in Fuel Notes Rising Fuel Prices Competitors	Threat of Pandemic After covid-19 After the entry of many market during consumers' habit change Aging society may create less demand for food and less time to go out
Innovation in Fuel Notes Rising Fuel Prices Competitors	Threat of Pandemic After covid-19 After the entry of many market during consumers' habit change Aging society may create less demand for food and less time to go out		

PEST Analysis

POLITICAL	ECONOMICS	SOCIAL	TECHNOLOGY
Threat by conventional International companies	Increase in Fuel Notes Rising Fuel Prices Competitors	Aging society may create less demand for food and less time to go out	Thailand's internet speed will bring better user experience and increase efficiency

Key Insight

customer volume within 3 months

The majority of active user is in the member tier. They do not reach a loyalty tier.

Average spending by Cash & Cashless Ratio in each service

booking frequency from each tier

Booking frequency is more than 5 times: gold (30.8%), silver (30.8%), member (30.8%).

The revenue made by cash payment method is more than cashless. That decreases the cashless option to ranking up to the higher tier, loyal customer.

Scatterplot of ticket size vs frequency

This scatterplot's orange line indicates the average value of each axis, dividing the customer base into three segments.

First is customer who purchase big ticket size but their frequency is low. Second is the group that has small ticket size but their number of frequency is high. Third is the group in bottom left which purchase small ticket size and not frequently booking our service.

Comparing gmv and booking frequency from each city

Comparing gmv and booking frequency from each city. It shows that few-time users contribute largely to total sales. This implies that Grab does not have a firm loyal customer base.

Comparing first visit each City (Active Customers)

Showing customer behavior compare to each city. We can provide promotion to specific city like city A to encourage transport services.

DATA ANALYSIS **INSIGHT SUMMARY** **RECOMMENDATION** **FINANCIAL ANALYSIS** **LONG-TERM STRATEGY**

5

KEY SOLUTION : PROVIDING THE STRATEGIES THAT CAN LENGTHEN RELATIONSHIP WITH CONSUMER

Key problem

12,000 - **8,000** = **4,000**

According to the given data, during the last 3 months, around 8,000 users are the active users, while other 12,000 users are non-active users.

12,000 Lose continuity of customer usage. **8,000** Few-time users are the majority, not the loyal customer.

Low rate of loyal customer in Grab

① Why we need loyal customer?
② Why we want to have more in the higher tier?

According to the Consumer Behavior Theory, Loyalty can drive a faster purchasing decision by deducting learning and feeling costs.

Average ticket size in each tier:
The higher tier, the more spending per user that user purchases for the average ticket size by tier.

Key solution

Making long term relationship with user by increasing the volume of loyal customers

RETRIEVING 12,000

To regain longer relationship with past existing users

by

CREATE PROMOTION THAT SUITABLE FOR SPECIFIC CITY

Customer in each city has different usage behavior, thus, the promotion should be designed to meet the specific service usage.

via

GRAB AROUND
Grab is all around

SECURING 8,000

To increase the volume of loyal customer, in silver, gold, and platinum tier

by

ENCOURAGE CUSTOMER TO USE CASHLESS PAYMENT METHOD

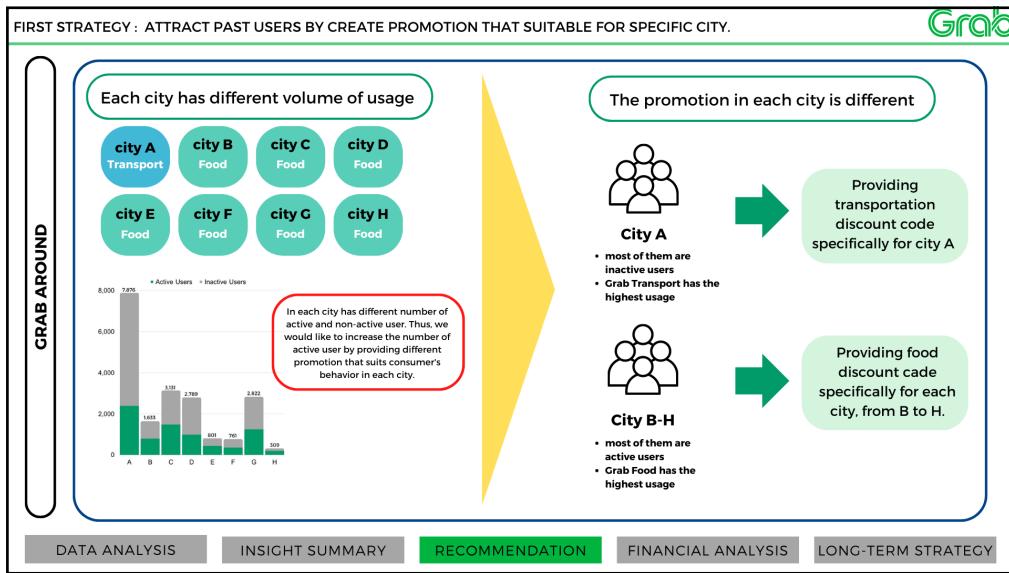
The majority of current customer use cash payment method more than cashless which drives to the lack of loyal customer that we can measure through tier.

via

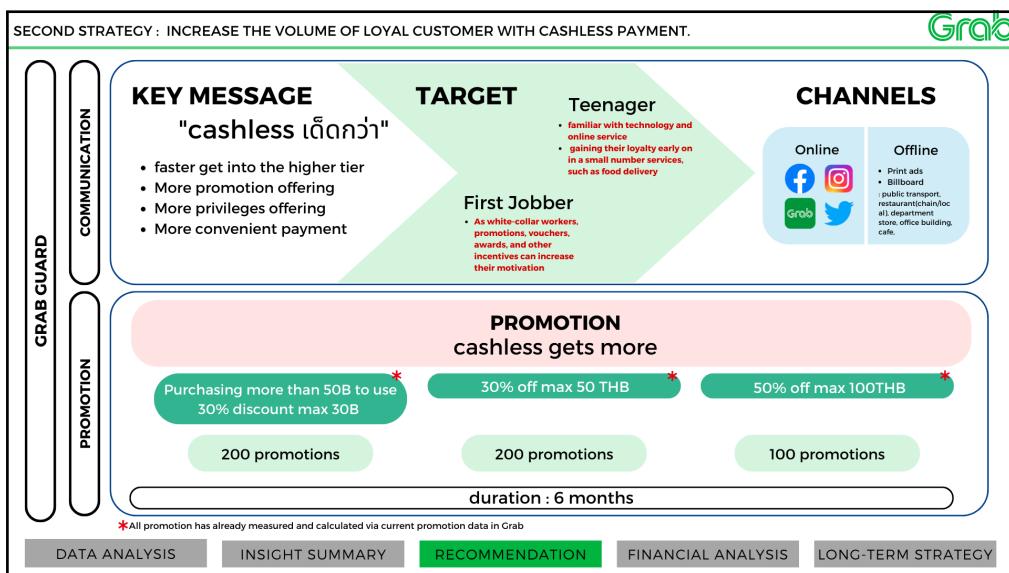
GRAB GUARD
Grab guard your benefits

DATA ANALYSIS **INSIGHT SUMMARY** **RECOMMENDATION** **FINANCIAL ANALYSIS** **LONG-TERM STRATEGY**

6



7



8

Financial Analysis : Forecasting Revenue Supported by Actual Current Promotion Data														
Financial Impact		Revenue Assumption / Year												
		2023												
		according to the data given												
		Apr	May	June	July	Aug	Sep	Oct	Nov	Dec		Growthrate		
revenue assumption/year														
income from revenue from rendering services		364,597.74	341,411.37	354,320.95	355,067.82	368,493.79	369,270.54	383,233.54	384,041.36	398,562.88		4%		
income from subscription		45.00	104.00	74.00	45.69	55.50	75.08	45.24	95.52	80.65		random between 45-105		
total income		364,642.74	341,515.37	354,394.95	355,113.52	368,549.29	369,345.61	383,278.78	384,136.88	398,643.53				
revenue assumption/year														
		2023												
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov		
Growthrate		+10%	+15%	+20%	+25%	+30%	+35%	+40%	+45%	+50%	+55%	+60%		
income from revenue from rendering services		422,476.65	447,825.75	474,054.77	503,170.45	533,367.04	565,399.06	599,291.21	625,248.68	673,363.60	713,765.42	742,316.03	713,765.42	
income from subscription		83.07	85.56	88.13	90.77	93.49	96.30	99.19	102.16	105.23	108.38	111.44	108.38	
total income		422,559.72	447,910.81	474,182.89	503,267.22	533,460.53	565,456.33	599,390.39	635,350.84	673,468.83	713,873.80	742,427.67	713,880.40	
revenue assumption/year														
		2024												
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov		
Growthrate		+10%	+15%	+20%	+25%	+30%	+35%	+40%	+45%	+50%	+55%	+60%		
income from revenue from rendering services		760,160.17	809,570.58	862,132.67	918,235.19	977,920.48	1,041,485.31	1,109,181.86	1,181,788.68	1,256,061.79	1,339,853.81	1,426,925.13	1,519,675.27	6.50%
income from subscription		119.58	124.37	129.34	134.52	139.00	145.49	151.31	157.36	163.66	170.21	177.01	184.09	4%
total income		760,279.75	809,694.55	862,322.01	918,369.71	978,060.38	1,040,630.80	1,109,333.17	1,181,496.04	1,258,225.45	1,340,006.01	1,427,102.15	1,519,859.36	
Total revenue in each quarter														
Promotion Calculation														
GrabOffer A														
Passage														
Grab unlinked														
service														
discount														
n														
min (n)														
max (n)														
per month														
1000														
100														
400														
300														
200														
100														
6.7777777777777777														
Longterm Promotion														
GrabOffer B														
service														
discount														
n														
min (n)														
max (n)														
per month														
20														
9														
6.7777777777777777														
Longterm Promotion														
GrabOffer M														
service														
discount														
n														
min (n)														
max (n)														
per month														
100														
40														
100														
100														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														
50														

9

LONG TERM STRATEGY : SHORTEN CONSUMER CONSIDERATION PROCESS, BY PROVIDING NEW SUBSCRIPTION PACKAGE.

Pain Point

According to the current Subscription package, all the packages are:

- Price per month is expensive due to the amount of given promotion code being more than customer need. (Backed up by given data)
- The actual need of customer is the lower price with optimal usage.

Subscription Package

GRABGATHER S	GRABGATHER M	GRABGATHER L
99 ₦	49 ₦	99 ₦
<ul style="list-style-type: none"> • 20% off max 10B x2 • 30% off max 20B x1 • Purchasing more than 50B to use 30% discount max 30B x1 	<ul style="list-style-type: none"> • 20% off max 20B x5 • 30% off max 20B x3 • Purchasing more than 50B to use 50% discount max 70B x2 	<ul style="list-style-type: none"> • 20% off max 30B x10 • Purchasing more than 50B to use 25% discount max 50B x8 • Purchasing more than 100B to use 50% discount max 100B x2
Worth up to 70B	Worth up to 300B	Worth up to 900B

GrabUnlimited is currently 12THB annually where subscriber can get discounts up to 1450THB per year (123 THB/month). This implies that Grab loses their max revenue per transaction and per month equal to 123THB monthly. So, we divided these three packages by subscription price per month. From this value, we got an upper-bound, which equals 123. Thus, the new prices: 98, 49B, 99B. are from the calculation [$(\max \text{ value customer's worth} / \text{subscription price per month}) \leq 123$], which we ensure that this will maximize profit and benefit to Grab.

Plan

Shorten consumer consideration process, by providing alternative subscription package that meet the consumer's need, which will replace GrabUnlimited in the future

Thus, we gain more and faster subscriber AND reduce Grab's cost due to GrabUnlimited promotion.

Solution

GrabGather
All services
Subscription package

Launched Period

JAN	FEB	MAR	APRIL	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC
Last subscription date											
The lastest GrabUnlimited users still able to use GrabUnlimited privileges until March 2023											
First day launch Grab Gather											
GrabGather											
GrabUnlimited is completely replaced by Grab Gather											

*GrabUnlimited will no longer be subscriptable 3 months after the launch of GrabGather in order to prevent customers from realizing they are being forced to switch to GrabGather.

10

Appendix

11

Appendix



12

Appendix



Current subscription model

Package	service	discount	n.	min (B)	max (B)	Price	Worth up to
						per month	
Grab unlimited	food	50%	50	-	20	1000	
	mart	20%	20	-	20	400	
	transport	2%	2	-	20	40	
	express	2%	2	-	20	40	upper bound
sum			74			1212m	123.25

Package	service	discount	n.	min (B)	max (B)	Price	Worth up to
						per month	
GrabFood Princess package	food	20%	20	36	50	1000	
	mart						
	transport						
	express						
sum			20			199lm	199

Package	service	discount	n.	min (B)	max (B)	Price	Worth up to
						per month	
Be you, be unique with Grab	food	20%	4	-	80	320	
	mart	20%	1	-	100	100	
	transport	20%	4	-	100	400	
	express	20%	1	-	80	80	
sum			10			2503m	85

Package	size	discount	n.	min (B)	max (B)	Price	Worth up to
						per month	
GrabFood Package	s	50%	3	-	120	210	80
	m	50%	6	-	120	400	270
	l	50%	12	-	120	600	840
GrabMart Package	s	25%	4	25	100	180	250
	m	25%	6	25	100	200	400
	l	25%	8	25	100	250	550
JustGrab Package		15%	30	-	100	100	2900
GrabBike win Package (2 week)	s	-20%	15	-	20	13502w	135
	-20%	18	-	20	20	16202w	162
	s	-20%	6	-	20	482w	48
	m	-20%	8	-	20	642w	64
	l	-20%	10	-	20	802w	80

13

Appendix



New subscription model

S	Longterm Promotion	Benefits	Price	Worth up to	not exceed 10		
	service	discount	num of promo	min (B)	max (B)	per month	
GrabGather S			20%	1	-	20	
	20% off max 199 x2	all	20%	5	-	10	20
	30% off max 299 x2	all	20%	1	-	20	20
Purchasing more than 50B to use 30% discount max 319 x1	all	30%	1	30			30
sum			4			20lm	61

M	Longterm Promotion	Benefits	Price	Worth up to	not exceed 10		
	service	discount	num of promo	min (B)	max (B)	per month	
GrabGather M			20%	5	-	100	
	20% off max 219 x5	all	20%	5	-	10	60
	30% off max 269 x3	all	30%	3	-	20	140
Purchasing more than 50B to use 50% discount max 749 x2	all	50%	2	70			251
sum			10			49lm	5.12244898

L	Longterm Promotion	Benefits	Price	Worth up to	not exceed 10		
	service	discount	num of promo	min (B)	max (B)	per month	
GrabGather L			20%	10	-	300	
	20% off max 309 x10	all	20%	9	-	100	400
Purchasing more than 50B to use 25% discount max 509 x4	all	25%	2	100			200
Purchasing more than 100B to use 50% discount max 1098 x2	all	50%	2	100			851
sum			20			99lm	851

14