THE MARKETING STRATEGY ANALYSIS OF GRABFOOD IN THAILAND

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This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

This study investigated how GrabFood's marketing strategy in Thailand can be optimised. using the SWOT analysis .

This study had four research objectives: 1) To explore GrabFood's strengths in driving growth and increasing loyalty; 2) To identify the disadvantages faced by GrabFood in Thailand; 3) To explore GrabFood's opportunities to grow competitively in Thailand; 4) To identify GrabFood's responses to external threats to sustain growth in Thailand.

This study adopted the documentary research methodology, drawing from the SWOT theory and a comprehensive review of current scholarly research at both domestic and international levels. It meticulously analysed the influence of current strengths, weaknesses, opportunities, and threats on optimising Thailand's GRABFood platform marketing strategy.

This study found that: 1) GrabFood's strengths are its advanced technology platform, extensive user base and strong brand influence, which have driven growth and customer loyalty in the Thai market; 2) GrabFood suffers from high operating costs, inconsistent service quality, market differentiation and dependence on technology platforms, and the strategy is to optimise costs, improve services, invest more and innovate in technology to strengthen its market position；3) GrabFood's opportunities are the rapid penetration of digital and mobile internet and the shift in consumer lifestyles, leveraging opportunities such as market expansion and service diversification to enhance its competitiveness for growth in Thailand; 4) GrabFood's existing threats are increased competition in the market, changes in government regulations and policies, and the need to respond to the threats to the takeaway market in Thailand by

differentiating and innovating in order to maintain growth. Several recommendations are made: 1) Strengthen market leadership and user loyalty: GRABFood should strengthen its brand, optimize its experience and expand its services to consolidate its leadership position and enhance loyalty. 2) Improve efficiency and service quality: GrabFood should reduce costs and increase efficiency, improve services, and use personalized marketing to increase conversion rate and revenue. 3) Expand services and innovation: GrabFood should deepen cooperation, expand markets, use technology to meet diverse needs and enhance competitiveness. 4) Adapt to market dynamics: GrabFood should flexibly respond to changes in policies, regulations and preferences, monitor competitive dynamics and maintain its leadership position. It is hoped that this can provide a feasible reference for the marketing of GrabFood's takeway platform.

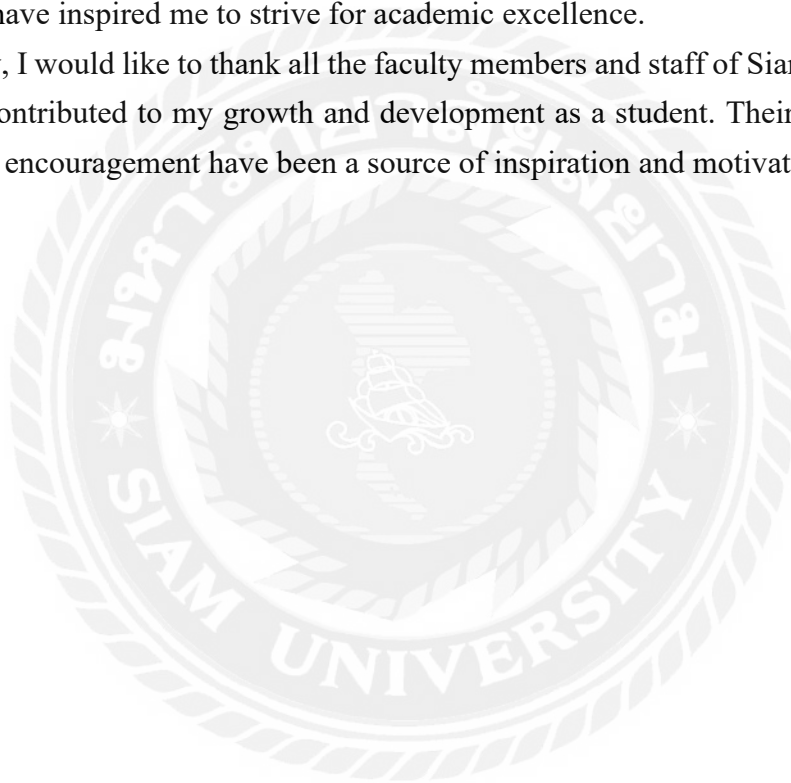**Keywords:** Thailand,　GRAB,　marketing strategy,　SWOT analysis

ACKNOWLEDGEMENT

DECLARATION

I, Zhu Wenbo, hereby declare that this Independent Study entitled "THE MARKETING STRATEGY ANALYSIS OF GRABFOOD IN THAILAND" is an original work and has never been submitted to any academic institution for a degree.

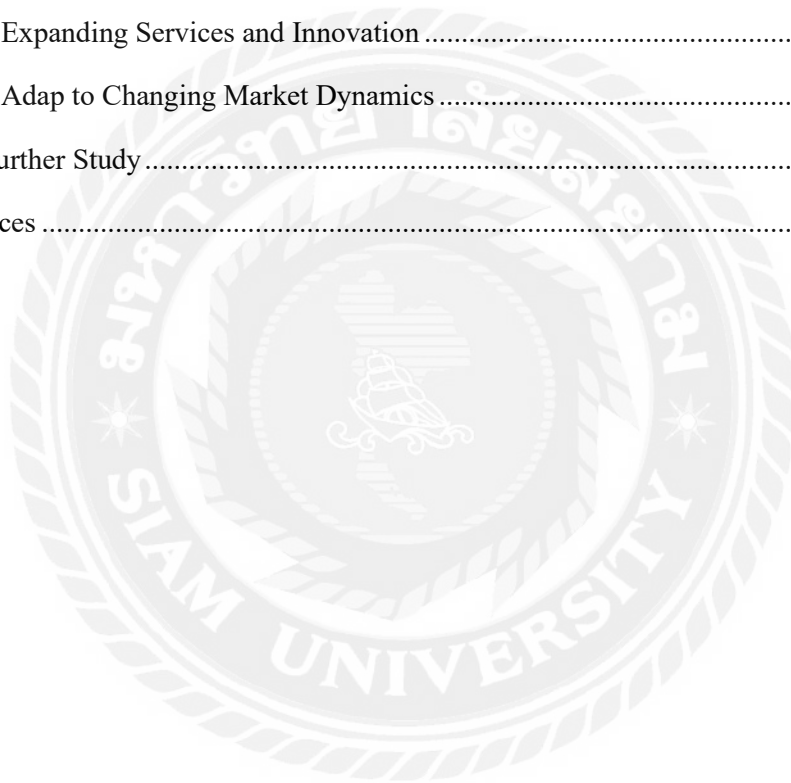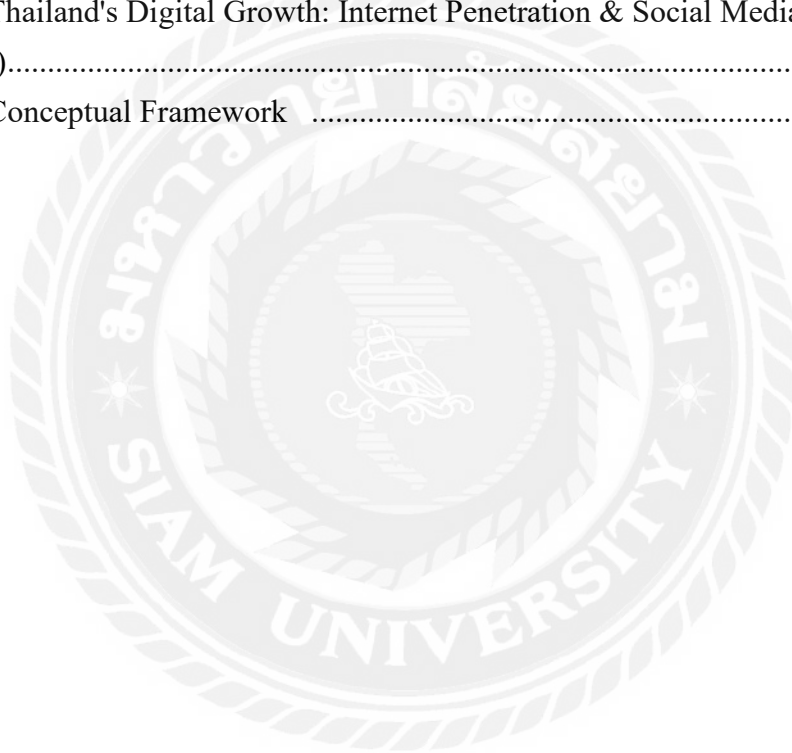..

(Zhu Wenbo)

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CONTENTS

LIST OF FIGURES

Chapter 1 Introduction

1.1 Background of the Study

Since globalisation, the Thai economy has achieved remarkable growth through the concerted efforts of the Thai people. According to the World Bank, Thailand's GDP has grown by an average of 3-4 per cent over the past decade (World Bank. 2023). The economy's rebound has also led to a gradual change in consumer behaviour and habits, especially in convenience consumption. This has led to increasing demand for convenience in life. With the application and popularisation of the Internet and big data technologies in Thailand, the Internet penetration rate has reached 85.3% as of 2023 (Internet World Stats. 2023). The takeaway industry has emerged due to several companies taking full advantage of capital and technology to provide convenient services for people's lives. Between 2018 and 2021, Thailand's takeaway market grew from less than US$2 billion to nearly US$5 billion (Pongsiri, K. 2021). The takeaway industry has become one of the most popular industries in Thailand, providing indispensable consumer services to people, and has proliferated quickly.

Figure 1.1 Internet Penetration Growth in Thailand (2018-2023)
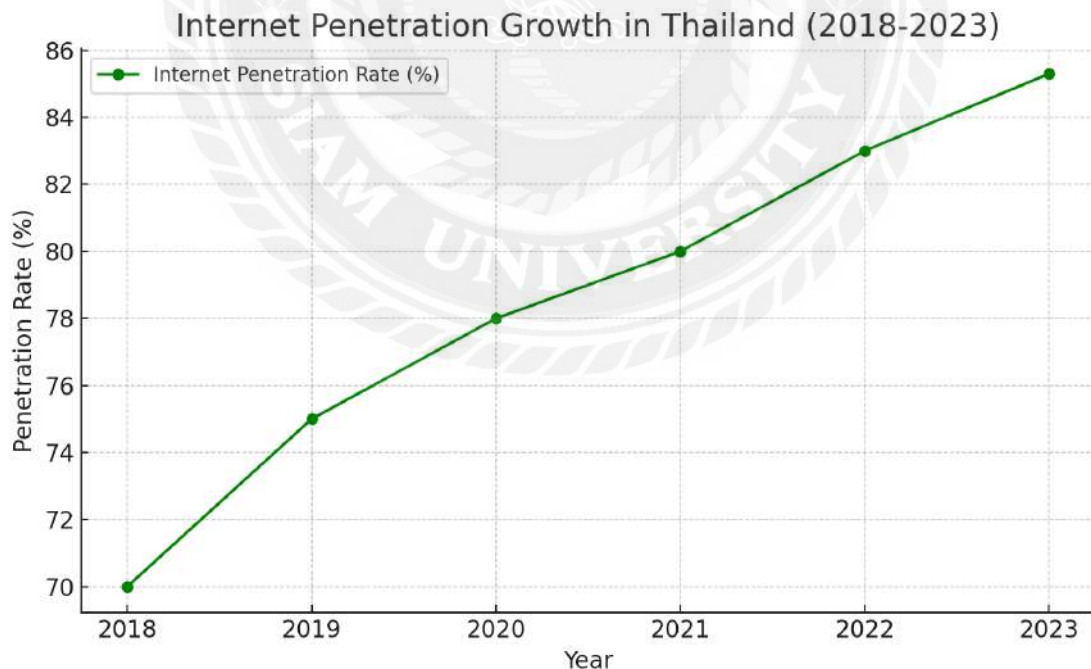
Source: Thailand Ministry of Digital Economy and Society Reports

Figure 1.2 Food Delivery Market Growth in Thailand (2018-2021)
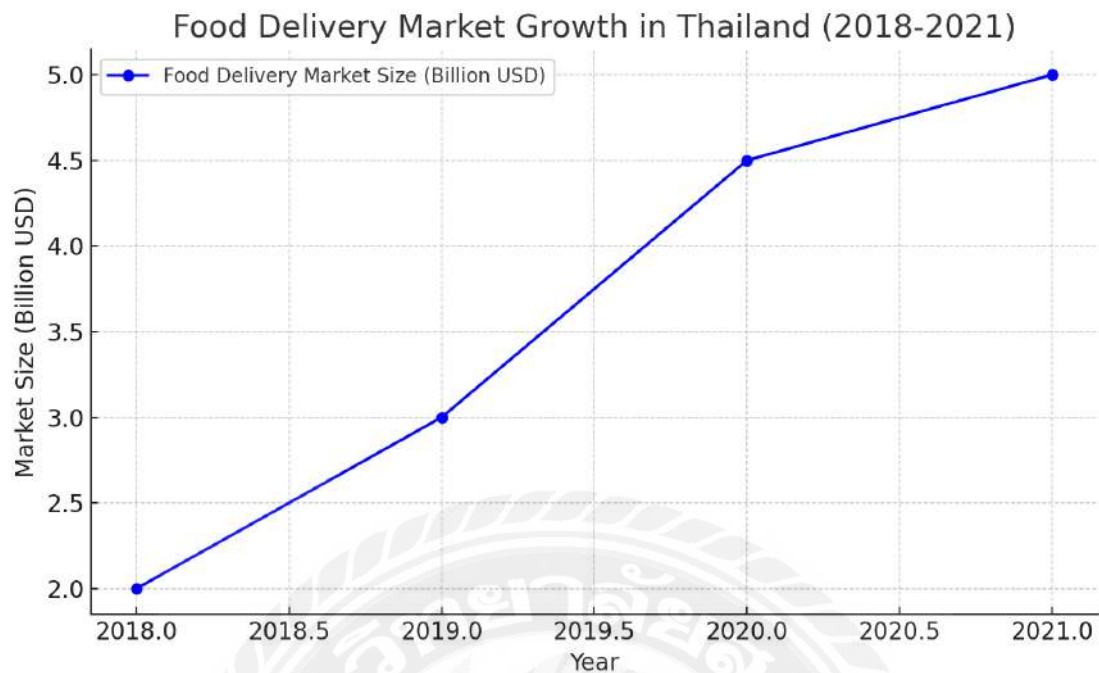
Source: Thai Ministry of Commerce

In 2020, there was a global outbreak of the New Crown epidemic, and Thailand, as one of the affected countries, took strict measures to prevent and control the epidemic. In order to avoid contracting the New Crown epidemic, most Thai residents chose to work, study, and live at home, which significantly changed how people consume daily. However, Thai consumers' choice to live at home has created new opportunities for takeaway platforms. According to statistics, the number of takeaway orders in Thailand increased by about 40 per cent during the New Crown epidemic (Sheth, J. 2020). The takeaway business thus gained the potential for significant growth.

Since entering the Thai market in 2018, GRAB Company, a Singapore-based specialist food takeaway platform, has quickly gained widespread recognition among Thai consumers. According to the company's data, GrabFood's market share in Thailand will have exceeded 47 per cent by the end of 2023 and has shown excellent growth potential. Marketing plays a vital role in Grab Food's development as an essential tool to promote its business and expand its market in Thailand. In order to achieve sustainable growth in the future, GrabFood needs to develop a scientific and effective marketing strategy that considers the characteristics of the Thai consumer market and the actual situation. However, the research found that GrabFood's current marketing strategy still has some specific problems, such as the lack of precise market positioning, the varying quality of partner restaurants, and the scarcity of offline marketing activities, which, to some extent, constrain further development of Grab Food. In the face of the fierce competition in the Thai takeaway platform market,

formulating a marketing strategy that meets the company's actual situation and adapts to the environment of the Thai consumer market has become an urgent task for GrabFood (Grab Holdings. 2021).

This study analyses GrabFood's marketing environment in Thailand, as well as the strengths, weaknesses, opportunities, and challenges faced by GrabFood in terms of marketing by combining marketing theories and applying relevant research methods. By summarizing the current situation and problems of GrabFood's marketing in Thailand, this paper puts forward suggestions to optimise GrabFood's marketing strategy, aiming to provide a reference for GrabFood's marketing strategy and help the company's further development in the Thai market.

1.2 Questions of the Study

In the context of the backdrop of a globalised economy, the Thai takeaway market has experienced rapid growth and has become an essential part of the digital economy. GRABFood as a leading takeaway platform, has demonstrated strong market competitiveness. However, as the market evolves, GRAB faces many challenges and opportunities. This study focuses on the following key research questions to better understand and optimise GRABFood's market performance.

1. How do GrabFood's strengths ensure increased loyalty and growth

2. What are GrabFood's weaknesses?

3. How does GrabFood capitalize on competitive growth opportunities?

4. How does GrabFood respond to external threats?

1.3 Objectives of the Study

In the context of the backdrop of Thailand's rapidly growing takeaway market, GRAB, as one of the key players in the market, has achieved a significant market position by leveraging its strong brand presence and technological advantages. However, with the intensification of market competition and changing consumer demands, GRAB needs to consolidate its competitive advantages further while identifying and responding to potential challenges and opportunities. To this end, this study focuses on the following research objectives：

1. To identify GrabFood's strengths in driving growth and increasing loyalty.

2. To identify the disadvantages faced by GrabFood in Thailand

3. To explore how GrabFood can benefit from competitive growth opportunities in Thailand.

4. To explore how GrabFood can respond to external threats to sustain growth in Thailand.

1.4 Scope of the Study

This study focused on optimising marketing strategies of Thai takeaway platforms, with a particular focus on GRAB Company, which was explored in depth through the literature review and the SWOT analysis. The scope of the study includes the following aspects:

Firstly, this study systematically reviewed existing studies related to the development of the takeaway industry, marketing strategies, digital transformation, and the Thai market environment. By reviewing and analysing domestic and international literature, this study aimed to establish a theoretical framework for the study, clarify GRAB's positioning and challenges in the Thai takeaway market, and provide theoretical support for the subsequent empirical analysis.

Secondly, this study applied the SWOT analysis to comprehensively assess GRABFood's internal strengths and weaknesses and its external opportunities and threats in the Thai takeaway market. In analysing internal strengths and weaknesses, the study delved into critical factors such as GRABFood's brand influence, technological capability, service quality, and possible internal issues such as operational efficiency and cost control. In analysing external opportunities and threats, the study focused on factors such as the competitive environment, changes in consumer behaviour, policy and regulatory adjustments, and the application of technological innovations in the Thai takeaway market.

By combining the literature review with the SWOT analysis, the study comprehensively assessed GRAB's existing marketing strategies, identified critical issues in its market positioning, and proposed targeted optimisation recommendations. The scope of the study covers the entire process from theoretical research to practical application, aiming to provide strategic guidance for GRAB's sustainable development in the Thai market and provide a reference for optimising marketing strategies of other takeaway platforms.

1.5 Significance of the Study

Driven by globalisation and digitalisation, Thailand's takeaway industry is rapidly emerging as an integral part of modern consumers' daily lives. In this highly competitive market environment, how to develop and optimise effective marketing strategies has become a key factor for takeaway platforms to remain competitive. For

GrabFood, as one of the leading platforms in the Thai takeaway market, the success or failure of its marketing strategies not only affects its market performance but has implications for the development of the industry as a whole.

The significance of this study is that by systematically analysing GRAB's marketing strategy and optimisation, it aims to reveal the challenges and opportunities it faces in the Thai market. Firstly, the study provides GRAB with targeted strategy optimization recommendations to help it strengthen its market position, enhance its competitiveness, and achieve sustainable development in a rapidly changing market environment. Second, the study's results provide valuable references for other takeaway platforms, especially in terms of how to cope with the fierce market competition, meet consumers' changing needs, and use digital tools to improve service quality. In addition, this study enriches the theoretical research on marketing strategies in academia's takeaway industry and lay the foundation for future research in related fields.

This study is of great practical significance to the practice of GRAB and other takeaway platforms. It contributes to the academic research and theoretical development of marketing strategies in the takeaway industry.

1.6 Definition of Key Terms

GRAB

Definition: A leading Southeast Asian super app offering ride-hailing, food delivery, logistics, and financial services. Initially founded in Malaysia, Grab has become a dominant player in Thailand, leveraging its localised approach and diverse service portfolio to capture market share.

Marketing Strategy

Definition: A comprehensive plan formulated by an organisation to promote its products or services to its target audience. It encompasses market research, positioning, branding, and channel selection to achieve business objectives, particularly in competitive markets like Thailand's ride-hailing and delivery sectors.

SWOT

Definition: An analytical framework used to evaluate an organisation's Strengths, Weaknesses, Opportunities, and Threats. In the context of Thailand and GRAB, The SWOT analysis helps assess the company's competitive advantages, market challenges, external opportunities, and potential risks in the regional market.

Chapter 2 Literature Review

2.1 Takeaway Industry Developments and Market Trends

In recent years, with the popularity of the Internet and smartphones, the global takeaway industry has risen rapidly to become one of the most quickly growing areas of the modern service industry. Especially in the Asia-Pacific region, the growth of the takeaway market is particularly significant. There are multiple driving factors behind this phenomenon. Firstly, the acceleration of urbanisation has led to an increasing pace of life for city dwellers, with many choosing takeaway services to save time due to work and life pressures, thus satisfying the demand for fast and convenient consumption (Chaffey & Ellis-Chadwick, 2019). Secondly, the shift in consumer lifestyles, especially the younger generation's preference for online services, has further fuelled the growth of the takeaway industry. With the increase in dual-income households, more and more people are relying on takeaway platforms that can provide fast and efficient services for their daily meals.

Figure 2.1 Global Growth of the Food Delivery Industry and Smartphone Penetration (2015-2023)
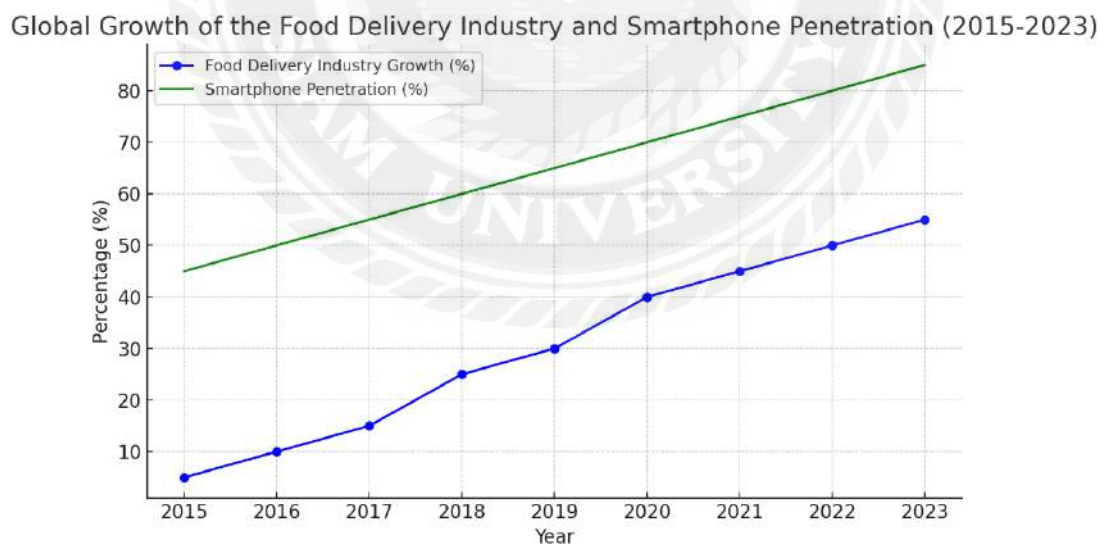
Source: National Statistical Office of Thailand

In addition, technological advancements, especially the popularity of mobile Internet and smartphones, have contributed significantly to the development of the takeaway industry. With the help of advanced algorithms and extensive data analysis,

takeaway platforms can provide personalised recommendations and a seamless user experience, increasing user stickiness and satisfaction. The application of these technologies not only enhances the operational efficiency of the platforms but also enables users to access the services more conveniently, thus contributing to the continued expansion of the takeaway industry (Kimes, 2011).

In Thailand, the takeaway market is also proliferating. Over the past five years, the Thai takeaway market has expanded at a double-digit annual rate, demonstrating strong market potential (Pongsiri, 2021). This growth trend was particularly significant during the COVID-19 pandemic. As a result of the pandemic, the Thai government imposed strict social quarantine measures, which led to the closure or restriction of dine-in services in many food and beverage establishments, and many consumers turned to takeaway services to satisfy their daily dietary needs. The epidemic not only accelerated consumers' reliance on takeaway services but also prompted takeaway platforms to rapidly expand their service networks to cope with the surge in demand (Sheth, 2020).

Figure 2.2 Annual Growth of Thailand's Food Delivery Market(2016-2023)
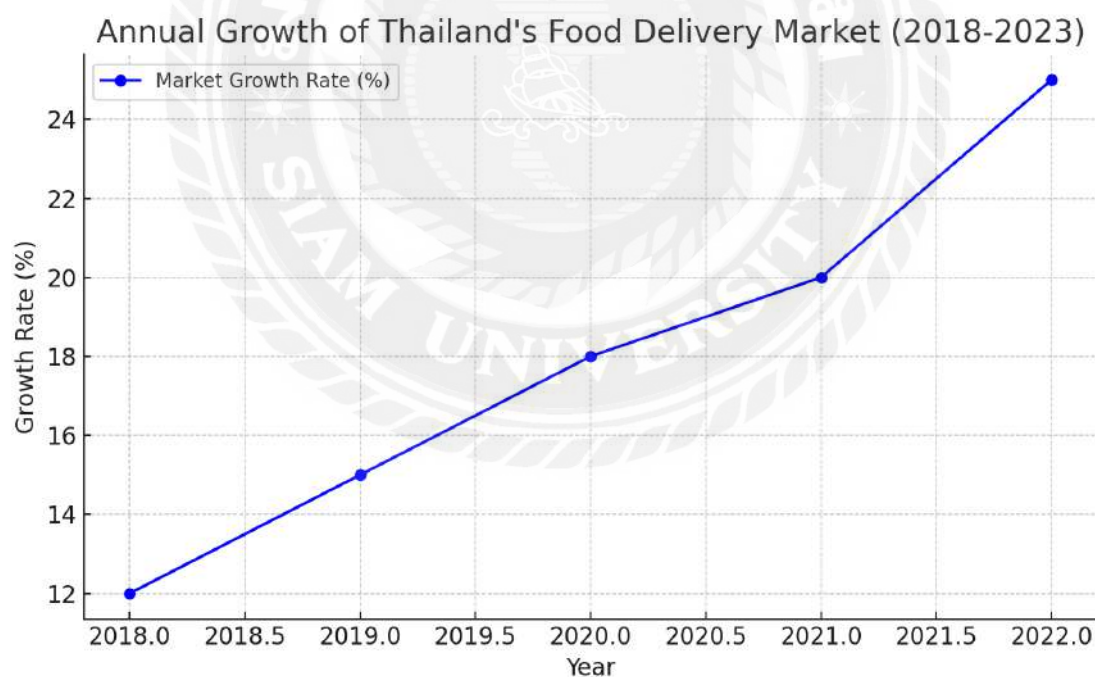
Source: National Statistical Office of Thailand

This changing market environment provides unprecedented opportunities for takeaway platforms, incredibly dominant platforms such as GRAB, which owes much of its success in the Thai market to its keen market sense and flexible response strategies. By seizing the opportunities presented by market expansion, GRAB has strengthened

its market position further and met growing consumer demand through differentiated services and technological innovation (Grab Holdings, 2021).

2.2 Marketing Strategy

Marketing strategy is essential for companies to gain an advantage in a competitive market environment, attract and retain customers, and achieve long-term profitability. It covers various aspects, from market positioning, brand management, pricing strategy, distribution channels, and promotional activities (Kotler & Keller, 2016). With the ever-changing global marketplace and rapid technological development, companies must continually adapt and optimise their marketing strategies to meet new market conditions and consumer demands (Chaffey & Ellis-Chadwick, 2019). This study reviews the evolution of marketing strategy, its key components, and its application in different market environments to provide a theoretical foundation for future research and practice.

Marketing strategy has undergone significant development since the early 20th century. From the earliest product-centred strategies to market- and consumer-oriented strategies in the mid-twentieth century to today's strategies that emphasise customer relationships and experiences, the core concepts of marketing strategy have evolved, with Levitt's (1960) of marketing myopia emphasising that firms should focus on customer needs rather than just the product itself. Levitt (1960) put forward the 'marketing myopia' theory, which emphasises that enterprises should focus on customer needs rather than just the product itself.

As globalisation accelerated, the scope of marketing strategy expanded from local to global markets. Douglas & Wind (1987) that when developing global marketing strategies, companies must balance standardisation and localisation, i.e., maintain consistency globally while meeting the unique needs of different markets. Marketing strategies during this period emphasised cultural adaptability, transnational collaboration, and multicultural brand management.

In the 21st century, technological advances, especially the spread of the Internet and mobile technology, have dramatically changed how marketing strategies are implemented. Emerging strategies such as digital marketing, social media marketing, and content marketing are rapidly emerging, enabling companies to pinpoint their target customers through data analytics and interact with consumers in a more personalised way (Kannan & Li, 2017). This shift has improved marketing efficiency and allowed companies to be more flexible and responsive to market changes.

A marketing strategy comprises several interrelated components that help a firm achieve its marketing objectives. Kotler and Keller (2016) summarised the components of a marketing strategy as the '4Ps', namely Product, Price, Place, and Promotion. These elements form the core of a company's marketing activities and are the basis for marketing strategy development.

First, product strategy is one of the core marketing strategies involving product design, development, positioning, and life cycle management. The success of a product strategy directly affects an enterprise's market competitiveness and brand image (Levitt, 1980). With the deepening of globalisation, product strategy faces more significant challenges, and companies need to maintain brand consistency while making localised adjustments to the needs of different markets (Keegan & Green, 2015). In recent years, with the diversification and individualisation of consumer needs, firms increasingly focus on product differentiation and innovation when developing product strategies (Ries & Trout, 2001). In addition, Product Life Cycle Management (PLM) is also an essential part of product strategy, and companies need to adopt appropriate marketing strategies according to the different stages of the product in the market in order to extend the market life and profitability of the product (Anderson & Zeithaml, 1984).

Secondly, price strategy is directly related to the firm's profitability and market share and is a critical factor in marketing strategy. Different market positioning and competitive environments require firms to adopt different pricing strategies. Penetration pricing strategy is usually used in the early stage of new products entering the market, attracting many consumers through lower prices to capture market share rapidly (Dean, 1969). Conversely, the skimming pricing strategy attracts consumers willing to pay a high price by pricing the product higher at the initial product introduction stage and gradually lowering the price to cover more of the market (Tellis, 1986). On the other hand, the competition-orientated pricing strategy adjusts to competitors' pricing and ensures competitive pricing to maintain market share (Nagle & Müller, 2017).

Distribution strategy determines how a firm's product reaches the final consumer. An effective distribution strategy expands the product's market reach and improves the ease of purchase for consumers, thus enhancing the brand's competitiveness in the market (Rosenbloom, 2012). With the rise of e-commerce, the omnichannel distribution strategy combining online and offline is becoming mainstream. This strategy provides a seamless consumer experience by integrating online and offline sales channels, enabling consumers to choose their purchasing methods among multiple channels freely (Rigby, 2011).

Finally, the promotional strategy is the part of the marketing strategy that directly affects consumer decision-making. Promotional activities include advertising, public relations, promotional discounts, sponsorships, and personal selling to increase brand awareness, drive product sales, and enhance consumer loyalty (Belch & Belch, 2014). With the popularity of digital marketing, emerging promotional tactics such as social media marketing, content marketing, and search engine optimisation are widely used. These strategies help companies attract and retain their target audience by providing valuable content and interactions, which in turn drive shifts in consumer behaviour (Tuten & Solomon, 2017; Pulizzi, 2012).

In conclusion, applying marketing strategies in different market environments shows significant differences. In developing countries, price strategies and cultural adaptation are essential (Arnold & Quelch, 1998; Hofstede, 2001). In developed countries, brand management and digital marketing dominate (Rust et al., 2004; Davenport, 2014). In emerging markets, firms must balance standardisation and localisation and be flexible in their market entry strategies (Theodosiou & Leonidou, 2003).

2.3 Digital Transformation

Digital transformation has become a core part of modern business strategy, especially in a globalised and technology-driven environment where companies must stay competitive through digital technologies. Digital transformation is not just an upgrade of technology but a complete revolution of an organisation's business model, operational processes, and customer experience (Vial, 2019). Its core objective is to improve an organisation's overall efficiency, innovation, and competitive advantage in the marketplace by introducing digital technologies such as big data, cloud computing, IoT, and artificial intelligence (Westerman et al., 2014). However, digital transformation is more than just a technology change; it also involves a shift in organisational culture, business process re-engineering, and value chain redesign. Therefore, digital transformation is more of a strategic and organisational change process (Solis, 2015).

Digital transformation is driven by three primary sources: technological advances, changing market demands, and competitive pressures. Firstly, the rapid development of technology has provided companies with new tools and methods, especially the internet, big data, and artificial intelligence, enabling them to understand customer needs better and optimise business processes (Bughin et al., 2018). Secondly, with the digital transformation of consumer behaviour, customers' expectations of companies have

changed. They expect faster services, more personalised experiences, and easier buying ways (Verhoef et al., 2021). This change forces companies to transform digitally to meet customer needs better and remain competitive in the market. Finally, competitive pressure is also an essential factor driving digital transformation. Those firms that successfully implement digital transformation early on can respond faster to market changes and gain market advantage, thus compelling other firms to follow this trend to remain competitive (Sebastian et al., 2017).

However, digital transformation is difficult, and its implementation is complex and challenging. Firstly, organisations need to develop a clear strategic vision to guide the direction and goals of the transformation. Next comes technology selection, where organisations must choose the right mix of digital technologies based on their business needs and strategic vision (Hess et al., 2016). However, technology selection is only the beginning; the real challenge lies in driving organisational change and redesigning organisational structures and business processes to adapt to the new digital environment (Westerman et al., 2014). Organisational change is often accompanied by internal resistance, where employees may resist transformation for fear of outdated skills or job changes, making change management particularly important (Hess et al., 2016). In addition, digital transformation usually requires a significant investment of resources, especially for SMEs, and it is a major challenge to do so effectively with limited resources (Bharadwaj et al., 2013).

Despite these challenges, successful digital transformation can positively impact organisations. Firstly, automation technologies can significantly improve operational efficiency, reduce labour costs and error rates, and help organisations make more accurate decisions through big data analytics (Fitzgerald et al., 2014). Second, digital transformation can drive innovation in business models, and enterprises can use digital technologies to develop new products and services and expand into new markets. For example, many traditional manufacturing firms are transforming into service-based firms through IoT technologies, offering value-added services based on product usage data (Vial, 2019). Finally, digital transformation enables firms to respond faster to market changes and satisfy customer needs, thus enhancing their market competitiveness (Westerman et al., 2014). Companies can better attract and retain customers and increase brand loyalty through personalised marketing, accurate advertising, and enhanced customer interactions.

In summary, digital transformation is a complex and systematic process. Despite technological complexity, organisational resistance, and resource investment challenges, successful digital transformation can significantly improve operational

efficiency, drive business model innovation, and enhance market competitiveness. Future research should further explore how to effectively address the challenges of digital transformation and delve into the far-reaching impact of digital technologies on different dimensions of enterprises.

2.4 Analysis of Uniqueness and Consumer Behaviour in the Thai Market

As an essential economy in Southeast Asia, Thailand has been playing an increasingly important role in the global market in recent years, and its unique market characteristics and consumer behaviour patterns have attracted widespread attention. The uniqueness of the Thai market is not only reflected in its economic background but also profoundly influenced by its cultural traditions and social structure. Since the 1980s, the Thai economy has experienced rapid growth, gradually transforming from a predominantly agricultural country to a highly developed economy with manufacturing and service sectors. It is now the second-largest economy in Southeast Asia, with a high level of per capita GDP in the region (World Bank, 2020). However, despite the strong consumption potential of the Thai economy, the market environment is also full of complexity and diversity, which creates both opportunities and challenges for companies entering the Thai market.

Figure 2.3 Thailand's GDP Per Capita Growth and the Contribution of Individual Industries to the Thai Economy(1980-2020)
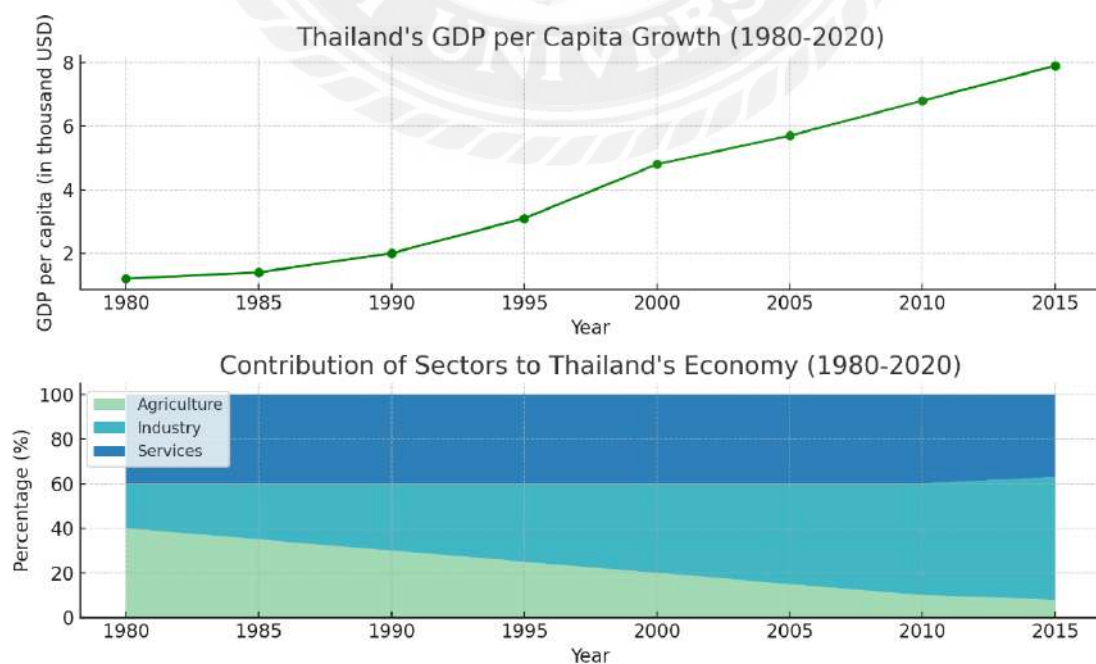
The uniqueness of the Thai market is firstly reflected in its deep cultural background. Buddhism profoundly influences Thai culture, and respect for hierarchy and the pursuit of social harmony are its core values, which profoundly impact consumer behaviour and purchasing decisions (Hofstede, 2001). Thai consumers typically exhibit high brand loyalty and value product quality highly. They tend to choose brands that provide a stable and reliable experience, and this loyalty partly stems from the quest for security and stability in Thai culture (Winit et al., 2014). In addition, brand reputation has an essential place in the Thai market. As Thai society places a high value on 'face culture,' consumers are likelier to choose brands with a good reputation and are widely recognised as demonstrating their social status (Neelankavil, 2015).

Social relationships play a crucial role in Thai society, and this cultural context makes social networks and word-of-mouth communication important in consumers' purchasing decisions. Thai consumers often consult friends and family before purchasing or rely on user reviews on social media to make a decision (Sethapun, 2014). This social influence is reflected in the choice of products and services and is vital in brand perception and loyalty building. Many Thai consumers consider recommendations from their social circles more credible than advertising campaigns, making word-of-mouth communication a marketing tool that firms must recognise in the Thai market (Punyapiroje et al., 2002).

Despite the rapid economic development in Thailand, Thai consumers still show high price sensitivity. They are very concerned about the value for money of products in their purchasing decisions, demanding assurance of quality and a reasonable price (Jaroenwanit, 2013). However, they will still choose the product with the lowest price. Thai consumers pay more attention to overall value, including brand reputation, quality assurance, and after-sales service (Pornpitakpan, 2004). Therefore, when developing pricing strategies, companies must balance the pressure of market competition with the enhancement of product value-added to satisfy Thai consumers' quest for cost-effective products.

Religion and culture are also important factors influencing Thai consumer behaviour. Buddhist culture promotes the values of moderation, simple living, and spirituality, which are reflected in Thai consumers' daily purchasing behaviour. For example, Thai consumers prefer natural and organic products when choosing healthcare products or daily necessities, believing they align with their philosophy of pursuing a

healthy and balanced life (Thanasuta, 2015). In addition, essential festivals in Thailand, such as Songkran and loy krathong have a significant impact on consumer purchasing behaviour, providing companies with an opportunity to engage consumers through festival marketing (Niyomsilpa, 2003).

Digitalisation in Thailand has accelerated significantly recently, especially in mobile internet and e-commerce. According to We Are Social and Hootsuite, Internet penetration in Thailand has exceeded 75 per cent, and social media users are proliferating (We Are Social & Hootsuite, 2021). This digital trend has profoundly impacted Thai consumer behaviour, especially online shopping and mobile payments. Thai consumers are becoming more accustomed to shopping through e-commerce platforms, valuing the convenience and versatility of online shopping and expecting a seamless offline and online shopping experience (Sawang & Leelakulthanit, 2017). In addition, social media plays a vital role in the Thai market, influencing consumers' brand perceptions and purchasing decisions, a particularly evident trend among the younger generation of consumers (Lim, 2016). Therefore, companies must prioritise the development of digital marketing strategies in the Thai market to adapt to consumers' increasingly digitalised lifestyles.

Figure 2.4 Thailand's Digital Growth: Internet Penetration & Social Media Users (2015-2020)
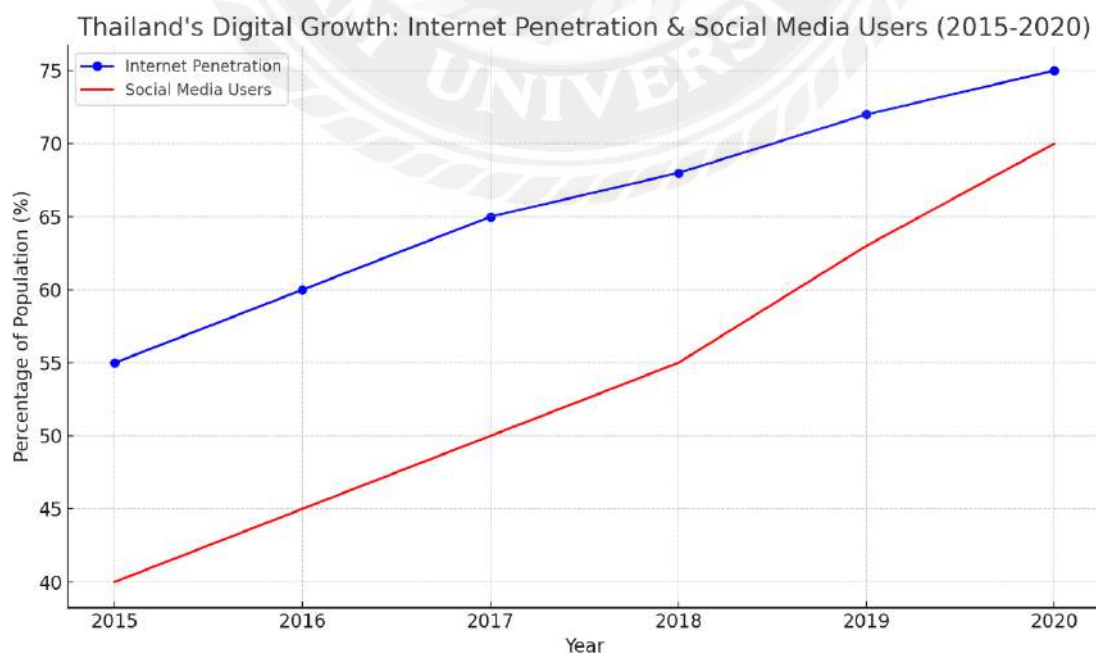
Source: National Statistical Office of Thailand

2.5 SWOT Analysis

The SWOT analysis was introduced in the early 1980s by Heinz Weihrich (Weihrich,1982), a professor of management at the University of San Francisco. SWOT is a method that analyses the competitive environment and conditions surrounding a business, focusing on its internal strengths and weaknesses and external opportunities and threats. By identifying and evaluating all existing and potential strengths, weaknesses, opportunities, and threats, the SWOT analysis helps derive corresponding countermeasures. It provides a valuable reference for strategic decision-making in business development. Its core concepts primarily include the following four components:

Strengths refer to the positive impacts on business development from internal factors and the company's internal environment. These may include advanced technological capabilities, reliable product quality, unique designs, and efficient corporate management. Internal strengths are crucial driving forces for a company's success. By leveraging and enhancing these strengths, businesses can maintain long-term and sustainable competitiveness（Weihrich, 1982）.

Weaknesses refer to internal negative factors or shortcomings that hinder an organisation or individual from achieving their goals. These may include insufficient funding, outdated technology, poor management practices, or other internal limitations.

Opportunities refer to external factors that positively impact business development, such as prevailing social trends, overall growth in user numbers, favourable policy support, and rising market demand. Exceptional business leaders should continuously analyse the ever-changing external environment to identify and seize opportunities for the company's growth（Glaister & Falshaw, 1999）.

Threats include external factors negatively impacting business development, such as competitors' new products, economic crises, political instability, or restrictive industry policies. These factors are beyond the company's control, but businesses can proactively plan or take preventive measures to mitigate potential damage. At the same time, external threats are challenges that companies must face and adapt to as part of their growth journey.

2.6 GrabFood in Thailand

Since entering the Thai market in 2016, GrabFood has established competitive advantages through intensely localised strategies. The platform initially focused on integrating local culinary operators, including street food vendors and family-owned

restaurants, while reducing accessibility barriers through Thai-language interface optimisation and adoption of local payment systems like PromptPay. Collaborating with Thailand's Ministry of Commerce, it launched the "Digital Restaurant Program" to provide digital operation training for SMEs, successfully achieving scalable resource accumulation in the supply chain (Grab, 2021). This precision localisation enabled market penetration across 76% of Thailand's provincial-level administrative regions by 2020, laying the crucial groundwork for subsequent expansion.

The COVID-19 pandemic catalysed exponential growth. GrabFood restored consumer confidence through contactless delivery and rider health monitoring systems while expanding service scenarios to include daily necessities via partnerships with retail chains like Tops supermarkets and Boots pharmacies, driving a 300% surge in daily orders (Grab, 2020). Technological innovations proved pivotal - AI-powered personalised recommendations boosted user repurchase rates by 45%, while real-time order tracking reduced customer service inquiries by 60%. The integration of the GrabRewards loyalty program created cross-service synergies between food delivery, payments, and transportation, propelling monthly active users of the Grab super-app to exceed 40% of Thailand's population by 2021 (Grab, 2021), establishing an interlinked consumption ecosystem.

As the business matured, GrabFood evolved into a digital infrastructure provider for Thailand's food service industry. Merchant-oriented solutions included consumer behaviour analytics dashboards for operational optimization and GrabPay Later, a deferred payment service that increased average order value by 28%. The 2022 "Green Packaging" initiative engaged over 2,000 merchants in sustainable packaging adoption (Grab, 2021). Such platform-enabled empowerment enhanced business resilience, with 76% of partnered merchants acknowledging digitalization-driven revenue growth and operational adaptability, while micro-enterprises achieved 34% annual income growth.

GrabFood's trajectory reveals the success formula for Southeast Asian super-apps: transforming from transaction facilitators to value-creating digital economy engines through data-driven operations, fintech integration, and ecosystem synergies. Aligned with Thailand's "Digital Thailand 4.0" strategy, its innovative agricultural e-commerce integration and tourism-dining convergence practices provide replicable paradigms for regional digital economic development.

2.7 Conceptual Framework

Figure 2.5 Conceptual Framework

SWOT

-S：Strengths
-W：Weaknesses
-O：Opportunities
-T：Threats

→ **GrabFood Maketing Strategy**
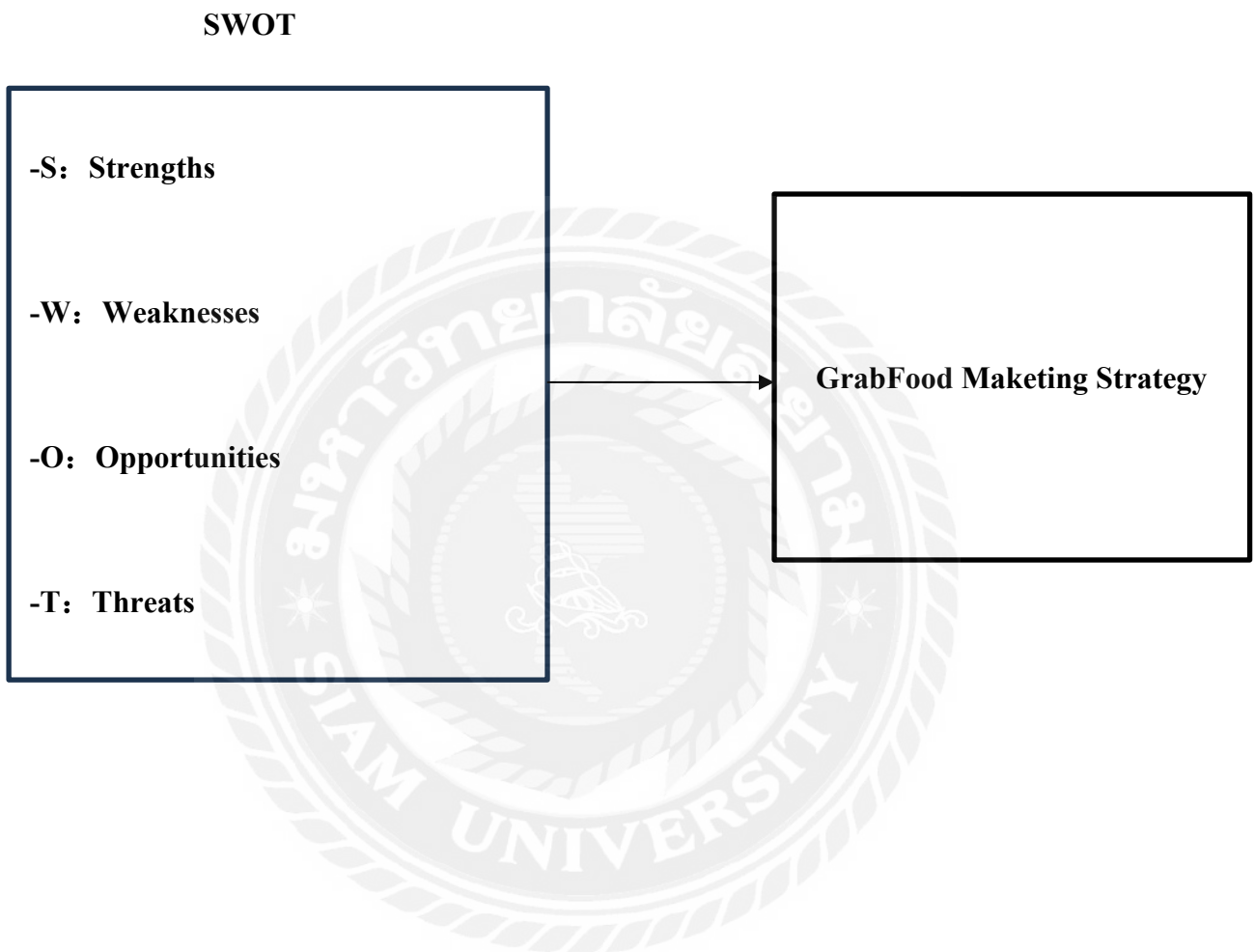
Chapter 3 Research Methodology

3.1 Research Design

This study adopted the documentary literature research methodology, drawing from the SWOT analysis and a comprehensive review of current scholarly research at both domestic and international levels. It meticulously analysed the influence of current strengths, weaknesses, opportunities, and threats on optimising GRAB Company's takeaway platform marketing strategy in Thailand.

This study systematically analysed the internal strengths and weaknesses and external opportunities and threats that affect GRAB in the Thai market through an in-depth analysis of the existing literature and the SWOT analysis.

3.2 Sources of Data

Literature Review:

Scholarly articles, government reports, and market research publications were collected from various online databases, such as CNKI, Thai government websites, and GRAB's official reports.

These sources constructed the theoretical framework and provided background information on GRAB's marketing strategies, the Thai takeaway market, and consumer behaviour patterns.

Document Analysis:

Reports and publications from organisations like the World Bank, Thai National Statistical Office, and GRAB were analysed to understand industry dynamics, consumer behaviour trends, and regulatory impacts.

3.3 SWOT Analysis Framework

A structured SWOT analysis was utilised to systematically examine GRAB's internal strengths and weaknesses and external opportunities and threats.

The analysis was informed by qualitative insights and quantitative data from reviewed literature and official records.

Chapter 4 Findings

4.1 GrabFood's Strengths Drive Market Growth and Customer Loyalty in Thailand.

GRAB, a leading mega-app in Southeast Asia, has achieved remarkable success in the Thai takeaway market, mainly due to its strong internal strengths and solid competitive position. These include its highly integrated technology platform, extensive user base, strong brand presence, and efficient logistics network. These key factors have enabled GRAB to expand its market share rapidly and improve its customer service quality and user stickiness. However, as market competition intensifies and consumer demands change, GRAB must continue to innovate and optimise to maintain its competitive position and expand its market share.

Firstly, GRAB's technology platform is one of its core competencies. The platform integrates multiple modules such as takeaway, transport, payment, and financial services, providing users with one-stop and convenient services and greatly enhancing the user experience. This multi-functional platform attracts many users to register and use, increasing user retention and stickiness. As digital technology continues to evolve, the GRAB platform can be rapidly iterated and optimised to meet the increasingly diverse needs of users. In addition, GRAB uses data analytics and artificial intelligence to optimise delivery routes, improve service efficiency, and make personalised recommendations based on users' historical behaviour. These technological advantages enable GRAB to provide more accurate and efficient services, significantly increasing user satisfaction and loyalty.

GRAB's extensive user base is also one of the key reasons for its dominant position in the Thai market. GRAB has attracted many users by integrating different service modules, including takeaway consumers, drivers, and businesses. This large user base not only provides GRAB with a stable source of revenue but also allows it to reduce costs and increase its competitiveness through economies of scale. The broad user base also enables GRAB to obtain market feedback quickly when launching new services and improve its services through continuous user feedback. This user-focused strategy enables GRAB to adapt quickly to market changes and maintain a dominant position in a highly competitive market.

In addition, GRAB's strong brand influence is strategically important in the Thai market. As a household name in Southeast Asia, GRAB has successfully established a brand image of reliability, convenience, and efficiency through continuous marketing and brand building. This brand influence has not only attracted a large number of users but has also strengthened their trust and reliance on GRAB's services. GRAB's

branding strategy is not only limited to advertising and marketing but also includes further enhancing the brand's social image and public recognition through participation in social responsibility activities, environmental protection projects, and community building. This branding strategy has enabled GRAB to differentiate itself from its competitors and secure its leading position in the market.

An efficient logistics network is another crucial factor for GRAB to maintain its competitive edge in the takeaway market. The efficiency of the logistics network is directly related to the quality of the takeaway service and the user experience. GRAB has achieved fast delivery services by building an extensive and efficient logistics network. With its large network of drivers and advanced scheduling system, GRAB can maintain a high delivery speed during peak hours, thus enhancing customer satisfaction. An efficient logistics network enhances service quality and enables GRAB to better respond to fluctuations in market demand. For example, during holidays or promotions, GRAB's logistics network can respond quickly to ensure continuity and stability of service. In addition, by working closely with local merchants, GRAB can further optimise its logistics network and realise the advantages of localised services.

As a result of these internal advantages, GRAB has rapidly expanded its market share in the Thai takeaway market. Its multi-functional platform and efficient operation model have enabled it to quickly reach a broader market and attract many users. This market expansion has resulted in higher revenues and enhanced GRAB's presence in the industry. Regarding market data, GRAB's share of the Thai takeaway market has increased yearly, particularly regarding new user acquisition and market penetration.GRAB's market share expansion has also been attributed to its rapid response to consumer demand and continuous service optimisation, giving GRAB the upper hand against local and international competitors.

GRAB's technological and logistical strengths directly enhance the quality of its customer service. GRAB can accurately identify user needs and provide personalised services through data analysis and user behaviour studies. In addition, an efficient distribution network ensures rapid processing and delivery of orders, greatly enhancing the user experience. As competition intensifies and consumers demand higher service quality, GRAB maintains high customer satisfaction by optimising its technology platform and logistics system. This quality of customer service has not only helped GRAB maintain the loyalty of its existing users but has also attracted new users to the company.

Finally, GRAB has increased user stickiness and satisfaction by continuously optimising the user experience. Its wide range of services and convenient operating procedures enable users to rely on GRAB's services in multiple life scenarios. This highly adhesive user base not only brings GRAB a stable source of income but also provides strong support for its market expansion. In addition, GRAB further enhances user stickiness through its membership system, point rewards, and special offers. These measures enhance the frequency of use and increase user satisfaction and loyalty, gaining GRAB more advantages in the market competition.

In summary, GRAB's robust technology platform, extensive user base, brand influence, and efficient logistics network have enabled it to capture a significant market share in the Thai takeaway market. These internal strengths have helped GRAB expand its market share rapidly and improved the quality of customer service and user stickiness. However, in the face of increasing competition and changing consumer demands, GRAB needs to continue to innovate and optimise its services to maintain its competitive position and achieve further market expansion. By continuously optimising its technology platform, expanding its service offerings, and enhancing the user experience, GRAB is expected to continue to lead the growth of the Thai takeaway market in the future.

4.2 GrabFood Must Address Costs, Service, Penetration, and Tech to Sustain Growth.

GRAB, a leading mega-app in Southeast Asia, has achieved remarkable success in the Thai takeaway market. It has built a solid market foundation based on its strong technology platform, extensive user base, and significant brand presence. However, as the market environment changes and competition intensifies, GRAB faces several internal deficiencies that limit its operational efficiency and market expansion potential and may threaten its long-term growth in the Thai market.

High operating costs have put significant pressure on GRAB's profitability. In order to maintain an efficient logistics network and excellent customer service, GRAB has had to invest heavily in expanding its driver network, maintaining its technology platform, and marketing. Such high costs have severely squeezed GRAB's profit margins and affected its ability to realise its long-term profitability targets amid intensified market competition and frequent price wars. While these investments have positively improved service quality and user experience, GRAB may face challenges in terms of financial health and capital market attractiveness if effective cost-control measures are not taken.

Fluctuations in the quality of distribution services directly impact customer satisfaction and loyalty. Despite GRAB's extensive distribution network, fluctuations in the number of drivers, order volumes, and external factors, particularly during peak hours or inclement weather, have led to consistency in delivery services. This inconsistency in service quality erodes users' trust in GRAB and negatively impacts its reputation in the market. As users' expectations of service quality rise, any negative experiences may spread quickly through social media and word-of-mouth, further amplifying the negative impact on GRAB. If GRAB cannot promptly address these service quality issues, it may risk losing subscribers and damaging its brand image.

Significant regional differences exist in GRAB's penetration in the Thai market, particularly in market expansion in secondary cities and rural areas. While GRAB has a high presence in major urban markets, its growth in secondary markets is limited by poor logistics infrastructure, market demand uncertainty, and strong competitors' strong presence. This regional disparity limits GRAB's potential for market share expansion and may also result in the loss of growth opportunities in these untapped markets. As the major urban markets become more saturated, future market growth will depend more on these underdeveloped regions. Suppose GRAB is unable to increase its market penetration in these areas effectively. In that case, it will lose its strategic advantage over its competitors, affecting its long-term growth in the Thai market.

The high reliance on technology platforms for business operations gives GRAB a significant competitive advantage and increases the pressure on GRAB to maintain and update its technology. As its business expands and users need to diversify, GRAB must continue optimizing and innovating its technology platform to remain competitive. However, the complexity of technology platforms and increased maintenance costs may result in unstable systems or delayed updates. This risk is particularly acute in industries where technology updates are frequent. GRAB needs to keep up with changes in market demand regarding technological innovation so that it may be at a competitive disadvantage. Worse still, technical failures or security breaches could lead to delays in order processing, payment issues, or user data breaches, which could cause irreparable damage to GRAB's brand image and user trust. Therefore, GRAB needs to continue to invest in technological innovation and maintenance and establish mechanisms to deal with technological risks to ensure the stability and security of the platform.

In summary, despite GRAB's remarkable success in the Thai takeaway market, its high operating costs, fluctuating delivery service quality, regional differences in

market penetration, and high reliance on technology platforms are significant weaknesses in its internal operations. These issues not only limit GRAB's profitability and market expansion potential but may also negatively impact its ability to maintain its leadership position in a highly competitive market. In order to remain competitive in the market and achieve sustainable growth in the future, GRAB will need to take several measures, including optimizing its cost structure, improving the quality of its services, investing more in its sub-markets, and strengthening its technological innovation. These strategies will help GRAB to overcome internal weaknesses, strengthen its market position, and achieve long-term success in a rapidly changing market environment.

4.3 GrabFood Leverages Digital Growth and Technology Opportunities to Enhance Its Competitive Growth in Thailand.

GRAB, the leading super app in Southeast Asia in the Thai takeaway market, is capitalizing on multiple external opportunities to strengthen its market position and drive long-term growth. The rapid spread of digital and mobile internet, shifting consumer lifestyles, the continued growth of the takeaway market, and the adoption of emerging technologies are all essential factors driving GRAB's market expansion and competitiveness. The effective utilization of these opportunities and the development and implementation of appropriate strategies are critical to GRAB's long-term success in the Thai market.

Thailand has made significant progress in digital transformation and mobile internet penetration. Internet penetration has exceeded 75 percent, with most of these users being mobile internet users, providing a broad market base for takeaway platforms such as GRAB to grow. As Thai consumers become increasingly accustomed to making their daily purchases and consumption through mobile devices, GRAB can leverage its robust technology platform and mobile applications to rapidly expand its user base and provide a more convenient service experience. At the same time, the Thai government is also vigorously promoting the development of the digital economy, especially in the construction of digital infrastructure and the promotion of mobile payments, creating a favorable policy environment. GRAB takes this opportunity to expand its market share further and take a more dominant role in the digital economy by strengthening its cooperation with the government.

Increased urbanization and changes in the pace of life have led to a profound shift in the lifestyles of Thai consumers. More and more consumers, especially the younger

generation, prefer the convenience of takeaway services to save time and energy. This change has made takeaway services not only a convenient way to provide a meal but also a new way of life, providing a vast market opportunity for GRAB, which can further satisfy the diversified needs of consumers by launching personalized takeaway services, healthy food options, and specialized local cuisines. At the same time, GRAB can use data analytics to gain insights into consumer preferences and develop more services that cater to different lifestyles, thereby enhancing user experience and satisfaction. Such an initiative enhances user stickiness, attracts new users, and expands market share.

The Thai takeaway market has maintained a double-digit annual growth rate in recent years, especially during the COVID-19 pandemic, when demand for takeaway services surged. This continued growth trend suggests that the Thai takeaway market is still rapidly expanding, providing GRAB with an opportunity for further penetration and expansion. As consumers' reliance on takeaway services increases, GRAB can further strengthen its market position by expanding its service network, increasing the number of partner restaurants, and introducing more value-added services. At the same time, as competition in the takeaway market intensifies, GRAB can further enhance its competitive advantage by differentiating its strategy to provide quality services and unique experiences. For example, GRAB can partner with high-end restaurants to offer exclusive dining experiences or with health food brands to offer specialized healthy dining options to meet the needs of increasingly health-conscious consumers. These differentiated offerings will help GRAB stand out and appeal to a broader user base.

Developing emerging technologies provides GRAB new opportunities to optimize operations and enhance user experience. Through artificial intelligence, big data analytics, and the Internet of Things (IoT), GRAB can more accurately anticipate market demand, optimize delivery routes, and provide personalized services to improve operational efficiency and customer satisfaction. Artificial intelligence can optimize delivery routes and reduce order processing time; big data analytics can predict market trends and provide accurate, personalized recommendations; and IoT technology can help GRAB achieve more competent order management and logistics scheduling to improve service quality further. In addition, GRAB can use these technologies to develop new business models and services, such as extensive data-based precision marketing, personalized recommendation systems, and seamless payment experiences through smart devices. Technological innovations improve GRAB's operational efficiency and enhance its competitiveness in the marketplace.

To address these opportunities, GRAB should aggressively pursue its market expansion strategy. GRAB can increase its market reach and develop new revenue streams by deepening its presence in tier-2 cities and rural areas. To do so, GRAB needs to develop customized service models to address these regions' specific needs and consumption habits and ensure efficient delivery services by strengthening local logistics infrastructure.GRAB can also enter new market segments quickly through strategic partnerships and mergers and acquisitions. By partnering with local companies or start-ups, GRAB can quickly access market resources and customer bases, accelerating the process of market expansion. This strategy helps GRAB gain a favorable position in the competitive market and lays a solid foundation for future growth.

In addition, GRAB should adopt a service diversification strategy to enhance its market competitiveness further. By launching more types of services, such as healthy catering, customized menus for unique festivals, and personalized recommendation services, GRAB can meet the needs of different consumers, thus enhancing user satisfaction and loyalty. At the same time, integrating more local specialty food and beverage brands will enhance the platform's attractiveness and increase the range of choices for users. By creating a unique food culture experience, GRAB can further strengthen its market position and attract more local users and tourists.

Technological innovation is also an important strategy that GRAB should continue to promote. GRAB must increase its investment in artificial intelligence, big data, and IoT to develop more innovative and personalized services. For example, AI technology can optimize delivery routes and reduce order processing time, provide accurate and personalized recommendations by predicting market trends using big data analytics, and improve delivery efficiency and service quality by implementing intelligent logistics management through IoT technology. In addition, GRAB can develop new payment methods and user interactions through technological innovation, such as seamless payment experience through smart devices and interactive marketing campaigns based on user behavioral data. Technological innovation improves GRAB's service levels, enhances its competitiveness in the marketplace, and improves user stickiness.

Brand strengthening is an integral part of GRAB's strategy. In the highly competitive takeaway market, where brand image is an essential factor influencing consumers' choices, GRAB should continue strengthening its brand and enhancing brand awareness and reputation through continuous marketing, social responsibility activities, and community involvement. By creating a brand image of 'convenient,

reliable, and efficient,' GRAB can attract more loyal customers and establish a unique competitive advantage in the marketplace. GRAB can expand its brand presence by partnering with renowned brands and sponsoring and participating in large-scale events. These branding activities increase GRAB's market awareness and enhance users' trust in the brand, thereby increasing user loyalty and frequency of use.

GRAB has developed and implemented strategies for market expansion, service diversification, technological innovation, and brand strengthening by effectively capitalizing on external opportunities in the Thai takeaway market. These strategic initiatives have helped GRAB strengthen its market position and laid a solid foundation for long-term success in a rapidly changing market environment. Through continuous innovation and optimization, GRAB is expected to continue to lead the Thai takeaway market and achieve even more significant market breakthroughs.

4.4 GrabFood Must Respond to the Threat of the Thai Takeaway Market through Differentiation and Innovation to Maintain Growth.

GRAB faces multiple external threats in the Thai takeaway market that significantly challenge its position and long-term growth. With the rapid growth of the Thai takeaway market, more and more competitors are entering the space, including solid local rivals such as LINEMAN and Foodpanda, as well as global tech giants and emerging start-ups. This increased competition has forced GRAB to invest more resources to maintain market share and strike a balance between price wars and service quality improvement. However, excessive price competition can lead to margin compression and erode the company's profitability. GRAB must find the right balance between expanding the market and maintaining profitability to cope with the pressure from these competitors.

The Thai government has tightened its regulations on takeaway platforms and the sharing economy in recent years, and policy changes, particularly in labor law, consumer protection, and data privacy, have created new challenges for GRAB. The government may require takeaway platforms to provide more comprehensive welfare protection for delivery workers or increase regulation on data protection, which could increase GRAB's compliance costs and impact its business operations. Changes in tax policies may also put pressure on GRAB's profitability. GRAB's financial position will be affected if the government imposes higher taxes on takeaway platforms or requires platforms to take on more social responsibility. To cope with these policy changes, GRAB will need to strengthen its compliance management, build a strong compliance team, closely monitor policy developments, and proactively communicate with

government departments to ensure that it can quickly adjust its strategy in the event of a policy change to minimize the potential negative impact.

Changes in consumer demand are also an essential external threat that GRAB needs to address. In recent years, consumers have increasingly demanded healthy food, environmentally friendly packaging, and fast delivery. If GRAB can respond to these changes in demand promptly, it may lose its market share. In addition, consumer expectations of service quality are rising, and any negligence or delays in service could result in the loss of subscribers. Consumer concerns about data privacy and security are also increasing. If GRAB fails to provide adequate data protection measures, it may lose the trust of its subscribers, which in turn may affect its market performance.GRAB must invest more resources in service innovation, optimization of user experience, and data protection to remain competitive.

While technological advances provide GRAB with opportunities to optimize its operations and enhance the user experience, they also present new challenges. Technology is evolving extremely fast, and GRABs must keep up with technological innovations to avoid losing out to the competition. For example, applying technologies such as artificial intelligence, big data analytics, and IoT has become essential for takeaway platforms to improve service quality and operational efficiency. GRAB must adopt these new technologies promptly to avoid being disadvantaged in market competition. The complexity of the technology and the frequency of updates may also bring about system instability and operational risks. Any technical failure or data breach could seriously impact GRAB's brand image and user trust.GRAB needs to build a flexible and robust technology architecture and continue to innovate to meet the challenges posed by technological advancements.

GRAB needs to adopt effective response strategies to counter these external threats. GRAB should implement a competitive differentiation strategy to offer unique services and superior user experience. Moreover, for example, it partners with high-end restaurants to launch exclusive menus or offer customized healthy dining options to meet the needs of specific user segments. Grab can also increase user stickiness by improving the efficiency and reliability of its delivery service to enhance user satisfaction further. GRAB can avoid endless price wars through these differentiation strategies and maintain healthy profit margins.

Regarding responding to government regulation and policy changes, GRAB must strengthen its policy compliance and management of government relationships. By establishing a dedicated compliance team, GRAB can track and analyze policy changes and make timely adjustments to its operational strategies as needed. For example, to

ensure compliance with labor regulations by improving the welfare of delivery staff or to meet government requirements for consumer privacy protection by strengthening data protection measures.GRAB should also actively build good relationships with government departments and participate in discussions on policy development to gain more support and understanding. Through these efforts, GRAB can maintain flexibility amidst policy changes, reduce compliance risks, and gain a first-mover advantage in policy implementation.

In responding to changes in consumer demand, GRAB needs to continue to innovate its services and products. Through regular market research and collection of user feedback, GRAB can accurately capture changes in consumer demand and quickly adjust its product and service strategy. For example, GRAB could introduce more eco-friendly packaging options or increase the availability of healthy food products to meet consumers' demand for environmentally friendly and healthy products.GRAB could also enhance user identification with the GRAB platform by strengthening its partnerships with local suppliers and food and beverage brands to offer more locally-specific products and services. Through these innovations, GRAB will meet the needs of existing users and attract new user groups, thereby increasing its market share.

Technology investment and risk management are also areas that GRAB must focus on. To meet the challenges posed by technological advances, GRAB needs to invest more in technology to ensure the sophistication and stability of its technology platforms and to improve operational efficiency and user experience by partnering with leading technology companies and adopting the latest artificial intelligence, big data analytics and IoT technologies. to guard against the risk of technical failures and data leakage. Regarding technological innovation, GRAB can set up a specialized R&D team responsible for exploring and developing new technology application scenarios, such as optimizing delivery routes to reduce order processing time through AI technology or providing more personalized user recommendations through extensive data analysis. These technological innovations will help GRAB maintain its technological leadership and enhance its competitiveness in the market.

Overall, external threats to GRAB include increased competition in the market, changes in government regulation and policy, changes in consumer demand, and challenges posed by technological advances. To address these threats, GRAB must ensure its continued competitiveness in a highly competitive market and achieve long-term sustainable growth by implementing competitive differentiation strategies, enhanced policy compliance and government relations management, service and product innovation, and increased investment in technology. GRAB can effectively

address external threats, strengthen its market position, and achieve tremendous success in the Thai takeaway market through these measures.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The study concludes that GrabFood's success in the Thai takeaway market is driven by its robust internal strengths, including a multi-functional technology platform, an extensive user base, a strong brand presence, and an efficient logistics network. These factors have enabled rapid market growth, enhanced customer satisfaction, and established GrabFood leadership. However, addressing internal weaknesses such as high operating costs, inconsistent service quality, limited regional penetration, and technological vulnerabilities is essential for sustaining operational efficiency and market competitiveness. Leveraging external opportunities, including digital transformation, urbanisation, market growth, and investments in AI, big data, and IoT, will further optimise operations and enable personalised services. GrabFood must implement differentiation strategies, enhance regulatory compliance, and innovate eco-friendly and health-focused service offerings to counter external threats like intensifying competition and regulatory challenges. By combining these strategic measures, GrabFood can maintain its leadership, strengthen customer trust, and achieve sustainable long-term growth in Thailand's dynamic takeaway market.

5.2 Recommendation

5.2.1 Consolidate Market Leadership and Increase User Loyalty

GRAB can optimise its performance in the Thai takeaway market through several strategies to strengthen its market leadership and increase user loyalty. Firstly, optimising the user experience is critical. Through big data analytics to understand users' consumption habits and preferences, GRAB can provide personalised recommendations, such as recommending restaurants that users often order or new special offers. Personalised services enhance user satisfaction and increase users' dependence on the platform. In addition, GRAB should continue to optimise the user interface and interaction design of the mobile application to ensure that users can complete the ordering operation more conveniently and quickly and, at the same time, improve the stability and responsiveness of the application, especially during peak hours, to reduce the dissatisfaction caused by technical problems.

Secondly, enhancing the membership and points system is also a meaningful way to increase user loyalty.GRAB can encourage frequent use of the platform by creating incentives, such as exclusive member offers, birthday gifts, and monthly specials, so

that users feel the unique value of spending on the GRAB platform. Enhancing the flexibility of points redemption by allowing users to redeem points for services such as cash vouchers, gift cards, or free delivery and providing options for benefit upgrades can also increase member loyalty and activity.

Regarding brand loyalty, GRAB should enhance users' emotional identification with the brand by promoting brand culture and undertaking social responsibility activities. For example, by participating in community events, environmental programs, or charity work, GRAB can demonstrate its contribution to society, enhancing users' brand loyalty. At the same time, ensuring a consistent and high-quality experience regardless of the city or region where the GRAB service is used, including uniform delivery speeds, standardised customer service, and consistent merchant quality, is also crucial to increasing brand loyalty.

In addition, innovation and differentiation of services can help GRAB stand out in a competitive marketplace; GRAB can partner with high-end restaurants or well-known brands to launch exclusive dining options or themed events to entice users to choose the GRAB platform. In addition, launching more value-added services related to daily life, such as shopping, courier, and housekeeping services, can enhance user stickiness. Against the market's growing concern for health and the environment, GRAB can introduce healthier food and eco-friendly packaging options to attract users who care about health and the environment and project a positive brand image.

Finally, data-driven customer relationship management is crucial for enhancing user loyalty. GRAB can leverage big data and artificial intelligence technologies to conduct accurate user segmentation and marketing campaigns and formulate personalised marketing strategies, such as sending regular promotional messages or coupons that match users' tastes. At the same time, GRAB will establish a comprehensive customer feedback mechanism to collect users' opinions regularly and respond to them promptly. It will also continuously improve service quality by solving user feedback problems to further increase users' satisfaction and loyalty.

Through the above strategies, GRAB can consolidate its leading position in the Thai takeaway market, enhance user loyalty, and maintain its edge in an increasingly competitive market environment to ensure long-term sustainable development.

5.2.2 Improve Efficiency and Quality of Service

In order to further improve efficiency and service quality, GRAB can adopt several strategies in the Thai takeaway market aimed at reducing operating costs, optimising user experience, and boosting user conversion and revenue through personalised marketing. Firstly, optimising the delivery network is critical to reducing operating

costs. By introducing an intelligent scheduling system, GRAB can use big data and AI technology to predict order peaks and intelligently assign delivery tasks to reduce idle rates and delivery times. At the same time, it adopts a hybrid distribution model combining self-managed distribution and crowdsourced distribution to flexibly adjust resource allocation according to different regions and order volumes, improving overall operational efficiency and significantly reducing costs.

In terms of improving service quality, GRAB should focus on systematically training distribution staff to ensure consistency and high quality of service. The training should cover customer service skills, delivery speed management, and sensitivity to customer needs. In addition, GRAB needs to strengthen quality control at partner restaurants to ensure the standardisation of food and packaging to meet customer expectations. By introducing a real-time user feedback mechanism, GRAB can quickly monitor and analyse service quality and identify and resolve issues promptly to improve the user experience continuously.

Personalised marketing strategies are essential for increasing user conversion rates and revenues.GRAB can leverage user behavioural data to understand consumers' consumption habits and preferences through big data analytics and tailor marketing campaigns for different user groups. For example, launching exclusive discounts or coupons for frequent users or recommending personalised meals and packages based on a user's ordering history. In addition, GRAB can remind users to participate in limited-time promotions through accurate push notifications to increase the chances of placing orders. These personalised marketing strategies will effectively increase user activity and consumption frequency, thus boosting overall revenue.

Data-driven decision-making is crucial in improving operational efficiency and service quality. GRAB should establish a robust data analysis team to identify critical factors affecting efficiency and service quality through in-depth analyses of order, user behavioural, and logistics data and formulate improvement measures accordingly. For example, by analysing order volumes and delivery times in different regions, distribution network layout and staff deployment can be optimised; user feedback and complaints can adjust service strategies promptly. Data-driven decision-making will enable GRAB to maintain agility and competitiveness in a highly competitive market.

In addition, GRAB can further increase user conversion rate and revenue by optimising user experience. Streamlining the ordering process, improving the ease of payment, and reducing user resistance to completing orders are all practical measures to increase user conversions.GRAB can also launch subscription services or membership programs to provide users with additional benefits and exclusive services,

thereby increasing user loyalty and willingness to spend. By offering high-value add-on services such as priority delivery and cashback points, GRAB can increase its users' overall frequency and amount of spending, further boosting revenue.

Continuous technological innovation is essential for GRAB to enhance its efficiency and service quality. GRAB should increase its investment in artificial intelligence, machine learning, and automation technologies to optimise back-office operations and customer service. Through automated customer service systems, intelligent recommendation engines, and optimised order processing systems, GRAB can improve operational efficiency, reduce labour costs, and provide users a smoother service experience.

In summary, by optimising the distribution network, improving service quality, implementing personalised marketing strategies, making data-driven decisions, and promoting continuous technological innovation, GRAB can significantly improve service quality while reducing operating costs. These measures will not only enhance user satisfaction and loyalty. However, they will also help GRAB consolidate its leadership position in the Thai takeaway market and achieve sustainable growth in the long term by increasing user conversion rates and revenues.

5.2.3 Expanding Services and Innovation

To further expand its services and drive innovation in the Thai takeaway market, GRAB can differentiate itself from the competition through several strategic initiatives to deepen local partnerships, expand its market reach, and leverage technological innovations to meet the needs of its diverse customers.

Deepening partnerships with local businesses, merchants, and communities is critical to GRAB's market reach. GRAB can attract more local merchants to the platform by offering flexible partnership models and competitive commission policies. Collaboration with local supply chain and logistics companies also helps to improve delivery efficiency and ensure consistent service quality. In addition, by participating in social activities and charity projects organised by local governments and community organisations, GRAB can further strengthen its brand identity and influence in the local market, thereby consolidating its market position.

GRAB should focus on expanding its market coverage, especially in second-tier cities and rural areas with significant market potential. Developing service models tailored to the needs of different regions and marketing strategies based on local consumption habits and cultural characteristics will help GRAB establish a solid market base in these regions. Strengthening the local logistics infrastructure to ensure efficient

distribution services in these regions will help GRAB develop new revenue streams and give it a head start in markets where competitors have not yet penetrated.

Technological innovation is an essential tool for GRAB to meet the needs of its diverse customers and differentiate itself in the market. By leveraging artificial intelligence and big data analytics, GRAB can develop personalised services with a deep understanding of the preferences and needs of different customer segments. Launching a personalised recommendation system based on users' historical order data can help users quickly find restaurants and dishes that match their tastes, thus enhancing the user experience. The application of IoT technology can further optimise delivery routes, ensure timely delivery of orders, and improve user satisfaction. Meanwhile, intelligent customer service systems and automated order processing improve service efficiency, significantly reduce operating costs and enhance the platform's competitiveness.

GRAB can also maintain its competitive edge by launching innovative services and products. Launching exclusive dining experiences in partnership with high-end restaurants or well-known brands can attract more consumers. Developing more value-added services related to daily life, such as medicine delivery, flower delivery, and home cleaning, can meet users' diversified needs, increase the platform's revenue stream, and enhance user stickiness. In addition, introducing healthy food options and eco-friendly packaging can cater to users' demand for health and environmental protection and further enhance the brand image.

GRAB will effectively enhance its competitiveness in the Thai takeaway market by deepening its local partnerships, expanding its market coverage, proactively leveraging technological innovations, and continuously introducing innovative services and products. These strategies will help GRAB achieve sustained business growth, consolidate its market leadership position, and drive the Company's long-term sustainability.

5.2.4 Adap to Changing Market Dynamics

GRAB needs to implement flexible and forward-looking strategies to respond promptly to changes in market dynamics and maintain its leading position in the Thai takeaway market. These strategies cover not only rapid response to policies, regulations, and consumer preferences but also close monitoring of competitor movements and continuous investment in innovation to ensure that it maintains an edge in a highly competitive market.

The Thai government has strengthened its regulation of takeaway platforms in recent years, particularly regarding labour laws, consumer protection, and data privacy.

For this reason, GRAB needs a dedicated compliance team that closely tracks and analyses policy changes to ensure that operations remain compliant with local laws and regulations. This team will help GRAB maintain operational continuity during policy changes and contribute to a favourable policy environment for the platform by actively participating in policy discussions and recommendations. This compliance management strategy will help GRAB better adapt to changes in government regulation and reduce the risks associated with policy uncertainty.

GRAB also needs to adapt its product and service strategies flexibly to meet the changing needs of consumers. In recent years, Thai consumers' demand for healthy food, eco-friendly packaging, and fast delivery has increased significantly. GRAB should use regular market research and user feedback to understand consumer preferences and quickly adjust its product lines and service offerings. By introducing healthy dining options, promoting environmentally friendly packaging solutions, and optimising delivery services, GRAB can maintain its appeal to consumers and increase user satisfaction and loyalty.

GRAB must remain vigilant to competitors' movements in an increasingly competitive marketplace. Through in-depth analysis of competitors' market behaviours, product innovations, and marketing strategies, GRAB can identify potential market opportunities and threats and take swift action to address them. If competitors launch new services or promotions, GRAB can promptly adjust its marketing strategy and introduce differentiated services or offers to ensure its attractiveness and competitiveness in the market.

In a fast-changing market environment, continuous technology and service innovation are critical for GRAB to maintain its leading position in the market. GRAB needs to increase its investment in cutting-edge technologies, such as artificial intelligence, big data analytics, and the Internet of Things, to optimise its operational processes and customer service and enhance the overall user experience. For example, GRAB could explore new business models such as drone delivery and intelligent catering recommendation systems to meet the changing consumer needs. Such innovations will enhance GRAB's operational efficiency and strengthen its market competitiveness and user stickiness.

GRAB should also strengthen its collaboration with various stakeholders, including government departments, merchant partners, community organisations, and consumer representatives. By working closely with government agencies, GRAB will be able to understand better, respond to policy changes, and promote policies that benefit the industry. Collaboration with merchants and the community will help GRAB

to provide more localised and customised services and enhance the brand's identity and reach in local markets.

Through these strategies, GRAB can better adapt to changing market dynamics and strengthen its position in a highly competitive marketplace to achieve long-term sustainable growth.

5.3 Further Study

There is room for further research to follow up on this study: (1) Consumer behaviour analysis: an in-depth study of Thai consumers' behavioural habits, preferences, and pain points when using takeaway platforms, for example, consumers' price sensitivity, promotions' impact, and users' satisfaction with the app interface. This information can help optimise Grab's user experience design and marketing strategy. (2) Competitor analysis: Besides Grab, other critical takeaway platforms exist in Thailand, such as Foodpanda and LINE MAN Wongnai.The marketing strategies of these competitors should be further compared to explore the strengths and weaknesses of Grab in the competition, and combined with the SWOT analysis, more targeted strategies. (3) Regional market expansion strategies: Examine how Grab has differentiated its market strategies in different regions of Thailand (e.g., urban vs. rural). Explore how it can adapt its service and pricing strategies to the market characteristics of different regions to achieve more comprehensive market coverage.

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