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Gojek Vs Grab: Marketing cooperation environment from a digital analysis perspective in the Indonesian market

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Abstract

Prominent among Indonesians for their travel needs are the well-established and rapidly expanding online transportation companies Gojek and Grab. In addition to facilitating individuals' mobility, this internet-based mode of transportation offers a variety of enhancements and conveniences. Economic actors engage in cooperative value creation while simultaneously competing for a portion of that value in a dynamic and strategic process known as co-opetition. Combining two forms of contact that frequently adhere to contradictory principles, co-opetition is an intriguing concept. Compared to Gojek, Grab is superior in nine metrics. Non-Social media reach is where Gojek is first. This pertains to the approach adopted by Gojek to enhance the quantity and quality of their digital audience communication, excluding social media. Grab has a substantial advantage in social media reach, with 21 million, over Gojek's meager 7 million—nearly three times as much. This disparity is an additional intriguing aspect. Grab has the highest number of user-generated content (3,628), suggesting that its users are more engaged in the process of creating content.

Keywords: Coopetion; Hailing Ride Industry; Market Coopetion; Digital Analytic; Digital Marketing

1. Introduction

Online ride sharing has become a popular mode of transportation for customers globally, including those in Indonesia. Two online ride-sharing providers now have a dominant position in the Indonesian market. Go-Jek and Grab are two online ride-sharing firms. Despite the good reception of online ride-sharing services, enterprises in this sector have challenges due to widespread customer disappointment and dissatisfaction with the services offered. With minimal switching costs, users may easily switch from a particular provider to another.

Online transportation is a popular mode of travel for many individuals. Users or customers may effortlessly travel utilizing the newest programs such as Gojek and Grab at any moment and promptly. Online ride sharing is a digital platform that enables direct interaction between clients and service providers through a peer-to-peer marketplace over the World Wide Web [1]. Users of online ride-sharing services download the app on their smartphone, register, enter pick-up and destination addresses, and are then contacted by a driver who will transport them to their destination. Online transportation sharing is a component of the sharing economy model of business [2]. The sharing economy refers to peer-to-peer interactions for obtaining, providing, or exchanging access to products and services, facilitated by online platforms [3].

Gojek and Grab are established online transportation firms that have been growing for a considerable period and are highly sought after by Indonesians for transportation purposes. This internet transportation not only enhances people's mobility but also provides a range of benefits and amenities to facilitate their experience. Gojek and Grab provide several online transportation features and services to attract passengers and generate interest in their goods. This online

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transportation service is designed to gain acceptance among users who have confidence in and use this mode of transportation [4].

Go-Jek is an Indonesian technology business officially named PT Aplikasi Karya Anak Bangsa, created in 2010 by Nadiem Makarim. Go-Jek first offered transportation services using motorcycle taxis and has now diversified into other service offerings. Grab is a Singaporean firm that offers transportation services via mobile apps and operates in many Southeast Asian countries. Grab was established in 2012 by Anthony Tan.

An effective competitive strategy is crucial for the success of any firm, including those within the online transportation services industry. Analyzing current competitive tactics and the corresponding processes and structures will enhance corporate performance, enabling it to thrive [5].

Satisfaction is the extent of a consumer's emotions after a comparison between the performance, taste, quality, or outcomes and the expectations they have. Satisfaction is the pleasant sensation that comes from evaluating how a good performs versus one's expectations. Failure to satisfy expectations will result in consumer dissatisfaction. Satisfactory performance will lead to client satisfaction. Exceeding expectations in performance will lead to high customer satisfaction [6]. Generation Y, also known as the Millennial Generation, is expected to be the dominant market force in the future. Research has shown that they are less loyal compared to prior generations, with trust and brand equity being crucial elements influencing their loyalty [7].

According to the poll conducted by the Indonesian Internet Service Providers Association (APJII) in 2020, Grab and Gojek were the most popular online transportation application services among the public in the second quarter of 2019. 21.3% of respondents acknowledged often use the Grab program for transportation. 19.4% of respondents frequently use Gojek apps for transportation. Respondents who choose alternative online transportation app services. 58.1% of respondents acknowledged that they weren't familiar with online transportation apps.

1.1. Coopetition is Arise

Coopetition has significantly increased in popularity in management study and corporate practice over the last twenty years. Collaboration with rivals, known as coopetition, has gained attention in academic research [8].

Analyzed existing literature on coopetition dynamics to develop a theoretical framework highlighting how the simultaneous presence of rivalry and cooperation leads to paradoxes and tensions during interactions. Effectively managing contradictory tension and finding a balance between competitiveness and collaboration are essential in shaping how opposing partners may engage in both concurrently. Previous research on coopetition has mostly concentrated on the cooperative aspects, such as the factors leading to collaboration, the process of forming partnerships, and the results of working with rivals. Insufficient focus has been given to the impact on competitiveness after collaboration among rivals. Understanding coopetition dynamics requires examining both the cooperation and competitive aspects. While competitive dynamics have been extensively studied in many competing scenarios, there is a lack of focus on the competitive dynamics within coopetition. A business's network design and its utilization of interorganizational connections may impact competitive strategies [9]. Players engaged in coopetition might be competing directly without collaborating, however in the later study, coopetition does not include cooperation amongst direct competitors [10].

Coopetition is a contradictory connection when two or more actors are engaged in both cooperative and competition interactions, regardless of the nature of their relationship [11]. Another study explained that competition is a process when two or more firms in the same industry engage in both cooperative and rivalry-based relationships simultaneously [12].

Coopetition is a strategic and dynamic process where economic players work together to produce value via cooperation while also competing to get a share of that value [13]. Coopetition is interesting because it merges two types of contact that often have conflicting principles [14]. Coopetition involves harmony rather than dialectic, where cooperation and rivalry coexist and may generate advantages from their combined dynamics.

2. Study Literature

Coopetition, a complicated phenomenon, is prevalent in today's economic environment. The challenging and unpredictable business environment has led many firms, particularly small ones with limited resources, to consider

collaborating with competitors as a beneficial strategy to navigate entrepreneurial challenges and capitalize on market opportunities.

Challenges such as a shorter lifespan of products, increasing R&D expenditures, risk sharing, and more competition are pushing companies to enhance their resources and skills [15]. Collaboration among companies is a solution to these difficulties. By collaborating, companies might get access to technologies, enhance distribution channels, or achieve synergies. Globalization's relentless expansion results in marketplaces no longer pausing for enterprises to develop internally. Information technologies (ITs) played a vital role in transitioning from internal corporate development to the dynamics of business networking [16].

The increasing significance of collaboration in the current intricate corporate landscape has brought attention to the contradiction of cooptation, which is the concept that a corporation that cooperates with others is simultaneously a competitor. In the information era, companies in the economy based on knowledge quickly incorporate advances due to global rivalry and efficient production capabilities. The business environment is challenging for large organizations and much more so for medium-sized businesses (SMEs), which, although competitive in certain sectors, are intrinsically limited in size [17].

Collaboration among rivals is not uncommon and had been prevalent for years in the commercial world. A decade ago, most collaborations between enterprises were among rivals. Cooptation, a theoretical concept in the social sciences, has been interpreted in various ways within different theoretical frameworks. However, it is consistently understood as cooperation alongside rivals. Cooptation involves a contradiction between competitiveness and collaboration, leading to tensions that, if not managed correctly, might harm, and ultimately ruin the cooptation partnership.

Internal cooptation is an intelligent decision that impacts the organization while preserving the independence of the organizations involved. Within an organization, cooptation may occur between people, teams, functional units, or business units. Within an organization, individuals are required to adhere to the organization's directives, and the objectives set by the organization are shared. At an individual level, corporate culture, motivation, and interaction norms are crucial factors in the patterns of cooptation [18]. Organizational coordination in the interaction between corporate units is crucially influenced by the social network approach, focusing on formal organizational structures and coordination mechanisms [19]. Bengtsson and Kock [20] define cooptation as a partnership between two businesses when they are both competing and cooperating at the same time. There are several interpretations and classifications of cooptation, which may be categorized as either wide or limited definitions according to known as the actor or the activity schools of thought [21].

Setting prices and quality of service are essential for managing operational choices. Numerous studies have explored dual-dimension competition both price and service to address different company issues. Tsay and Agrawal [22] examine a distribution system where two merchants buy products from a shared producer and compete for end consumers using service and retail pricing. The study demonstrates that the level of competition in terms of price and service dimensions is crucial.

Effectively managing contradictory tension and finding a balance between competitiveness and collaboration are essential in shaping how opposing partners may engage in both activities concurrently. Previous research on cooptation has mostly concentrated on the cooperative aspects, such as the factors leading to collaboration, the process of forming partnerships, and the results of working together. Understanding cooptation dynamics requires examining both the cooperation and competitive aspects.

While competitive dynamics have been extensively studied in many competing scenarios, there is a lack of research focusing on the competitive dynamics within cooptation. Chi et al. [23] investigates how a company's network design and its utilization of interorganizational systems might impact competitive behavior. The impact of businesses' collaborative actions on their competitive strategies. In the previous research, actors engaged in cooptation might be direct rivals who do not collaborate; but in the subsequent study, cooptation does not include cooperation amongst direct competitors [24]. Cooperation forms amongst direct rivals by concentrating upon the pre-agreement rival's appraisal phase. They prioritize collaboration among direct rivals over rivalry after cooperation [25].

Paradox is fundamental to corporate management [26]. Paradox is important to construct management theory. They argue that paradox is essential for comprehending how to navigate theoretical inconsistencies and competing perspectives within intricate traditions [27]. Cooptation as a paradoxical connection when two or more actors are engaged in both cooperative and competitive interactions, regardless of the nature of their relationship [28].

The various logics result in paradoxical interactions across enterprises, influencing the characteristics and longevity of the partnership. Tension may arise from the coexistence of two distinct interaction logics: competition and cooperation [13]. Tidstrom [29] describes tension as a scenario when there are conflicting behaviors, objectives, or interests among at least two people in cooperative partnerships. Firms experience emotional ambivalence when they are faced with opposing feelings due to the cooperation dilemma, resulting from incompatible logic.

Tension emerges from the contradiction of balancing cooperation to improve competitiveness and competition to enhance strategic advantage. Khanna, Gulati, & Nohria [30] present the distinction between "private" and "common" gains in cooperative interactions. Varying ratios of private vs shared rewards might lead to distinct inclinations or deviations from cooperation, causing strain in the relationship. Tension in cooperation may arise when conflicting pressures of working for common goals and competing individual gains are present in a partnership. Tension arises from the cooperation paradox and must be addressed to maintain a balance between conflicting interaction logics.

Value creation involves rivals collaborating to generate concepts, inventions, improvements, and innovations, whereas value appropriation involves competitors vying for their portion of the value. When a company decides to collaborate with its rivals, it has challenges related to balancing competitiveness and cooperation, value creation and value appropriation, and deciding whether to invest in its own growth or in the overall alliance.

This work focuses on analyzing the competitive dynamics in cooperation at the firm-level using a dyadic approach [9]. Examining competitors on a firm-specific, pair-wise basis reflects a detailed investigation of interfirm competition as discussed [31]. Analyzing relationships between firms at the dyadic level may provide insights into the nature of relational traits and their impact on the relationship's continuity or other results [32]. On the other hand, collaboration is a strategy that over the last decade has become one of the most effective business strategies, due to limited resources and networks, companies try to collaborate with each other, either directly or indirectly [33].

3. Methodology

This study employs quantitative techniques. The data utilized consists of digital information from February 23, 2023, to February 22, 2024. Brand24 software is used to examine the data on a weekly basis. Google Trends The data gathered from the app is examined using digital analysis to evaluate the acceptance of Gojek and Grab in Indonesia.

4. Results and Discussion

Through processing data obtained from the Brand 24 analytical application, there are several analysis results that help the author provide views regarding the competition and collaboration that occurs between Gojek and Grab in Indonesia.

Table 1 Digital Analytic Comparison

	Grab	Gojek
Total mentions	4.622	3.960
Social media mentions	3.471	2.217
Non-Social media mentions	1.151	1.743
Positive mentions	-	-
Negative mentions	-	-
Social media reach	21.463.547	7.168.149
Non-Social media reach	8.328.441	11.882.420
Presence score	4	4
AVE (\$)	2.060.192	1.423.073
User generated content	3.628	2.344

As written in Table 1, in terms of value, Grab is leading in nine measuring variables compared to Gojek. Gojek leads in Non-Social media reach. This refers to how Gojek optimizes media that does not include social media in improving the quality and quantity of their communication to the target market on digital media. Another interesting thing is the significant difference in terms of social media reach, Grab leads with 21 million reaches, while Gojek only has 7 million, almost three times as much. In terms of user generated content, Grab leads with 3,628 contents, this indicates that Grab has greater user participation.

Table 2 Gojek Media Source

No.	Page	Mentions	Visits	Influencer Score
1	youtube.com	95	34.386.673.862	10
2	twitter.com	1549	6.556.658.275	10
3	tiktok.com	572	2.400.951.598	10
4	kompas.com	2	192.204.490	10
5	medium.com	3	180.604.088	10
6	apps.apple.com	2	127.022.958	10
7	cnbcindonesia.com	56	83.357.199	10
8	liputan6.com	21	79.760.833	10
9	kumparan.com	5	46.517.342	9
10	idntimes.com	9	45.267.696	9
11	amp.kompas.com	1	44.999.401	9
12	viva.co.id	1	43.037.190	9
13	m.kumparan.com	1	40.125.815	9
14	suara.com	3	37.988.804	9
15	kompas.tv	5	32.074.183	9
16	news.detik.com	1	25.432.683	9
17	jawapos.com	5	24.347.122	9
18	pikiran-rakyat.com	3	23.693.796	9
19	nasional.kompas.com	1	22.024.114	9
20	merdeka.com	1	21.325.211	9
21	portal-islam.id	1	18.747.243	9
22	kompasiana.com	12	17.078.187	9
23	republika.co.id	1	16.806.539	9
24	tvonenews.com	2	15.550.483	9
25	disway.id	2	15.024.450	9
26	tirto.id	4	14.463.886	9
27	sonora.id	1	13.003.526	9
28	id.wikipedia.org	1	12.494.982	9
29	money.kompas.com	9	12.456.834	9
30	antaranews.com	1	10.693.634	9
31	inews.id	5	10.507.206	9

32	megapolitan.kompas.com	2	10.336.712	9
33	podcasters.spotify.com	3	8.550.993	8
34	ayobandung.com	1	8.508.727	8
35	katadata.co.id	23	8.110.941	8
36	mamikos.com	1	7.501.631	8
37	otomotif.kompas.com	1	7.021.042	8
38	finance.detik.com	10	6.961.983	8
39	id.linkedin.com	1	6.212.675	8
40	ui.ac.id	2	6.162.321	8
41	kompas.id	4	5.789.023	8
42	koran-gala.id	3	5.599.765	8
43	tekno.kompas.com	1	5.517.512	8
44	uzone.id	5	5.164.715	8
45	hops.id	1	5.159.169	8
46	mediaindonesia.com	3	5.015.088	8
47	beritadiy.pikiran-rakyat.com	4	4.987.542	7
48	nasional.tempo.co	1	4.900.839	7
49	wolipop.detik.com	1	4.635.116	7

Table 3 Grab Media Source

No.	Page	Mentions	Visits	Influencer Score
1	youtube.com	64	34.386.673.862,00	10
2	twitter.com	1701	6.556.658.275,00	10
3	tiktok.com	1701	2.400.951.598,00	10
4	twitch.tv	2	1.128.948.195,00	10
5	langlangputi.wordpress.com	1	290.036.095,00	10
6	shopee.co.id	1	256.109.638,00	10
7	kompas.com	2	192.541.947,00	10
8	medium.com	1	180.604.088,00	10
9	detik.com	1	166.506.942,00	10
10	cnbcindonesia.com	20	83.357.199,00	10
11	liputan6.com	9	79.760.833,00	10
12	kumparan.com	8	46.517.342,00	9
13	idntimes.com	5	45.267.696,00	9
14	suara.com	2	37.988.804,00	9
15	kompas.tv	4	32.074.183,00	9
16	pikiran-rakyat.com	3	23.965.689,00	9

17	malaysiakini.com	1	17.912.015,00	9
18	kompasiana.com	2	17.078.187,00	9
19	tirto.id	1	14.463.886,00	9
20	sonora.id	2	13.003.526,00	9
21	grab.com	23	12.553.977,00	9
22	kosmo.com.my	1	11.062.364,00	9
23	antaranews.com	1	10.693.634,00	9
24	inews.id	1	10.507.206,00	9
25	podcasters.spotify.com	3	8.550.993,00	8
26	katadata.co.id	10	8.110.941,00	8
27	otomotif.kompas.com	2	7.021.042,00	8
28	finance.detik.com	4	6.961.983,00	8
29	id.linkedin.com	1	6.212.675,00	8
30	kompas.id	5	5.789.023,00	8
31	tekno.kompas.com	1	5.517.512,00	8
32	mstar.com.my	1	5.280.238,00	8
33	uzone.id	2	5.164.715,00	8
34	hops.id	2	5.159.169,00	8
35	mediaindonesia.com	7	5.015.088,00	8
36	nasional.tempo.co	1	4.900.839,00	7
37	steemit.com	1	4.571.672,00	7
38	motorplus-online.com	1	4.447.505,00	7
39	mojok.co	3	4.420.979,00	7
40	cekresi.com	1	4.385.904,00	7
41	dream.co.id	2	4.280.722,00	7
42	news.republika.co.id	1	4.217.442,00	7
43	iprice.co.id	1	3.998.451,00	7
44	medcom.id	4	3.742.375,00	7
45	bisnis.tempo.co	8	3.460.340,00	7
46	economy.okezone.com	1	3.419.610,00	7
47	metro.tempo.co	2	3.371.207,00	7
48	market.bisnis.com	17	3.141.119,00	7
49	inet.detik.com	2	3.019.064,00	7

When comparing the influence scores on all digital platforms as written in Tables 2 and 3, it is found that both Gojek and Grab have the highest influence scores on the 3 main social media, namely YouTube, Twitter and Tiktok, although with different intensities between the two. These three media play an important role in their digital communication strategy.

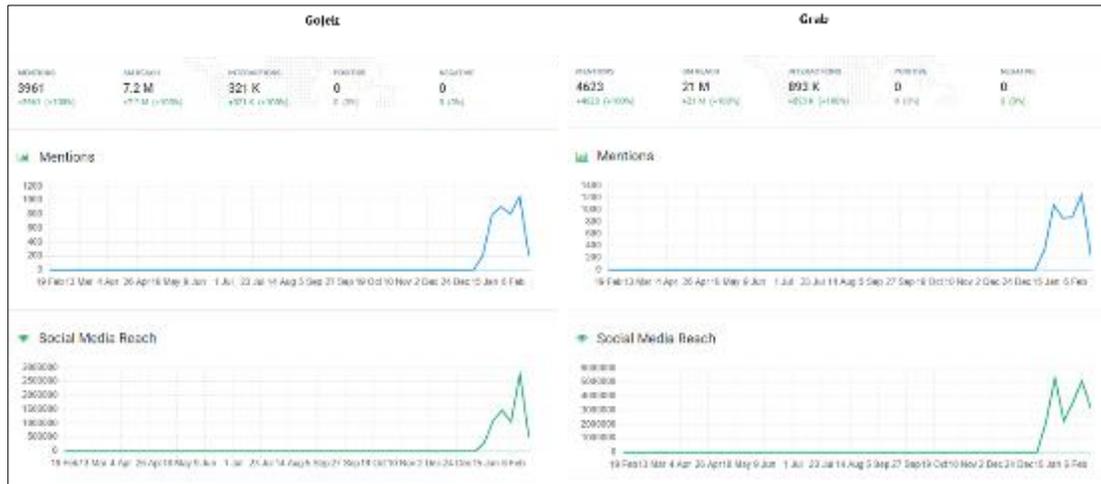


Figure 1 Gojek and Grab Digital Analytic Summary

In Figure 1, you can see the differences graphically in terms of Mentions and Social Media Reach. It can be seen that there has been a spike in communication intensity since the end of 2023, this indicates that there are similar communication penetration strategies carried out by the two brands.

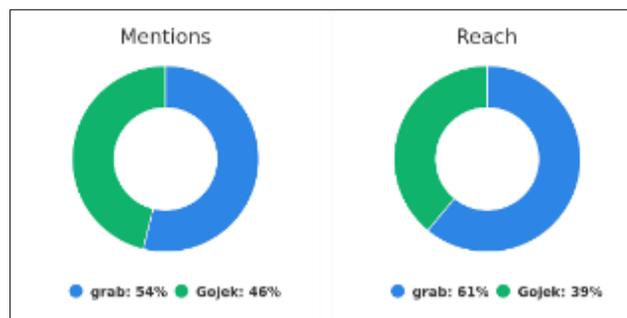


Figure 2 Gojek and Grab Mention and Reach

In Figure 2, Gojek and Grab compare the contribution of mentions and reach between them. Both in terms of mentions contribution and reach, Grab leads quite far, namely at 54% and 61%.

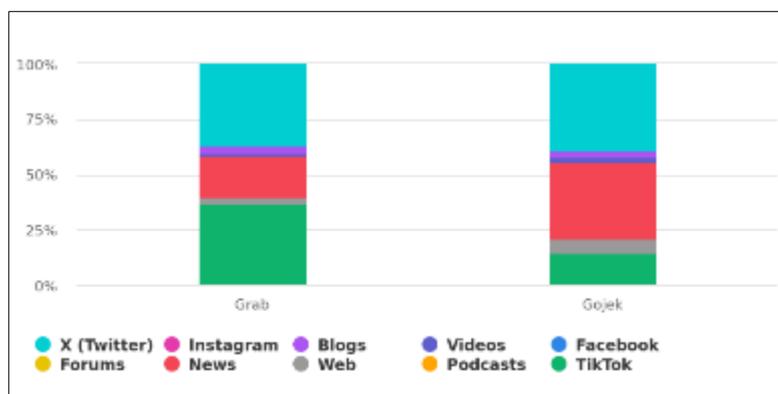


Figure 3 Gojek and Grab Digital Media Usage

The author also conducted deeper research regarding the media used. From Figure 3, it can be seen that Grab is more intensive in using Tik Tok social media in their communication, while Gojek focuses more on news media. This provides further confirmation of the communication strategy they are implementing. Media that is quite balanced can be seen in

the use of Twitter media, this is possible because currently Twitter (X) media tends to be used by brands as a two-way direct communication medium, or as online customer service.

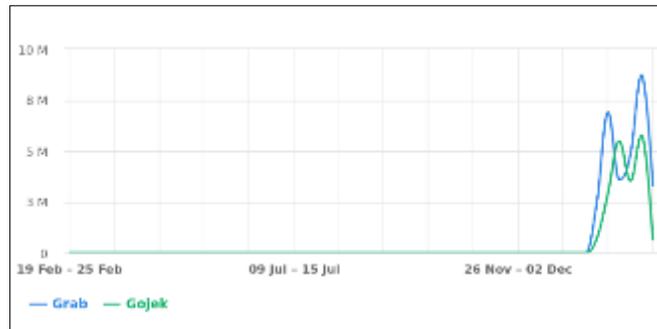


Figure 4 Gojek and Grab Digital Media Reach Comparison

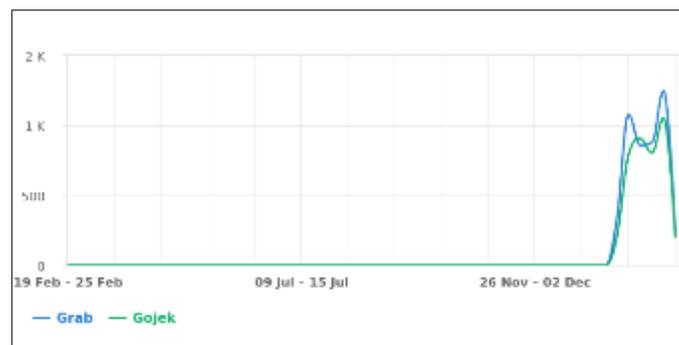


Figure 5 Gojek and Grab Digital Media Mention Comparison

The author tries to see the correlation between the two objects in terms of reach and mentions. From a graphic visual perspective, the two brands actually have quite a lot of similarities in terms of indicator fluctuations. This indicates that there is indirect cooperation between the two.

5. Conclusion

From research that has been carried out using big data analysis, it can be concluded that the two brands have similar movements (although with different intensities). This movement indicates an indirect collaboration between them in maximizing their marketing in the Indonesian market. One thing that is known for certain is that Gojek and Grab are the majority market leaders for hailing ride apps in Indonesia, so their indirect collaboration will have an impact on the long-term sustainability of this industry.

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