ABSTRACT

The role of sharing economy is significant worldwide, because of its capability to innovate new markets by making the reuse of idle resources that can reduce the ecological power of consumption. Statistics show that there are numerous unutilized resources valued at 5.35 trillion dollars, which could be shared, consumed and bartered globally. The term sharing economy can be applied in different contexts as economic, social and financial without transferring the possession. In developed countries, the concept of sharing economy is mainly focused as an opportunity to reuse the idle assets that are shared among people to earn money. The structure and channel to utilize resources are well established in developed countries, therefore, the practice of sharing economy is effective and sustainable. However, in developing countries, the practice of sharing economy is different, as these countries do not have the proper regulation of sharing infrastructure and assistance to participate in the sharing culture.

Among the sharing services, the case of transportation in terms of ride-hailing service is trending these days, because of the motivation of many people to protect the environment. This research is focused on ride-hailing services. The study is conducted in Pakistan where transportation is a big issue. It affects the whole society and especially poor people. Many people who have to travel on a daily basis, they are bound to use the available public transportation, because they have no alternatives. Government is trying to fulfill the needs of society by launching new transportation services (Trains and buses). In this situation, the launching of ride-hailing service played a crucial role to improve the transportation system for building a new pathway towards sustainability.

Initially, the concept of ride-hailing service was introduced in developed countries, later, this trend was carried over to the developing countries. Because of the transformative and disruptive nature of sharing economy, an issue of instability has emerged, in the execution of ride-hailing service in developing countries. Because of unsustainable circumstances 'fluctuating environment and economic situation', the ride-hailing service cannot be implemented with the same power as of developed countries. Behind the issue, there are multiple reasons as 1) no proper way to identify social issues, 2) a high rate of unemployment, 3) there are limited resources available, 4) resources are available but scattered, and 5) lack of awareness among people regarding the adoption of sharing culture. The consequence of the incurred issues is the scarcity of product and services in developing countries that are responsible to create a big hurdle towards society building. The sharing economy has the potential to change the social, financial and economic situation of many societies. Promoting sharing culture enhances trust and brings different people together. Transferring the concept of sharing culture from developed countries to developing countries is not possible, it is necessary to reshape the service. To introduce a new service in a country, the service must consider the localization of that specific country. It means

re-shaping of the service is required to fit into the market. And re-shaping can be done only by adopting cultural norms and social trends.

This research proposes that a learning organization plays an important role in re-shaping a service in a specific setting. The theory of learning organization enables the transformation of the whole system by acquiring new knowledge and making enough amendments for better survival in a promptly changing environment.

The main objective of this study is to explore the success factors of Careem by investigating the concept of the learning organization, considering the differences of Careem from UBER to understand the popularity factor, analyzing the role of actors, practices, and resources in Careem to understand the business model. And finally, to examine the transformation of values within the Careem network to realize the adaptability and motivation in the society to participate in sharing economy. Ultimately, the goal of this study is to examine the core process of Careem behind the evolution from conventional to social ride-hailing service.

To achieve the goal, a case study of Careem a ride-hailing service is selected in Pakistan. This research is focused on Careem because it provides multiple services using just one application which makes Careem different from others. Careem has created many new jobs and provides people with the opportunity to increase their social status. Careem also fosters the idea of entrepreneurship by enabling different classes of society to run their own business. The mission of Careem is not only to make a profit but also to improve people's life.

The research methodology employed in this research is a case-based approach (case study). Data is collected from Pakistan. Data collection is made through a mixed method approach in the following way: 1) Web survey and literature review 2) semi-structured interviews 3) close-ended questionnaire survey.

This study proposes that to improve the economic situation, Careem fosters the idea of entrepreneurship. Furthermore, by implementing the mechanism of two-level boundary spanning, Careem accumulates the resources from different stakeholders to endorse cross-business collaborations. Ultimately, this study suggests that economic and social awareness among the people is the key to make progress in the knowledge society. To achieve sustainable consumption in developing countries, it is necessary to focus on cooperative localization.

The essence of Careem as a learning organization is the adaptation of inter and intra organizational matters. As the environment is very complex these days, Careem has realized the significance of step-by-step learning. In the era of open innovation, two-level boundary spanning is one way to construct a service ecosystem. It can be used as a hint to improve future sharing services.

Keywords: Sharing economy, social ride-hailing service, learning organization, service-dominant logic (S-D logic), boundary spanning.