



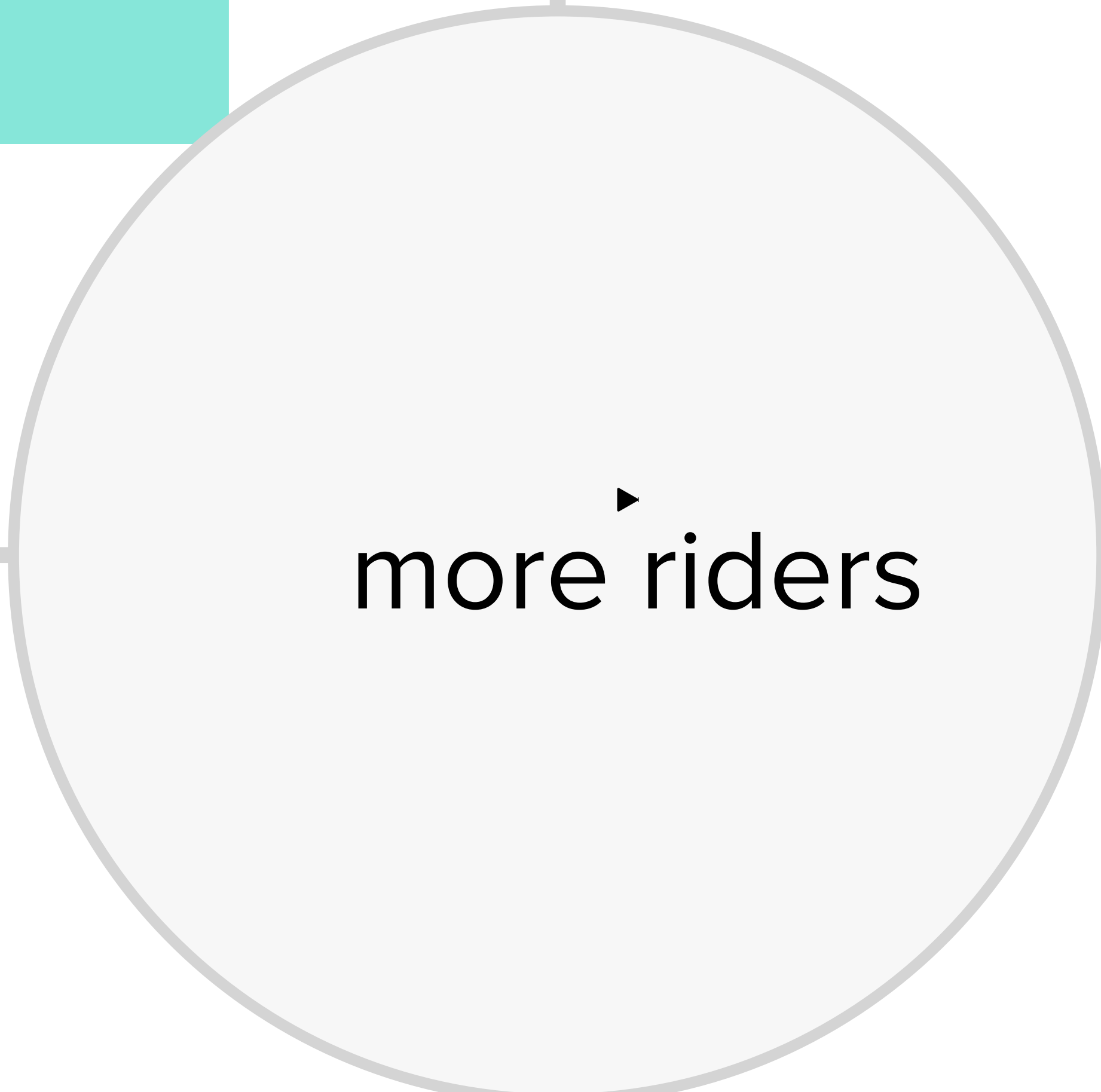
Says

What have we heard them say?  
What can we imagine them saying?



Thinks

What are their wants, needs, hopes, and dreams?  
What other thoughts might influence their behavior?



On a busy city street, a person in need of a ride stood on a street corner and waved down a taxi

The ride-sharing business revolutionized a business model that had been functioning in the same way for generations

On quieter streets, or in towns without roving taxis, the person would phone a local car service and request a pickup

E-hail services like Uber allow you to hire a driver using a smartphone from almost any location at any time

Proprietary software locates drivers circling nearby and generally offers a selection of options, from the cheapest carpooling choice to luxury wheels

The price is set and paid in advance

Uber's famous "surge pricing" revises the cost of its rides from hour to hour based on local demand

As demand subsides prices tick down

As more calls are made, prices tick up, drawing more drivers out to score customers

Brigh-yellow taxicabs once dominated the streets of Manhattan

Those vehicles were summoned by apps offered not only by Uber and Lyft but by Via, Juno, and Gett

By 2020, there were four times as many ride-sharing vehicles on the streets as taxis



Does

What behavior have we observed?  
What can we imagine them doing?



Feels

What are their fears, frustrations, and anxieties?  
What other feelings might influence their behavior?