

# Uber Eats

Uber Eats USA, is in a difficult position. We are experiencing positive growth, but at a rate slower than the market. We are still the largest food delivery service worldwide, but far from it in the US. The Pandemic saw a huge increase in delivery services at a time when ride sharing dropped dramatically. This should have given us both the driver capacity and the ability to accelerate our growth in this market.

While we managed to increase our revenue, we lost market share. As the ride-share and food delivery market is still seen as a winner takes all market. Two sided platforms can usually only have one winner and DoorDash has an enormous advantage in the US. While Uber Eats is the largest food delivery service and app worldwide, domination and profit does not come from spreading out thin worldwide. But attaining a dominant position in each market is more important.

The last year Uber Eats has been at a crossroads. The loss of market share and the increasing dominance of DoorDash in the US could have been the first indication that the battle is lost. But DoorDash has made it increasingly clear that they are not only going for the food delivery market, but also other delivery services, starting with grocery and retail items. This is also a market we are focusing on. DoorDash is showing us that we can not allow one service to dominate one type of delivery, as the instant delivery market is not divided into several separate markets but one. A DoorDash driver can deliver anything, and potentially anyone. Uber can not allow DoorDash to win this battle, especially as DoorDash is closing in on a profit after operations, while Uber is still experiencing a huge loss after operations.

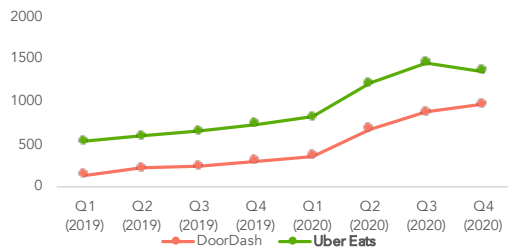
Uber does not command a high customer loyalty, DoorDash customers are much more loyal to only using DoorDash. This might be a large part of the reason as to why DoorDash also has the highest revenue per customer. Something that allows them to spend more on customer acquisition, as that customer is worth more to them.

Many people still go to the individual food service apps to order delivery. There they receive the benefits and promotional offers that belong to their choice of restaurants. This is in the restaurant's interest, as they keep control of the clients' relationship. Getting a way to incorporate the larger food companies apps and sharing information with the restaurants might help Uber Eats become the leading delivery service. While uber eats have been great at finding some exclusive restaurants like starbucks. For someone to get their starbucks rewards, use their starbucks gift cards, they should not have to use the Starbucks app. The goal of a platform has to be to increase the user experience. While Uber has both increased prices and less user benefits for several of the most popular and established brands. The main benefits are the uber eats pass, and the variety in one platform, while for many platforms this is the main feature that decides the success of a two sided platform, when the platforms access already established industries with strong brand names, they need something more. Uber Eats must make sure that they provide the better option for ordering, not only service wise, but also financially.

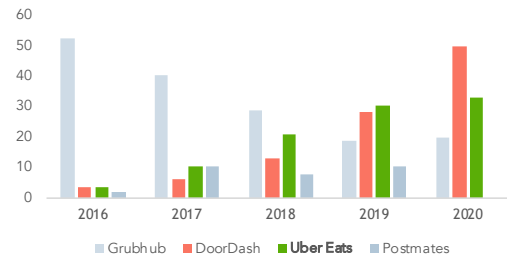
We are happy to discuss the analysis more in depth!

## Financial Measures

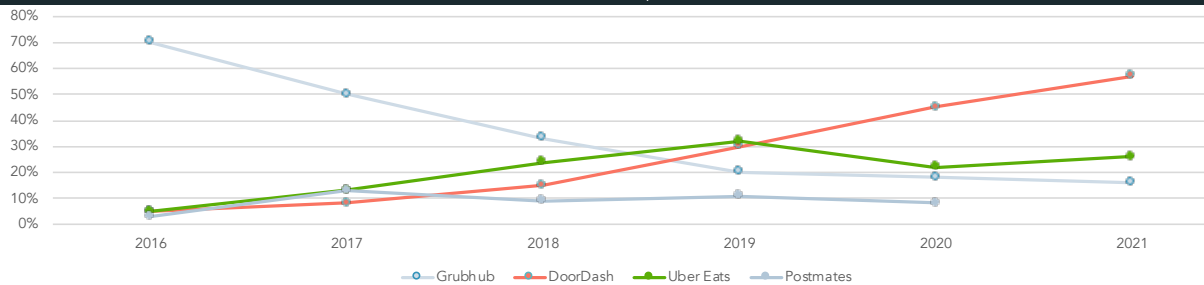
World Wide Revenue



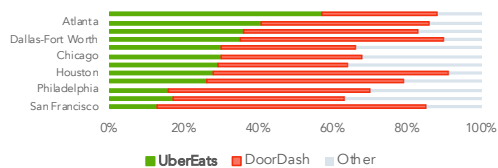
Users in the US (in millions)



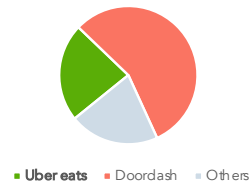
Market Share Development



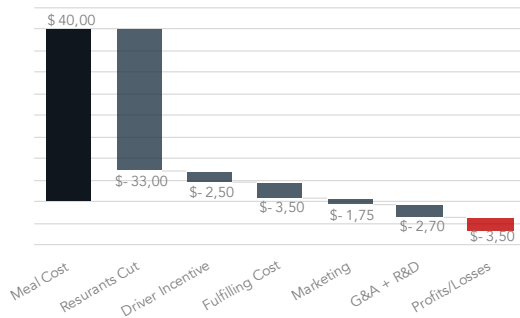
Market Share in Selected US Cities



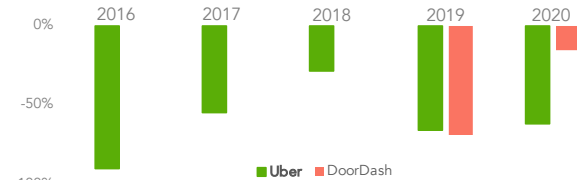
Food Delivery Market Share in the US



Breakdown of a \$40 food order



Loss from operations



Colors are selected based on the DoorDash's own color palett, as their red/orange seemed to signal christmas.

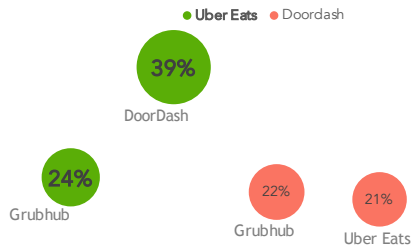
Breakdown of a \$40 food order: Based on example standard order.

Loss from operations: in percentage of revenue.

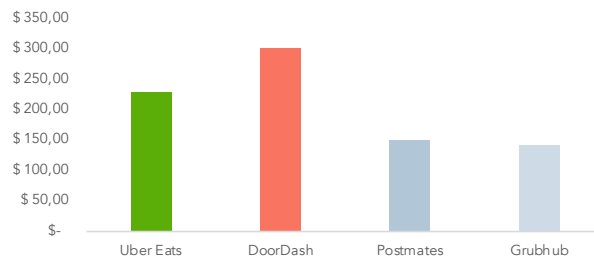
Uber Eats

## Customer and Service Data

Customer Loyalty (% of clients using other service)



Average Sales Per Customer (Q3 2021)



Delivery Time

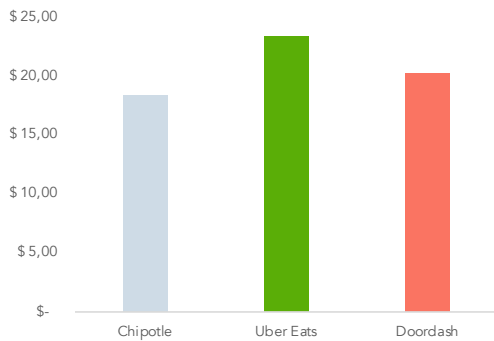


Food Quality:

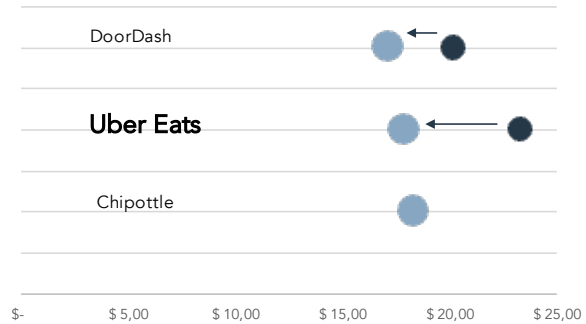
● Excelent ● Good ● Poor ● Bad



Same Order Customer Cost



Price Reduction with Membership



This dashboard focus on the customer experience and the service we as Uber East provide, compared to DoorDash.

We should aim to deliver on or under 30 minues, to ensure the best food quality and satisfied customers.

Customer Loyalty (% of clients using other service): size demonstrating the percentage of customers also using other platforms for delivery, color shows company while name indicates what other service they use.

Same Order Customer Cost: Based on oder attempt in Boston of same sized order at same location Nov 24. 2021.

Price Reduction with Membership: Based on same order as previously, but adjusted with memberships perks, both memberships