Voi Technology

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1. Business Initiative

Voi Technology is the fastest-growing European micro-mobility provider. The Scandinavian company offers electric scooters in collaboration and partnership with local communities around Europe [1]. Voi envisions cities free from congestion, noise, and pollution. To accomplish this, Voi takes advanced technologies and makes them accessible to everyone. As a user, one should get from point A to point B in time, total silence, and free from fossil fuels [2].

Voi is the fastest-growing European micro-mobility provider, but they are also the first European scooter operator. Founded in 2018, the company has had tremendous growth, and as of 2021, they have over six million users. What started as a small startup born in Sweden has become an international company with over five hundred employees from over fifty nationalities.

Voi does not publicly publish annual reports detailing previous years' financial results or future strategic plans. However, Voi has published several reports regarding security and sustainability. Based on the publicly provided information [3, 4] and assumptions, one can create a list of important key performance indicators (KPI). Using these KPIs, one can gauge the company's progress.

Table 1. Key Performance Indicators

Key Performance Indicators (KPI)	
1	Increase annual recurring revenue
2	Extend vehicle lifespan
3	Reduce micro-mobility accidents

The focus initiative of this report and the target business initiative will be *increasing the annual recurring revenue by 5% by the end of 2022*. Voi is in a growth phase, and the initiative is essential to provide better solutions and products, as well as increase market share. The revenue stream encompasses revenue from a variety of scooter subscriptions and single trips.

Further, Voi pursues and advocates for a zero-vision of micro-mobility accidents and being climate neutral [3, 4]. Voi intends to take responsibility for its environmental impact and the user's safety. The micro-mobility sector is brand new, and as first-movers, Voi has a crystal clear action plan to improve their climate impact and leave a well-leading trail for aftercomers.

2. Business Stakeholders

A business stakeholder is a group or an individual with a relationship with the respective business. The relationship is relevant if the stakeholder is either being impacted or impacts the business. To achieve the business initiative of 5% increased annual recurring revenue, Voi will need input and insight from, as well as impact, several stakeholders.

Customers

The customers are the essential stakeholders, and they can be split into groups.

- Commuters: These users use the scooters either as the primary vehicle for their commute or the last-mile mobility solution.
- Explorers: Ever wanted to explore a new area silently and swiftly? Then, Voi's scooters are your best friend. Being available in over 40 cities, Voi offers a great way to from point A to point B in the blink of an eye.
- Hobbyists: Riding the scooters are fun. Some users use the scooters for pure enjoyment. Riding around with friends and family can be a great experience.

Familiar to all users is that they all generate income to Voi by using the service, thus supporting the business initiative. As long as the service is reasonably priced and meets quality expectations, the revenue is almost guaranteed.

Employees

The employees are the foundation of a company.

- The developers: Responsible for creating a good app, an excellent web page, and implementing the vehicle pool's software parts.

- The designers: Responsible for creating an appealing design on the software and creating intuitive and user-friendly vehicles. User-friendly design and excellent user experiences sell.

- The engineers: Responsible for creating durable, highly functioning, and maintainable products. Reliable vehicles cause less hassle and give customers a great experience.

- The technicians: Responsible for maintenance and repairs and ensuring the fleet meets the highest safety and quality standards. Safe and always up-to-date vehicles can keep users subscribed and Voi their prioritization when scooting.

- The marketers: Responsible for increased awareness of the service. Better publicity, more customers.

Happy and satisfied employees perform the best. Each employee counts, and familiar to them is that their work impacts the business initiative, both combined and individually.

Local authorities

To increase the annual recurring revenue, company expansion is rather natural - at least for a startup like Voi. Accidents with el-scooters happen, and they can be of great danger to both the user and innocent bystanders. Collaboration with local authorities and regulations of the service is essential to move towards the business initiative.

Vulnerable groups

With the expansion, more scooters naturally follow on the market. These scooters must have a place to stand, and they must have places to ride. A quick google search shows that particularly vulnerable groups suffer from this. For Voi to meet its goals of increased annual recurring returns, it is essential that they, through dialogue and cooperation, ensure that the needs of this group are met sufficiently.

3. Business Entities

Customers / users

The customers are not only essential stakeholders but also significant business entities which can gather valuable insight. As a customer, one is a user of the service and can therefore provide great behavioral insight. Increasing the annual recurring revenue requires increased active users, increased usage per user, or higher prices per ride. By analyzing the user's app and scooter usage, one can get a clear picture of their usage pattern, price sensitivity, and loyalty to the brand. Geographical data from the users may give insight into popular areas and the opposite and high traffic stretches.

The vehicles

The vehicles are one of the most important entities. All of Voi's vehicles are equipped with loads of sensors, GPS trackers, and more, giving valuable insight. Customers expect top-quality scooters offering safe and reliable rides. By analyzing the data from sensors and trackers, service intervals, etc., one can act accordingly. It may result in design improvements, software changes, and so on. By limiting the reasons for customers to look in an opponent's direction, one can move closer to the business initiative.

Competitors

Voi was in Europe the first micro-mobility provider, but today there are numerous new actors every month. The competition is getting tighter, and companies such as Ryde and Tier are prominent. These companies offer excellent services, and as business entities, Voi can learn from them. Comparing and analyzing pricing and availability can give valuable business insight for Voi and optimize their models.

Local authorities

Local authorities may offer great value to the business initiative. Data regarding accidents, crime, and use in combination with public transport may be obtained by Voi and analyzed. Voi is often a last-mile mobility solution, and data analysis may discover new areas and ways of achieving that, thus supporting the initiative. Great col-

laboration with authorities may also give great recognition and PR, naturally supporting the aim of increased annual recurring revenue as more customers are likely.

4. Use Cases

The business initiative, *increasing the annual recurring revenue by 5% by the end of 2022*, can be broken down into three different revenue drivers.

1. Increase active users
2. Increase usage per user
3. Up prices per ride

The following use cases have been developed:

A. Increase active users by x% (*Sales, Marketing*)

- This use case is a merge of 'Expand existing market in cities by x%' and 'Expand market to new areas.' Both of these use cases would increase active users.
- The users generate the most significant portion of the revenue and therefore contribute to the business initiative.
- The feasibility of this use case is relatively high as it is already an ongoing company process. In addition, they are constantly growing and expanding their markets.

B. Increase safety and durability of scooters by x% (*Technology*)

- Highly functioning and safe scooters provide a great user experience. When the service at hand for the customer works well, there should be no need for the customer to look in an opponent's direction.
- Voi has over 30 repair teams, as well as an excellent department continuously improving the scooters. The feasibility of this use case is relatively high.

C. Reduce churn rate by x% (*Sales, Marketing*)

- The churn rate is the rate at which customers stop doing business with an entity [5]. With new actors on the market, Voi must keep its users away from canceling their subscriptions and moving over to competitors.
- Voi must ensure to keep their subscribers subscribed and satisfied.
- As the leading provider in the micro-mobility sector, Voi has a good foothold in the current market, thus making this use case rather feasible as well.

D. Increase the number of payment plans (*Sales, Marketing*)

- As of now, users may only choose between a monthly subscription, 7-day pass, and a 24h pass as plans. One can also pay as you go.
- Increasing the amounts of plans might target the users not willing to pay for what already exists.
- This use case is relatively easy to fulfill; however, it might not give the most significant value compared to the other use cases. The majority of the users are presumably satisfied with the already existing plans.

E. Increase app/web page traffic by x% (*Sales, Technology, Marketing*)

- More traffic results in more familiar knowledge of Voi and its services, which yields new customers.
- Both the web page and app are well developed and already generating good traffic. One can constantly improve SEO, but the total value of doing so might not be the greatest.

F. Increase usage per user by x% (*Technology, sales*)

- The more the service is used, the more revenue is generated. Users riding a lot create habits of riding, thus contributing to the business initiative.
- By analyzing available data, this use case is highly feasible, thus bringing great value to the company.

G. Up ride prices by x% (*Sales*)

- Increasing the prices will result in increased revenue from the already existing users.

- One must be highly careful doing so to avoid losing customers to competitors. The price increment might not generate as much revenue as planned.

H. Increase acquisitions by x% (*Sales*)

- With many new actors on the market, Voi may achieve their business initiative by buying their competitors. This allows Voi to dominate the market, resulting in presumably more subscriptions.
- The feasibility of this use case is relatively low, but it might generate value. It is costly, and local regulations might stay in the way.

I. Increase the variety of vehicles in the fleet (*Content, Technology, Sales, Marketing*)

- As of now, Voi's primary focus lies on their el-scooters. By expanding their fleet with different vehicles covering different needs, one can assume that their business initiative will be met easier.
- Voi's primary focus lies on the scooters, so developing new vehicles within the given time frame has low feasibility.

Prioritization of use cases on matrix

In Figure 1 below, the use case's feasibility, and its value to the business, are mapped. Use cases A, B, and C have the highest priority and will have the focus further in this report.

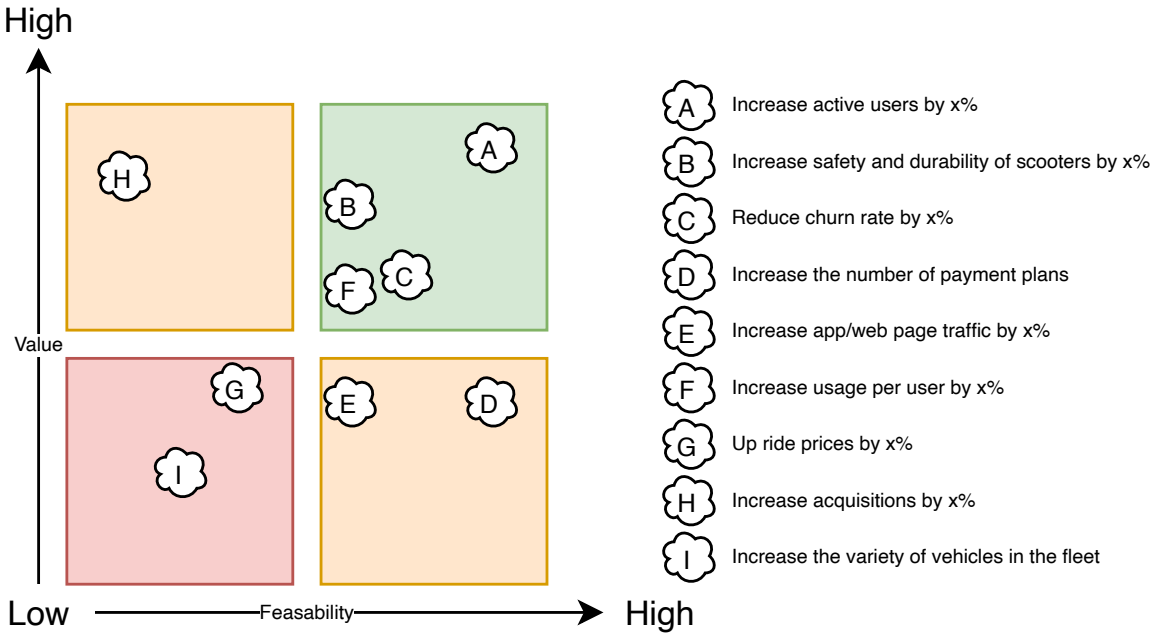

Figure 1. Prioritization matrix

5. Data Sources

Relevant data sources for 'A. Increase active users by x%':

- User data, Age, location, riding habits, and preferred mobile device. Does the existing solution fit the needs? What can be done?
- Scooter location. What areas are hot? Where can Voi expand? Is there a demand somewhere?
- Public transport hubs. Areas where Voi's scooters can be the last-mile solution.
- Price sensitivity. Is the price competitive in regards to competitors?
- Revenue spread. What generates the most revenue? Subscriptions or pay as you go rides?
- Feedback. Open for feedback of the provided service from the customers.
- Marketing reach. How efficient is the marketing?
- Local authorities. As earlier addressed, good relations with the authorities may result in new customers.
- Quarters in a year. How is the service used when? More/less traffic

Relevant data sources for 'B. Increase safety and durability of scooters by x%':

- Local authorities. Access to accident statistics. Where are people hurt, and what are the circumstances?
- Repair statistics. What is the expected lifespan of a scooter? How long does a repair take?
- Training. Voi offers an online traffick school [3]. How many are attending? What can attract more people? Does it have an effect?
- Feedback. Do the scooters work as intended? Is there something wrong? Improvements?

- Competition. Are other actors doing something Voi could learn from?
- Technology. Sensors and software offer valuable insight into the wearing and stress of the vehicle.
- Research. Voi pledge to use technology to find innovative ways of increasing road safety [3].

Relevant data sources for 'C. Reduce churn rate by x%':

- Feature data. What does the user like, what is missing?
- Customer data. Age, location, riding habits, time spent.
- Feedback. Do other companies offer something resulting in users swapping provider?
- Quarters in a year. Does the different season result in users canceling subscriptions? How can this be countered?
- Competitions. What do competitors do differently?

Data Source	A. Increase active users by x%	B. Increase safety and durability of scooters by x%	C. Reduce churn rate by x%
User data	4	3	4
Scooter location	4	1	3
Public transport hubs	3	0	2
Price sensitivity	4	0	3
Revenue spread	3	0	3
Feedback	4	4	4
Marketing reach	3	0	2
Local authorities	3	2	2
Quarters in a year	3	2	3
Repair statistics	2	4	2
Training	1	4	2
Competition	3	2	4
Technology	4	3	3
Research	2	4	1
Feature data	3	1	4

Figure 2. Data source relevance for use cases. 0-4 from least to most relevant

6. Scores

User Satisfaction Score

Scores the customer's satisfaction with the service Voi offers. Through surveys, Voi can identify and take action based on the user feedback. What works, what does not work? Feedback can be given on both the services individually as well as the entire company. The feedback might also offer insight so the company can predict the number of users and possibly act to lower the churn rate.

Usage Score

Scores the customer's usage of the service. Variables such as the total time the service is used, where it was used, when it was used, and so on are relevant. This score, for instance, enables Voi to predict high traffic areas and act accordingly by making scooters available at relevant times. By knowing what the users demand from the satisfaction score and how their service is used, Voi can optimize their business strategy, products, and marketing, thus supporting the business initiative.

Expansion Score

Voi's potential to expand its current market. Expansion might result in new users, thus subscribers contributing to the business initiative. Important variables will be local authorities and regulations, current actors, and potential users. Analysis will discover potential areas for expansion and exclude others. Further, the analyses might discover the need for Voi's services in the respective areas.

User's Will To Pay Score

This score is very important for the business model. A way of increasing the annual recurring revenue is by modifying the prices. Relevant variables are current prices, opponents' prices as well as the user's willingness to pay. If Voi's services become too expensive, the user probably moves over to a competing company.

Vehicle Score

Having a score of how the vehicles are performing and how safe they are, gives excellent insight into the quality of the service. For instance, if Voi's vehicles tend to crash more often than competitors, action must be taken. Further, if the vehicles tend to break down more often than others, action again has to be taken as a vehicle in repair does not generate revenue. Relevant variables are scooter lifetime, crash statistics, user satisfaction with the vehicle.

7. Recommendations and mapped scores

Use case	Recomendations	Scores
Increase active users by x%	Recommend dialogue with local authorities in new areas	Expansion
	Recommend surveys gathering feedback	User Satisfaction, Usage, Wil To Pay, Vehicle
	Recommend data collection of satisfaction of competitors	Expansion, User Satisfaction
	Recommend data analsysis on user's usage pattern	Usage
	Recommend collaboration with competitors	Expansion
Increase safety and durability of scooters by x%	Recommend optimizing of vehicle durability.	Vehicle
	Recommend surveys gathering feedback	User Satisfaction
	Recommend better training of users	User Satisfaction
	Recommend safety measures for better crash avoidance	Vehicle, User Satisfaction
Reduce churn rate by x%	Recommend surveys gathering feedback	User's Will To Pay, User Satisfaction, Usage, Vehicle
	Recommend market analysis	Expansion
	Recommend potential improvements of vehicles	Vehicle, User Satisfaction
	Recommend new areas to expand	Expansion

Figure 3. Use cases with mapped recommendations and scores

8. Bibliography

[1] "Ride with VOI to the Future!," *Voi Technology*. https://jobs.voiapp.io/.

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