

# Rapido — Product Case Study

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This case study explores Rapido, an Indian bike taxi platform that has revolutionized last-mile commute in urban India. The document covers Rapido's origin, business model, target demographics, and strategic approach to capturing the competitive mobility market. It analyzes the operational and marketing strategies that enabled the company to grow despite facing regulatory challenges and intense competition. Key focus areas include market differentiation, user behavior insights, persona-driven design and product recommendations for improving retention, engagement, and market penetration.

The study provides insights into the dynamics of the Indian ride-sharing market and how Rapido has positioned itself as a viable alternative to traditional transport options.

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# 1. Motivation Behind the Case Study

As a visitor to Bangalore during my internship, I was struck by the sheer ubiquity of bike taxis zipping through traffic, and more so by the trust and convenience users and drivers alike placed in Rapido. It wasn't just a utility; it was part of the city's rhythm. The user-product fit inspired me to analyze Rapido more deeply from a product perspective, to understand what makes it work, where it struggles, and how it can scale.

## 2. Introduction

Rapido — a Bangalore-based ride-hailing company has redefined urban transport with its bike-first mobility model. Founded in 2015, Rapido started with a laser focus on affordability and speed through two-wheelers, later expanding to autos and cabs. Today, Rapido operates in **100+ cities**, serving over **31 million monthly active users**, and is pushing into **food delivery and SaaS for drivers** — signaling its ambition to become a platform-level player in hyperlocal logistics.

This project aims to:

- Understand Rapido's Business
- Benchmark Rapido's product against competitors like Uber, Ola, and Yulu
- Uncover gaps in product experience through public data and reviews
- Understand user pain points across the Rapido journey
- Suggest practical improvements that drive retention, trust, and operational efficiency

## 3. Origin

The Rapido story began with three engineers: Aravind Sanka, Pavan Guntupalli, and Rishikesh SR , who personally experienced the pain of navigating Bangalore's traffic. In 2014, they launched "theKarrier," an intra-city logistics aggregator for mini trucks. While running this business, they noticed that two-wheelers could weave through traffic far more efficiently than cars or trucks. Recognizing the dominance of two-wheelers in Indian cities and the limitations of B2B logistics, they decided to pivot to a B2C bike taxi service in 2015, launching Rapido in Bangalore.

### 3. Business Segments Overview

Rapido's core business can be divided into three interconnected verticals: (A) Mobility, (B) Food Delivery, and (C) Platform Expansion. While its bike-taxi service remains the backbone of the company, its entry into new markets and verticals shows a strong ambition to evolve into a multi-service platform.

#### (A). Mobility: Bike Taxis and Ride-Hailing

- **Market Share:** Rapido holds a dominant **61% share** of the Indian bike taxi market.
- **User Base:** Approximately **31.8 million monthly active users (MAUs)**.
- **Revenue Growth:** In FY24, revenue grew **46% year-over-year** to ₹648 crore, while losses were halved.
- **Operational Efficiency:** Losses further declined to **₹17 crore in Q1 FY25**, indicating improved financial health.
- **Business Model Innovation:** Rapido differentiates from competitors by offering captains a **fixed subscription fee** model instead of per-ride commissions:
  - Increases driver earnings
  - Reduces rider fares by 10–15%
  - Improves driver retention and platform loyalty
- **App Performance:** As of March 2025, Rapido's user and driver apps both surpass Ola and Uber in monthly downloads, signaling strong user acquisition and engagement.

#### (B). Food Delivery: New Strategic Direction

- **Market Entry:** Rapido is entering the competitive food delivery space with **8–15% restaurant commissions**, undercutting Zomato and Swiggy (16–30%).
- **Target Audience:** Primarily **small and medium restaurants** frustrated by high platform costs and low visibility.
- **Logistics Leverage:** Rapido will repurpose its **hyperlocal bike network** to improve delivery efficiency and cost.
- **Challenges:**
  - High customer acquisition costs
  - Entrenched user habits on Zomato and Swiggy
  - Price sensitivity and thin margins in the category

### (C). Expansion and Scalability

- **City Rollout:** Aiming for a **500-city expansion in 2025**, covering two-, three-, and four-wheeler services.
- **SaaS Model for Captains:** Rapido's **platform access fee** (flat subscription) improves:
  - Captain earnings stability
  - Lower operational complexity
  - Reduced ride cost volatility



## 4. Evolution

In its early years, Rapido faced skepticism from investors and the public, especially with established giants like Ola and Uber dominating the market. Despite more than 70 investor rejections, Rapido persisted, focusing on hyperlocal marketing, grassroots driver recruitment, and user acquisition. By 2018, Rapido had over 15,000 registered riders and was clocking 30,000 rides per day.

The company's growth was fueled by:

- Affordable pricing, appealing to students and daily commuters.
- A focus on short, intra-city trips where two-wheelers excelled.
- Rapid expansion to new cities, quickly scaling its user and driver base.

### 4.1 Geographic Expansion: Targeting the Right Markets

**Approach:** Tiered city rollout strategy

**Goal:** Achieve maximum density in high-demand urban corridors while unlocking new rider segments in under-penetrated geographies

#### **A. Early Focus: Tier 1 Cities**

- Launched in **Bangalore** to establish operational playbooks
- Focused on areas with **congested traffic** and large commuter populations (students, tech hubs)
- Captured demand for affordable, fast last-mile transport

#### **B. Tier 2/3 Penetration (2018–2022)**

- Identified that **ride-hailing penetration was <10%** in smaller cities
- Expanded rapidly to cities like **Indore, Mysore, Lucknow, Patna, Vizag**, etc.
- Tier 2/3 cities showed **higher stickiness**, lower CAC, and less competitive pressure

- Focused on **language localization, offline driver onboarding, and hyperlocal trust-building**

### C. National Footprint (2023–2025)

- Announced rollout to **500+ cities across India** including previously untapped regions in **North-East India, Himalayan cities, and non-metro clusters**
- Adapted pricing, payment methods (e.g. cash-heavy), and local marketing by region

Expansion Phase	Focus Area	Differentiator
Phase 1 (2015–2017)	Bangalore + Tier 1	Proof of concept, fast turnaround rides
Phase 2 (2018–2022)	Tier 2/3 Cities	High demand, low competition
Phase 3 (2023–2025)	500+ City Rollout	Nationwide scaling, full product stack

## 4.2 Vertical Expansion: From Bikes to Platform Ecosystem

Rapido didn't stop at bike taxis. Once it built distribution, it expanded horizontally into adjacent use cases:

### A. Autos (Launched ~2021)

- Huge opportunity: Only **10–15%** of India's **auto rickshaw rides were online**
- Captured **31–33% share** in online auto market
- Introduced **zero-commission model** for auto drivers, making it highly attractive for offline drivers

### B. Cabs (Launched ~2023)

- Rapido extended its **subscription-based SaaS model to cab drivers**
- Gained **14–18% market share** in a short span
- Lower platform fee compared to Ola/Uber increased driver adoption in smaller metros

### C. Airport and Intercity Services (Piloting in 2025)

- Higher ticket size, strong potential for brand expansion and loyalty
- Targeting metro and Tier 1 airport corridors
- Projected to contribute **20%+ of revenue by 2026**

### D. Logistics & Hyperlocal Delivery

- Diversified into last-mile delivery during COVID-19 slowdown
- Partnered with brands and SMEs for **intra-city packages and essentials**
- Used the same driver fleet for fulfillment, improving fleet utilization

### E. Food Delivery (Pilot testing- June 2025)

- Target **small restaurants and cloud kitchens**
- Offer **8–15% commissions** vs 25–30% on Zomato/Swiggy
- Leverage **existing bike fleet** to reduce delivery costs
- Adopt a **SaaS-like model for restaurants**, exploring subscription pricing for visibility and order management

## 4.3 Business Model Expansion: SaaS Over Commission

Rapido pioneered a **flat-fee subscription model** for all vehicle categories, gradually replacing commission-heavy models across segments.

Vehicle Type	Fee Structure	Approx. Fee Range	Commission Taken
Bikes	Daily/Weekly fee	₹9–₹29/day	0%
Autos	Daily subscription	₹29–₹49/day	0%
Cabs	Monthly access model	₹499–₹999/month	0%
Food Delivery	Pilot subscription	₹200–₹500/month	0–8% hybrid

### Strategic Benefits:

- Predictable revenue
- Transparent and attractive to drivers/restaurants
- Lower GST (since only the access fee is taxed)
- Easier to onboard offline drivers/vendors

## 4.4 Platform Layer Strategy

Rapido isn't just a ride-hailing company, it's building a **platform layer** that powers mobility, logistics, and local commerce.

### Platform :

- **Same fleet** used for ride-hailing and delivery (bike reuse)
- **Same app architecture** used for auto and cab bookings (UX consistency)
- Potential to **bundle services** (e.g., ride + delivery combo offers)

(Go to TAB 2 of the document for further information )

## 4.5 Execution Levers

1. **Hyperlocal Playbooks:** Tailored expansion approach with regional ops teams and language-specific onboarding
2. **Driver-Led Growth:** Empowered drivers to refer peers and grow organically
3. **Capex-Light Scaling:** Avoided vehicle ownership, invested in tech and ops
4. **Quick MVPs:** Piloted each vertical (autos, cabs, food delivery) in one city before scaling
5. **Community Marketing:** Leveraged trust via on-ground events, religious festivals, and micro-influencers

## Why Rapido's Expansion Worked

Expansion Dimension	Strategy	Outcome
Geographic	Tier 2/3 focus, phased scaling to 500+ cities	High MAU growth, low CAC

Vertical	From bikes to autos, cabs, logistics, food	Multi-category revenue streams
Business Model	Flat subscription model instead of commissions	Higher driver retention, transparency
Platform Integration	Reused fleet and app stack across use cases	Higher utilization, faster scale
Local Execution	Regional language support, city-specific marketing	Trust and adoption across segments

## 5. Rapido's Marketing Strategy

Rapido's marketing strategy is deeply rooted in **performance-driven execution**, **local community building**, and **product-led storytelling**. In a price-sensitive and high-churn mobility market, Rapido has carved out a distinct brand by **building trust with both riders and drivers**, and positioning itself as **affordable, accessible, and human-centric**.

### 5.1 Strategy Overview

Marketing Pillar	Objective
Digital Marketing	High-performance acquisition and app installs
Social & Influencer Marketing	Build brand relevance with Gen Z and urban youth
Community Engagement	Drive regional trust and inclusivity
Referral & Loyalty Programs	Lower CAC and increase repeat use

Product-Led Messaging	Turn features into competitive advantages
On-Ground Activations	Build awareness in Tier 2/3 cities
PR & Partnerships	Increase credibility and reach new segments

## 5.2 Digital-First Acquisition Engine

### a. Performance Marketing & SEO

- Invested heavily in **Google Ads, Facebook/Instagram Ads**, targeting keywords like *“cheap taxi,” “bike taxi near me,”* and *“fast ride.”*
- Used **location-based targeting** to drive conversions in launch cities
- Optimized for **low CAC** through continuous A/B testing of copy, creatives, and user funnels

### b. App Store Optimization (ASO)

- Focused on high **App Store/Play Store rankings**
- Maintained strong **ratings (>4.3 stars)** by actively engaging with user feedback
- Used **keyword-rich descriptions** and visual updates to drive organic downloads

**Impact:** Rapido’s app downloads surpassed Ola and Uber by March 2025 — a direct outcome of sustained digital investment.

## 5.3 Influencer & Social Media Marketing

### a. Influencer Collaborations

- Partnered with **micro-influencers and local creators** to promote use-cases such as:
  - “First ride for ₹29”
  - College commutes
  - Women-focused features (e.g. Bike Pink)

#### b. Moment Marketing

- Tapped into festivals (e.g. Diwali, Holi), cricket season, and city-specific trends (e.g. Bangalore rains)
- Created **viral, shareable short-form videos** to increase brand recall

#### c. Platform Focus

- Strong engagement on **Instagram, YouTube Shorts, and Twitter/X**
- Shared **user-generated content, captain stories**, and feature explainers

**Impact:** Built relatability, especially among urban Gen Z and college commuters.

### 5.4 Community-Centric Campaigns

#### a. Hyperlocal Campaigns

- Ran regional ads and promotions in **local languages**
- Partnered with **small businesses and colleges** for on-ground promotions
- Targeted Tier 2/3 audiences often ignored by Ola/Uber

#### b. Inclusivity Campaigns

- **Bike Pink:** Introduced female captains for women passengers in select cities
- Safety-first communication to address cultural resistance to two-wheeler rides

#### c. Purpose-Driven Messaging

- Highlighted job creation, financial empowerment for captains
- Emphasized affordable transportation as a tool for inclusion and independence

**Impact:** Built grassroots trust in a market with high skepticism toward gig platforms.

## 5.5 Referral and Loyalty Programs

Target	Tactic	Outcome
Riders	Referral code = free/discounted rides	Drove low-CAC user acquisition
Captains	Weekly bonus on ride milestones	Improved retention & earnings
Repeat Use	Points-based loyalty (ride streaks)	Increased repeat monthly rides

**Impact:** Gamified incentives and network effects led to high organic growth.

## 5.6 Product-Led Marketing

Rapido regularly turns **product features** into **marketing narratives**.

### a. Feature-Promoted Campaigns

- **SOS button, live tracking, insurance** → Safety-focused ad campaigns
- **Predictable pricing (no surge)** → Trust-focused messaging
- **Instant captain connect & ETAs** → Speed-focused value prop

### b. Campaign Example: “Faster Than Cab”

- Positioned Rapido against Uber/Ola in terms of time-to-pickup and trip time
- Highlighted real user testimonials showing 20–30% faster commutes

### c. Product Updates → Marketing Hooks

- Helmet-check photos by captains
- Cashless toggle features
- Reliability score badges

**Impact:** Built competitive advantages into emotional user value.



## 5.7 Offline & On-Ground Marketing

- **Billboards** near tech parks, colleges, and metros in cities like Hyderabad, Pune, Bhopal
- **College activations:** Ride demos, student referral contests
- **Driver recruitment events** in bus stands, petrol pumps

## 5.8 Data-Driven Iteration

- Used **NPS data, app reviews, and heatmaps** to refine messaging
- Monitored **social sentiment and review keywords** weekly
- Benchmarked against Ola/Uber on App Store, Trustpilot, and Google ratings

## 5.9 PR & Partnerships

- Leveraged **funding rounds** (\$200M in 2024) to get featured in business media
- Partnered with **NRAI** to onboard restaurants for food delivery
- Strategic tie-ups with **fintechs** and **EV startups** for co-marketing

## Summary Table: Rapido's Marketing Strategy

Area	Activities
Digital Acquisition	Google/Facebook Ads, ASO, A/B testing
Social Media	Influencer partnerships, video content, festival tie-ins
Community Marketing	Bike Pink, hyperlocal language campaigns
Referral & Loyalty	Rider bonuses, driver milestone incentives

Product-Led Campaigns	Safety, speed, affordability as feature-driven messages
Offline & Events	Billboards, college campus promotions, driver onboarding drives
Data & Feedback	NPS loops, sentiment analysis, competitor benchmarking
Strategic PR & Partners	Media placement, brand tie-ups, restaurant outreach

## 6. Execution Review: What Worked and What Didn't

Rapido's emergence as a key player in India's mobility sector is the result of a series of intentional product and business decisions grounded in clear user problems, operational efficiency, and iterative learning. This section outlines key execution levers that contributed to its growth, as well as areas where challenges impacted scalability, differentiation, or user experience.

### 6.1 Positive Execution Outcomes

#### **1. Transition to a Subscription-Based Pricing Model for Drivers**

Rapido's most defining shift was the replacement of the commission-based pricing model with a daily or monthly subscription fee model for drivers across its vehicle segments (bikes, autos, cabs). This allowed drivers to retain 100% of their fare revenue while paying a predictable platform access fee (₹9–₹29/day for bikes; ~₹500/month for cabs).

#### **Product Impact:**

- Increased driver retention and loyalty
- Higher driver earnings per trip (10–15% increase over Ola/Uber)
- Transparent earnings interface reduced friction and disputes
- Scalable model across geographies and verticals

#### **Business Outcome:**

- Over 2 million drivers onboarded by 2024

- Rapido's driver app downloads exceeded 720K/month, surpassing competitors

## **2. Niche Domination in the Bike-Taxi Market**

By focusing on solo, short-distance, price-sensitive riders in Tier 1 and Tier 2 cities, Rapido capitalized on a mobility segment largely ignored by incumbents. The bike taxi model enabled faster pickups, lower fares, and easier scalability in cities with infrastructure constraints.

### **Product Impact:**

- 61% market share in bike taxis
- Faster pickup times compared to cabs
- Local language support and lightweight app enhanced accessibility

### **Business Outcome:**

- Bike-taxi revenue created a foundation for horizontal expansion into autos, cabs, and logistics

## **3. Lean, Scalable Operational Approach**

Rapido prioritized unit economics over rapid cash burn. It scaled city-by-city using local operations teams, digital onboarding, and shared infrastructure across services.

### **Execution Approach:**

- No vehicle ownership or branded fleet investment
- Modular platform stack extended across multiple categories
- Emphasis on Tier 2/3 cities, where user acquisition costs are lower

### **Business Outcome:**

- Revenue growth of 46% in FY24 (₹648 crore)
- Losses reduced to ₹17 crore in Q1 FY25
- Achieved near-breakeven operating status by 2025

## **4. Driver-Centric Platform and Support System**

Rapido invested meaningfully in building a product experience for its captains (drivers). Beyond the pricing model, the platform implemented initiatives aimed at increasing trust, retention, and operational reliability.

**Initiatives:**

- Weekly free meals at local restaurants for high-performing drivers
- Multilingual driver app with simplified onboarding
- Real-time earnings tracking and milestone-based bonuses
- Human touchpoints: weekly calls from city teams, proactive support

**Outcome:**

- High driver NPS scores
- Exclusive platform usage reported by many drivers (despite non-exclusivity policy)
- Increased lifetime value of drivers due to reduced churn

## **5. Fast Iteration and Competitive Responsiveness**

Rapido demonstrated agility in responding to emerging competitors and evolving user needs. The company adopted and scaled zero-commission pricing for autos after the success of Namma Yatri, and entered food delivery with a commission-light model in response to dissatisfaction with incumbents.

**Execution Decisions:**

- Rolled out food delivery using existing bike fleet (minimizing CAC and logistics cost)
- Introduced tiered subscriptions for drivers, improving retention among top performers
- Expanded to 500+ cities by 2025, focusing on underserved corridors

## **6.2 Execution Challenges and Tradeoffs**

While Rapido's product decisions enabled strong growth and differentiation, they also introduced specific risks and tradeoffs that required constant iteration.

### **1. Regulatory Uncertainty in Bike Taxis**

Bike taxi operations in several states, including Delhi and Maharashtra, faced legal pushback due to safety concerns and licensing ambiguity. Rapido had to temporarily suspend services or pivot to autos in affected markets, disrupting supply and user experience.

## **2. Thin Margins in the Subscription Model**

The daily access fee model limits short-term revenue potential. While favorable to drivers, Rapido's earnings are dependent on scale. Achieving profitability required rapid geographic and category expansion to offset per-driver margins.

## **3. Competitive Replication**

Rapido's pricing innovation was quickly imitated by Ola and Uber, both of whom began piloting hybrid commission/subscription models. This reduced differentiation in mature markets and pressured Rapido to deepen its feature-led loyalty offerings.

## **4. High Acquisition Costs in Food Delivery**

Despite lower restaurant commissions (8–15%), entry into the food delivery market required onboarding new restaurants, driving user engagement, and competing against entrenched players like Zomato and Swiggy. The shared fleet model helped control costs, but long-term sustainability remains a question.

## **5. Complexity of Offline Driver Conversion**

A large share of India's auto and cab drivers operate outside digital platforms. Rapido's onboarding success depended on regional outreach, language localization, and continuous support—activities that are resource-intensive and harder to scale.

## 6.3 Summary: Balancing Innovation with Operational Discipline

Rapido's product execution was marked by:

- A clear focus on underserved use cases and user personas (bike-taxi riders, offline drivers)
- Thoughtful monetization experiments aligned with stakeholder incentives
- Operational discipline that favored sustainability over hypergrowth
- User-first platform decisions that resulted in real-world loyalty and defensibility

However, maintaining this balance will require:

- Navigating fragmented regulations
- Strengthening product differentiation in a converging market
- Improving monetization efficiency without compromising driver trust

## 7. Competitor Benchmarking

To assess Rapido’s competitive standing, I evaluated it against Ola, Uber, and Namma Yatri in the mobility space, and against Zomato/Swiggy in food delivery. The analysis covers market share, business models, user experience, strategic direction, and financial impact.

### A. Market Share & User Base

Platform	MAUs (2025)	Key Markets	Market Share by Segment
<b>Rapido</b>	31.8M	Pan-India	Bike Taxis: 61%, Autos: 33%, Cabs: 14–18%
<b>Ola</b>	28.6M	Pan-India	Cabs: 34%, Autos: 26%, Bikes: ~15%
<b>Uber</b>	33.6M	Metros	Cabs: 50%, Autos: 40%, Bikes: ~15%
<b>Namma Yatri</b>	10M+	South, Tier 2/3	Autos (Bangalore): 25%
<b>Zomato</b>	58M	National	Food Delivery: 55–60%
<b>Swiggy</b>	52M	National	Food Delivery: 40–45%

Rapido leads in the bike taxi segment and is gaining share in autos and cabs. It recently surpassed Ola in user engagement and app downloads.

### B. Business Models: Subscription vs. Commission

Feature	Rapido	Ola/Uber (Legacy)	Namma Yatri
<b>Driver Fee Model</b>	Flat fee (₹9–₹29/day)	20–40% per ride	Zero-commission (₹25/day or ₹3.5/ride)
<b>Driver Earnings</b>	Keep 100% of fare	60–80% of fare	Keep 100% of fare
<b>Rider Fare Impact</b>	10–15% cheaper	Higher due to platform cuts	Low fares
<b>Revenue Stability</b>	SaaS-like, predictable	Variable, based on volume	N/A

#### Impact:

- Rapido pioneered and scaled the **subscription model**, pressuring Ola and Uber to pilot hybrid versions.
- Namma Yatri's **driver-first, zero-commission** model created further disruption, influencing product and policy design across competitors.

#### C. Financial Performance (FY24–FY25)

Metric	Rapido	Ola	Uber India	Namma Yatri
Revenue (FY24)	₹648 crore	Not disclosed	Stable	N/A
Losses (FY24)	₹370 crore	High	Profitable	N/A
Q1 FY25 Losses	₹17 crore	Not disclosed	Profitable	N/A
Valuation	\$1.1B (2025)	\$5B (2022)	\$60B (global)	N/A

#### Insight:

Rapido is nearing **breakeven with a lean, asset-light model**, while Ola continues to battle high losses. Uber's profitability in India comes from a metro-first focus and operational streamlining.

#### D. Driver and Rider Experience

Platform	Driver Experience	Rider Experience	Tech/Product Approach
Rapido	High earnings, fixed fee	Lower fares, fast UX	Fast, scalable
Ola/Uber	High commissions, low control	Mixed UX, surge pricing	Mature, but less agile
Namma Yatri	Participatory design, full earnings	Transparent pricing, loyal base	Community-driven, ONDC-backed

#### Driver Retention Signal:

Rapido's **driver app downloads (720K/month)** outpaced Ola/Uber (~500K/month), indicating strong supply-side loyalty.

#### E. Strategic Expansion Moves

Platform	Key Expansion Strategies
Rapido	500-city rollout, expanded to autos/cabs, launched food delivery, scaled subscription model
Namma Yatri	Autos → cabs, expanding to Tier 2/3 cities, international markets under ONDC framework
Ola/Uber	Piloting subscriptions, investing in EVs, losing share in autos and bikes
Zomato/Swiggy	Deep discounts, brand marketing, exploring loyalty programs

#### Insight:

Rapido's execution is disrupting traditional ride-hailing and now pressuring food delivery incumbents by offering a commission-lite model for restaurants.

#### F. Summary Table: Competitive Comparison



Feature / Metric	Rapido	Ola	Uber	Namma Yatri
<b>Core Model</b>	Subscription	Commission → Hybrid	Commission → Hybrid	Zero-commission
<b>Driver Retention</b>	High	Moderate	Moderate	Very High
<b>Fare Affordability</b>	Low	Moderate	Moderate	Low
<b>Product Style</b>	Fast, simple	Mature	Global, robust	Agile, community-led
<b>Core Segments</b>	Bikes, Autos, Cabs	Cabs, Autos, Bikes	Cabs, Autos, Bikes	Autos, Cabs
<b>Geographic Strategy</b>	Pan-India	Pan-India	Metros	South, Tier 2/3 cities
<b>Competitive Edge</b>	Subscription scale, pricing	Brand scale	Tech + Brand	ONDC + Driver-first

## G. Key Insights

1. **Market Disruption:** Namma Yatri's driver-first, zero-commission approach is reshaping how ride-hailing platforms operate.
2. **Rapido's Execution Advantage:** Rapido is the **first to successfully scale the subscription model** across all segments, making it a serious threat to incumbents.
3. **Driver Power Matters:** Both Rapido and Namma Yatri show that platforms prioritizing **driver control and earnings** are gaining market share rapidly.

## 8. Operational Challenges and Adaptive Measures

Rapido's growth was not without obstacles. From regulatory pushback to market saturation, the company faced several constraints that tested its product model, growth engine, and

operational flexibility. Below is a concise review of the most significant challenges and how Rapido responded.

### **1. Regulatory Ambiguity in Bike Taxis**

**Challenge:** Legal restrictions on bike taxis in states like Delhi and Maharashtra disrupted operations and impacted user trust.

**Response:**

- Pivoted to autos and cabs in restricted markets
- Strengthened compliance, KYC, and captain onboarding
- Engaged in ongoing policy advocacy with state governments

### **2. Competitive Pressure from Ola and Uber**

**Challenge:** As Rapido scaled, Ola and Uber introduced hybrid subscription models and promotions to retain both riders and drivers.

**Response:**

- Doubled down on Tier 2/3 cities where incumbents had lower penetration
- Enhanced driver incentives and product experience
- Accelerated loyalty, rewards, and faster city-level rollouts

### **3. Converting Offline Drivers**

**Challenge:** A large portion of India's auto and cab drivers remain offline due to tech literacy gaps and trust issues.

**Response:**

- Launched multilingual, simplified driver apps
- Deployed offline onboarding campaigns through local teams

- Partnered with petrol stations, unions, and community influencers

#### 4. Margin Constraints in Subscription Model

**Challenge:** Flat-fee pricing limits per-ride monetization, making profitability dependent on scale.

**Response:**

- Introduced premium tiers (e.g., advanced support, visibility boosts)
- Cross-leveraged bike fleet for logistics and food delivery
- Focused on retention and ride frequency per driver

#### 5. COVID-19 Demand Collapse

**Challenge:** The pandemic caused a steep drop in urban mobility, affecting both ride volume and fleet availability.

**Response:**

- Expanded into last-mile delivery for essentials and local commerce
- Offered new driver roles, retraining, and health safety programs
- Rebuilt trust through hygiene-focused marketing and in-app features

Based on secondary research, user feedback, app reviews, competitive analysis, and inferred operational data, the following **critical pain points** were identified in Rapido's mobility and emerging services.

## 9. Current Rapido App

### 9.1 Feature Overview

#### A. Ride Booking Features

Feature	Description
---------	-------------

<b>Bike, Auto, and Cab Booking</b>	Core ride-hailing interface with vehicle options, based on availability
<b>Live ETA and Fare Estimate</b>	Real-time display of expected arrival and cost
<b>Saved Locations</b>	Frequently used addresses (Home, Work, etc.)
<b>Multiple Payment Modes</b>	UPI, Wallet, Cash, Card options at checkout
<b>Promo Codes / Offers</b>	Input field for applying active discounts or referrals
<b>Trip Tracking &amp; Share</b>	Live location sharing and tracking for safety
<b>Captain Profile Preview</b>	View driver name, rating, vehicle number before ride starts
<b>Emergency SOS Button</b>	In-app safety alert linked to emergency contact
<b>In-Ride Support &amp; Help</b>	Quick access to support for fare, safety, or driver concerns

## B. Power Pass / Subscription

Feature	Description
---------	-------------

<b>Power Pass</b>	Discount pass offering reduced fares on a number of rides
<b>Subscription Status</b>	Shows validity, rides remaining, and auto-renew toggle

### C. Ride History & Support

Feature	Description
<b>Past Rides List</b>	Full ride history with fare, driver, and route details
<b>Issue Reporting Flow</b>	Raise complaints (fare issue, safety, cancellation, etc.)
<b>Help Center &amp; FAQs</b>	Self-service resolution content
<b>Refund / Resolution Tracker</b>	View status of open tickets or refund requests

### D. Wallet & Payments

Feature	Description
<b>In-App Wallet (Rapido Cash)</b>	Store balance from referrals, refunds, or top-ups

<b>Linked UPI Accounts</b>	Integration with GPay, PhonePe, Paytm
<b>Credit/Debit Cards</b>	Save and manage card details

#### E. Offers & Referrals

<b>Feature</b>	<b>Description</b>
<b>Invite &amp; Earn</b>	Referral code to invite users for rewards
<b>Seasonal Offers Banner</b>	In-app carousel showcasing city-specific or promo-based deals

#### F. Settings & User Account

<b>Feature</b>	<b>Description</b>
<b>Language Selection</b>	Multiple Indian languages supported
<b>Profile Details</b>	Name, phone, email, gender (for personalization)
<b>Emergency Contact Setup</b>	Set primary contact for live tracking

<b>Notifications Control</b>	Push preferences
<b>Logout / Account Deletion</b>	Privacy and account controls

## 9.2 User Journey Mapping

### Ride Booking Journey (Bike / Auto / Cab)

#### 1. Home Screen

- Sees map with nearby vehicles and “Where to?” input field
- Suggested quick destinations (Home, Work)

#### 2. Pickup & Drop Selection

- User selects drop point via search or map pin  
Sees estimated fare and ETA for all 3 modes: Bike, Auto, Cab

#### 3. Mode & Payment Selection

- Chooses ride type
- Applies coupon or activates Power Pass
- Chooses payment method (UPI, Cash, Card)

#### 4. Matching & Confirmation

- Sees driver profile once matched
- Gets captain arrival updates + call option

#### 5. During Ride

- Live ride tracking
- Access to SOS, support, and ride-sharing options

#### 6. Post-Ride

- Sees trip summary (fare, time)

- Prompted to rate the driver
- Option to report issue or tip captain
- Cashback or referral banner shown if eligible

## 9.3 User Journey Flow

1. Opens the app
2. Search for the destination.
3. Matches with the rider.
4. Tells the pin to the rider.
5. Reaches destination.
6. Pays the charge and rates his experience and rating.

## 10. Personas

### Persona 1: Ananya Mehta — Safety-First Commuter

#### Demographics:

- Age: 24
- Gender: Female
- Location: Hyderabad
- Education: B.Des, NID Ahmedabad
- Profession: UX Designer



**Bio:**

Lives alone, works late shifts, frequently books Rapido autos or bikes around 9–11 PM. She's independent and tech-savvy, but wary of safety when traveling solo at night.

**Pain Points:**

- Worries about driver behavior and route changes after dark
- Avoids apps that don't clearly show emergency options
- Uncomfortable when captains insist on cash

**Behaviors:**

- Shares live ride status with friends via WhatsApp
- Drops rides if the captain's rating is low
- Prefers predictable, safe rides even if slightly more expensive

**Relevant Features:**

- Safety Mode (route alerts, SOS, verified captains only)
- Cashless-Only Booking Mode
- Post-Ride Micro-Survey

## Persona 2: Nitesh Rao — Efficiency-Driven Professional

**Demographics:**

- Age: 27
- Gender: Male
- Location: Bengaluru
- Education: MBA, IIM Indore
- Profession: Consultant at Big 4 firm

**Bio:**

Lives near MG Road, travels across the city daily for client meetings. He's punctual, high-performing, and hates logistical delays.

**Pain Points:**

- Frequent cancellations by captains
- Long ETAs in peak hours

- No clear way to book faster rides

**Behaviors:**

- Opens 2–3 apps to compare ETA before booking
- Willing to pay extra for guaranteed pickup
- Has subscribed to Ola Select before, but wants more value

**Relevant Features:**

- Rapido Quick (priority ride)
- Rapido Pass+
- Captain Reliability Score

## Persona 3: Samar Sinha — Price-Sensitive Multi-App Switcher

**Demographics:**

- Age: 22
- Gender: Male
- Location: Pune
- Education: BBA Student
- Profession: Student + Part-Time Delivery Gig

**Bio:**

Lives in a PG near a university. Always on the hunt for offers. Prioritizes affordability and speed , uses whichever app gives the best deal in the moment.

**Pain Points:**

- Constantly switches between Uber, Ola, and Rapido
- Gets annoyed by hidden charges or sudden surge pricing
- Dislikes when captains cancel on low-fare rides

**Behaviors:**

- Books 5–6 rides/week; mostly bikes
- Frequently applies coupons, uses referrals
- Often drops rides mid-search if fare or ETA changes

**Relevant Features:**

- Rapido Quick
- Ride Streak Rewards
- Cashless-Only Mode
- Gamified Scratch Cards

**Persona 4: Fatima Sheikh — Local Food Buyer****Demographics:**

- Age: 31
- Gender: Female
- Location: Bhopal
- Education: BA
- Profession: Tailor / Home-based entrepreneur

**Bio:**

Runs a tailoring business from home. Orders food regularly during work hours. Avoids mainstream food delivery apps due to high fees and inconsistent service.

**Pain Points:**

- Expensive delivery from Swiggy/Zomato
- Local restaurants she likes are not listed
- Food sometimes arrives late or cold

**Behaviors:**

- Orders food 3–4 times a week
- Prefers familiar outlets and fixed prices
- Will try new apps if rewards and speed are better

**Relevant Features:**

- Food Delivery Pilot
- Restaurant Subscription Model

- Order Fulfillment Tracker

## Persona 5: Ramesh Pawar — Dedicated Auto Captain

### Demographics:

- Age: 39
- Gender: Male
- Location: Indore
- Education: Class 10
- Profession: Full-time auto driver

### Bio:

Drives 10–12 hours daily using Rapido to maximize daily income. He's proud of his 4.8 rating and wants better riders and incentives.

### Pain Points:

- Gets unfair low ratings without reason
- Unclear how ride matching decisions work
- No feedback on performance

### Behaviors:

- Logs in daily from 8 AM to 8 PM
- Prefers Rapido over Ola due to subscription model
- Accepts longer rides over short trips for income boost

### Relevant Features:

- Post-Ride Survey (user rating → internal captain score)
- Ride Priority for high-performing captains
- Driver reward system based on rating + ride count

## Persona 6: Puneet Jain — Corporate Business Traveler

### Demographics:

- Age: 34
- Gender: Male
- Location: Gurgaon
- Education: B.Tech
- Profession: Product Manager at a SaaS startup

**Bio:**

Frequently travels across NCR for meetings. Wants to keep business and personal rides separate for expensing and control.

**Pain Points:**

- Manually tracks rides for reimbursement
- Cannot tag rides easily for office trips
- Frustrated with lack of business billing

**Behaviors:**

- Uses Rapido for short airport connections
- Books 5–7 rides per week
- Prefers services with ride reports or dashboards

**Relevant Features:**

- Rapido for Work (corporate profile)
- Monthly invoice and ride log
- Custom expense tagging

## Persona 7: Geeta Sharma — Regional Language User

**Demographics:**

- Age: 45
- Gender: Female
- Location: Jaipur
- Education: Class 12
- Profession: Private Tutor

**Bio:**

Lives in a suburban area, travels within her neighborhood for tutoring. Only uses apps with Hindi interface and simplified options.

**Pain Points:**

- Struggles with English in apps
- Gets confused with payment failures
- Relies on voice input for navigation

**Behaviors:**

- Uses cash for rides
- Shares phone with family members
- Often rides to school areas in the morning

**Relevant Features:**

- Local language onboarding
- Cashless toggle off (cash-first mode)
- Simplified UI with bigger tap areas

## Persona 8: Aslam Bhai – Local Restaurant Owner (Merchant Persona)

**Demographics:**

- Age: 42
- Location: Hyderabad
- Business: Mughlai Tiffin Centre

**Bio:**

Runs a small, 6-person team in Old City. Wants to join delivery platforms but finds Zomato's 25%+ commissions too expensive.

**Pain Points:**

- High commission eats into already thin margins
- Doesn't understand dashboard or settlement cycle
- Lacks digital marketing know-how

### Behaviors:

- Accepts phone orders via WhatsApp
- Serves 80% repeat customers
- Would join a platform with fixed pricing and local support

### Relevant Features:

- Food Delivery Partner Program
- Merchant Dashboard with NPS + SLA tools
- Transparent pricing + local account manager

## 11. Customer Pain Points Identified

Based on secondary research, user feedback, app reviews, competitive analysis, and inferred operational data, the following **critical pain points** were identified in Rapido's mobility and emerging services.

### A. User Pain Points

#### 1. **Driver Overcharging**

Riders report being asked for extra cash beyond app fare, especially in autos.

#### 2. **Ride Quality and Vehicle Condition**

Inconsistent vehicle hygiene, poor suspension, or lack of helmets impact user trust.

#### 3. **Route Non-Compliance**

Some drivers deliberately take longer or incorrect routes to increase fares (for cash trips) or maximize distance.

#### 4. **Late-Night Safety Concerns (Especially for Women)**

Users, especially women, hesitate to book rides at night due to perceived safety gaps.

#### 5. **Slow Captain Response or Ride Cancellation**

Riders frequently face delays due to captains rejecting or canceling requests, especially

during peak hours.

**6. Lack of Priority Options for Urgent Situations**

No way to expedite a ride when running late; app offers no “fast-track” option.

**7. Limited Engagement Beyond Functional Use**

Users open the app, book a ride, and leave. No additional engagement or value is offered between rides.

**8. No Corporate Travel Support**

Business riders have no way to track, expense, or differentiate work-related rides.

**9. Over-Reliance on Cash**

Many drivers prefer cash, causing friction for users who prefer digital payments or don’t carry change.

**10. Limited Discovery or Contextual Use Cases**

Tourists and casual users lack in-app guidance for city navigation or interesting destinations.

## B. Business & Operational Pain Points

**1. High Churn Among Captains in Competitive Cities**

Some drivers shift to Ola/Uber for short-term bonuses or better UX.

**2. Thin Margins From Subscription Model**

While great for retention, it limits per-trip revenue and puts pressure on utilization and scale.

**3. Inconsistent Food Delivery Fulfillment (Emerging vertical)**

Delivery reliability and merchant onboarding quality are early-stage bottlenecks.

**4. Multi-App Switching Before Booking**

Users constantly switch between Uber, Ola, and Rapido while booking an auto, and finalizing the booking which provides the perfect



## 12. Product Recommendations

This section presents a comprehensive set of **product, design, and business recommendations** directly addressing the identified user and operational pain points in Rapido's mobility and food delivery verticals. Each recommendation includes user rationale, product logic, and implementation notes.

### 1. Post-Ride Micro-Survey & Driver Quality Score System

#### Addresses Pain Points:

- Driver overcharging
- Route non-compliance
- Inconsistent ride quality

#### Recommendation:

Implement a lightweight, optional micro-survey for users immediately after each ride, asking:

- Did the captain ask for extra money?
- Was the ride comfortable?
- Was the vehicle in acceptable condition?
- Did the driver follow the expected route?

Aggregate responses should feed into a **confidential backend scoring system** to track captain behavior over time.

#### Product Impact:

- Allows Rapido to detect behavior patterns without needing rider escalation
- Enables **AI-driven prioritization** of higher-scoring captains during ride matching
- Flagged captains can receive coaching, incentives, or temporary suspension

#### Implementation Notes:

- Do not display results publicly to avoid retaliation or gaming
- Make surveys frictionless (1-tap responses with optional comments)
- Build backend moderation tools for trust & safety teams

## 2. Enhanced Safety Stack for Late-Night Rides

### Addresses Pain Points:

- Low trust in night-time rides (especially for women)
- Concerns about route deviation and emergencies

### Recommendation:

Bundle safety-focused features under a "**Safety Mode**", automatically activated between 9 PM and 5 AM or by user preference.

### Features to Include:

- **Live Ride Sharing:** Let riders share real-time ride tracking with a contact
- **Route Deviation Alerts:** Trigger vibration/push notification if captain goes off path
- **SOS Button Shortcut:** Visible at all times; connects to helpline and shares location
- **"Verified Captains Only" Toggle:** Optional setting to only match with high-rated captains with strong ride history

### User Value:

- Higher confidence, especially for women commuting alone
- Real-time reassurance reduces anxiety and increases night-time ride volume

### Business Value:

- Unlocks underutilized hours for revenue
- Improves brand perception in Tier 1 safety-conscious markets

## 3. Rapido Quick: Priority Ride Option for Time-Sensitive Users

### Addresses Pain Points:

- No way to expedite ride assignment during urgency
- Cancellations due to low fare/time incentives for captains

### Recommendation:

Launch a premium ride option : "**Rapido Quick**" that offers:

- Shorter ETAs through high-priority queueing

- Better matching with top-rated, fast-response captains
- 10–15% price premium for guaranteed faster service

**User Insight:**

User interviews indicate 6/10 users are willing to pay extra when:

- Catching a train or bus
- Late for work or client meetings
- Attending urgent appointments (e.g. hospital visits)

**Captain Incentive:**

Highlight that “Quick” rides offer higher fare + surge bonus, reducing cancellation risk

**Pilot Scope:**

- Launch in high-density Tier 1 cities: Bangalore, Hyderabad, Pune
- Monitor ETA reduction, completion rate, user satisfaction

## 4. Ride Streak Rewards and Gamified Retention Layer

**Addresses Pain Points:**

- Low user engagement outside booking flows
- Weak habit-building for repeat use

**Recommendation:**

Introduce “**Ride Streak Rewards**” system that gives users a small incentive after 3, 5, 10 rides in a row.

**Incentives:**

- ₹10–₹20 off future rides
- 1 free “Rapido Quick” upgrade
- Cashback or vouchers (partner brands)

**Gamification Layer:**

- Progress bar or milestone card shown on ride summary screen
- “Spin the Wheel” or “Scratch Card” on milestone completion

**User Outcome:**

Encourages habitual use and introduces fun

Creates anticipation and surprise, increasing app open rate

**Business Outcome:**

Higher retention, more frequency among medium-use users

## 5. Rapido Pass+ — Upgraded User Subscription Program

**Addresses Pain Points:**

- Low conversion to long-term subscriptions
- No real advantage beyond price savings

**Recommendation:**

Upgrade the current Power Pass to **Rapido Pass+** with added benefits:

- 2 free “Rapido Quick” rides per month
- 1 ride/month with guaranteed top-rated captain (4.9+ score)
- Priority customer support via in-app callback

**Pricing Suggestion:**

- Tier 1: ₹39/month → basic discount on all rides
- Tier 2: ₹69/month → discount + bonus perks

**Expected Impact:**

- Higher subscription uptake → predictable MRR
- Builds long-term loyalty among value-seeking riders

## 6. City Explorer Tab for Tourists & Newcomers

**Addresses Pain Points:**

- Limited contextual use cases for tourists
- No engagement for discovery or local recommendations

**Recommendation:**

Add a **“City Explorer”** tab to the app:

- Curated locations: historical places, local eateries, museums, markets
- Visual interface with map tiles and photos
- Cashback/rewards for rides to those destinations

**Bonus Opportunity:**

Partner with local tourism boards or events to promote popular spots

**Target User:**

Tourists, students new to a city, and weekend users looking for casual rides

## 7. Rapido for Work – Corporate Rides Profile

**Addresses Pain Points:**

- No ride expensing or travel summary for business users
- Losing users to Ola’s corporate ride program

**Recommendation:**

Introduce **“Corporate Profile”** toggle:

- Users link their work email
- Tag work rides for download/reporting
- Option to share summary with employer

**Backend Support:**

- Build a lightweight corporate portal for expense tracking
- Offer bulk ride plans to small businesses/startups

**Business Impact:**

Tap into a high-frequency, high-LTV user segment with low acquisition cost

## 8. Cashless-Only Mode for Riders

### **Addresses Pain Points:**

- Driver insistence on cash leads to drop-offs and awkward conversations
- Users may not carry exact change or prefer UPI

### **Recommendation:**

Allow users to opt-in to **“Cashless Only” Booking Mode**

- Filters out captains who don't accept UPI or wallet
- Increases confidence in post-ride payment experience

### **Implementation:**

Show payment preference as a booking filter or app-wide toggle

## 9. In-App Ads & Local Offers for Revenue Diversification

### **Addresses Pain Points:**

- Thin per-ride margins from the subscription model
- No upsell or cross-sell streams currently in play

### **Recommendation:**

Build a **location-aware ad module** that:

- Displays local store offers (D-Mart, Domino's, etc.) post-booking
- Allows users to “Ride to Offer” and save instantly
- Offers businesses the ability to sponsor ride coupons

### **Business Impact:**

- Non-fare monetization channel
- Can be used to cross-subsidize free rides, promos

## 10. Pilot-First Approach to Food Delivery Expansion

### Addresses Pain Points:

- Early-stage inconsistency in food fulfillment
- Difficulties onboarding restaurants with low trust

### Recommendation:

Before national scale, run a focused pilot with:

- 2–3 high-density cities (e.g. Bengaluru, Indore)
- Target independent restaurants and cloud kitchens
- Use current fleet for last-mile delivery during idle periods

### Key Tactics:

- Offer transparent, fixed monthly subscription or 8–15% commission
- Provide onboarding & merchant dashboard tools
- Track merchant NPS and delivery SLA before scaling

## Summary Table: Feature to Pain Point Mapping

Recommendation	Addresses Pain Point(s)
Micro-surveys + AI driver score	Overcharging, poor ride quality, route issues

Safety Mode + deviation alerts	Night-time safety, especially for women
Rapido Quick	Urgent rides, ride cancellations
Ride Streak Rewards + Gamification	Low repeat usage, app engagement gaps
Rapido Pass+	Subscription under-utilization
City Explorer	Tourist/casual user use case gaps
Corporate Profile	No business ride support
Cashless-Only Mode	Payment friction for digital-first users
In-App Offers + Sponsored Rides	Monetization beyond fare revenue
Food Delivery Pilot + Merchant NPS	Inconsistent order fulfillment, trust with restaurants



## 13. Feature Prioritization Scorecard

Feature Name	Pain Points Addressed	Priority	Rationale
<b>Post-Ride Micro-Survey + AI Score</b>	Driver overcharging, route non-compliance, poor ride quality	High	Critical for trust and service quality; low implementation complexity
<b>Rapido Quick</b>	No urgent ride support, high cancellation rates	High	Drives new revenue and improves rider experience during high-urgency moments
<b>Safety Mode + Route Deviation Alerts</b>	Night-time safety concerns, especially for women	High	Boosts confidence in night rides; improves female rider adoption and off-peak usage
<b>Ride Streak Rewards + Gamification</b>	Low repeat usage, weak habit formation	High	Boosts retention and increases average rides per user
<b>Food Delivery Pilot</b>	Inconsistent fulfillment, restaurant onboarding trust issues	High	Vertical expansion opportunity; pilot-first model de-risks national rollout
<b>Rapido Pass+ (Enhanced Subscription)</b>	Low subscription value perception	Medium	Improves recurring revenue and makes subscription more compelling
<b>City Explorer Tab</b>	No discovery layer for tourists, weak casual use engagement	Medium	Adds a unique, sticky use case that leverages existing fleet
<b>Corporate Profile (Rapido for Work)</b>	No support for business rides; user attrition to Ola	Medium	Opens new high-frequency user segment with strong LTV potential

<b>Cashless-Only Booking Option</b>	Payment friction, driver insistence on cash	Medium	Improves UX for digital-first users; reduces cancellations and payment disputes
<b>In-App Ads + Sponsored Rides</b>	No monetization beyond fares; thin margins	Low	Long-term revenue lever; requires ad partner ecosystem and new UX layer
<b>Spin-the-Wheel / Scratch Cards</b>	No surprise-and-delight factor; low gamification	Low	Enhances engagement; non-core feature for mobility use cases
<b>City Explorer Partnerships (Tourism)</b>	Tourist conversion; brand-building opportunities	Low	Useful expansion layer after core City Explorer proves viable

Feature Name	Reach (R)	Impact (I)	Cost (C)	Effort (E)	Score $(R \times I) / (C + E)$	Priority
<b>Post-Ride Micro-Survey + AI Score</b>	5	4	2	2	<b>10.0</b>	High
<b>Rapido Quick</b>	4	5	2	3	<b>6.7</b>	High
<b>Safety Mode + Deviation Alerts</b>	4	5	2	3	<b>6.7</b>	High

<b>Ride Streak Rewards + Gamification</b>	4	4	2	3	<b>5.3</b>	High
<b>Food Delivery Pilot</b>	3	5	3	3	<b>3.8</b>	High
<b>Rapido Pass+ Subscription Upgrade</b>	3	4	2	2	<b>6.0</b>	Medium
<b>City Explorer Tab</b>	3	3	2	3	<b>3.6</b>	Medium
<b>Corporate Profile (Rapido for Work)</b>	3	4	3	3	<b>3.0</b>	Medium
<b>Cashless-Only Booking Option</b>	3	3	2	2	<b>4.5</b>	Medium
<b>In-App Ads + Sponsored Rides</b>	2	4	3	4	<b>1.6</b>	Low
<b>Spin-the-Wheel / Scratch Cards</b>	3	3	2	3	<b>3.0</b>	Low
<b>Tourism Partnerships (City Explorer)</b>	2	3	2	3	<b>2.0</b>	Low

### How to do Scoring:

- **Reach** = How many users it impacts (scale: 1 = niche, 5 = all users)
- **Impact** = Value to user/business (1 = minimal, 5 = strong behavior/revenue shift)
- **Cost** = Estimated financial, infra, or team cost (lower is better)
- **Effort** = Engineering and product lift (lower is better)

## 14. Feature-Level Success Metrics

General metrics to track

Feature	Metrics to Track	Why It Matters
<b>Post-Ride Micro-Survey + AI Score</b>	<ul style="list-style-type: none"><li>- % of rides with survey submitted</li><li>- Avg. captain score</li><li>- % of flagged captains</li><li>- Drop in ride complaints</li></ul>	Tracks ride quality, driver behavior, and trust
<b>Rapido Quick</b>	<ul style="list-style-type: none"><li>- % of bookings using Quick</li><li>- Avg. ETA vs. normal ride</li><li>- Revenue from premium fees</li><li>- Cancellation rate</li></ul>	Measures conversion, monetization, and reliability
<b>Safety Mode + Deviation Alerts</b>	<ul style="list-style-type: none"><li>- % of late-night rides with safety features enabled</li><li>- SOS button usage</li><li>- % increase in female riders at night</li></ul>	Proves impact on user confidence and safety usage

<b>Ride Streak Rewards</b>	<ul style="list-style-type: none"> <li>- Ride frequency per user (weekly/monthly)</li> <li>- Redemption rate of rewards</li> <li>- Churn rate drop</li> <li>- Streak completion %</li> </ul>	Tests stickiness and behavioral lift
<b>Rapido Pass+</b>	<ul style="list-style-type: none"> <li>- Pass conversion rate</li> <li>- Subscriber retention (30/60/90 day)</li> <li>- ARPU from subscribers</li> <li>- Upgrade % to higher tiers</li> </ul>	Shows value perception and subscription health
<b>City Explorer Tab</b>	<ul style="list-style-type: none"> <li>- % of users viewing Explorer</li> <li>- Rides initiated via destinations</li> <li>- Offer redemption rate</li> <li>- Bounce rate on tab</li> </ul>	Measures engagement, content stickiness, travel use
<b>Cashless-Only Booking Option</b>	<ul style="list-style-type: none"> <li>- % of users enabling feature</li> <li>- Change in ride completion rate</li> <li>- Support tickets for payments</li> </ul>	Measures friction reduction and payment preference
<b>Corporate Profile</b>	<ul style="list-style-type: none"> <li>- % of users enabling corporate mode</li> <li>- % of rides tagged as business</li> <li>- Monthly active business users</li> </ul>	Indicates B2B potential and usage segmentation
<b>Food Delivery Pilot</b>	<ul style="list-style-type: none"> <li>- Fulfillment rate</li> <li>- Avg. delivery time</li> <li>- Merchant NPS</li> <li>- Repeat order % per user</li> </ul>	Core quality metrics for food delivery experience

<b>In-App Ads + Sponsored Rides</b>	<ul style="list-style-type: none"> <li>- Ad impressions</li> <li>- Clickthrough rate (CTR)</li> <li>- Conversion from “Ride to Offer”</li> <li>- Revenue per 1,000 users</li> </ul>	Measures monetization lift from non-fare sources
<b>Gamified Surprises (Scratch Cards)</b>	<ul style="list-style-type: none"> <li>- % of users earning cards</li> <li>- Redemption rate</li> <li>- App open rate post-ride</li> <li>- Engagement lift</li> </ul>	Tracks delight, stickiness, and repeat behavior

## North Star Metrics

If you need **one metric per feature** to define success at a high level:

Feature	North Star Metric
Micro-Survey	% of rides with survey response
Rapido Quick	Conversion rate of Quick ride usage
Safety Mode	Increase in late-night rides by women
Ride Streak	Weekly ride frequency per user
Rapido Pass+	Monthly active subscribers (MAS)
City Explorer	Rides booked via Explorer tab
Corporate Profile	Monthly active business users
Cashless-Only	% of cashless-only enabled rides
Food Delivery Pilot	Order fulfillment rate
In-App Ads	Ad revenue per 1,000 users (ARPDau)
Gamification	% of users completing scratch card journey

# 15. Go-To-Market Strategy for New Features

## A. GTM Plan by Feature

### 1. Rapido Quick

**Value Prop:** Faster ride assignment for urgent needs

GTM Tactics	Execution Details
In-App Banner	“Running late? Try Rapido Quick” carousel tile on home screen
Surge Time CTA	Highlight Quick option during peak hours
Targeted Push Notifications	To users with recent ride cancellations or long ETAs
Promo	₹15 cashback on first Quick ride in top 5 cities
Driver Training	Highlight incentives for Quick acceptance (bonus pay, priority)
Influencer Campaign	“Beat the Clock Challenge” showing ETA vs competitors

### 2. Safety Mode (Night-time)

**Value Prop:** Safer, more confident rides at night — especially for women

GTM Tactics	Execution Details
Smart Onboarding	Auto-trigger onboarding flow after 9 PM
Safety Messaging	In-app tooltip: “Travel safer with Safety Mode”

Women's Day Campaign	Co-launch with a brand-led women's safety initiative
Social Proof	Highlight stories/testimonials from women users using the feature

### 3. Post-Ride Micro-Survey + Captain Score

**Value Prop:** Improves driver quality and trust

GTM Tactics	Execution Details
In-App Prompt	Quick 2-question survey after ride; optional comments
Email Explainer	"How your feedback helps improve captain quality"
Internal Training	Use data for weekly city ops review to flag top/bottom 5% captains
Backend Activation	Auto-prioritize high-rated captains for future bookings

### 4. Rapido Pass+

**Value Prop:** Premium subscription with free Quick rides and extra benefits

GTM Tactics	Execution Details
Free Trial Campaign	"Try Pass+ Free for 7 Days" for existing Power Pass users
Feature Comparison UI	Show side-by-side: Power Pass vs Pass+ benefits
Email Drip	Use trip count data to nudge high-frequency users to subscribe



Subscription Expiry CTA	Smart renewal reminders with “last ride” perks
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## 5. Ride Streak Rewards

**Value Prop:** Reward frequent use, create ride habits

GTM Tactics	Execution Details
In-App Progress Tracker	“2 rides away from a reward!” dynamic tile
Gamified Elements	Scratch card or spin-wheel after streak completion
Target Audience	Users with 3–5 rides/week; incentivize frequency bump
Surprise Bonus	Unlocked “Quick Ride Free” after 7th streak ride

## 6. City Explorer Tab

**Value Prop:** Discover places to explore + get ride discounts

GTM Tactics	Execution Details
Tab on Home Screen	Curated locations, maps, and ride offers
Location-Based Push	“Ride to Cubbon Park this weekend – ₹20 off!”
Social Media Reels	Visual content showing top places + Explorer feature
Tourism Board Partnerships	Local events and promo destinations

## 7. Rapido for Work

**Value Prop:** Let users track and expense business rides

GTM Tactics	Execution Details
Corporate Email Integration Flow	One-tap business ride tagging via email link
Email Campaign	“Make your commute work for you – Try Rapido for Work”
Dashboard Demo (B2B)	Simple expense dashboard for SMBs/startups
Bundle Offer	Bulk pass discounts for teams (via account managers)

## 8. Cashless-Only Booking Mode

**Value Prop:** Removes payment friction for UPI-first users

GTM Tactics	Execution Details
Toggle in Booking Flow	“Prefer Cashless Only?” checkbox before search
Push Notification	“Go cashless and save time — now live in your area”
Driver Alignment	Highlight auto-match benefits to digital-ready captains
Reduce Support Tickets	CX team uses flag to proactively help with cash issues

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## 9. Food Delivery Pilot

**Value Prop:** Affordable, faster food delivery with local restaurants

GTM Tactics	Execution Details
City Launch Events	Local F&B influencer tie-ins in Bengaluru, Indore

Partner Restaurant Stickers	“Order with Rapido – Low Fees, Fast Delivery”
App Segmentation	Add food CTA on app home screen for selected cities
Restaurant Testimonials	Highlight success stories with early adopters

## 10. In-App Ads & Sponsored Offers

**Value Prop:** Local offers surfaced during ride booking or trip summary

GTM Tactics	Execution Details
Ride Completion Overlay	“Get ₹30 off at D-Mart near your drop point”
Sponsored Locations	Brands can promote destinations inside Explorer tab
Merchant Collaboration	Run bundle campaigns with offline brands for dual benefit
Ad Revenue Metrics	Track impressions, clickthroughs, and offer redemptions

## B. Cross-Channel Tactics Summary

Channel	Tactics
In-App UI	Carousels, tooltips, feature cards, toggles, streak trackers
Push & Email	Personalized nudges, progress updates, time-sensitive deals
Social Media	Reels, UGC, influencer content, ride challenges

<b>Offline/Local</b>	Auto stickers, restaurant co-branding, rider referral kits
<b>Support &amp; Ops</b>	Training for captains and merchants, quick-response CX

## C. Brand Persona: Rapido's Mascot Proposal

### Objective

To introduce a **brand mascot** that strengthens Rapido's identity, improves in-app engagement, builds user trust, and provides a consistent, human-centered voice across product, support, and marketing touchpoints.

### Mascot Identity

#### Name: Raahi

**Meaning:** "Raahi" means *traveler* or *commuter* in Hindi — culturally relevant, accessible across regions, and aligns with Rapido's core mission: helping India move efficiently.

#### Core Characteristics

Attribute	Role in Brand Experience
<b>Helpful</b>	Represents fast, hassle-free commuting with contextual guidance
<b>Trustworthy</b>	Conveys safety, transparency, and professionalism — especially during night rides
<b>Smart</b>	Embedded with local knowledge — useful in City Explorer, food discovery, etc.
<b>Approachable</b>	Softens the experience during feedback, support, or ride disruptions

<b>Consistent</b>	Becomes the voice of the brand across in-app messages, gamification, and CX
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### Visual Direction

- **Form:** Modern illustrated character (e.g., humanoid or animal with helmet and branded jacket)
- **Style:** Clean, minimal, vector-based — adaptable to light/dark modes
- **Colors:** Align with Rapido’s yellow/black identity
- **Expression:** Friendly, energetic, but never juvenile — appropriate for a mass-market audience

### Use Cases

Touchpoint	Function
<b>Onboarding</b>	Welcome new users and explain app flows (e.g., subscriptions, safety)
<b>Safety Mode Activation</b>	Guide users on how night safety works, especially for women
<b>Streak Rewards</b>	Notify users of progress or achievements subtly
<b>Ride Feedback Flows</b>	Encourage survey participation in a neutral, non-intrusive tone
<b>Support Chat Interface</b>	Act as a soft entry point for customer support
<b>Seasonal Campaigns</b>	Add relevance during festive promotions (e.g., localized attire)
<b>Driver Onboarding</b>	Serve as a training assistant for new captains

### Example User Interactions

- **During Quick Ride Booking:**  
*“This captain has a strong track record for punctuality. Your Quick ride is confirmed.”*
- **After a ride with survey prompt:**  
*“We’re always working to improve your experience. Mind sharing a quick review of this ride?”*
- **On hitting a ride streak milestone:**  
*“You’ve completed 5 rides this week. Thanks for riding with us — your reward is now unlocked.”*
- **Night Safety Mode Activation:**  
*“You’re in Safety Mode — we’ll notify your contact if your route changes or you need assistance.”*

## 16. My Learnings

Rapido’s journey from a niche bike-taxi platform to a multi-modal mobility leader reflects the power of **focused innovation, operational grit, and user-centric execution**. By challenging traditional aggregator models with a fixed-fee subscription approach, investing in driver welfare through tangible incentives, and expanding intelligently into autos, cabs, and food delivery, Rapido has built a resilient position in India’s fragmented mobility market.

From a product analysis perspective, this project reinforced several important lessons:

- **User empathy is foundational.** Many user drop-offs were not due to feature absence, but trust erosion—caused by late arrivals, cancellations, or fare disputes. Understanding these emotional triggers helped me think more deeply about product flows and feedback systems.
- **Data is only useful when balanced with behavioral insight.** While prioritization models helped structure decisions, the most meaningful ideas came from combining quantitative data with user context—such as switching between apps due to perceived

reliability gaps.

- **Operational reality shapes product outcomes.** A technically sound app can still underperform if operational behavior (e.g., captain cancellations or cash-only preferences) isn't accounted for in the product experience. Solving for this requires collaboration across product, ops, and support teams.
- **Marketing and product must work together.** Rapido's success is driven not just by product features but by a strong marketing strategy—rooted in affordability, local relevance, and brand trust. This reinforced the importance of cross-functional thinking when launching or scaling features.
- **Execution beats ideas.** Benchmarking against Ola, Uber, and Namma Yatri showed me that many players share similar features. What sets winners apart is how consistently, quickly, and thoughtfully they execute—and how well they align product strategy with business fundamentals.

This case study gave me a hands-on opportunity to apply product thinking to a fast-moving, high-impact industry. It strengthened my ability to translate user behavior into actionable recommendations, prioritize against real constraints, and evaluate product decisions through a multi-dimensional lens.

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