CASE STUDY

UBER

By Upanshu Jain

Problem Statement

What

Analysing last year’s data, you have witnessed a signi cant trend that has stood out consistently for the past 12 months - your price-sensitive users are using your platform less frequently than before. Interviewing a few of them made you realise that the increasing prices of Uber Go and Uber Premier have made these riders transition to cheaper options such as public transport. Even the introduction of Uber Auto hasn’t worked out due to logistics, supply issues and inconsistent customer experience of this speci c service.

You wish to launch 3 new features/product-lines on your platform which can speci cally cater to the price-sensitive Indian riders and can ensure they are attracted back to the platform to reactivate their ride-hailing journey.

Why

We can identify the following reasons form the probelm statement itself

- Users unable to relaise value to revised prices of Go and Premier
- Logistics issues in Uber Auto
- Public Transport more convinient
- Comepetetor o ering better price

Further in the document we will analyse the user journey and habits and will suggest solutions considering all the painpoints

How to Meaure

We de ne the price sensitive user as below

Having yearly income < Rs 8LPA

Having transport budget < Rs6000/Month

We wish to increase average #of rides opted by price sensitive users by 10%

Product and Market

About Uber

Uber helps goods, people, food move around is best e cient way possible, it was started as a one tap cab service in 2010 and gradually expanded its o erings

Uber Cabs was launched in India in 2013 and since has expanded presence to 125 cities, In these 10 years of existence 3 million drivers have earned Rs 50,000 Cr by travelling 33 billion Kms

Uber India Stats

Source → https://entrackr.com/2024/01/uber-india-made-rs-679-cr-from-ride-hailing-in-fy23/

Operational Revenue(Cr Rs)	*Total Expenses(Cr)*	*Pro t/Loss(Cr)*	*Unit Economics*
2666	3146	311	1.18 spent for 1 earned

Android App features

- Location based service search
- Ride booking (self and for a contact)
- Ride scheduling for future
- Uber Wallet for quick transactions /integrations for multiple pay modes
- Fare split with contacts
- Uber business
- Uber connect for local door to door delivery

Competetor and Market Analysis

"The India taxi market is currently valued at USD 20.61 billion and is expected to surpass the market value of USD 38.90 billion by 2029 registering a CAGR of 13.55%"

Source: https://www.mordorintelligence.com/industry-reports/india-taxi-market

Service	Years in Action	Android App Rating	Downloads	USP
Uber	11	4.5	50Cr+	Trusted, tech leader
Ola	12	3.8	10Cr+	Make in India, large network in tier 2
Rapido	8	4.6	5Cr	A ordable travel with auto and bikes
Blusmart	4	4.8	10L	E taxis, best service

User Personas

ALEX, 24M,

Bangalore

6 LPA

Bio

Alex works in Bangalore as a IT support engineer, he lives in a 3BHK with 5 flatmates, his commutes includes o ce(9 Km) 4 days/week and outings 1 day/week, He usually uses a shared auto to station and a bus to nal destination, on days when he is late he uses direct local auto to o ce, outings are done mostly by cabs/autos

Needs

- Economic ride options for routine routes
- Less wait time
-

Frustations

- Expensive rides during o ce hours
- Time in tra c
- Long wait times for cabs
- Long travel times due to bus halting at di erent points

ALISHA, 32F

Raipur

8 LPA

Bio

Alisha is a freelance Insurence agent in Raipur, She lives with her husband and 2 Kinds in a 2 BHK, her commute includes traveling to cliens 5 days/week and outings 1 day/week, Since Raipur is a small town her commute is mostly < 6Km a day(one side), She occasionally uses cabs, mostly she uses local transport

Needs

- No last minute cancellations
- Economic local travel options
- Safe rides

Frustations

- High ride cancellations
- Limited cabs
- Expensive intercity cabs shown for small travel
- Poor travel conditions in ill maintained local buses/rickshaws

SOMVEER, 26M

Mumbai

5.5 LPA

Bio

Somveer is a nance agents in Mumbai, He lives in a shared 2BHK with 4 flatmates, His commutes includes o ce 2 days/week(5 Kms), clients 2days/week(upto 10Kms) and outing 1 day/ week, his commutes with local autos which he gets from the nearby chowk, he uses public transport(bus, autos, local trains) to visit clients

Needs

- Economic and consistent local travel options
- Less wait time
-

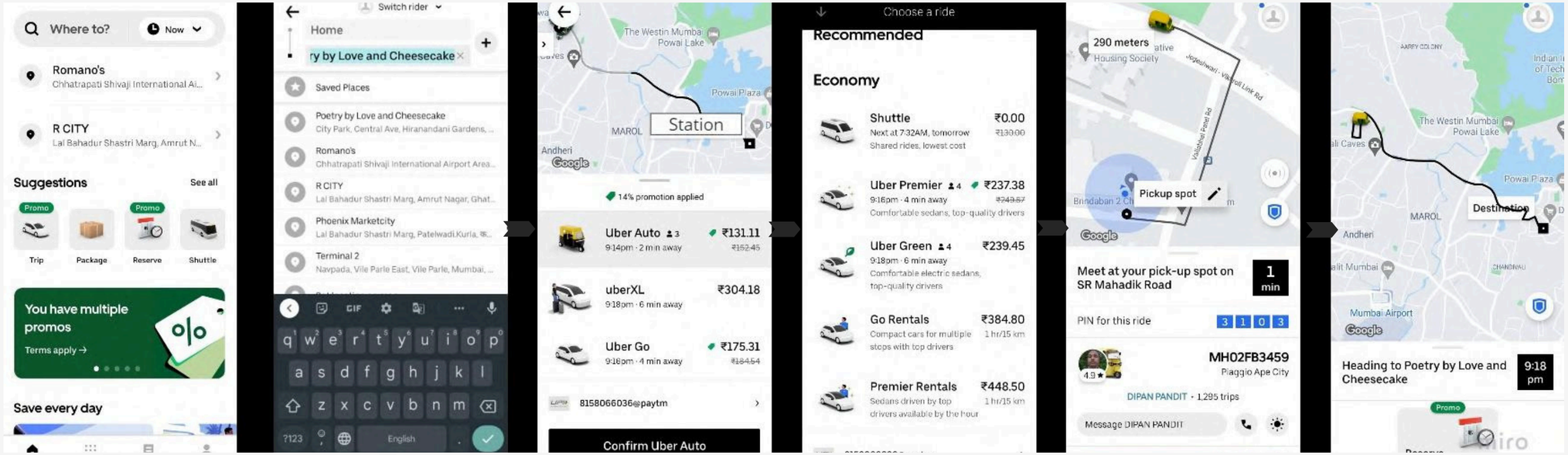
Frustations

- Too much hassle in o ce commute
- Limited travel options in budget
- Expensive travel modes in peak hours

User Journey

[redacted]

ALEX, 24M



Searching

Comparing

Book and ride

Empathy

😐 ↑😊 ↓😕 ↑😐 😐 ↑😊

Thoughts

1. Getting late, let's look for quick options on uber
2. The search is good, got my destination quickly

3. Oops the prices are steep it seems
4. Ah okay lemme explore di erent ride options, going by time and value auto seems okay

5 Hope the driver doesn not cancel at the last moment
Great I'm shown my eta as well

Potential Friction Points

- Opening the application
  Friction to search

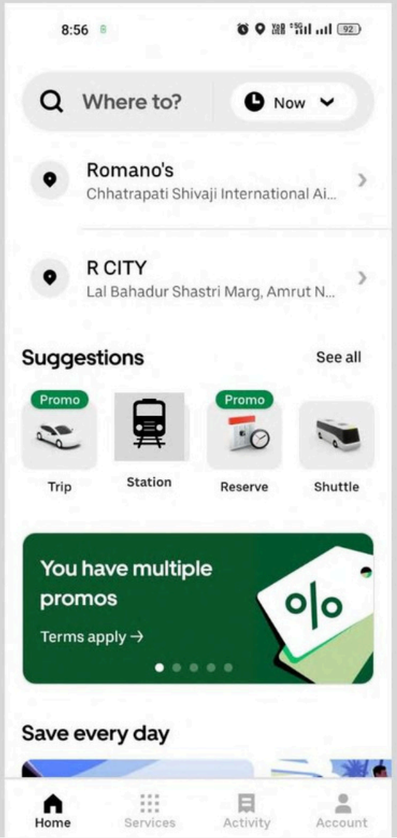
- Unable to nd a value match instantly
  Choice complex as too many options and
- parameters given

6
- No visibility if the ride gets cancelled
  No concession if the ride gets cancelled

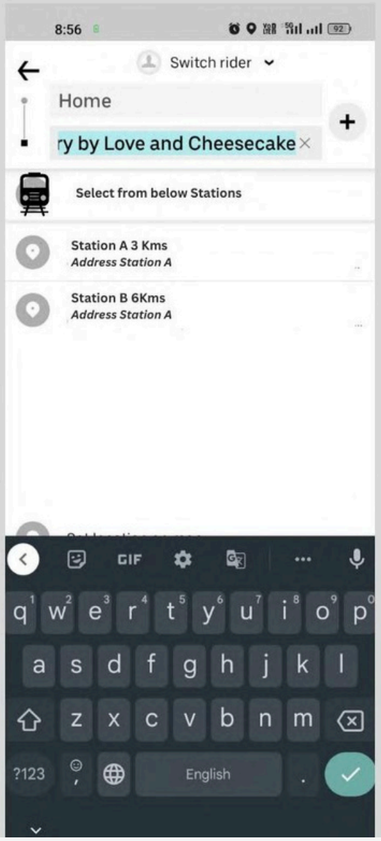
Features *Rides mentioned in the features signi y Uber Go and Uber Permier only

1.Station Share Rides

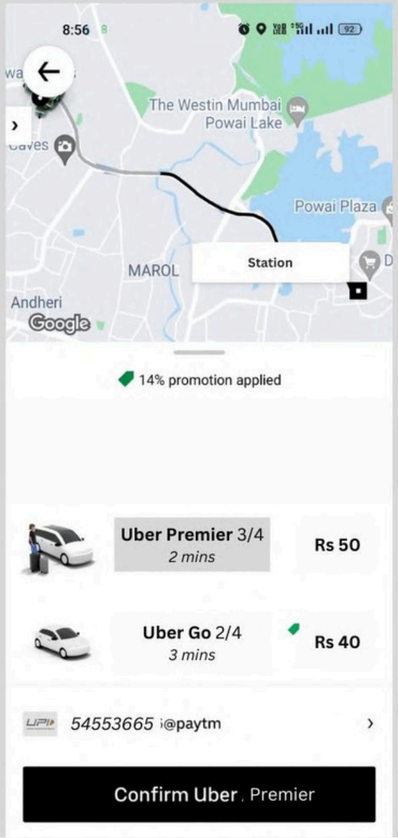
Easy to select pool rides to nearby stations(bus, train and tramps). As these in metro cities these are high transit routes we can optimise for the price, user can split the price



New feature on the main page



Select nearest station



Select ride and time to book

Pain points targated

1.High ride costs for users
2.Friction to select destination and high wait times for users

Metrics

1.Weekly average # of users using the feature
2.Weekly average wait time for station rides

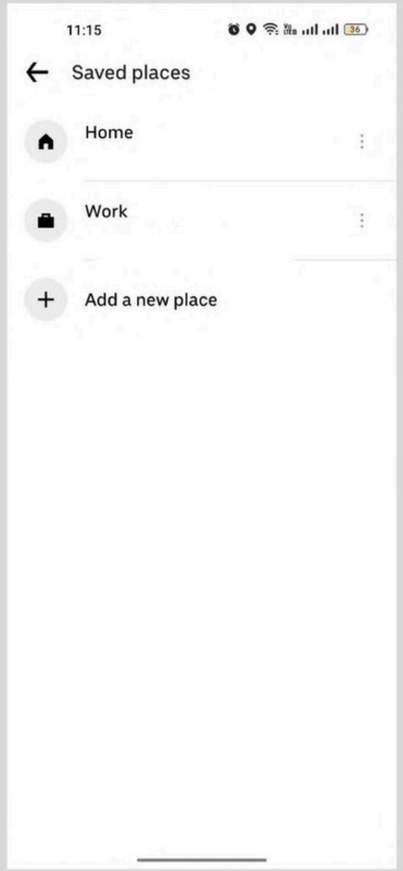
Risks | Mitigations

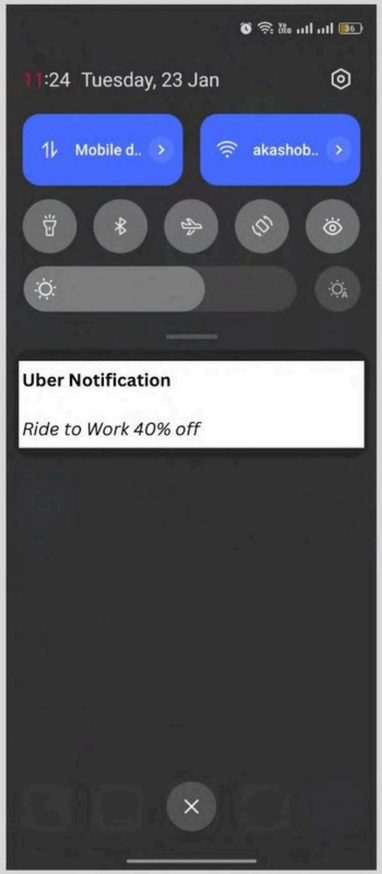
Risks	Mitigations
1.Pool Users delaying the start of rides due to late arrival 2.High cancellation by users on nding alternate travel options	1.Need basis can instill rigid timeslots for a ride to start, delaying user will pithed next ride 2.Can take advance payment

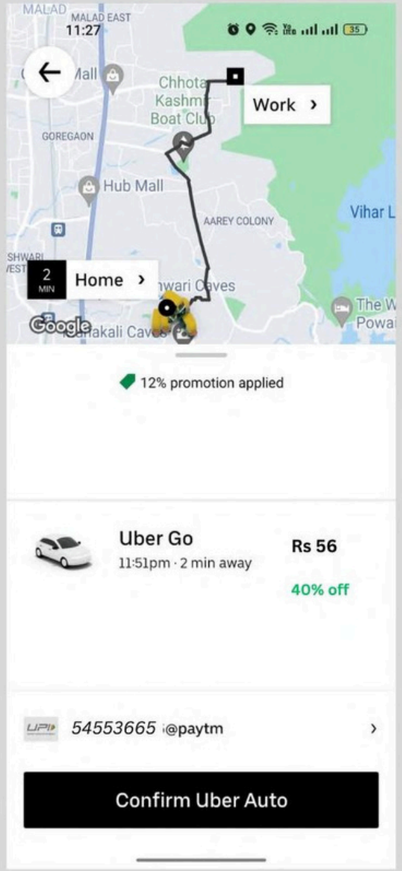
2.Discount Prices for Saved places

Reduced ride prices for saved places to be highlighted to user basis push noti cations or in app popups,

These rides to be pitched basis user's ride habits, driver's consent(eg drivers having empty ride back home)







Add saved places

Push noti cation of o er ride

User taps on noti cation and book ride

Pain points targated

1.High ride costs and wait times for users
2.Drivers empty rides back homes

Metrics

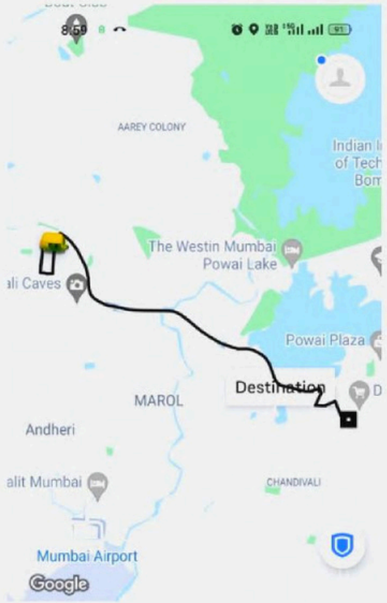
1.Weekly average #of users opting for the feature
2.Feature check to ride conversion ratio

Risks | Mitigations

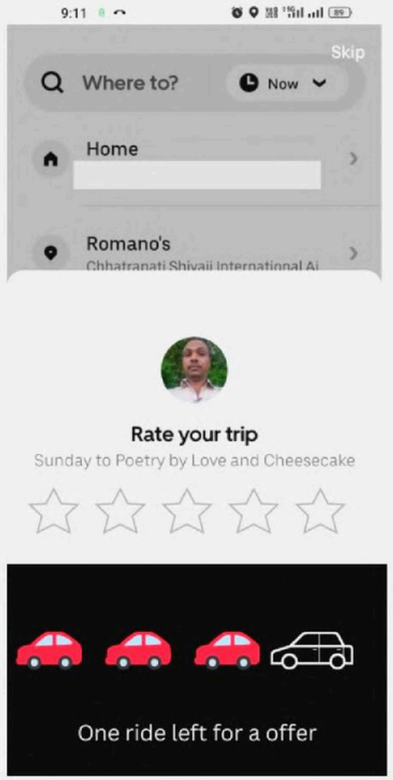
Risks	Mitigations
1.Currently number of users with saved places might not be enough 2.Users might turn o app noti cations	1.Pushing the saved places feature with in app noti cations and quick tours 2.Users to be pitched high discounted rides initially and option to be give to turn on speci c uber noti cations

3.Ride Streak O ers

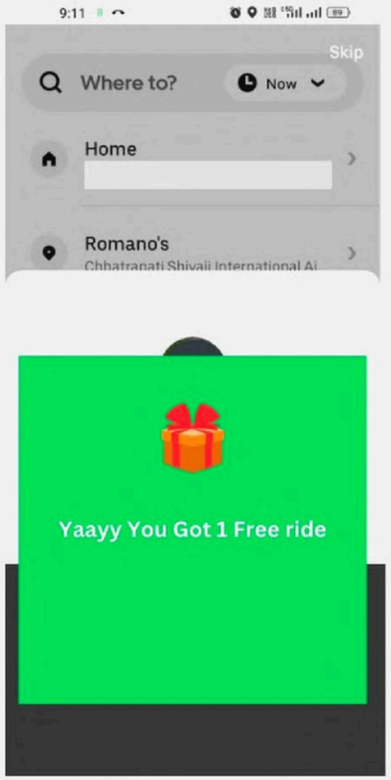
Users to be rewarded on maintaining streaks of uber rides. The rewards might include uber cash, ride discounts etc



Between a ride



After ride user is informed about rides remaining for o er



User gets o er after some rides

Pain points targated

1.High ride costs

Metrics

1.Weekly average #Number of rides/user
2.Weekly average return user after reward disbursal

Risks | Mitigations

1.User might get fatigued waiting for o ers
2.Users may not find o ers satisfactory

1. Initially the o ers to be rolled out more frequently, users to be shown how many rides near are they to get o ers
2. Two o ers to be pitched to users and he/she can select what to choose

Prioritization

Feature	E ort	Impact	Priority
Station Share Rides	4	4	1
Discount Prices for Saved places	3	1	3
Ride Streak O ers	4	2	2

1. Station Share rides will have most impact as it is win win for users and drivers, however the same will also require relatively higher development and rollout plans
2. Ride Streak O ers will gamify the experience for users and showing users how near they are to the o er will make them use uber even more, the rollout will take moderate e orts
3. Discount Price for Saved Places will have relatively have lower impact as users tend to skip noti cations

GTM

1. Marketand User Research

   Look for opportunities in the market and take user interviews to identify user pain points
2. Feature development

   Design and develope features according to the prioritization done
3. User Acceptance Testing

   Test that the new features are working ne as per requirements and planning
4. CUG Launch

   Launch to certain sets of power users
5. Feedback and Improvement

   incorpate the feedback gathered and improve the features
6. Final Launch

   Omnichannel release of the new feature and track the metrics to understand the success