KNOWLEDGE MANAGEMENT AND DIGITAL STRATEGY OF Uber

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Uber

Agenda

Company Overview

About the Company

Development and Launch
- 2008
- 2009
- 2010

Initial Concept
- On-demand Service
- Exclusive Access
- Private Luxury Car Service in San Francisco

Operations
- Customers email for access code to the app
- Enter credit card information
- Select destination and book ride

Evolution and Expansion
- Introduction of new features and services
- Operates in over 10,000 cities globally

(Uber, 2020) (Moon, 2017)

Company's Philosophy

Uber's philosophy has changed throughout the years as they strive to keep up to date in an ever-evolving world and adapt to changing demand.

Mission

We reimagine the way the world moves for the better

Vision

Make transportation as reliable as running water everywhere, for everyone.

Values

- Go get it
- Trip Obsessed
- Build with Heart
- Stand for Safety
- See the forest and the trees
- One Uber
- Great minds don't think alike
- Do the right thing

(Uber, n.d.) (Heiligenstein, 2022) (Uber, 2023)

Services

Uber has a wide range of products from car services to food and package delivery. All products with the aim of making transportation accessible to everyone.

Uber

Car service where user can request a ride, pay on the app and go.

Uber Freight

On-demand shipment service that allows for live tracking.

Uber Eats

Delivery service where user can order food or groceries from nearby restaurants/shops on the app and have same day delivery.

Uber Health

Platform that allows healthcare organizations to arrange rides on behalf of patients.

(Uber, n.d.) (Uber, n.d.)

Value Proposition

Convenience. Spontaneity. Efficiency.

Value Proposition

- Custom ride
- On-demand
- Lower fares, estimate available prior to ride
- Estimate time of arrival (ETA)
- Flexible working hours
- Predictable
- No boss

Value Creation

Service that matches passengers with private individuals who provide rides in their personal vehicle.

Value Capture

Data Assets:
- Expansion of other services
- Potential partner

(Moon, 2017) (Lawrence, 2017)

Knowledge Management Strategies

Knowledge Management Strategy: Codification

O1

Economic Model:
Reuse Economics
(Standardized Product)
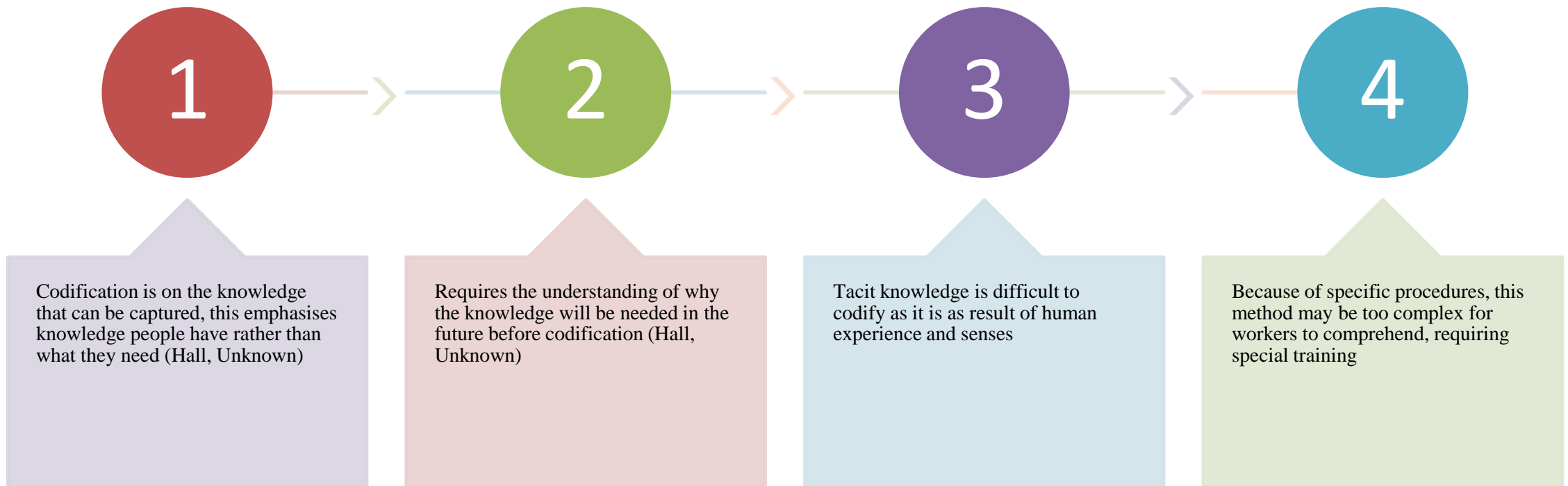
O2

Info Technology:
Explicit Knowledge

O3

KM Strategy:
People-To-Document
(Mature Product)

O4

Human Resources:
Unfocused
Knowledge
Management
Strategists

1. Uber recycles the same tactics to get highly specific expertise in this field. Therefore, they employ the codification technique since it will be more effective in helping them improve their performance and process mastery.

2. Highly specific procedures, legal specifications, and technology information. Being at the core of their knowledge management strategy, these types of task is backed by well reusable codified information.

3. Uber carries out its tasks using established processes and playbooks. They then use knowledge codification as their primary method of knowledge capture.

4. They do not have a conceptual framework or decisiveness to distinguish between various codification types. They briefly indulge in multiple codification methods rather than following one technique of codification for a specific knowledge area (Schulz and Jobe, 2001).

(Hansen, Nohria and Tierney, 2013)

Critiques – Codification

1 Codification is on the knowledge that can be captured, this emphasises knowledge people have rather than what they need (Hall, Unknown)

2 Requires the understanding of why the knowledge will be needed in the future before codification (Hall, Unknown)

3 Tacit knowledge is difficult to codify as it is as result of human experience and senses

4 Because of specific procedures, this method may be too complex for workers to comprehend, requiring special training

Recommendations - Codification

- More research on how people would search for this information make sense of it and then implement it.
- Mobilising direct relationships between people who codify and decodify.
- Presentation of knowledge in the form of a masterclass.

(Kahren et. Al , 2018)

Digital Strategies

Digital Strategies

O1 Business Process Enhancement

O2 Encourage Innovation

O3 Customer Engagement

1. Uber was criticized for having excessively low prices that wiped out competitors. Using digital technologies to cut company expenditures.

2. UberEATS, UberFRESH, and UberRUSH are examples of uber introducing a variety of goods and services into their business model.

3. Introducing a digital platform in the form of an app providing convenience compared to taxis and facilitate customer interaction with uber provider and drivers.

4. Use of Social Media to engage with customers

(Ross, Beath and Sebastian, 2017)

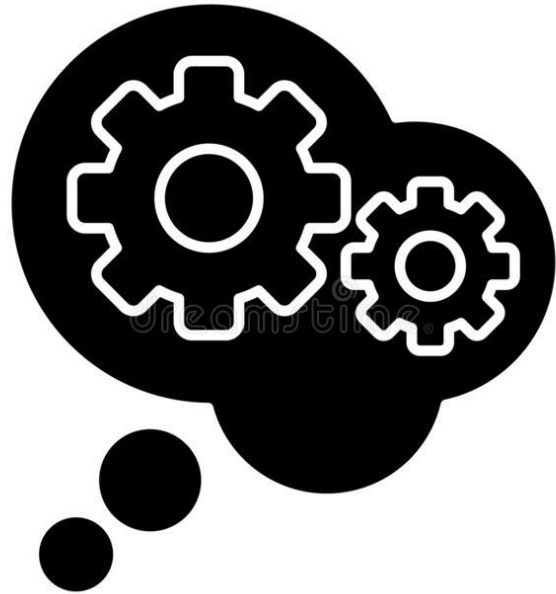# Marketing Strategies

Marketing Strategies

Word of Mouth Strategy

Referral Marketing

Distribution Strategy

Campaigns to Reflect
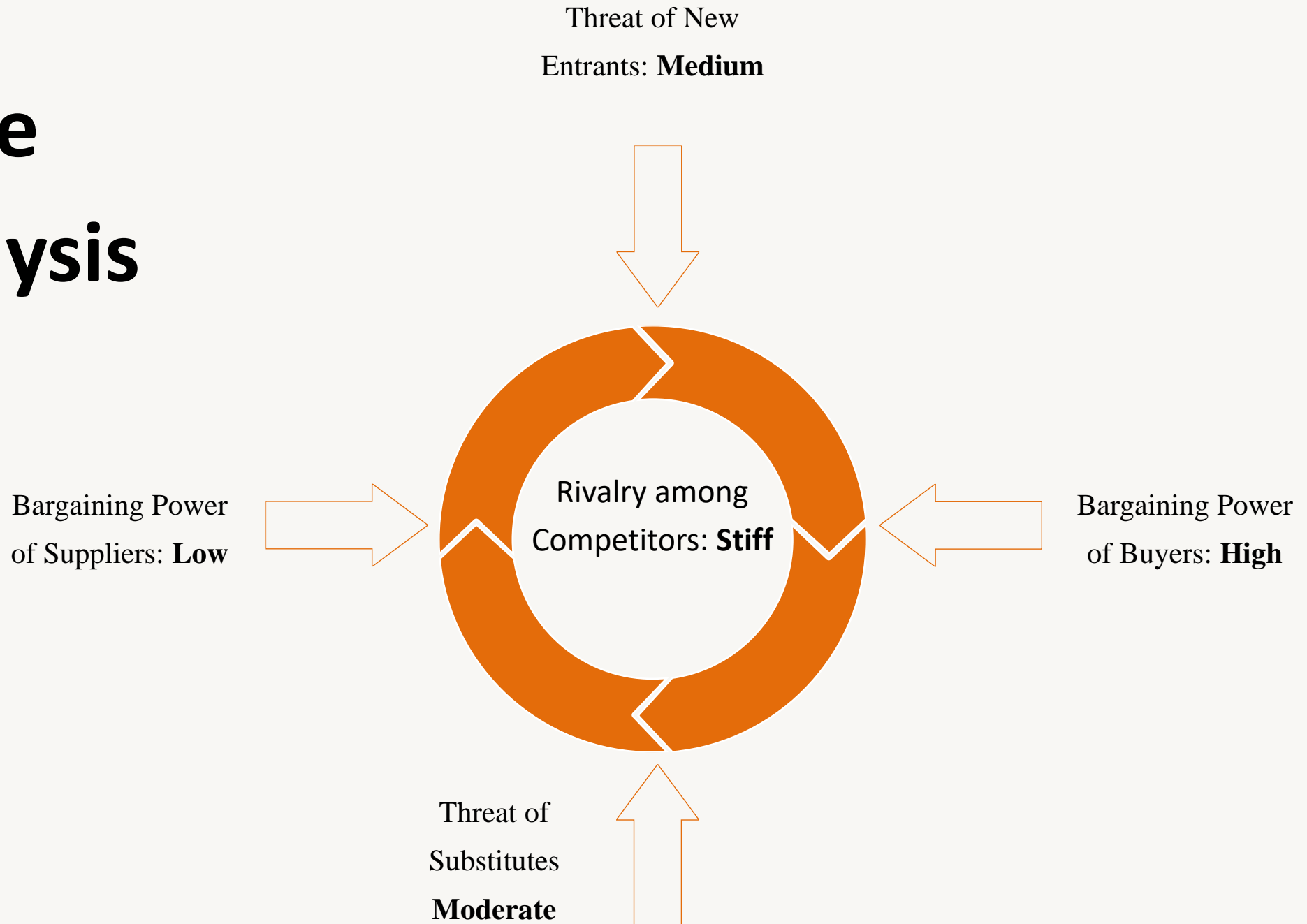
Social Media Marketing

Critical Discussion

Stakeholder Analysis

High Interest

Low Power — High Power

Customers
Drivers
Employees

Vehicle Manufacturers
Insurance Companies
Payment Processors

Low Interest
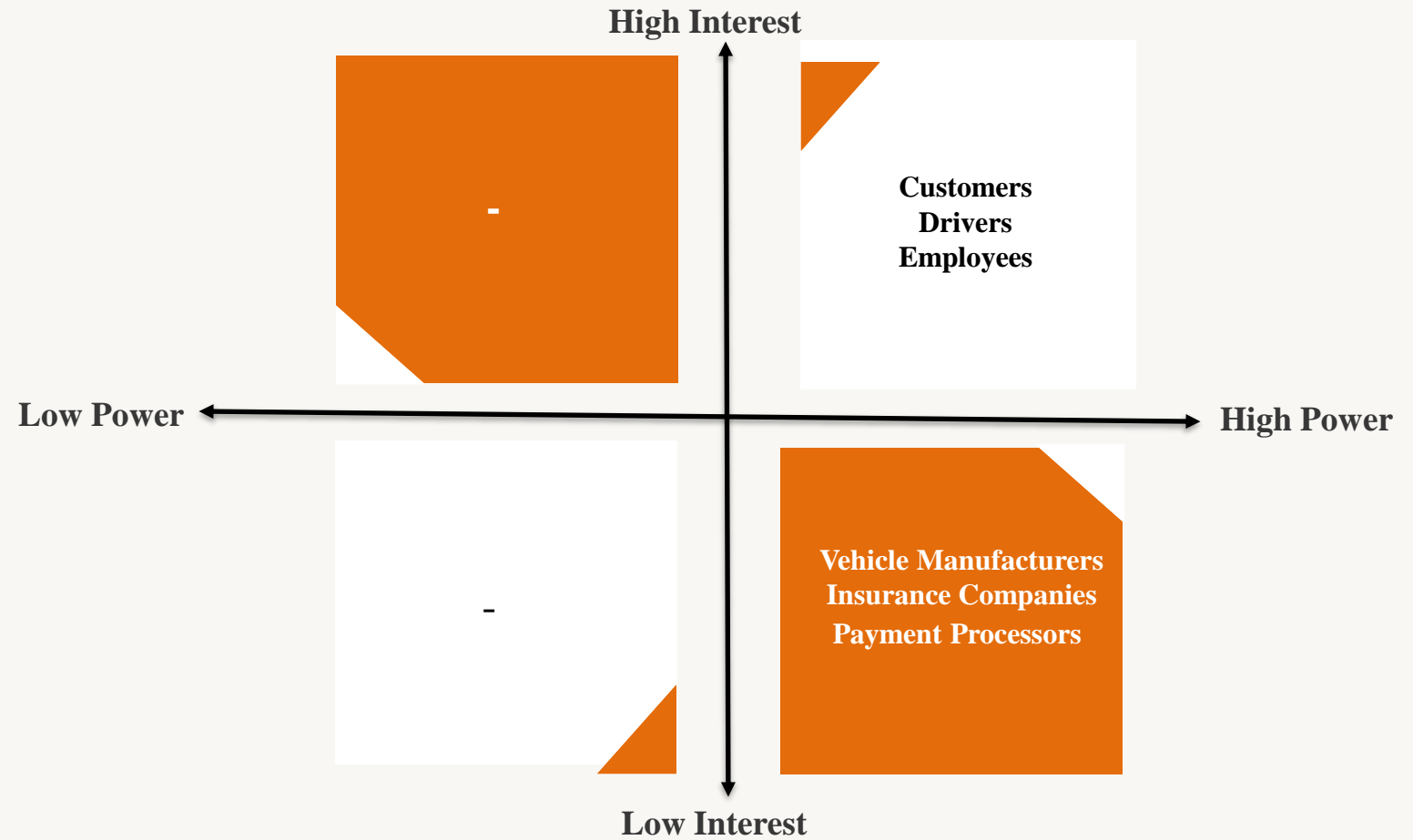
Porter's Five Forces Analysis

Threat of New Entrants: **Medium**

Bargaining Power of Suppliers: **Low**

Rivalry among Competitors: **Stiff**

Bargaining Power of Buyers: **High**
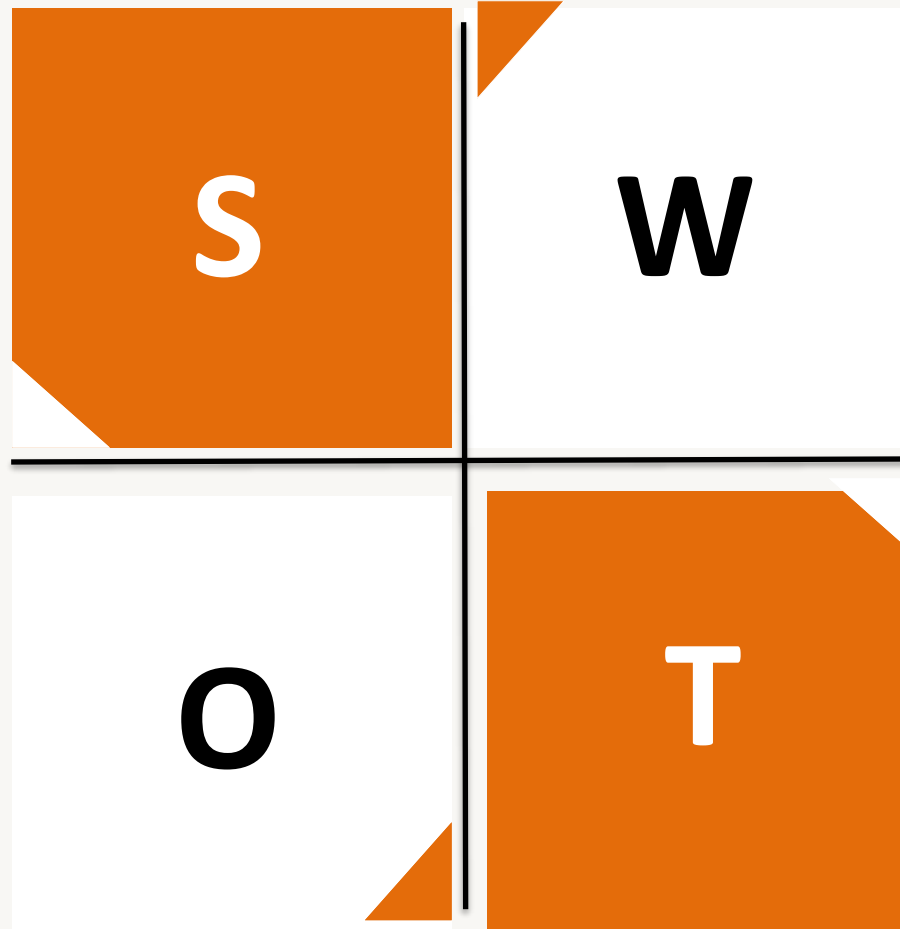
Threat of Substitutes **Moderate**

SWOT Analysis

Strengths

- Relative low price.
- Interactive relationship between customers and drivers.
- Strong brand recognition.
- Diverse options.

Opportunities

- Increasing demand in the post-epidemic era.
- Utilize digital platform.
- Expand global market.

Weakness

- Security risks in unstable work condition.
- Expensive pricing strategies.

Threats

- Increasing competitors (Careem, DiDi).
- Strict regulations.
- Strikes

S   **W**

O   **T**

(Seidl, 2020; Kashyap & Bhatia, 2018)

PESTLE Analysis

Political — Regulations (accident) and scrutiny (licenses and ban).

Economic — Sharing economy, based on sharing physical or intellectual resources.

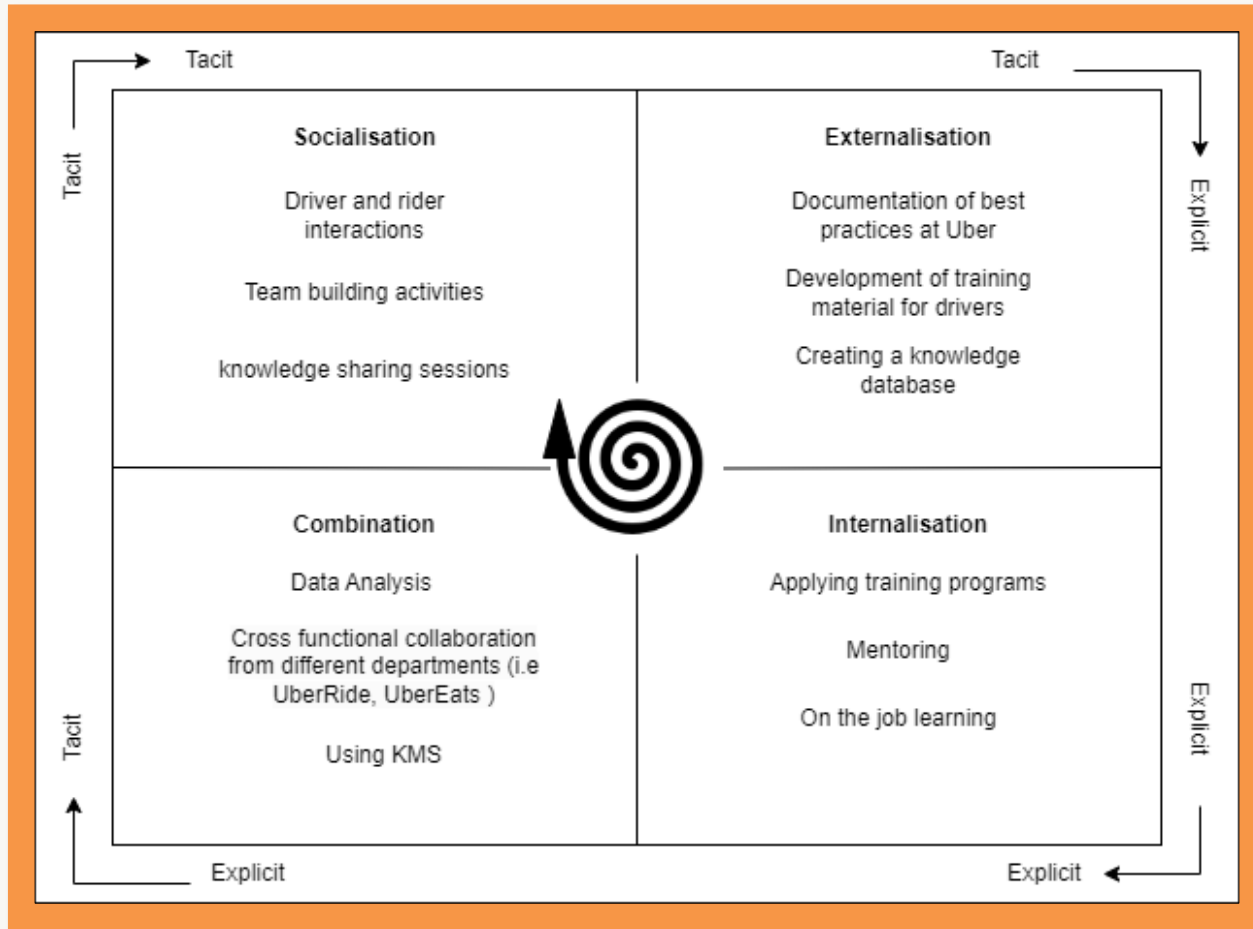**Social** — Convenient for public to access.

Technological — High dependence on its digital platform and program.

Legal — Criticism on usage, copyright, labour, and employee safety laws.

Environment — Arguments on increasing traffic congestion and fuel usage.

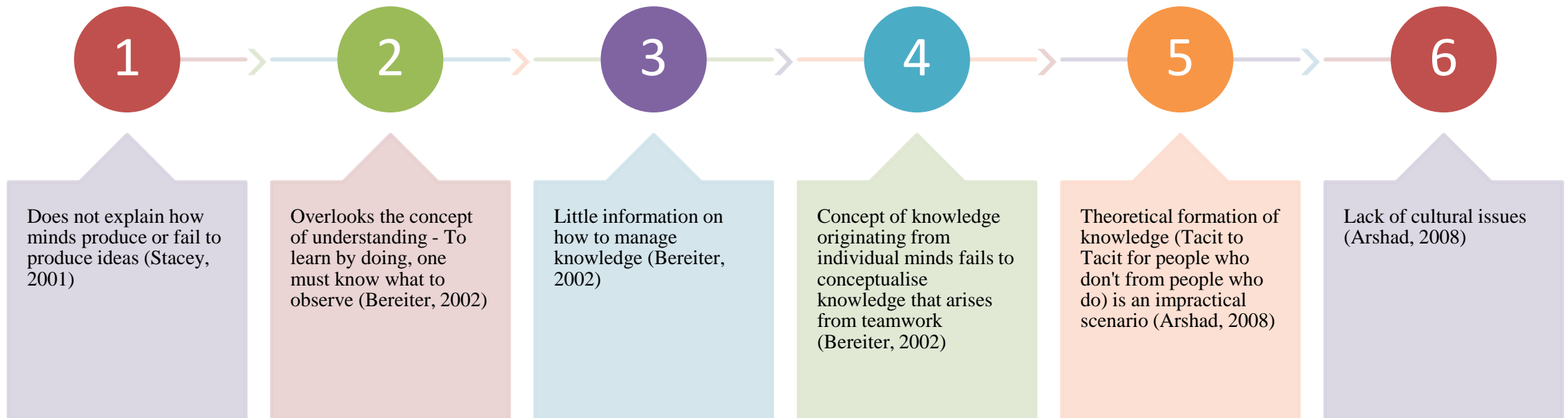(Gupta, 2016)

(Kahren et. Al , 2018)

SECI Model

The Process of Knowledge Creation Through Conversion

The SECI model first developed by Nonaka is visualised by Nonaka's knowledge creation spiral. The knowledge creation process is described as a dialogue between tacit and explicit knowledge.

The SECI model would allow Uber to understand better how knowledge is being created and shared within the organisation, which they can leverage to develop strategies and maximise this process.

Critiques – SECI

1 Does not explain how minds produce or fail to produce ideas (Stacey, 2001)

2 Overlooks the concept of understanding - To learn by doing, one must know what to observe (Bereiter, 2002)

3 Little information on how to manage knowledge (Bereiter, 2002)

4 Concept of knowledge originating from individual minds fails to conceptualise knowledge that arises from teamwork (Bereiter, 2002)

5 Theoretical formation of knowledge (Tacit to Tacit for people who don't from people who do) is an impractical scenario (Arshad, 2008)

6 Lack of cultural issues (Arshad, 2008)

Recommendations - SECI

1. Artificial intelligence and hard knowledge assets also play a role in converting knowledge from explicit to explicit forms; it should not be limited to individuals or groups.

2. Interaction and collaboration between individuals, groups, and organisations must now be extended to include interaction between individuals and self-learning programming (knowledge assets) as well.

3. Digitalization and the management of big data are leading to new methods of communication, as well as new devices and applications and should be integrated into the SECI model.

4. The speed of innovation and process development is accelerating the spiral of knowledge creation, making it a more rapid and iterative process.

(Kahren et. Al , 2018)

Conclusion

Conclusion

The importance of well-developed app and algorism

Using app that can easily expand to other countries is a strength of UBER's digital strategy

The use of knowledge management helps Uber become strong when entering new country

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Thank You!!