**Increasing Customer and Captain Retention for Rapido**

1. [Problem Statement](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.gqn06dsu4vzm)
2. [Hypothesis Formation](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.f692h8w4d6gc)
3. [User Research](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.dywt13p8kjih)
4. [Hypothesis Validation](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.xwgh7nyvnr75)
5. [Prioritizing Pain Points](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.cpsknkrnubhx)
6. [Brainstorming Solutions](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.d9ej04v7uuq9)  
   a) [Feasibility & Idea Selection](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.54vw3kqkk9l)
7. [Solution Prioritization](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.pcc6jzusb1wk)
8. [Feature Design & Wireframes](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.hjczklfmlmdk)
9. [Success Metrics](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.73n1i7n8q1ky)
10. [Release Plan](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#h.aoi15m2hgjla)

**Overview**

[Rapido](https://www.google.com/url?q=https://www.rapido.bike/&sa=D&source=editors&ust=1718141252876965&usg=AOvVaw2zv-lH0CxBnfMguOpQgyZz) is India’s first and largest bike taxi operator in India, having captured roughly 20% of the entire ride-sharing segment. Founded in 2015 and headquartered in the tech hub of Bangalore, Rapido has now expanded to close to 100 cities across India.

To date, the company’s 1.5 million captains (driver-partners) serve more than 15 million registered customers with their door-to-door transportation and delivery services, accumulating well over 50 million rides and a total of over 250 million kilometers.

Four in 10 of the world’s most congested cities are in India. Rapido’s bike taxis offer flexible mobility while bridging last-mile connectivity gaps in cities with underdeveloped public transportation infrastructure. Furthermore, Rapido provides an additional income source for its driver-partners and their families, allowing them to participate in a fast-growing app ecosystem-enabled market.

**Problem Statement**

Increasing customer and captain retention for Rapido.

**Why is the problem worth solving?**

India’s bike taxi market was last valued at $50.5 million in 2021. This industry is expected to grow by a CAGR of 48.5% from 2022-2030, reaching a valuation of $1478 million, as mentioned by Allied Market Research.

At a time when most other fleet startups and firms, including Ola and Uber, have struggled to make deeper inroads in India (in part because of the unfeasible economic model), Rapido’s major focus on two-wheelers has allowed it to continue to slowly grow.

While user growth is a fundamental metric, the key to driving lifetime value (LTV) is **user retention**. And with the rapid user base growth at Rapido, retention of these users becomes super-critical.

Also, since Rapido has quite a few competitors such as Ola bikes, Uber Moto, Bounce, and Vogo, customers get various options to choose from. The same is the case with captains, who have the option to partner with Ola, Uber, Swiggy, Zomato, or Dunzo.

So, to continue to capture the available opportunity and become a market leader in the bike-taxi segment, Rapido needs to solve the pain-points of existing customers and captains and provide a great experience. Thus, it is imperative to focus on retaining them.

**Hypothesis Formation**

What can be some of the pain-points for Customers and Captains?

**Hypothesis for problems faced by Customers:**

1. People are unable to find a ride quickly.
2. Captains are reluctant to accept online payment.
3. People are not comfortable sharing helmets and might have hygiene concerns.
4. People are not comfortable riding on bikes due to the dust and the pollution.
5. People might have concerns related to the rash driving by the captains.

**Hypothesis for problems faced by Captains:**

1. Captains have to wait for customers to reach the pickup spot.
2. Captains are not able to get the duration of the ride before accepting.
3. Captains are unable to get daily settlement of their accounts.

**User Research**

**Goal of Interview Research:**Validate Hypothesis and get more insights

**User Interviews:**8 users were interviewed and their responses are recorded below.

Following are some sets of questions that were asked during user interviews.

**User questions**

1. How long have you been using Rapido?
2. Have you used Rapido Bikes and Auto both?
3. If yes, which one do you prefer and why?
4. Why do you use Rapido?
5. When do you use Rapido - (time of the day)?
6. What are some other modes of commute that you use?
7. What is the approx. percentage of usage of Rapido out of all commute options?
8. How frequently do you use Rapido - times/week?
9. Have you used Rapido for sending packages?
10. Have you used Rapido’s Power Pass?
11. What are some problems/concerns you face while using Rapido?
12. What are some functionalities that you wish were present within Rapido?

| **Customer 1**  **Pranjal - 3 years exp, SDE** | **Customer 2**  **Muskan - 4th year college student, CSE** | **Customer 3**  **Harshabardhan - 2 years exp, HR** |
| --- | --- | --- |
| 1. 2 years 2. Yes 3. Prefers Auto when having luggage, otherwise, Bike 4. Cheap, Affordable, Quick - Helps to avoid traffic 5. Meeting friends, Commuting for parties, etc. - Evening 6. Ola, Uber, Yulu 7. 30% 8. 2-3 times/week 9. No, Only Dunzo, Swiggy 10. Haven’t heard of it 11. Can’t add multiple stops within auto; Sometimes, the driver’s real-time location doesn’t get updated - Need to close the app and re-launch. 12. Availability of caps to ensure hygiene | 1. Since 2018. 2. Yes 3. Bikes - cost-effective, quick, environment-friendly (comparatively) 4. For the above reasons. 5. Mostly morning and evenings (office hours). Occasionally afternoons. 6. Ola auto, uber auto, uber cab 7. 80% 8. Almost every alternate day 9. No 10. Yes 11. Not getting a ride is the biggest problem. Sometimes, the wait time is too high. Also, She wants to be able to get the first available ride (whether bike or auto) with a single click as sometimes, she just struggles to get a ride at night times. Also, sometimes captains provide really bad helmets as if it was just for the sake of it. 12. Ride scheduling option | 1. 2 years 2. Yes 3. Bikes - cheap 4. Cheapest option 5. Morning and Evening 6. Uber, Public Bus 7. 40% 8. 10 times/week 9. No 10. Yes 11. Takes too much time to book 12. N/A |

|  |  |  |
| --- | --- | --- |
| **Customer 4**  **Anirudh - 4 years exp, SDE 2** | **Customer 5**  **Sonik - 3 years exp, SDE** | **Customer 6**  **Prabhat - 3rd year college student** |
| 1. Since Rapido’s launch in Hyderabad in late 2016 2. Yes 3. Bikes - when commuting alone (quicker), Auto - when commuting with friends 4. Not the 1st preference - Prefers Uber/Ola 5. Evening hours, after 6pm 6. Ola, Uber, Auto 7. 20% 8. Twice a week 9. Yes 10. Not aware 11. Never been offered a helmet within Hyderabad even though the app keeps on asking whether the helmet was offered, Not able to connect to customer support easily. 12. More area coverage within Hyderabad city, onboard more drivers, offer a helmet to captains and customers, and an app onboarding tutorial. | 1. Since 2019, first used in Bhubaneshwar, Odisha 2. Yes 3. Bikes - If going alone and the weather is pleasant, otherwise, Auto 4. Fares are way lower than competitors, just 60% and with the pass, lowers down further. 5. Commuting to the office (morning and evening), and going to metro stations during weekends. In the NCR region, Rides to and from Metro Stations are very common. 6. Ola, Uber cabs, bla bla ride-sharing for 50+ KMs ride, Metro for Intercity rides. 7. > 70% 8. 10-12 times a week 9. No, prefers Dunzo here 10. Yes 11. Unavailability of captains during peak hours (a clear case of demand-supply gap), Waiting time sometimes is more than 10 mins and the ride is allocated to someone who is completing a previous ride. 12. A weekly package that automatically books rides at a designated time both pre and post office, Scheduling of rides for airport or metro rides. | 1. 6 months 2. No 3. Bikes - Cheap 4. Habitual, and has purchased Power Pass 5. No specific time 6. Ola and Uber Autos 7. 75% 8. Twice a week 9. Used Dunzo, Not aware 10. Yes 11. High wait time (5-10 mins), Unable to get captains during the morning (6-7am) 12. Rapido could ask the user - “Did the captain bring you a helmet?” as some captains don’t bring the helmet for shorter distances. |

|  |  |
| --- | --- |
| **Customer 7**  **Sutanuka - Intern, SDE** | **Customer 8**  **Sriram - 6 months exp, Data Scientist** |
| 1. Since the end of June, 2022 2. Yes 3. Bikes - cheap, helps get through traffic easily 4. Cheaper than Uber/Ola 5. While going to office - 9-10 am 6. Local buses, Rapido bikes/auto, Uber Auto 7. ~50% 8. 2-3 times/week 9. No 10. No 11. It takes a lot of time to get a captain 12. Wish that they really stick to their “Captains get booked within 45 seconds” as it is far from the truth. | 1. Since 2022 2. Yes - used Auto once 3. Bikes - Take less commuting time 4. Quick and Reliable 5. Usually Morning 6. Metro, Own vehicle 7. 30% 8. 2-3 times/week 9. No 10. Yes 11. Sometimes, a different vehicle comes up than the one already assigned. 12. Some infotainment within the app to kill time when stuck in Bangalore traffic. |

Apart from these user interviews, negative mentions for Rapido from channels such as Twitter, News, Blogs, and Forums were captured over the period from 1st Jan, 2022 to 22nd July, 2022 which can be accessed [here](https://www.google.com/url?q=https://docs.google.com/spreadsheets/d/1oBtRl5KNSH6asIrZcFIWpdoOEK94hfzE/edit?usp%3Dsharing%26ouid%3D115392592734552612517%26rtpof%3Dtrue%26sd%3Dtrue&sa=D&source=editors&ust=1718141252919110&usg=AOvVaw3Ggiy2Z_bLkEfJGXiNIP_o).

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*1st Jan, 2022 - 22nd July, 2022*



**Observations/Insights - Customer**

1. Most people have started using Rapido in the past 2-3 years.
2. Most people have used both Rapido bikes and Rapido Auto.
3. People prefer Rapido bikes over Rapido Auto, which is also evident from the fact that Rapido Bike Taxi contributes 80% of the overall business.
4. **Bike Usage drivers** -

a) Cheap and Affordable

b) Quick

c) Helps get through traffic efficiently

1. Ola and Uber (Cabs and Autos) are the major alternatives for commuting.
2. People mostly prefer Dunzo for sending packages.
3. Many people have used Rapido’s Power Pass.
4. **Feature Request** - Ride Scheduling option, Availability of shower caps for hygiene, Availability of helmets, App onboarding tutorial, etc.

**Captain Interviews:**3 captains were interviewed and their responses are recorded below.

Following are some sets of questions that were asked during the interviews.

**Captain questions**

1. Why do you use Rapido?
2. How many hours do you work with Rapido?
3. How many rides/day do you usually do?
4. What are the problems/concerns you face while using Rapido?
5. What would you want to get improved within Rapido?
6. Why are you using Rapido over Swiggy/Zomato or other delivery gigs?
7. How much on avg. you have to wait to get another ride?
8. What details do you currently see before accepting a booking?
9. What details would you like to see before accepting a booking?
10. How much percentage of ride amount do you get?
11. In how much time do you receive payment?
12. How much on avg. you have to wait for a customer to start the ride?

|  |  |  |
| --- | --- | --- |
| **Captain 1** | **Captain 2** | **Captain 3** |
| 1. I want to earn a side income. Besides, Rapido offers flexibility so that I can login and logout any time I want which is very convenient for me. 2. I work part-time for Rapido as I am a college student. 3. About 10-15 short rides. 4. a) One good thing about Zomato was that the ride distance used to be relatively short. In Rapido, the ride distance may be very long at times.   b) As a Rapido bike captain, I feel threatened by Rapido auto drivers based on the stories I have heard and the unfortunate incidents that my friends had to encounter. For example, recently, my friend was threatened by one of the Rapido autos who also made him cancel the ride that had been booked.   1. Rapido provides the “my route booking” feature which allows rides along my home address only. This is a great feature, however, the limitation is that this feature can be enabled only twice per day. I would like to enable it more than two times a day in case I am doing two shifts in a day. Ideally, I want to be able to serve a customer every time I am going home at the end of the shift such that the route overlaps and I can earn from it instead of having to go alone. 2. I used to work in Zomato before. However, the profits for Zomato delivery guys have reduced over time. Hence, I made the decision to switch to Rapido along with my friends.      1. Less than 5 minutes.      1. Pickup location, drop location, number of km for the ride.      1. Current details are sufficient for me. 2. 70%-80% 3. 3 times a week 4. 2-5 minutes | 1. I was working with Rapido before the pandemic. It helps in earning me around 1000 Rs./day. During the pandemic, I couldn’t work with Rapido, so, have started to work again now. 2. 6-8 hours/day 3. Around 20 rides/day; 10 rides in the morning, and 10 rides in the evening. 4. a) People driving Rapido Auto have an issue with Rapido Bike captains. They sometimes abuse and threaten them.  b) Some people book a Rapido for bike-commuting but end up requesting parcel delivery as bike-commuting shows cheaper prices than the parcel delivery option. I don’t like when this happens as I want to use Rapido only for providing bike rides. 5. N/A 6. During the pandemic, I worked for Zomato and Swiggy, but I only got 30-40 Rs. per delivery. So, the scope of earning is less. 7. 2-3 mins 8. Pick up, Drop location, Total distance 9. Duration of the ride 10. 80% 11. 2-3 times in a week 12. ~ 2 mins | 1. I work as a Rapido captain as the incentives offered are very good compared to other platforms. Moreover, it is up to the captains to accept/skip a ride which is very convenient in my opinion.      1. 4-5 hours depending on office hours. Sometimes I go for a single shift, and some days I work two shifts.      1. About 7-10 rides.      1. Sometimes, I have to skip a lot of rides as I don’t want to do a lot of short distance rides. I prefer longer rides. 2. N/A 3. There is minimal waiting time compared to other platforms and incentives are great here. Moreover, we can skip rides as we want and there are no fixed shift timings to adhere to. 4. Just a few minutes. There have been only a few instances where I did not find a customer for more than 20 minutes. 5. Pickup, drop location, and km.      1. I would like an estimate of time on the app itself so I don't have to open Google maps. 2. I think ~80% 3. We can redeem it from the app. The limit is 3 times a week.      1. 1 minute |

**Observations/Insights - Captain**

1. Captains work both full-time and part-time with Rapido.
2. **Captain Motivations** **to partner with Rapido** -  
   a) Flexibility to login and logout anytime  
   b) Good Earning potential of around 1000 Rs./day  
   c) Good Incentives compared to other platforms  
   d) Convenience - Unlimited Ride skips allowed
3. On average, captains have to wait only for 2-3 mins to get another ride.
4. Captains are able to see the Pickup location, drop location, and the total distance of the ride.
5. Captains get 80% of the ride amount.
6. Captains can instantly redeem the amount in their bank accounts upto 3 times per week.
7. On average, captains have to wait only for 2 mins for a customer to start the ride.
8. **Feature Request** - Ability to view estimated duration of the ride, Ability to enable “my route booking” feature more than 2 times/day.

**Hypothesis Validation**

**Hypothesis for problems faced by Customers:**

1. People are unable to find a ride quickly.  
   - This is true and one of the major problems faced by users.
2. Captains are reluctant to accept online payment.  
   - Few captains are reluctant to accept online payment and demand extra cash sometimes.
3. People are not comfortable sharing helmets and might have hygiene concerns.  
   - A few people have this hygiene concern.
4. People are not comfortable riding on bikes due to the dust and the pollution.  
   - This is true for some people and they prefer uber/ola due to the same.
5. People might have concerns related to the rash driving by the captains.  
   - Did not find this to be a major concern among the people surveyed. Moreover, Rapido already tracks the speed at which the captains are driving, and they get an alert if the speed exceeds 60 km/hr.

**Hypothesis for problems faced by Captains:**

1. Captains have to wait for customers to reach the pickup spot.  
   - Not really. The average wait time is only around 2 mins.
2. Captains are not able to get the duration of the ride before accepting.  
   - Yes, captains don’t get to see the duration of the ride. Based on user research, it was found that captains would like to have this feature.
3. Captains are unable to get daily settlement of their accounts.  
   - This is true. Captains have the option to redeem 3 times/week. But, the captains surveyed were comfortable with this.

**Customer Pain Points**

1. Unavailability of captains and it takes too much time to book a ride.
2. Estimated wait time for the ride is high.
3. Captains are not assigned even if they are available - captains might not accept the ride because it may be unfavorable for them w.r.t distance or location.
4. Captains arrive later than the estimated time.
5. Some captains are abusive and behave rudely with the customers.
6. Some captains demand extra cash if the payment is online.
7. Some captains demand extra money and threaten to cancel the ride or drop midway if not paid.
8. Some captains accept the ride but don’t cancel and don’t move from their location. They also don’t pick up the calls from the customers.
9. Difference between initially estimated fare and final fare.
10. Some captains are not delivering the parcel and running away with it.
11. Captains at a few locations such as Ahmedabad, Hyderabad, etc. don’t provide helmets.
12. Sometimes helmet condition is not good, captains provide cap-style helmets with broken belts and in unhygienic condition.
13. Security/Inconvenience -  
    a) Difference between Registered bikes and the actual bike.

b) A different captain arrives than the one registered on the app.

**Captain Pain Points**

1. There is a compensation limit for ride cancellation by users - Drivers get cancellation charges of 10 Rs. only for up to 14 rides/week if the ride is canceled by the customer.
2. Many captains use Rapido in their part-time, and they don’t want to serve multiple shorter rides.
3. Some captains don’t want to serve longer rides.
4. People driving Rapido Auto threaten people driving Rapido Bikes.
5. Some people book a Rapido for bike-commuting, but end up requesting for parcel delivery as bike-commuting shows cheaper prices than the parcel delivery option.

**Prioritizing Pain Points**

Pain Points mentioned below are in **decreasing order of prioritization**.

|  |  |  |  |
| --- | --- | --- | --- |
| **Customer** | | | |
| **Sr. No.** | **Pain Point** | **Frequency** | **Criticality/Intensity** |
| 1. | 1. Unavailability of captains and it takes too much time to book a ride. 2. Estimated wait time for the ride is high.   Both these pain points are related to the limited supply of captains. | High  This is a major issue faced by most users on a frequent basis. | High  This is the most critical issue as the starting experience within the app becomes bad, which can be really detrimental to user retention. |
| 2. | Some captains accept the ride, but don’t cancel and don’t move from their location. They also don’t pick up calls from customers. | Medium  This is one of the major issues which has been faced by a few users. | High  Due to this, a lot of the users’ time gets wasted, and in the end, they need to cancel the ride which costs them cancellation charges as well, leading to a very bad experience. |
| 3. | 1. Captains at a few locations such as Ahmedabad, Hyderabad, etc. don’t provide helmets. 2. Sometimes helmet condition is not good, captains provide cap-style helmets with broken belts and in unhygienic condition. | Medium  This is a major issue that has been faced by many customers in some cities such as Ahmedabad & Hyderabad. | High  This can be a major safety issue in cities where a pillion helmet is not mandatory.  A Cap style helmet with a broken belt is as good as no helmet.  Also, if the helmet is unhygienic, people might not want to use it, leading to safety concerns, and they might not use Rapido again. |
| 4. | Some captains demand extra cash if the payment is online. | Low  Some users have faced this but the frequency is on the lower side. | High  This issue can be very bad for the users’ experience as no one would like to pay extra for the same service. This can be really detrimental to Rapido’s CSAT score and ultimately hamper retention. |
| 5. | Captains arrive later than the estimated time. | Low  Some users have faced this but the frequency is on the lower side. | Medium  This issue might frustrate the users if the wait duration is longer and happens frequently. |
| 6. | 1. Difference between Registered bikes and the actual bike. 2. A different captain arrives than the one registered on the app. | Low  This issue is faced by users sometimes. | Medium  It might be difficult for the user to spot the exact bike, causing inconvenience. Also, it can pose security concerns if a different person than the registered captain arrives. |
| 7. | Captains are not assigned even if they are available. | Low  This issue is faced by users sometimes. | Low-Medium  Some people (who are unaware that the captain can skip a ride) might think that there is a glitch within the app. |
| 8. | Some captains demand extra money and threaten to cancel the ride or drop midway if not paid. | Very Low  Frequency of such cases is very low. | High  This is a critical issue that can really worsen a user’s experience with Rapido, preventing him from using the app again and impacting retention metrics.  Rapido already has a solution for it where the users can report a captain for demanding extra cash. |
| 9. | Some captains are not delivering the parcel and running away with it. | Very Low  Very few users have faced this issue. | High  This is a critical issue and might lead to people not using Rapido's package delivery service at all. But, Rapido has already addressed this issue within their support section. |
| 10. | Some captains are abusive and behave rudely with the users. | Very Low  Some users have faced this from a few captains. | Medium  This is an important issue and Rapido already has a solution for it where the users can report a captain from the support section. |
| 11. | Difference between initially estimated fare and final fare | Low  Some users have faced this a few times. | Low  This is not a critical problem as the details of the fare are mentioned within the ride invoice, and since the fare is also dependent on the time duration for the entire ride, the final fare can vary slightly from the estimated fare. |
| **Captain** | | | |
| **Sr. No.** | **Pain Point** | **Frequency** | **Criticality/Intensity** |
| 1. | People driving Rapido Auto threaten people driving Rapido Bikes. | Low - Medium  Many captains have faced this and heard about their friends facing this. | High  This is a very critical issue as bike captains feel threatened and might decide to leave the platform as well. |
| 2. | 1. Many captains use Rapido in their part-time, and they don’t want to serve multiple shorter rides. 2. Some captains don’t want to serve longer rides. | Medium  Some captains want control over the type of ride but are not able to do so now. | Medium  Some captains working in shifts may want more control over the type of ride they serve. For example, some may aim for multiple shorter rides while others may aim for fewer longer rides owing to time constraints. There is no easy way to filter out the short and longer rides now. The captain has to manually accept/skip each ride. |
| 3. | Some people book a bike taxi but end up requesting parcel delivery as in some cases bike commuting is cheaper as compared to the latter. | Low  Not many captains have faced this problem as per the user interviews. | Low  This may not be seen as a problem by everyone and can be more of a personal preference. |
| 4. | Compensation limit for ride cancellation by the customers. | Low  Not many captains consider this a problem as they don’t reach the available limit. | Low  Having a compensation limit for ride cancellation is necessary to avoid gaming the system by the captains. |

**NOTE:** Based on Frequency and Intensity, the Top 6 out of 13 pain points for customers and the Top 2 out of 4 pain points for captains are considered for ideating solutions.

**Brainstorming Solutions**

**For Customers**

1. **Solving for the limited supply of captains -**

a) Schedule a ride - Avoid delays in commute by scheduling a ride in advance which can help in managing demand & supply better.

b) Incentivise Captains based on distance - Modifying Incentive plan by including both the total number of rides and total distance so that both part and full-time captains are taken care of. This can motivate all kinds of captains to go out of their way and work extra to gain incentives, ultimately solving supply issues.

c) Enhance My Route Booking feature - Anyone can be a driver and can earn some money on the side. This can help in catering to the supply issue as people doing their daily chores such as traveling to the office, going for grocery shopping, etc. can serve some people without having to make changes in their own routine.

d) Limit Skips during Peak hours - Currently, captains have the option to skip unlimited rides. But, having a certain limit during peak hours will help to address the supply issue.

e) Surge Pricing - Increasing the duration and frequency of surge pricing during peak hours. This would help in regulating supply and demand. Also, some captains might be willing to serve rides due to the additional prices which they otherwise wouldn't have.

f) Auto Pool - Enabling Rapido Auto pool feature similar to carpooling. This can be a great solution to cater to the supply issue, but will need to be looked into in the future given the current covid scenario.

1. **Some captains accept the ride but don’t cancel and don’t move -**

Automated Ride Cancellation and Search - After a threshold time of around 5 minutes if there is no movement by the captain, he should get an automated call, which should suggest various options such as Press 1 if you are going to pick up the customer, Press 2 if you want to talk to customer support.  
If the captain has pressed 2, Rapido should cancel the current ride and automatically start searching for another captain to serve the same ride.

If the captain doesn’t pick up the automated call within a minute of the phone ring, the ride should cancel automatically and the captain should be issued a warning on further investigation.

1. **Helmets are missing or not up to the mark in terms of quality and hygiene -**

a) During the captain onboarding, Rapido should also ask the captains to upload pictures of the two helmets for quality check. Rapido can use image recognition to check the helmet’s condition. If the results don’t meet the safety threshold, captains shall be asked to purchase a newer helmet and upload the picture again.  
  
b) Cap-style helmets should not be allowed as they don’t ensure safety.

c) Also, Users should be provided Shower caps to ensure hygiene, which can be financed by Rapido and customers can report whether they received them or not.

This will ensure safety and hygiene for the users, thus, improving customer delight.

1. **Some captains demand extra cash if the payment is online -**

Captains should be taught how to transact using UPI and Payment Apps, and can be educated about the convenience and reliability of the same during their training sessions.

1. **Captains arrive later than the estimated time -**

There can be 2 possibilities here:

1. Genuine Reasons such as High Traffic & busy route, Bad weather conditions, vehicle breakdown, etc.
2. Ingenuine reasons such as unnecessary stops.

**Solution:** Adding predefined prompts such as High Traffic, Bad weather, Vehicle breakdown, Others, etc. asking the captain to tell the reason for reaching late. This can help to modify the algorithm for the estimated time and a buffer time can be added w.r.t different regions.

**Cons:** Risk of dishonest responses - An AI solution will be required to track the frequency of similar responses w.r.t different areas.

1. **Vehicle/Captain details don’t match -**

a) Captains can be provided the option to register a maximum of 2 bikes on their account. All bikes will undergo the same verification which is in place at present. Captains may add a new bike by removing one of the previous ones. The idea is to allow the captains to toggle between one of the two bikes and to ensure that the users don’t face any issues while spotting the correct bike and don’t have any security concerns.  
  
b) Captain’s details don’t match when someone else uses the actual captain’s account to serve the rides.  
  
**Solution:** Rapido can scan the captain’s face before the start of the shift; Then, a Face Scan can also be done at random intervals during the day when the captain’s shift is active.

**For Captains**

1. **People driving Rapido Auto threaten people driving Rapido Bikes -**

a) Providing Incentives to Auto Drivers similar to Rapido Bikes - Currently, there are limited incentives for Auto rides.

b) Promoting Rapido Auto rides by providing discounts and offers, and including Rapido Autos within Power Pass - Currently, Rapido has fewer offers for Auto rides, and it is focusing more on Rapido Bikes.

c) Captains driving Bike taxis should be able to report such Rapido Auto drivers, and strict actions such as blocking the account can be undertaken after a thorough investigation.

d) Auto Pool - Enabling Rapido Auto pool feature similar to carpooling. This can be a great solution to cater to this problem as it will enable more business for the auto drivers, but will need to be looked into in the future given the current covid scenario.

1. **Solving for preference for shorter and longer rides -**

Captains should have the ability to select a preference for shorter/longer rides. The feature will be in the form of a toggle button which can be toggled by the captains based on their preference of the ride distance - Shorter rides (less than 5 kms) and Longer rides (more than 5 kms).

This feature can greatly help in increasing captain retention as they will be able to serve the rides they want and also help in increasing customer retention as customers will face fewer cancellations.

However, there should be restrictions on using the toggle button during peak hours to avoid supply issues.

1. **Captains are unable to get a time estimate for their rides -**

Captains should be given an estimate of the time range the ride will take before accepting the ride besides other details such as distance and fare. This will ensure captain delight as they won’t have to open Google Maps to get the time estimate.

**Feasibility & Idea Selection**

The **highlighted** ideas above were selected for implementation since they address the major [pain-points](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#id.wynrg79hamay) faced by the users and the captains.

Also, solving the stakeholders’ major pain-points will lead to a positive user experience and increased satisfaction, which in turn will encourage stickiness and retention.

**Solution Prioritization**

| **Sr. No.** | **Solution** | **Reach (R) (%)** | **Impact (I)** | **Confidence (C) (%)** | **Effort (E)** | **Score**  **(R\*I\*C/E)** |
| --- | --- | --- | --- | --- | --- | --- |
| **Customer** | | | | | | |
| 1. | **Schedule a Ride** | 90% | 2 | 90% | 2 | 0.81 |
| 2. | **Incentivise Captains based on distance** | 100% | 3 | 100% | 2 | 1.50 |
| 3. | **Enhance My Route Booking Feature** | 70% | 2 | 75% | 3 | 0.35 |
| 4. | **Limit Skips and enable Surge Pricing during peak hours** | 100% | 3 | 80% | 1 | 2.40 |
| 5. | **Automated Ride Cancellation and Search** | 100% | 3 | 100% | 1 | 3.00 |
| **Captain** | | | | | | |
| 6. | **Offer discounts & Power Pass for Auto rides** | 75% | 2 | 80% | 1 | 1.20 |
| 7. | **Report Auto Drivers** | 80% | 3 | 60% | 2 | 0.72 |
| 8. | **Filter for Shorter/Longer rides** | 80% | 2 | 90% | 1.5 | 0.96 |
| 9 | **Adding time estimate for rides** | 90% | 1 | 80% | 1 | 0.72 |

|  |
| --- |
| **Guidelines for calculation**  Reach: Potential percentage of users this solution will have an impact on.  Impact as: 0.25 - Minimal ; 0.5 - Low ; 1 - Medium ; 2 - High ; 3 - Massive  Confidence on the solution: 50% - Low ; 80% - Medium ; 100% - High  Effort in man months: 1 for low effort items, 2 for medium effort items, 3 for high effort items and 4 for massive effort items |

Based on the prioritization exercise above, the following solutions will be implemented:

1. **Automated Ride Cancellation and Search (Customer)**
2. **Limit Skips and enable Surge Pricing during peak hours (Customer)**
3. **Incentivize Captains based on distance (Customer)**
4. **Offer discounts & Power Pass for Auto rides (Captain)**
5. **Filter for Shorter/Longer rides (Captain)**
6. **Schedule a Ride (Customer)**

**Feature Design & Wireframes**

*Limit Skips (Rapido Captain App)*

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*Screen 1                                         Screen 2*

1. Within Screen 1, the Skip button is disabled. There is an additional info icon that displays information regarding the no. of Skips a captain has available.
2. Screen 2 shows a modal that suggests that the captain has exhausted his total available Skips.

*Incentivize Captains based on distance (Rapido Captain App)*

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*Screen 3                                                    Screen 4*

1. Screen 3 shows a modified **Daily** incentive plan for Rapido captains according to which a captain can either complete the no. of rides or drive a certain distance to be eligible for the incentive.
2. Screen 4 shows the **Weekly** incentive plan for Rapido captains which includes weekly targets for the total no. of rides completed or the total distance traveled (only while serving customers during the ride). Additionally, the screen shows the remaining no. of rides and distance the captains need to complete within that week to receive a particular incentive.

*Power Pass for Auto rides (Customer App)                       Filter for Shorter/Longer rides (Rapido Captain App)*

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*Screen 5                                                      Screen 6                                        Screen 7*

1. Screen 5 shows Power Pass offering for Auto rides similar to the Bike rides. One time fixed amount is there for purchasing the pass which is valid for 1 month. A discount of 35% up to Rs. 20 will be available.
2. Screen 6 shows a feature for “Ride Preferences” in the form of a toggle button.
3. After the ride preferences feature is turned on, Screen 7 shows the additional choices based on distance in the form of a radio button. The captains can select any of the choices and will receive ride requests based on their preference.

*Schedule a ride (Customer App)*

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*Screen 8                          Screen 9                                   Screen 10                             Screen 11*

1. Screen 8 shows a modified bottom panel of booking rides and deliveries which contains Ride Now, Ride Later, and Package Delivery features. Pickup and Drop locations can be selected on this screen.
2. Screen 9 shows the modal which will open on selecting the “Ride Later” feature. It has options to select the time and date for booking the ride.
3. The next arrow on Screen 9 takes to the confirmation screen (Screen 10), which shows the pickup and drop location details, date, and time details and has an additional field to apply the coupon code.
4. On clicking the “Schedule a ride” button on Screen 10, Screen 11 shows the final details of the scheduled ride along with a message that an alert will be sent 15 minutes prior to the pickup time of the scheduled ride.

**Success Metrics**

Overall, the north star metric would be to measure ***7-Day and 30-Day Retention Rates for users****,*which means no. of users who use the Rapido app at least once, within 7 days and 30 days, and to measure ***Engagement for captains***, which can be measured by:

* Average No. of “ON-DUTY” hours spent within Rapido per captain per day, and
* Average distance traveled per captain per day (while serving customers)

**Leading** metric to measure retention is User Engagement, which in the case of Rapido can be measured by DAU (Daily active users), WAU (Weekly active users), and MAU (Monthly active users).

DAU for Rapido is the total no. of unique users who book at least one ride per day, and for captains, it is the total no. of unique captains who serve at least one ride per day.

Some L1 metrics to measure retention are:

1. Stickiness Ratio, which is the no. of users/captains who return to the Rapido app every month, measured by the ratio of DAU and MAU.
2. Churn Rate, which is the rate at which users/captains uninstall the Rapido app.
3. 7D and M1 Retention Rate

Other supporting metrics (L2) are as follows.

| **Sr. No.** | **Solution** | **Metric** | **Favorable Outcome** | **Overall Impact** |
| --- | --- | --- | --- | --- |
| 1. | **Automated Ride Cancellation and Search** | 1. Total no. of rides canceled automatically per month. 2. Total no. of captains who have received >10 automated calls per week. 3. Total no. of captains who have incurred >7 automated ride cancellations per week. 4. Total no. of captains who did not pick up the automated call > 2 times per week. 5. Avg. time spent to find a new captain for the automatically canceled rides. 6. Weekly Bounce Rate of Search screen after automatic ride cancellation. | 1. a) %Decrease as in general ride cancellations should decrease to avoid bad experiences for both captains and the users. 2. b) %Decrease 3. c) %Decrease 4. d) %Decrease 5. e) %Decrease   f)  %Decrease | * Growth in User Retention Rate * Reduction in User Churn Rate * Revenue Growth |
| 2. | **Limit Skips and enable Surge Pricing during peak hours** | 1. Total no. of times a captain tries to click the disabled Skip button within a day. 2. Weekly Avg. acceptance rate of rides during peak hours. | 1. Decrease 2. %Increase | * Reduction in User Churn Rate * Reduction in User Bounce Rate from Rapido App * Growth in User Retention * Revenue Growth |
| 3. | **Incentivize Captains based on the distance** | 1. Total weekly amount disbursed as an incentive to captains. 2. Avg. daily and weekly incentive amount disbursed per captain. | Should not be a major increase in the company expense. | * Increase in Engagement for Captains - Time spent and total distance traveled per day * Increase in NPS for Rapido Captain App * Growth in Captain Retention Rate |
| 4. | **Offer discounts & Power Pass for Auto rides** | 1. Total no. of Auto Power pass subscriptions purchased in a month. 2. Total no. of people who have purchased both Auto and Bike Power pass subscriptions. 3. Total no. of monthly renewals for Auto Power pass subscription. 4. No. of incidents of Rapido Auto drivers threatening Rapido Bike Captains. | 1. Increase 2. Ideally increase, but need to gauge so that a decision can be made whether to roll out a new combined subscription pass as well. 3. Increase 4. Decrease | * Increase in Engagement for Auto Drivers - Time spent and total distance traveled per day * Increase in NPS for Rapido Captain App * Growth in Captain Retention Rate |
| 5. | **Filter for Shorter/Longer rides** | 1. % of captains who have used the “Ride preferences” feature at least once. 2. % of ON-DUTY captains who use this feature at least once per day. 3. No. of captains who use this feature daily. 4. % of ON-DUTY captains who select the ‘Less than 5 Kms’ option at least once per day. 5. % of ON-DUTY captains who select the ‘More than 5 Kms’ option at least once per day. 6. No. of rides served per day using the ‘Less than 5 Kms’ option. 7. No. of rides served per day using the ‘More than 5 Kms’ option. | 1. Increase 2. Increase 3. Increase   Need to gauge all the other metrics and assess the usage. | * Increase in Engagement for Captains - Time spent and total distance traveled per day * Increase in NPS for Rapido Captain App |
| 6. | **Schedule a Ride** | 1. % of active users who have used the scheduled ride option at least once. 2. Total no. of rides scheduled per week. 3. Avg. no. of rides scheduled per active user per week. 4. % of scheduled rides started on time per week. 5. % of successfully completed scheduled rides per week. 6. Weekly Bounce Rate of screens [9 and 10](https://docs.google.com/document/d/e/2PACX-1vRK0rgJjrvUaxHWAwRSeqpzQPCWxaRt_dJ7JGKSLMWdX7qOcj1yQFX1Nw70AO4awjajSyYcPXSAP3BP/pub?embedded=true#id.m9ilj8jtkvbb). | 1. %Increase 2. Increase 3. Increase 4. %Increase 5. %Increase 6. %Decrease | * Reduction in User Bounce Rate from Rapido App * Increase in User Engagement - Time spent within the Rapido App * Growth in User Retention Rate * Revenue Growth |

**Release Plan**

Based on the prioritization exercise above, the solutions - “**Automated Ride Cancellation and Search**” and “**Limit Skips and enabling Surge Pricing during peak hours**”will be implemented first.

* The suggested features will be A/B tested on a variation group and the success metrics need to be closely tracked for a period of 1-month post-implementation.
* To implement the **Schedule a ride** feature, it can be rolled out initially for users having Bike Power Pass subscription to test out the MVP and ensure that the load is not increasing more quickly than anticipated.