

Brief

Scenario:

You are a **Product Manager at Uber**, working on the **Uber Reserve** vertical.

Uber Reserve allows users to pre-book rides in advance for scheduled needs (e.g., airport, meetings, office commutes).

While this feature is live, adoption in **Tier 1 cities among urban professionals** remains low.

Your goal is to understand why users are not adopting this feature, identify what real jobs it is solving, and propose a product or experience tweak that could drive better adoption.

Your assignment is divided into **4 structured parts**:

- Part 1: Define the Problem Using First Principles Thinking
- Part 2: Apply the JTBD Framework
- Part 3: Review User Behavior & Research
- Part 4: Propose One Product or Experience Improvement

Link to PDF:

<https://drive.google.com/file/d/15-mmUv028GGDVXmNMNM0s4PEUTY0y9Gq/view?usp=drivesdk>

Link to Video:

<https://drive.google.com/file/d/1fYvZFChwnzVi6oOcPG2ZcswgvCuOg7k3/view?usp=drivesdk>

Define the Problem Using First Principles Thinking

Why do urban professionals in Tier-1 cities do not adopt Uber Reserve?

Below are the assumptions that we can think of:

Assumption Type	Assumption
User Behavior	Urban professionals don't plan their rides in advance and prefer spontaneous, on-demand bookings.
User Behavior	Their daily schedules are unpredictable, so fixed-time bookings feel restrictive.

User Behavior	Users don't fully trust that a reserved cab will arrive reliably or on time.
User Behavior	They are habituated to using normal Uber rides and see no reason to switch.
User Behavior	Booking in advance feels like unnecessary effort compared to instant booking.
Value Proposition	Users perceive Uber Reserve as more expensive than regular rides.
Value Proposition	They don't clearly see any added benefit or convenience from reserving in advance.
Value Proposition	They don't see enough time-saving advantage.
Product	Many users don't notice or know about the Reserve option in the app.
Product	The booking process feels long, unclear, or unintuitive.
Product	Users find Reserve pricing unclear or inconsistent.
Operational / Supply-Side	Not enough drivers accept or fulfill scheduled rides.
Operational / Supply-Side	Reserved rides sometimes get canceled or delayed by drivers.
Operational / Supply-Side	Traffic unpredictability and city congestion affect pickup accuracy.
Market	Alternatives like Ola Prime or airport taxis are perceived as more reliable for planned trips.
Market	Many professionals already rely on office cabs or company transport for planned commutes.
Market	Pre-booking taxis isn't a common habit among Indian urban users.
Perception & Awareness	A large portion of users are unaware that Uber Reserve exists.
Perception & Awareness	Marketing hasn't clearly conveyed Reserve's unique value proposition or reliability.
Data	Low Reserve usage is assumed to mean low interest rather than low awareness.

5 Whys

Now on each of the assumptions we will apply 5 Whys to get to the root cause of the problem

User Behaviour Assumptions: “Urban professionals prefer on-demand rides over Uber Reserve.”

Why Question	Answer / Observation
Why do they prefer on-demand rides instead of planning ahead?	On-demand rides give flexibility to leave whenever plans finalize.
Why do they value flexibility over certainty?	Their schedules are dynamic — meetings get delayed, plans shift often.
Why can't they easily modify reservations once made?	Uber Reserve locks 60 minutes before pickup and charges for late changes.
Why does this discourage advance booking?	Users feel “trapped” — they fear losing money or flexibility if plans change.
Why hasn't Uber made reservations more flexible?	The system is optimized for driver reliability, not user adaptability.

From above we can see that user's fear of commitment outweighs perceived reliability, and the **system is optimized for driver reliability, not user adaptability**. Thus, Urban professionals avoid Uber Reserve because its rigid design conflicts with their flexible routines and emotional need for control — not due to lack of interest in planning ahead.

User Behaviour Assumptions: Their daily schedules are unpredictable, so fixed-time bookings feel restrictive.

Why Question	Answer / Observation
Why are their daily schedules unpredictable?	Meetings, client calls, and last-minute work changes often shift plans.
Why do these last-minute changes affect travel timing?	They can't always predict when they'll leave the office or a meeting ends.
Why can't Uber Reserve adapt to these shifting schedules?	The system requires fixed pickup times with penalties for rescheduling.
Why do these penalties discourage use?	Users fear losing money or missing rides if their plans change suddenly.
Why hasn't Uber addressed this flexibility gap?	The product design prioritizes driver scheduling over rider adaptability.

The product design assumes predictability — a mismatch with actual user behavior. Uber Reserve's rigid booking system conflicts with the dynamic, unpredictable nature of urban professionals' routines — reducing its perceived usefulness.

User Behaviour Assumptions: Users don't trust that a reserved cab will actually arrive on time.

Question	Answer / Insight
Why don't users trust that a reserved cab will arrive on time?	Because sometimes reserved cabs are delayed or don't show up at all.
Why are reserved cabs delayed or not showing up?	Because drivers may get stuck in traffic, cancel the ride, or the system fails to assign a driver reliably.
Why do drivers get stuck, cancel, or assignments fail?	Because the platform may not have enough nearby drivers at the time of reservation, or the scheduling algorithm is not fully optimized.
Why is there a shortage of drivers or suboptimal scheduling?	Because demand forecasting for reserved rides is inaccurate, and drivers prefer on-demand rides which are more flexible and potentially more profitable.
Why is demand forecasting inaccurate and drivers prefer on-demand rides?	Because user behavior is unpredictable, cancellations are frequent, and the incentives for drivers to commit to fixed-time reservations are low.

Users' lack of trust in reserved cabs stems from recurring reliability issues caused by **unpredictable user demand**(users' booking behavior is inconsistent and hard to forecast), **insufficient driver commitment**, and **systemic gaps in scheduling**(because of unoptimized scheduling algorithm)

User Behaviour Assumptions: Users are habituated to using normal Uber rides and see no reason to switch to Uber Reserve.

Question	Answer / Insight
Why are users habituated to using normal Uber rides?	Because they are familiar with the on-demand booking process and it fits their current routines.
Why does the on-demand booking process fit their routines?	Because users often have unpredictable schedules and prefer the flexibility of immediate ride availability.
Why do fixed-time reservations feel unnecessary?	Because users perceive that reserving in advance doesn't provide significant benefits over on-demand rides.
Why is the perceived value of Uber Reserve low?	Because users rarely experience situations where guaranteed punctuality is critical, or they distrust that the reservation will be reliable.
Why is there little incentive to change behavior?	Because the combination of habit, flexibility preference, and low perceived reliability makes normal Uber rides "good enough."

Users continue using normal Uber rides because the convenience, flexibility, and habit outweigh the perceived benefits of reservations, especially when reliability and value of Uber Reserve are uncertain. In other words switching costs (mental effort, trust issues) outweigh potential gains, reinforcing habitual behavior.

User Behaviour Assumption: Booking in advance feels like unnecessary effort compared to instant booking.

Question	Answer / Insight
Why does booking in advance feel like unnecessary effort?	Because users find it easier and faster to book instantly when they need a ride.
Why is booking instantly easier and faster?	Because users are already used to the on-demand flow — open the app, tap, and get a cab within minutes.
Why does the on-demand habit feel more natural?	Because most users' schedules are dynamic and they rarely know their exact travel time in advance.
Why do users perceive planning ahead as restrictive?	Because committing to a specific time adds pressure to stick to a schedule, and changes can cause stress or cancellation.
Why do they value flexibility over predictability?	Because the trade-off between effort and reward isn't strong — on-demand rides are reliable enough for most needs.

Users see little benefit in booking rides in advance because on-demand rides already meet their needs for convenience and flexibility. User feel trade-off between effort and reward((e.g., guaranteed punctuality or cost savings),) isn't strong and hence see no reason to add complexity to a simple task.

Value Proposition Assumptions: Users perceive Uber Reserve as more expensive than regular rides.

Question	Answer / Insight
Why do users perceive Uber Reserve as more expensive?	Because the displayed fares for reserved rides are often higher than those for on-demand bookings.
Why are fares for reserved rides often higher?	Because Reserve pricing includes a premium for guaranteed availability and driver commitment.
Why isn't the added reliability clearly communicated?	Because the app interface shows the price difference but doesn't emphasize the benefits.
Why does this perception of overpricing persist?	Because users rarely face reliability issues with on-demand rides, so the extra cost feels unnecessary.

Question	Answer / Insight
Why don't users notice the premium value?	Because Reserve use cases (like early airport rides) are limited and not highlighted effectively.
Users perceive Uber Reserve as costly because the higher price is visible, but the added value(guaranteed availability, punctuality, or convenience isn't obvious or experienced frequently) isn't — making the premium feel unnecessary and unjustified.	

Value Proposition Assumptions: Users don't clearly see any added benefit or convenience from reserving in advance.

Question	Answer / Insight
Why don't users see any added benefit from reserving in advance?	Because the advantages of Reserve, like guaranteed pickup and punctuality, are not immediately obvious.
Why aren't advantages immediately obvious?	Because the app doesn't highlight situations where Reserve improves the experience.
Why doesn't the app highlight these situations?	Because Reserve is presented similarly to normal rides, focusing on price rather than benefits.
Why do users compare it directly to on-demand rides?	Because most users are habituated to instant bookings.
Why must Reserve surpass the old baseline to be noticed?	Because users weigh effort or cost against perceived benefits.
Users don't perceive Uber Reserve as valuable because its benefits aren't clearly highlighted or directly experienced. Compared to the convenience of on-demand rides, any additional effort or cost feels unnecessary, and without compelling value, even minor inconveniences—like planning ahead or paying a premium—discourage adoption.	

Value Proposition Assumptions : They don't see enough time-saving advantage.

Question	Answer / Insight
Why don't users see enough time-saving advantage?	Because the time saved by reserving in advance isn't obvious or directly experienced.
Why isn't the time saved obvious?	Because most rides are short or users already allow buffer time with on-demand rides.
Why do users rely on buffers for on-demand rides?	Because past experiences show that on-demand rides are usually available quickly.

Question	Answer / Insight
Why do instant rides feel reliable?	Because the platform has high availability and predictable wait times.
Why doesn't Reserve feel more advantageous?	Because potential punctuality or scheduling benefits aren't highlighted in relevant situations.

Users don't perceive time-saving benefits from Uber Reserve because on-demand rides are already fast and reliable, and the added value of advance reservations isn't clearly highlighted. Without contextual cues—signals showing when and how Reserve saves time in real-world situations—users struggle to see its practical advantage.

Product Assumptions: Many users don't notice or know about the Reserve option in the app.

Question	Answer / Insight
Why don't users notice or know about Reserve?	Because the option is not prominently displayed in the app.
Why isn't the option prominently displayed?	Because Reserve is shown in the same menu as regular rides, without differentiation.
Why is it treated as just another option?	Because the app doesn't highlight its unique benefits like guaranteed pickup or punctuality.
Why doesn't the app emphasize its benefits?	Because Reserve isn't integrated with contextual prompts or scenario-based suggestions.
Why doesn't contextual integration exist?	Because the product design prioritizes the instant ride-booking flow over promoting additional features.

Many users remain unaware of Uber Reserve because the option is visually underemphasized and not clearly differentiated from standard rides. Without contextual cues that highlight when and how it adds value—such as guaranteed punctuality or time savings—users fail to recognize its relevance, limiting discoverability and adoption.

Product Assumptions: The booking process feels long, unclear, or unintuitive.

Question	Answer / Insight
Why does the booking process feel long, unclear, or unintuitive?	Because users must navigate multiple screens and options to complete a Reserve booking.
Why must users navigate multiple screens and options?	Because the Reserve flow is designed differently from on-demand rides and requires selecting time, date, and additional options.

Question	Answer / Insight
Why is the Reserve flow different from on-demand rides?	Because advance booking requires additional inputs to secure driver commitment.
Why do users perceive extra inputs as unnecessary?	Because the value of advance booking isn't clearly communicated during the process.
Why isn't the value clearly communicated?	Because the app focuses on price and availability rather than demonstrating time savings, reliability, or convenience.
Users find the Reserve booking process long and unintuitive because it introduces unfamiliar steps without clearly communicating the benefits, increasing perceived effort and discouraging adoption.	

Product Assumptions: Users find Reserve pricing unclear or inconsistent.

Question	Answer / Insight
Why do users find Reserve pricing unclear or inconsistent?	Because the fare often changes based on time, demand, and location.
Why does the fare change based on these factors?	Because Reserve includes surge pricing, advance booking premiums, and fees for guaranteed availability.
Why is it hard to understand the final cost upfront?	Because the app doesn't clearly communicate the reason for price differences.
Why doesn't the app communicate the reasons clearly?	Because Reserve pricing is treated similarly to normal rides, without highlighting added value.
Why do users compare it directly to standard rides?	Because habitual use of on-demand rides sets a mental benchmark for expected cost.
Users find Reserve pricing unclear because dynamic components and premiums aren't transparently explained, and without context, price fluctuations feel arbitrary and inconsistent compared to familiar on-demand fares.	

Operational Assumptions: Not enough drivers accept or fulfil scheduled rides.

Question	Answer / Insight
Why don't enough drivers accept or fulfill scheduled rides?	Because drivers prefer on-demand rides that offer more flexibility.
Why do drivers prefer flexibility over scheduled rides?	Because on-demand rides allow them to maximize earnings using surge pricing and real-time demand.
Why do scheduled rides limit earnings potential?	Because drivers are locked into a specific time and location.

Question	Answer / Insight
Why does the system lock drivers into time/location?	Because Reserve requires guaranteed driver availability for bookings.
Why do these constraints discourage driver participation?	Because the trade-offs outweigh the perceived benefits of scheduled rides.
Not enough drivers accept or fulfill scheduled rides because the time and location commitments restrict flexibility and earning potential, creating a misalignment between platform requirements and driver incentives.	

Operational Assumptions: Reserved rides sometimes get canceled or delayed by drivers.

Question	Answer / Insight
Why do reserved rides get canceled or delayed by drivers?	Because drivers sometimes cannot reach the pickup location on time or have to cancel last minute.
Why can't drivers reach on time or fulfill the ride?	Because traffic, personal schedules, or competing higher-paying on-demand rides interfere.
Why do competing on-demand rides interfere?	Because drivers prefer flexible, immediate rides over scheduled commitments.
Why are driver incentives misaligned?	Because Reserve guarantees availability but does not provide enough compensation or flexibility.
Why is compensation or flexibility insufficient?	Because the platform prioritizes booking guarantees over optimizing for driver convenience or earnings.
Reserved rides get canceled or delayed because driver incentives, scheduling constraints, and competing opportunities reduce their commitment, creating a reliability gap that erodes user trust. This is compounded by the platform prioritizing user booking guarantees over driver convenience and earnings optimization, which limits drivers' willingness to fully commit to scheduled rides.	

Operational Assumptions: Traffic unpredictability and city congestion affect pickup accuracy.

Question	Answer / Insight
Why does traffic and congestion affect pickup accuracy?	Because drivers can't always reach the pickup location on time.
Why can't drivers reach on time?	Because traffic conditions are unpredictable and vary by time of day.
Why are traffic conditions unpredictable?	Because of accidents, construction, events, and varying vehicle density.

Question	Answer / Insight
Why don't drivers have better tools to anticipate traffic?	Because the app provides limited predictive guidance.
Why does limited forecasting affect reliability?	Because driver arrival times become uncertain, making reserved rides less dependable.
Traffic unpredictability and city congestion reduce pickup accuracy because even with planning, external conditions and limited predictive tools make driver arrival times uncertain, undermining user trust in Reserve rides.	

Market Assumptions: Alternatives like Ola Prime or airport taxis are perceived as more reliable for planned trips.

Why Question #	Answer / Insight
1 Why are alternatives perceived as more reliable?	Users have experienced fewer cancellations and delays with Ola Prime or airport taxis, especially for pre-scheduled trips.
2 Why have users experienced fewer cancellations with these alternatives?	These services often have dedicated drivers for scheduled trips or stricter operational guarantees.
3 Why do Uber Reserve drivers not provide the same reliability?	Uber's system prioritizes on-demand rides, and drivers may accept reservations opportunistically rather than committing fully.
4 Why is Uber's system prioritizing on-demand rides over Reserve?	The platform is optimized for real-time demand fulfillment and driver earnings flexibility, not for pre-committed reservations.
5 Why does this optimization reduce perceived reliability for Reserve?	Because users notice cancellations, delays, and inconsistent service, creating a trust gap that makes competitors seem more reliable by comparison.

Users perceive alternatives like Ola Prime or airport taxis as more reliable because these services structurally guarantee commitment for scheduled rides. Uber Reserve, in contrast, **suffers from operational design and incentive misalignment** that makes driver commitment inconsistent — lowering perceived reliability for planned trips.

Market Assumptions: Many professionals already rely on office cabs or company transport for planned commutes.

Why #	Question	Answer / Insight
1	Why do professionals rely on office cabs or company transport?	Their employers provide scheduled, reliable, and cost-covered transportation for daily commutes.
2	Why do they prefer this over Uber Reserve?	Company transport is predictable, low-effort, and often free or subsidized, removing the need to plan or pay for a ride themselves.
3	Why is Uber Reserve not chosen for these commutes?	Users perceive no additional benefit from paying or managing a reservation when their employer already guarantees a reliable commute.
4	Why can't Uber Reserve compete in this context?	Uber Reserve requires users to handle planning, payments, and app coordination, while office transport is handled by the company with minimal user effort.
5	Why does this reduce adoption of Uber Reserve?	The convenience, reliability, and cost advantages of office transport create a default habit that crowds out Reserve for routine, planned commutes.

Professionals rely on company-provided transport because it offers **reliable, cost-free, low-effort scheduled rides**. Uber Reserve does not provide additional value in this context, making adoption unnecessary for routine commutes.

Market Assumption: Pre-booking taxis isn't a common habit among Indian urban users.

Why #	Question	Answer / Insight
1	Why isn't pre-booking taxis common among Indian urban users?	Most users prefer flexibility and on-demand availability rather than committing to a fixed time.
2	Why do users prefer flexibility over scheduled rides?	Urban travel is highly unpredictable due to traffic, changing plans, and last-minute meetings.
3	Why do last-minute changes discourage pre-booking?	Pre-booked rides can't easily accommodate sudden shifts in schedule, making users feel constrained.
4	Why do users feel constrained by pre-booking?	Fear of wasted money, cancellations, or missing the ride creates anxiety around committing in advance.

Why Question #	Answer / Insight
5 Why does this limit adoption of services like Uber Reserve?	The cultural and behavioral norm favors spontaneous, real-time decisions over pre-scheduled commitments. Pre-booking fails to gain traction in Indian cities because urban users value flexibility and spontaneity over commitment , and daily unpredictability makes advance scheduling feel risky and unnecessary. This behavioral and cultural norm limits adoption of services like Uber Reserve.

Perception and Awareness Assumption: A large portion of users are unaware that Uber Reserve exists.

Question	Answer / Insight
Why are many users unaware of Uber Reserve?	The feature is not prominently highlighted within the app interface.
Why isn't the feature prominently highlighted?	App design prioritizes on-demand rides and other core features over Reserve.
Why does app design prioritize other features?	Uber focuses on immediate, high-frequency engagement, assuming users will explore additional options later.
Why don't users explore additional options like Reserve?	Lack of clear prompts, onboarding, or marketing leaves users unaware of its existence.
Why does this limit adoption?	Users can't adopt a feature they don't know exists, so awareness is a primary barrier to usage.

Adoption of Uber Reserve is limited primarily due to **low awareness and poor discoverability**. The app and marketing design assume users will explore features proactively, but in reality, most users remain in habitual on-demand usage, never encountering Reserve. Awareness is the first barrier to adoption.

Perception and Awareness Assumption: Marketing hasn't clearly conveyed Reserve's unique value proposition or reliability.

Question	Answer / Insight
Why hasn't marketing clearly conveyed Reserve's value or reliability?	Marketing focuses on the Reserve label rather than clearly communicating the benefits or unique use cases.
Why does marketing focus on the label instead of benefits?	Campaigns prioritize brand consistency and awareness over behavioral nudges or detailed messaging.

Question	Answer / Insight
Why does this approach limit understanding of Reserve?	Users see “Reserve” but don’t understand when or why it should be used, reducing perceived relevance.
Why don’t users explore or adopt Reserve?	Without understanding the value or reliability benefits, there’s little motivation to switch from on-demand rides.
Why does this reduce adoption?	Lack of clear communication prevents users from forming the mental association between Reserve and reliable pre-booking.
Marketing hasn’t effectively communicated Uber Reserve’s unique value because campaigns overemphasize standard ride features, assume users already understand the platform, and fail to illustrate how Reserve delivers tangible, context-specific benefits . As a result, users remain unaware of its reliability, convenience, and practical advantages.	

Adoption Metric Assumption: Low Reserve usage is assumed to mean low interest rather than low awareness.

Question	Answer / Insight
Why is low Reserve usage assumed to indicate low interest?	Because decision-makers rely on usage metrics without considering awareness levels.
Why do decision-makers rely solely on usage metrics?	Because booking volume is easy to track and treated as the primary adoption indicator.
Why can’t usage metrics reveal awareness gaps?	Because users may not know the Reserve feature exists.
Why are users unaware of the feature?	Because marketing and in-app visibility are limited.
Why isn’t awareness measured separately?	Because focus is on outcomes rather than tracking exposure or education.
Low Reserve usage is often misinterpreted as low interest, when it actually reflects low awareness caused by limited marketing, poor visibility, and lack of awareness tracking.	

Root cause Summary and Theme:

Assumption	Root Cause	Theme

Urban professionals don't plan their rides in advance and prefer spontaneous, on-demand bookings.	<p>From above we can see that user's fear of commitment outweighs perceived reliability, and the system is optimized for driver reliability, not user adaptability. Thus, Urban professionals avoid Uber Reserve because its rigid design conflicts with their flexible routines and emotional need for control — not due to lack of interest in planning ahead.</p>	Flexibility over Commitment
Their daily schedules are unpredictable, so fixed-time bookings feel restrictive.	<p>The product design assumes predictability — a mismatch with actual user behavior. Uber Reserve's rigid booking system conflicts with the dynamic, unpredictable nature of urban professionals' routines — reducing its perceived usefulness.</p>	Mismatch Between Product Design & Real-life Behavior
Users don't fully trust that a reserved cab will arrive reliably or on time.	<p>Users' lack of trust in reserved cabs stems from recurring reliability issues caused by unpredictable user demand(users' booking behavior is inconsistent and hard to forecast), insufficient driver commitment, and systemic gaps in scheduling(because of unoptimized scheduling algorithm)</p>	Trust Deficit in Reliability

<p>They are habituated to using normal Uber rides and see no reason to switch.</p>	<p>Users continue using normal Uber rides because the convenience, flexibility, and habit outweigh the perceived benefits of reservations, especially when reliability and value of Uber Reserve are uncertain. In other words switching costs (mental effort, trust issues) outweigh potential gains, reinforcing habitual behavior.</p>	<p>Habitual Dependence on On-Demand Rides</p>
<p>Booking in advance feels like unnecessary effort compared to instant booking.</p>	<p>Users see little benefit in booking rides in advance because on-demand rides already meet their needs for convenience and flexibility. User feel trade-off between effort and reward ((e.g., guaranteed punctuality or cost savings),) isn't strong and hence see no reason to add complexity to a simple task.</p>	<p>Low Perceived Value of Pre-booking</p>
<p>Users perceive Uber Reserve as more expensive than regular rides.</p>	<p>Users perceive Uber Reserve as costly because the higher price is visible, but the added value(guaranteed availability, punctuality, or convenience isn't obvious or experienced frequently) isn't — making the premium feel unnecessary and unjustified.</p>	<p>Low Perceived Value / Pricing</p>

<p>They don't clearly see any added benefit or convenience from reserving in advance.</p>	<p>Users don't perceive Uber Reserve as valuable because its benefits aren't clearly highlighted or directly experienced. Compared to the convenience of on-demand rides, any additional effort or cost feels unnecessary, and without compelling value, even minor inconveniences—like planning ahead or paying a premium—discourage adoption.</p>	<p>Low Perceived Value / Convenience</p>
<p>They don't see enough time-saving advantage.</p>	<p>Users don't perceive time-saving benefits from Uber Reserve because on-demand rides are already fast and reliable, and the added value of advance reservations isn't clearly highlighted. Without contextual cues—signals showing when and how Reserve saves time in real-world situations—users struggle to see its practical advantage.</p>	<p>Low Perceived Value / Time-Saving</p>
<p>Many users don't notice or know about the Reserve option in the app.</p>	<p>Many users remain unaware of Uber Reserve because the option is visually underemphasized and not clearly differentiated from standard rides. Without contextual cues that highlight when and how it adds value—such as guaranteed punctuality or time savings—users fail to recognize its relevance, limiting discoverability and adoption.</p>	<p>Low Awareness / Discoverability</p>
<p>The booking process feels long, unclear, or unintuitive.</p>	<p>Users find the Reserve booking process long and unintuitive because it introduces unfamiliar steps without clearly communicating the benefits, increasing perceived effort and discouraging adoption.</p>	<p>Low Perceived Value / Usability</p>

Users find Reserve pricing unclear or inconsistent.	Users find Reserve pricing unclear because dynamic components and premiums aren't transparently explained , and without context, price fluctuations feel arbitrary and inconsistent compared to familiar on-demand fares.	Low Perceived Value / Pricing Transparency
Not enough drivers accept or fulfill scheduled rides	Not enough drivers accept or fulfill scheduled rides because the time and location commitments restrict flexibility and earning potential, creating a misalignment between platform requirements and driver incentives.	Driver Supply / Incentive Misalignment
Reserved rides sometimes get canceled or delayed by drivers.	Reserved rides get canceled or delayed because driver incentives, scheduling constraints, and competing opportunities reduce their commitment, creating a reliability gap that erodes user trust. This is compounded by the platform prioritizing user booking guarantees over driver convenience and earnings optimization , which limits drivers' willingness to fully commit to scheduled rides.	Driver Supply / Reliability
Traffic unpredictability and city congestion affect pickup accuracy.	Traffic unpredictability and city congestion reduce pickup accuracy because even with planning, external conditions and limited predictive tools make driver arrival times uncertain , undermining user trust in Reserve rides.	Operational Constraints / External Factors

<p>Alternatives like Ola Prime or airport taxis are perceived as more reliable for planned trips.</p>	<p>Users perceive alternatives like Ola Prime or airport taxis as more reliable because these services structurally guarantee commitment for scheduled rides. Uber Reserve, in contrast, suffers from operational design and incentive misalignment that makes driver commitment inconsistent — lowering perceived reliability for planned trips.</p>	<p>Competitive / Reliability Comparison</p>
<p>Many professionals already rely on office cabs or company transport for planned commutes.</p>	<p>Professionals rely on company-provided transport because it offers reliable, cost-free, low-effort scheduled rides. Uber Reserve does not provide additional value in this context, making adoption unnecessary for routine commutes.</p>	<p>Competitive / Low Necessity</p>
<p>Pre-booking taxis isn't a common habit among Indian urban users.</p>	<p>Pre-booking fails to gain traction in Indian cities because urban users value flexibility and spontaneity over commitment, and daily unpredictability makes advance scheduling feel risky and unnecessary. This behavioral and cultural norm limits adoption of services like Uber Reserve.</p>	<p>Behavioral / Cultural Norms</p>
<p>A large portion of users are unaware that Uber Reserve exists.</p>	<p>Adoption of Uber Reserve is limited primarily due to low awareness and poor discoverability. The app and marketing design assume users will explore features proactively, but in reality, most users remain in habitual on-demand usage, never encountering Reserve. Awareness is the first barrier to adoption.</p>	<p>Low Awareness / Discoverability</p>

Marketing hasn't clearly conveyed Reserve's unique value proposition or reliability.	Marketing hasn't effectively communicated Uber Reserve's unique value because campaigns overemphasize standard ride features , assume users already understand the platform, and fail to illustrate how Reserve delivers tangible, context-specific benefits. As a result, users remain unaware of its reliability, convenience, and practical advantages.	Low Awareness / Marketing Effectiveness
Low Reserve usage is assumed to mean low interest rather than low awareness.	Low Reserve usage is often misinterpreted as low interest, when it actually reflects low awareness caused by limited marketing, poor visibility , and lack of awareness tracking.	Misinterpretation of Metrics / Awareness

Further refined theme:

Current Theme	Refined Theme
Flexibility over Commitment	User Flexibility
Mismatch Between Product Design & Real-life Behavior	Product Fit / Experience Gap
Trust Deficit in Reliability	Trust & Reliability
Habitual Dependence on On-Demand Rides	Habit & Familiarity
Low Perceived Value of Pre-booking	Perceived Value
Low Perceived Value / Pricing	Perceived Value
Low Perceived Value / Convenience	Perceived Value
Low Perceived Value / Time-Saving	Perceived Value
Low Awareness / Discoverability	Awareness & Marketing
Low Perceived Value / Usability	User Experience
Low Perceived Value / Pricing Transparency	Pricing Transparency
Driver Supply / Incentive Misalignment	Driver & Operational Constraints
Driver Supply / Reliability	Driver & Operational Constraints
Operational Constraints / External Factors	Driver & Operational Constraints
Competitive / Reliability Comparison	Competition & Alternatives
Competitive / Low Necessity	Competition & Alternatives
Behavioral / Cultural Norms	Behavioral & Cultural Norms
Low Awareness / Discoverability	Awareness & Marketing

Low Awareness / Marketing Effectiveness	Awareness & Marketing
Misinterpretation of Metrics / Awareness	Awareness & Marketing

Refined Themes to First principles:

Root Cause Summary	Theme	Refined Theme	First Principle (Refined Core Truth)
Users fear commitment; system optimized for driver reliability, conflicts with flexible urban lifestyles	User Commitment and Reliability	User Flexibility & Lifestyle Fit	Perceived effort must stay below perceived value to drive action.
Product assumes predictable, rigid scheduling while user behavior is dynamic and unpredictable	Mismatch in Design vs Behavior	Product–User Fit / Experience Gap	Users don't hire features — they hire reliability.
Lack of trust due to unreliable driver commitment, erratic scheduling, unpredictable demand	Trust Deficit	Trust & Reliability	Planning feels risky when trust is low.
Habitual use of on-demand rides due to convenience, outweighs benefits of planning	User Habit	Habit & Familiarity Bias	Perceived effort must stay below perceived value to drive action.
Users don't perceive booking ahead as valuable because on-demand already meets convenience needs	Value Perception	Perceived Value / Benefit	Users don't hire features — they hire reliability.
High price seen but value (e.g., punctuality, convenience) less obvious or frequently experienced	Value Perception	Perceived Value / Pricing	Visibility without context doesn't drive behavior.
Time-saving unclear; no strong signals showing when reservations actually save time	Value Perception	Perceived Value / Benefit	Users don't hire features — they hire reliability.
Poor discoverability due to low visual prominence and contextual cues	Awareness & Discoverability	Awareness & Marketing Effectiveness	Visibility without context doesn't drive behavior.

Root Cause Summary	Theme	Refined Theme	First Principle (Refined Core Truth)
Long, unintuitive booking process increases perceived effort	User Experience & Usability	User Experience & Usability	Perceived effort must stay below perceived value to drive action.
Unclear pricing components and dynamic premiums feel arbitrary	Pricing Transparency	Pricing Transparency & Clarity	Visibility without context doesn't drive behavior.
Driver supply affected by restrictive scheduling, poor incentives, reducing reliability	Driver Incentives & Supply	Driver Incentives & Reliability	Planning feels risky when trust is low.
Cancellations and delays arise from conflicting driver incentives and scheduling	Driver Incentives & Reliability	Driver Incentives & Reliability	Planning feels risky when trust is low.
External factors e.g., traffic unpredictability reduce pickup accuracy	Operational Constraints	Driver Incentives & Reliability	Planning feels risky when trust is low.
Users see competitors as more reliable due to structural guarantees	Competitive Alternatives	Competition & Differentiation	In time-sensitive contexts, users optimize for certainty, not savings.
Professionals rely on company transport for reliable free rides	Competitive Alternatives	Competition & Differentiation	In time-sensitive contexts, users optimize for certainty, not savings.
Behavioral culture favors flexibility and spontaneity over commitment, limiting adoption	Behavioral & Cultural Norms	Behavioral & Cultural Norms	Planning feels risky when trust is low.
Low awareness and poor marketing limit exposure to Uber Reserve	Awareness & Marketing Effectiveness	Awareness & Marketing Effectiveness	Visibility without context doesn't drive behavior.
Marketing focuses on standard features, failing to communicate Reserve's unique, relevant benefits	Awareness & Marketing Effectiveness	Awareness & Marketing Effectiveness	Visibility without context doesn't drive behavior.

Root Cause Summary	Theme	Refined Theme	First Principle (Refined Core Truth)
Low usage misinterpreted as lack of interest, actually due to low awareness	Awareness & Marketing Effectiveness	Awareness & Marketing Effectiveness	Visibility without context doesn't drive behavior.

Refined theme to first principles:

The first principles are synthesized fundamental truths derived from analyzing the detailed root causes. Here's how each first principle emerges logically from the root causes:

1. **Perceived effort must stay below perceived value to drive action**
Root causes show users fear commitment, find rigid scheduling and lengthy booking processes effortful, and habitual on-demand rides easier. This reveals a core truth: **users only take action when the effort feels justified by a clear value.** High perceived effort blocks adoption even if the underlying solution could be beneficial.
2. **Users don't hire features — they hire reliability**
Root causes indicate lack of trust due to cancellations, erratic scheduling, and value benefits not translating into reliability signals. **Users focus less on features offered and more on consistent reliable outcomes.** If the product doesn't deliver trust, underlying features don't matter.
3. **Planning feels risky when trust is low**
Driver reliability issues, cancellations, external uncertainties (traffic), and conflicting incentives all create risk perception around pre-booking. This leads to the principle that **for planning (reserve booking) to work, users must be confident in predictable execution.**
4. **Visibility without context doesn't drive behavior**
Low feature discoverability, poor marketing communication, unclear pricing all show users seeing something is not enough to change behavior. **Users need contextual understanding to motivate action,** or else awareness remains superficial.
5. **In time-sensitive contexts, users optimize for certainty, not savings**
Competition providing structural reliability and behaviors around company transport show **users place premium on certainty over cost in critical scenarios.** Thus, certainty is prioritized in user decision-making, overshadowing savings.

These first principles are distilled by abstracting the essence of root causes into broad, unifying truths that guide strategy, product design, and messaging. They are the foundational insights explaining why the root causes exist and how to address them effectively.

Refined Theme	First Principle
User Flexibility & Lifestyle Fit	Perceived effort must stay below perceived value to drive action
Product–User Fit / Experience Gap	Users don't hire features — they hire reliability
Trust & Reliability	Planning feels risky when trust is low
Habit & Familiarity Bias	Perceived effort must stay below perceived value to drive action
Perceived Value / Benefit	Users don't hire features — they hire reliability
Perceived Value / Pricing	Visibility without context doesn't drive behavior
Awareness & Marketing Effectiveness	Visibility without context doesn't drive behavior
Competition & Differentiation	In time-sensitive contexts, users optimize for certainty, not savings

Job To Be Done

A **Job to Be Done** is the **underlying task or goal** a user is trying to accomplish in a given context. It's **not about features**, it's about the **outcome the user wants**.

JTBD Questions on First Principle

The three questions — **What goal is the user really trying to achieve?**, **What pain points prevent them from achieving it?**, and **What outcome would make them happy or satisfied?** — are essential building blocks to clearly define a *Jobs to Be Done (JTBD)* statement.

First Principle	What goal is the user really trying to achieve?	What pain points prevent them from achieving it?	What outcome would make them happy or satisfied?
Perceived effort must stay below perceived	Users want an easy and seamless way to book rides without feeling burdened by	Lengthy booking process, rigid schedules, and fear of commitment increase	A frictionless, low-effort booking experience that clearly provides sufficient value for their effort.

First Principle	What goal is the user really trying to achieve?	What pain points prevent them from achieving it?	What outcome would make them happy or satisfied?
value to drive action	complexity or commitment.	perceived effort beyond perceived benefit.	
Users don't hire features — they hire reliability	Users want dependable rides that arrive on time, reliably fulfilling their transportation commitments.	Cancellations, no-shows, and inconsistent driver behavior undermine trust and reliability.	Confidence in the ride's punctuality and availability, reducing uncertainty and stress.
Planning feels risky when trust is low	Users want to confidently pre-book rides without fearing cancellations or delays.	Low driver commitment, unpredictable scheduling, and traffic uncertainties create perception of risk.	A reliable guarantee that the pre-booked ride will show up on time as expected.
Visibility without context doesn't drive behavior	Users want to easily understand the benefits and value of pre-booking rides through clear information.	Poor marketing, unclear pricing, and lack of contextual cues prevent users from appreciating the service's advantages.	Clear communication and easy discoverability that highlight tangible benefits to incentivize usage.
In time-sensitive contexts, users optimize for certainty, not savings	Users want guaranteed punctuality and certainty when booking rides to avoid missing important appointments.	Competing cheaper options lack reliability, causing anxiety when time is critical.	Assured, on-time arrival even at a premium cost, giving peace of mind.

Now that we have got user goals, pain points, and desired outcomes, we will write the job-to-be-done statements.

Formula: When [situation], I want to [motivation/goal], so I can [desired outcome].

GBTB Statements from First Principle

First Principle	JTBD Statement
Perceived effort must stay below perceived value to drive action	<i>When I need to book a ride, I want it to be quick and effortless, so I can save time without worrying about complicated steps or commitment.</i>
Users don't hire features — they hire reliability	<i>When I book a ride, I want to be sure it arrives on time, so I can confidently plan my day without stress or uncertainty.</i>
Planning feels risky when trust is low	<i>When I pre-book a ride, I want a guarantee it will show up, so I can feel secure that my schedule won't collapse at the last minute.</i>
Visibility without context doesn't drive behavior	<i>When I see a ride option like "Reserve," I want to clearly understand why it's valuable, so I can make an informed choice instead of ignoring it.</i>
In time-sensitive contexts, users optimize for certainty, not savings	<i>When I'm traveling to an important meeting or airport, I want to ensure my ride is punctual, so I can arrive confidently even if I pay a bit more.</i>

Now that we have statements for each of the principles, we can categorise each Job into 3 different jobs: Functional, Emotional and Social

Classify the Jobs (Functional, Emotional and Social)

JTBD Statement	Functional Job (What they want to get done)	Emotional Job (How they want to feel)	Social Job (How they want to be perceived)
When I need to book a ride, I want it to be quick and effortless, so I can save time without worrying about complicated steps or commitment.	Book a ride with minimal steps and friction.	Feel relaxed, in control, and not burdened by effort or commitment.	Appear efficient and tech-savvy in managing time.
When I book a ride, I want to be sure it arrives on time, so I can confidently plan my day without stress or uncertainty.	Secure a ride that arrives exactly when needed.	Feel calm, assured, and stress-free about travel plans.	Be seen as reliable and punctual by colleagues or family.

JTBD Statement	Functional Job (What they want to get done)	Emotional Job (How they want to feel)	Social Job (How they want to be perceived)
When I pre-book a ride, I want a guarantee it will show up, so I can feel secure that my schedule won't collapse at the last minute.	Ensure a pre-booked ride is fulfilled without cancellations.	Feel secure, confident, and free from anxiety about last-minute disruptions.	Be perceived as organized and dependable.
When I see a ride option like "Reserve," I want to clearly understand why it's valuable, so I can make an informed choice instead of ignoring it.	Understand the unique benefits of the "Reserve" feature before booking.	Feel informed, confident, and reassured about the decision to pre-book.	Be perceived as smart and discerning in choosing options.
When I'm traveling to an important meeting or airport, I want to ensure my ride is punctual, so I can arrive confidently even if I pay a bit more.	Reach time-sensitive destinations reliably and punctually.	Feel confident, composed, and in control of critical situations.	Be seen as professional, responsible, and successful.

Now that we have classified each job, we will **prioritize** which jobs matter most.

To do that we will use 3 metrics:

- **Pain Intensity** — How big of a problem it solves?
- **Frequency** — How often it happens for users?
- **Impact on Business / Adoption** — How much will solving it drive Reserve usage?

3. Prioritize Jobs(based on pain,frequency,impact)

JTBD Statement	Pain (10)	Frequency (10)	Impact (10)	Priority Score
When I need to book a ride, I want it to be quick and effortless, so I can save time without worrying about complicated steps or commitment.	7	9	8	8.0
When I book a ride, I want to be sure it arrives on time, so I can confidently plan my day without stress or uncertainty.	9	9	9	9.0
When I pre-book a ride, I want a guarantee it will show up, so I can feel secure that my schedule won't collapse at the last minute.	9	7	10	8.7

JTBD Statement	Pain (10)	Frequency (10)	Impact (10)	Priority Score
When I see a ride option like “Reserve,” I want to clearly understand why it’s valuable, so I can make an informed choice instead of ignoring it.	6	8	7	7.0
When I’m traveling to an important meeting or airport, I want to ensure my ride is punctual, so I can arrive confidently even if I pay a bit more.	9	6	10	8.3

User Behavior Data

To get the User Behavior Data we will answer the following questions:

- How are users actually interacting with the product?
- Which jobs are being fulfilled or left unmet?
- Where do users drop off or face friction?

Step 1: How are users actually interacting with the product?

Here, the goal is to **quantify actual usage patterns** and observe real behavior, rather than assumptions.

1A. Identify key stages of the journey

1. **Before booking** – awareness, consideration, feature discovery
2. **During booking** – flow, form completion, feature selection
3. **After booking** – ride confirmation, pickup experience, ride completion

Before Booking

- **Awareness Rate:** Only few percentage of **urban professionals** are aware and select Uber Reserve for critical trips.
- **Abandonment:** Significant drop-off occurs before starting booking due to lack of clear differentiation from on-demand options or hesitation over costs.

During Booking

- **Drop-off Rate:** Users drop off at high rates in booking flow due to unclear pricing, questions about driver availability, or perceived complexity.

- **Average Booking Time and Steps:** Specific numbers not publicly detailed, but anecdotal feedback points to a longer, less intuitive booking process compared to on-demand.

After Booking

- **On-time Completion Rate:** Estimated lower than normal due to driver cancellations and incentives mismatch (exact public figure unavailable).
- **Cancellation Rate:** Relatively high, caused by drivers canceling pre-booked trips; policy requires drivers to cancel 30+ minutes in advance but enforcement details vary.
- **No-Shows and Complaints:** Riders experience anxiety and frustration from late confirmations, no-shows, and unclear compensation, contributing to complaints and reduced trust.

Map Behavior to JTBD Statements

Stage	Observed Behavior	Related JTBD	Insight / Pain Point
Before Booking	Low awareness, hesitation due to cost/differentiation	“Understand Reserve’s value”	Awareness & perceived value are major blockers
During Booking	Drop-offs due to unclear pricing, availability, complexity	“Book ride quickly and effortlessly”	High perceived effort reduces adoption
After Booking	Low on-time completion, cancellations, no-shows	“Pre-book with guarantee / arrive punctually”	Trust deficit; emotional friction prevents usage

User Research

Having gone through multiple social media sites, below are the quotes from the users:

UBER rarely gets me a ride to my reservation. So I waste 40 minutes with no pay. After factoring in my down time and the fact I WONT get a trip out of the airport it makes very little financial cents/sense. This new trip bundle they are throwing out now is a way for them to hit both pax with a reservation fee and only have to give 25% of that 2 the driver.

DONT NOT ACCEPT RESERVATIONS * i noticed you stop getting request 2 hours before pick up time. I tried to sign off and sign on still nothing. So i canceled my reservation . As soon as i canceled my reservations i started getting requests i mean 5 requests at same time. I been doing that for past 1 week i dont want to wait 2 hrs before reservation and make no money. I cancel trip everyday once i cancel reservation trip .i start receiving requests.

During the time you reserve, they are supposed to give you rides close to the destination, but they don't, or they usually don't give you no rides until the reservation, so I don't do them

Like 11 Reply

▲ 1 reply

@javierizquierdo5629 2 months ago

You are 1000% percent correct and it's so stupid how uber does it. They will continue to send you other offers that are nowhere near your reservation pick and then you stand the chance of losing your reservation but if you don't accept the other offer that they are giving you then you will lose whatever status that u made it to platinum, diamond or whatever

Yesterday i used **Uber's reserve** feature to book a cab approx a day priorly to my destination. Today when it was just 10 mins before my scheduled time of pick up I get spammed from the driver saying "Please Cancel Krdo"

2

4

13

739



Dear Uber CEO. While trying to reserve a ride, I made a mistake and I booked the wrong date. I immediately cancelled and rescheduled. You charged me 6.95 for cancellation, that's a rip off. If Uber wants to brag about how much money you make on profit, then this is F theft

10:59 pm · 05 Oct 25 · 26 Views

No driver details for reserve ride, not even allowing to cancel, pathetic anyone can help [@Uber_Support](#)
[@BandBajaateRaho](#)

11:05 pm · 03 Oct 25 · 20 Views



What if I forget my pronouns? Will I still be able to **reserve** an **Uber**? Does **Uber** provide a way to reset your pronouns if you forget them similar to resetting your password? I'm so confused.

The image shows a mobile application interface for managing an Uber account. At the top, there's a navigation bar with tabs: Home, Personal info (which is highlighted with a grey background), Security, and Privacy & Data. Below the navigation bar, the title "Uber Account" is displayed. The main content area is titled "Personal info". It features a circular profile placeholder icon with a person silhouette. Below the icon, the "Name" is listed as "Dean Allingham". Under the "Pronouns" section, there is a button labeled "Add Your Pronouns". Further down, the "Phone number" is listed as "+1 (904) 671-5646" with a green verification icon. The "Email" is listed as "dean@deanallingham.com" with a green verification icon. At the bottom of the screen, there's a "Language" section with the option "Update device language".

what's the point of uber letting you reserve a ride if they're just not gonna get you a ride and charge you to cancel after your pickup time bc no one showed up ??

10:32 pm · 27 Sept 25 · 1,400 Views



Elias Sawan @Saw... · 24 Sept ⚭ :

Don't ever **reserve** a ride in advance from the airport with **@uber**. My plane landed and the driver cancelled the ride but **#uber** still charged a cancellation fee of \$40. When I contested the charge, **@uber**'s only response is an AI generated message. Bad customer service!

Replies to C0001

I've found reserving a Uber ride for an early morning pick up is completely useless. You don't actually reserve a ride—you are just setting a time for Uber to start searching for drivers at the time of pick up (eg 5 am). And if none are found, well you're out of luck. B.S.

3:19 ↗

●●● LTE ⚡

X



3:20 AM Pickup

**Your fare includes 5 min of wait time.
You'll earn for any extra time you wait.**

**After 10 mins of wait time, you can
cancel the ride and be eligible for a
cancellation fee. If your rider arrives
early you can start the trip**

Start UberXL

User Research Insights on Uber Reserve

Our research highlights key barriers to adoption and usage of Uber Reserve among urban professionals, focusing on trust, pricing, and policy concerns.

1. Reliability & Trust Gap

- Even when users pre-book rides, they often fear driver no-shows, cancellations, or last-minute schedule changes.
- This uncertainty undermines confidence in the service and creates emotional friction, discouraging users from planning trips in advance.

2. Perceived Overpricing

- Users perceive the extra cost or reservation fee as not justified.
- Unexpected price changes after booking further exacerbate concerns, reducing perceived value and adoption.

3. Unfair Cancellation & Penalty Policies

- Users feel penalized for events beyond their control, such as driver cancellations or mistaken bookings.
- Automated and impersonal responses from the system amplify frustration, weakening trust in Uber Reserve's reliability and fairness.

4. Booking Experience Concerns

- Complexity in understanding dynamic fees, cancellation rules, or driver availability adds cognitive load during the booking process.
- This increases perceived effort, reducing the likelihood of completing a reservation.

Map User Research Insights to JTBD

JTBD	Research Insight	Implication / Pain
Get a reliable, guaranteed ride at a scheduled time (Reserve)	Reservation often functions as a scheduled search rather than a true guarantee; users are frequently left without drivers for early or critical trips.	Users experience anxiety and uncertainty; trust in the "Reserve" feature is undermined.
Arrive on time for important events (meetings, flights)	Drivers cancel at the last minute; riders may incur cancellation fees even when not at fault.	Users face financial loss, stress, and risk missing important appointments, reducing perceived value.

JTBD	Research Insight	Implication / Pain
Book and cancel rides easily and transparently	Fees for immediate cancellation/rescheduling, confusing UI, unhelpful support.	Users feel frustrated and “trapped,” perceiving the system as unfair and unsupportive.
Feel confident and reassured in the booking experience	Driver details revealed late, inability to cancel easily, frequent “please cancel” spam by drivers.	Users experience uncertainty and frustration, eroding trust in the brand.
Be perceived as reliable/professional through punctual arrival	System/driver failures, poor communication, complaints of no-shows affecting social/professional image.	Users face reputation risk, embarrassment, and loss of control over professional image.

Key Patterns from User Research

1. Trust & Reliability Gap

- Users don't perceive Reserve as a true guarantee.
- Last-minute driver cancellations create anxiety and reduce confidence.
- Unreliable service undermines the core JTBD of “getting a guaranteed ride” and “arriving on time.”

2. Complexity & Effort in Booking/Cancellation

- Users find the booking and cancellation process confusing.
- Fees for rescheduling or canceling feel unfair.
- Complex UI and unhelpful support increase perceived effort, discouraging feature use.

3. Transparency & Communication Issues

- Users receive driver details too late.
- Dynamic pricing, hidden fees, or unclear policies create uncertainty.
- Poor communication amplifies frustration and erodes trust.

4. Emotional & Social Friction

- Users experience stress, anxiety, and fear of missing important events.
- System failures risk social/professional embarrassment.
- Emotional friction prevents adoption even if the feature exists.

5. Perceived Value vs. Cost Mismatch

- Users feel Reserve is overpriced relative to perceived benefits.
- When value (reliability, punctuality, convenience) is unclear, users prefer on-demand rides.

Map Driver Research Insights to JTBD

JTBD (Rider)	Driver Research Insight	Implication / Pain
Get a reliable, guaranteed ride at a scheduled time (Reserve)	Driver incentive mismatch; time & opportunity cost lead to cancellations or ride rejections	Users experience anxiety and uncertainty; the “Reserve” guarantee is undermined
Arrive on time for important events (meetings, flights)	Poor trip matching & routing logic causes delays or inefficient pickups	Riders may be late for critical appointments, creating stress and frustration
Book and cancel rides easily and transparently	Distrust & systemic misalignment leads drivers to cancel unexpectedly	Riders face unpredictability and emotional friction, making the booking experience feel risky
Feel confident and reassured in the booking experience	Drivers frequently cancel or reject rides due to poor incentives or timing mismatch	Riders’ confidence in pre-booking is eroded; trust in the system diminishes
Be perceived as reliable/professional through punctual arrival	Driver behavior unpredictability (cancellations, delayed arrivals)	Riders risk being late, harming social/professional reputation and causing stress

Key Patterns from Driver Research

? Incentive Mismatch

- Drivers reject or cancel Reserve rides due to poor alignment of incentives and timing.
- This breaks the perceived “guarantee” for riders.

? Time & Opportunity Cost

- Pre-booked trips lock drivers’ time, preventing them from taking more profitable rides.
- Leads to cancellations or rejections of Reserve rides.

? Poor Trip Matching & Routing

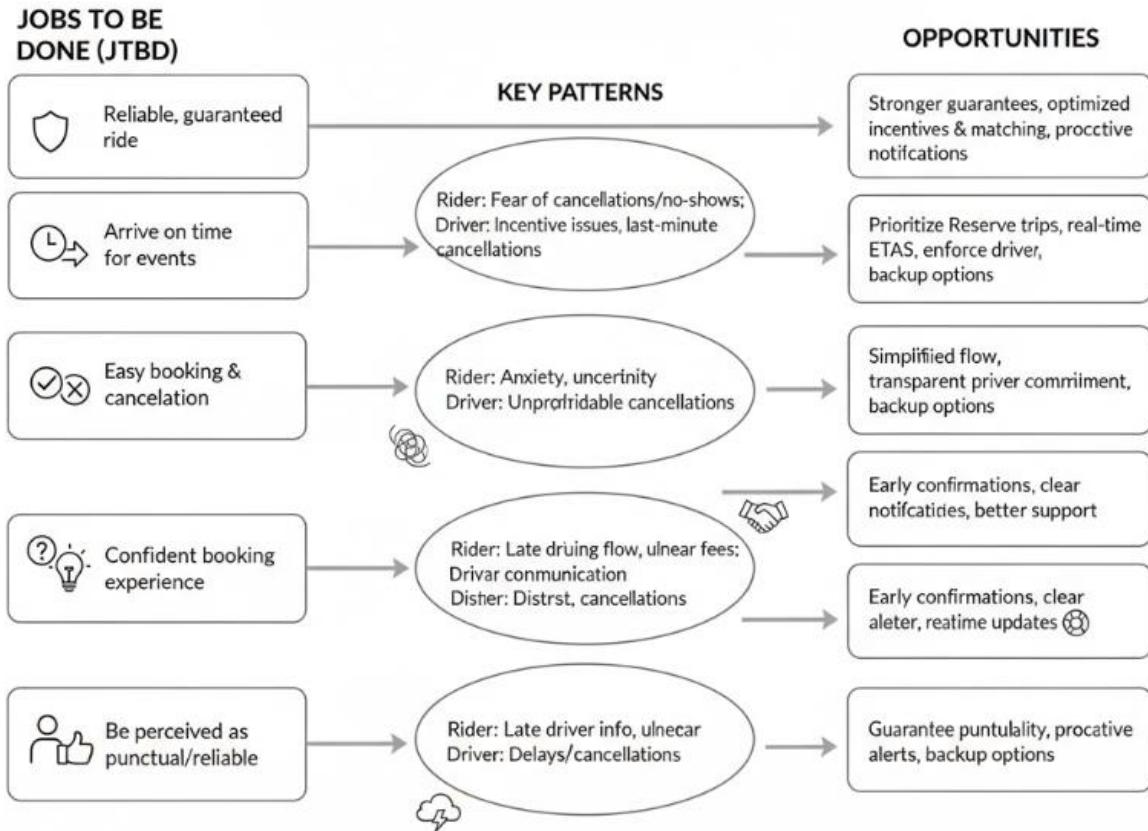
- Drivers are sometimes assigned rides far away or in the wrong direction before Reserve trips.
- Inefficient matching increases likelihood of cancellations and delays.

? Distrust & Systemic Misalignment

- Drivers feel the system works against them with reassignments and misaligned priorities.
- Frustration reduces reliability, indirectly affecting riders' trust and confidence.

Mapping Key Patterns → High-Priority JTBD → Implications / Opportunities

High-Priority JTBD	Key Pattern (User / Driver)	Implication / Pain	Opportunity / Solution Concept
Get a reliable, guaranteed ride at a scheduled time (Reserve)	Rider: Trust & reliability gap (fear of cancellations/no-shows) Driver: Incentive mismatch, time/opportunity cost, poor trip matching	Users feel anxious; perceived "guarantee" is broken; low adoption for critical trips	Introduce stronger guarantees, improve driver incentives, optimize trip matching, proactive notifications
Arrive on time for important events (meetings, flights)	Rider: Emotional & social friction, uncertainty Driver: Poor routing & last-minute cancellations	Users risk being late; stress and reputation risk; feature fails its core promise	Prioritize Reserve trips in routing, provide real-time ETA updates, enforce driver commitment, offer backup options
Book and cancel rides easily and transparently	Rider: Complexity in booking/cancellation, confusing fees Driver: Systemic misalignment causing unpredictable cancellations	Frustration, feeling "trapped," and negative perception of fairness	Simplify booking/cancellation flow, clear pricing, fair policies, improve support responsiveness
Feel confident and reassured in the booking experience	Rider: Transparency & communication issues Driver: Distrust & cancellations	Anxiety, low trust in the feature	Early driver confirmations, clear notifications, real-time updates, humanized support
Be perceived as reliable/professional through punctual arrival	Rider: Emotional & social friction Driver: Cancellations or delayed trips	Reputation risk, embarrassment, stress	Guarantee punctuality, notify riders of delays proactively, provide compensation or backup options



Improvement

Core Idea:

A feature-driven approach to **build rider trust, reduce anxiety, and ensure reliability** for pre-booked rides through **transparent promises, proactive communication, and auto-compensation**.

Key Features

- Transparent Time Promises** – Show the latest driver assignment time during booking and in-app notifications.
- Historical On-Time Rate** – Display previous performance (e.g., “96% on-time last month”) to build confidence.
- Real-Time Tracking & Proactive Alerts** – Riders receive instant updates on driver status and predicted delays.
- Auto-Compensation** – Instant credit if service guarantees are not met, no manual complaint needed.
- Staged Backup Logic** – If the first driver isn’t secured, escalate to a backup pool with enhanced incentives.

6. **Transparent Pre-Booking Policy** – Free cancellation up to 15 mins before pickup; fees only apply if driver is already en route.

JTBD Alignment

JTBD	How Reliability Credit Program Addresses It
Reliable, guaranteed ride	Transparent assignment time, backup driver pool, and auto-compensation ensure riders feel the ride is truly guaranteed
Arrive on time for important events	Historical on-time rates + proactive alerts reduce uncertainty and stress about punctuality
Easy booking & cancellation	Clear pre-booking cancellation policy and upfront rules reduce confusion and perceived effort
Confident booking experience	Real-time tracking, proactive delay alerts, and auto-compensation build trust and reduce anxiety
Be perceived as punctual/reliable	Riders can confidently plan important events, protecting social/professional image