

Challenge #1 Prompt

From: City-X-GM@uber.com

To: Marketplace-Data-Analytics@uber.com

Cc: City-X-Team@uber.com

Date: May 7, 2012

Subject: Chelsea Court rush hour issues

Hi Marketplace Analytics Team -

The City X team is looking forward to your visit this summer!

I wanted to raise an issue we're seeing in our key neighborhood, Chelsea Court (CC). While CC houses most of our city's trips, it also sees disproportionate levels of surge pricing and higher ETAs - sometimes 1-2 minutes higher than the city average - during rush hour.

My instinct is that we could do a better job letting drivers know about demand in CC during these times, but I wanted to come to you first. Is there something we're missing? Our trip growth has been inconsistent in April and May, and I'm wondering if fixing CC rush hour will help us.

Could you take a look and let us know? I'm eager to hear your recommendations.

Thanks,

City X GM

Challenge #2 Prompt

From: City-X-Team@uber.com

To: Marketplace-Data-Analytics@uber.com

Cc: City-X-GM@uber.com

Date: May 7, 2012

Subject: Ineffective promotions aren't encouraging more trips on Uber

Hey team,

As you know, we just started offering promotions to our riders in the form of discounts. Our goal was to encourage more trips from the savings we provided, but we're seeing the same levels of engagement. Rider signups have seen a slight lift overall, but it's consistent with last year at this time.

I was hoping your team could dig into how users are engaging with our promotions and whether we're seeing any net benefit from them. If we could evaluate the financial effectiveness of these promotions, the analysis might inform a more cost-conscious approach than what we currently have in place.

This is the overall design of the discount campaign:

- 10% off surged trips
- Users requesting in Chelsea Court
- Monday through Friday
- Users had to opt-in to the promotion via email

Let me know if you have questions! I'm happy to help as you work through the data.

Cheers,

City X Team

Challenge #3 Prompt

From: COO@uber.com
To: Marketplace-Data-Analytics@uber.com
Cc: City-X-GM@uber.com
Date: May 7, 2012

Subject: Need your expertise on City X

I wrapped up a trip to City X this week, and the local Operations team highlighted a few key challenges they're facing:

- 1. Rider cancels remain high over the past month at nearly 11%. I think this has something to do with our high prices and riders reconsidering their rides. We should look into this, especially if we want to remain competitive.
- 2. Drivers' per trip earnings are too dependent on surge pricing. From one of my conversations in City X, our highest earning drivers have been the best at quickly reacting to surge. This concerns me and I'd like to understand it better.

Can we come up with a cohesive strategy for both sides of the marketplace and share with the City X team? Instability on both the rider and driver side is particularly unnerving.

Thanks for your help - in the meantime, take a look at this chart highlighting the instability I mentioned:

