

IMPROVING USER ACQUISITION FOR BLUSMART



About Blusmart

1

BluSmart is an Indian ride-sharing company that provides electric ride-hailing mobility services. BluSmart is considered to be India's first and leading all-electric ride-hailing mobility service. The company is headquartered in Gurugram, India, with an all-electric ride-hailing fleet size of 3,500 EVs currently operating in Delhi NCR and Bangalore .

2

Founders: BluSmart was founded on 14 January 2019 by Anmol Singh Jaggi, Puneet Singh Jaggi, and Punit K Goyal

3

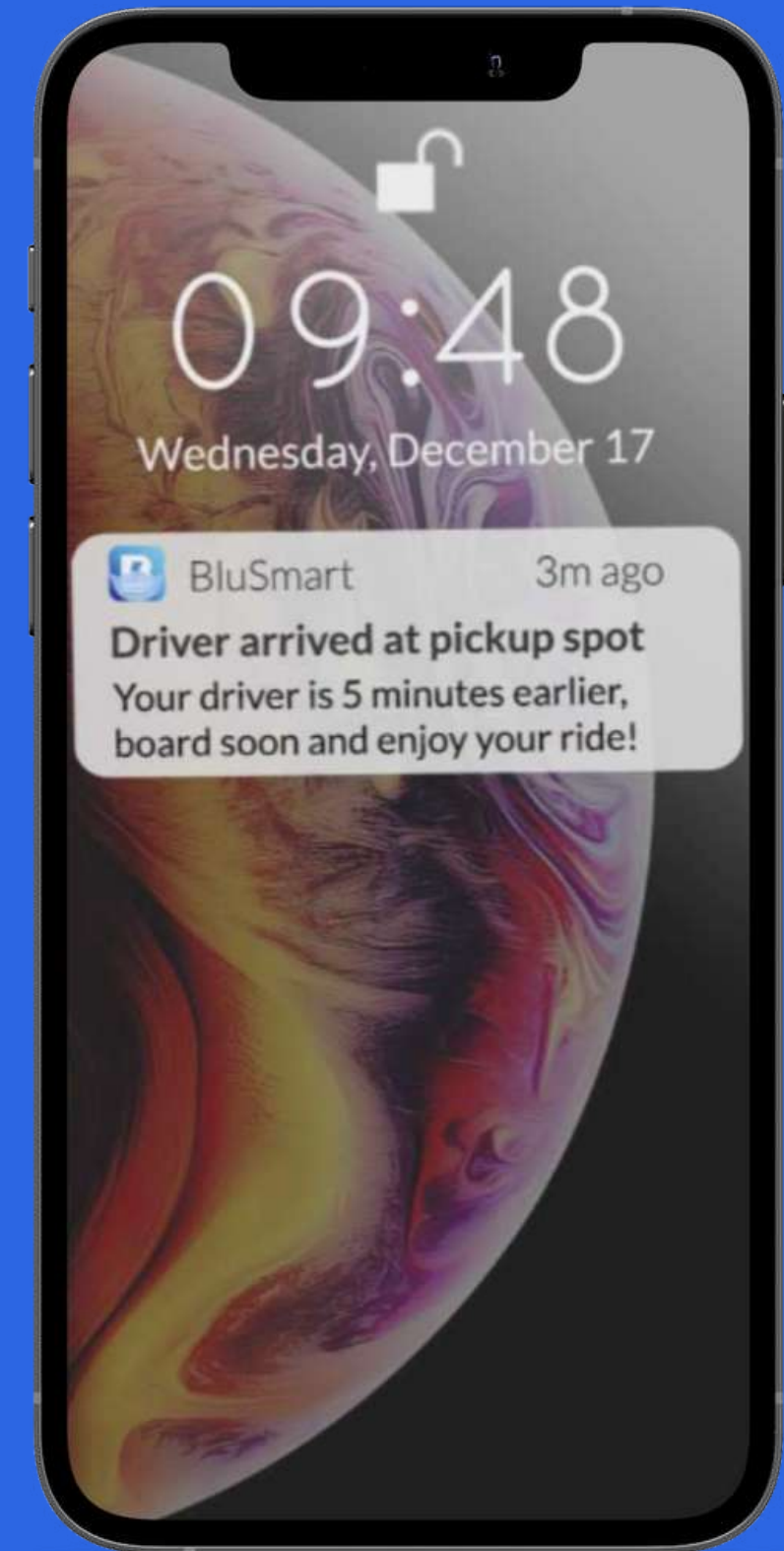
BluSmart offers an all-electric ride-hailing platform for ride-sharing, car-sharing. Its fleet of vehicles includes the Mahindra e-Verito, Tata e-Tigor, Tata Xpres-T EV, and Hyundai Kona Electric

4

BluSmart functions on an asset-light business model where cars are procured on a monthly lease from companies like EESL

5

BluSmart has partnered with Mahindra & Mahindra to launch the first batch of EVs on the platform. On the occasion of World Environment Day 2022 it has also signed an MoU with Tata Motors to deliver 10,000 EVs. BluSmart received Verra accreditation on carbon emission in July 2022. BluSmart plans to have 10,000 EVs in FY24.



Market Sizing/Business Strategy/Monetization Strategy

1

BluSmart is an electric ride-hailing mobility service provider that offers an electric shared mobility platform for ride-sharing, car-sharing. BluSmart's core market is Delhi NCR, where it aims to turn profitable by August 2023. BluSmart is growing 15-20% month-on-month (m-o-m).

2

Providing customers access to EV (electric vehicle) cabs, which is eco-friendly and cost-effective. Leasing its EVs at an institutional level to maintain sub-10% interest rates, which helps keep the cash burn low

3

Charging at par with the competition, combined with lower costs, allows it to work towards the profitability goal. Building its customer base on two pillars: no surge pricing and zero cancellation. Installing around 8,000 charging stations to expand its charging hubs under the \$80 million investment plan.

4

Saving about 12.6 million litres of fossil fuel till now. Securing the largest EV asset financing in India backed by Power Finance Corporation (PFC) which will add 5000 EVs to BluSmart's growing fully-electric ride-hailing fleet

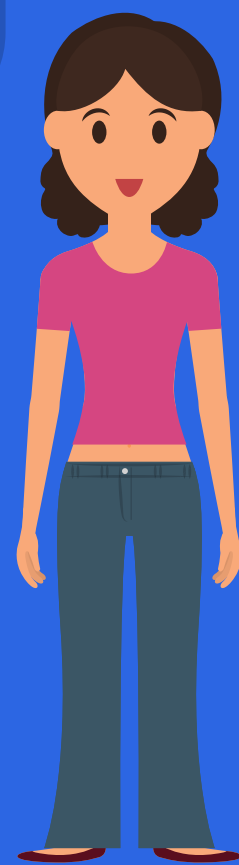
5

BluSmart's current annual revenue is Rs 50 crore, doubling every quarter, and is projected to reach Rs 500 crore by April 2024. BluSmart aims to sustain the challenging ride-hailing market by expanding its presence and charging hubs, and installing charging stations. BluSmart's investors include BP venture and Survam Partners



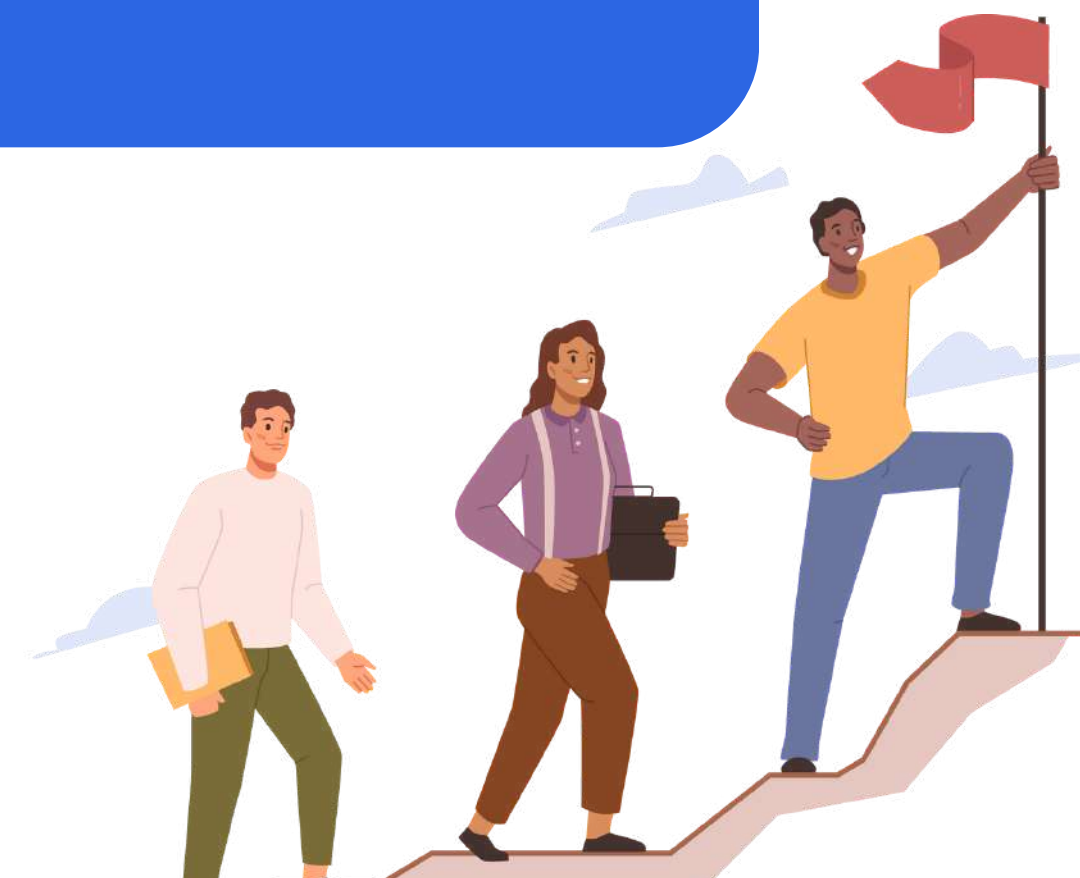
User Goals

- Smooth ride experience with zero cancellations and no surge pricing
- Eco- friendly ride-hailing service with electric cars
- Affordable and accessible ride
- Fast commute during peak hours



Business Goals

- Expand its fleet of electric vehicles and strengthen its operations in Delhi NCR and Bangalore and soon expand to other Indian cities
- To build its customer base on two pillars : no surge pricing and zero cancellation
- User friendly mobile application
- Operational efficiency





Problem Statement

Improving User Acquisition for BluSmart

WHAT

We need to improve the user acquisition for BluSmart and expand to other Indian cities

WHY

Identified major problems that users are facing while availing the services in the two cities of launch which are making them shift to competitors

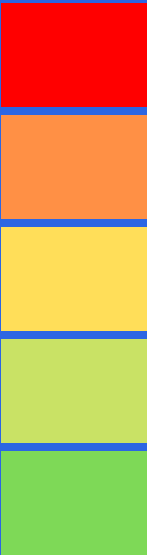
HOW

Researched the experience of BluSmart users by identifying the areas causing hinderances and coming up with solutions for the problems considering various factors



Competitive Analysis

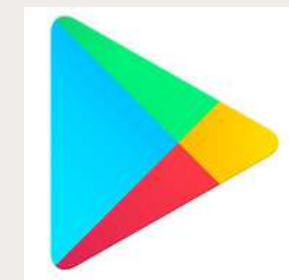
Factors/companies	BluSmart	Ola	Uber	Yulu
Key Competitive Advantage	ability to learn and execute faster than its competitors, access to EV which is eco-friendly	Leader in the ride sharing operator with strong backing of investors	Can reach many distributor and Indirect sellers	Offering Unique vehicles for daily commute for intra city travel
Target Market	Urban customers who are looking for an eco-friendly mode of transportation	Office workers daily commuters	Office workers daily commuters	Youngsters, employees and tech savvy users
Customer Reviews	4.8"	4.0"	4.4"	4.4"
Products delivarables	ride-sharing company that provides electric ride-hailing mobility services	Ola is a ride sharing company and electric vehicle maker	Uber as ride sharing aggregation such as cab bike and Auto	Shared EVS for personal mobility & goods rental
Pricing	Not available	Min fare 10-15/km	Min Fane 10/km	Min fare 10/km
Operational Cities	2 cities currently	More than 100 cities	More that 100 cities	5+ cities currently
strength	electric ride-hailing services, guarantees zero cancellations, no surcharge	Wide product line offers complete package to users	Strong operating capabilities	Backed with innovative & sustainable solutions
Weaknesses	charging hubs are currently limited, currently operating in only two cities	weak customer relations in bike tax segment	Losing out market share to rapido	Adaption of rule may take time
App Downloads	10 + Lakh	100 Million	500+ Million	1+ Million



↑
THREAT



USER
REASEARCH



User Persona 1



Rahul
Engineer

About

Age: 25

Occupation: Software Engineer

Location: Delhi NCR

Gender: Male

Status: Single

Motivations

Rahul needs to travel between his home and his office also he is concerned to have an eco-friendly ride-hailing service with smooth ride experience and needs an efficient connectivity solution without ride cancellations at the last moment. Rahul decided to use BluSmart for its affordable pricing and zero cancellations and no surge pricing.

Goals

- Affordable pricing for intracity travel
- Avoid last minute cancellations and surge pricing during peak hours
- Eco-friendly ride-hailing with electric cars and on-time rides

Pain Points

- Long waiting time to book slots for pickup in scheduled bookings compared to competitors
- As he is a regular customer needs some incentives and rewards
- Facing difficulty in delivering some packages as he believes in eco-friendly transport and delivery services
- Chat with agent option not working properly to clarify issues with the application, agent not being allotted
- No credit line for postpaid payments available in BluSmart

User Persona 2



Neha
Consultant

About

Age: 32

Occupation: Consultant

Location: Bangalore

Gender: Female

Status: Married

Motivations

Neha is a married woman and is concerned to have an eco-friendly ride-hailing service without ride cancellations at the last moment and to resolve the problem of surge pricing and needs a smooth transportation the office and her house, so Neha decided to use BluSmart for its affordable pricing.

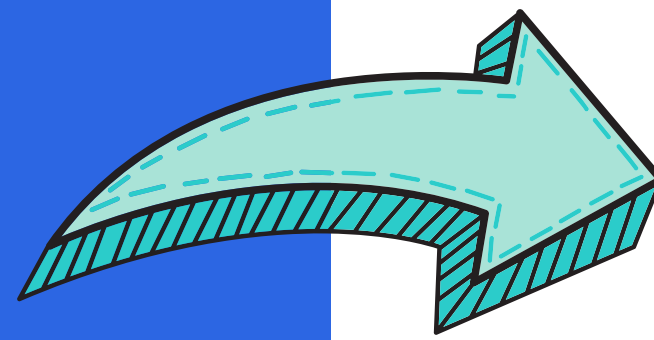
Goals

- Avoid last minute cancellations and surge pricing during peak hours
- Affordable pricing for intracity travel and on-time rides
- Safe travel during nights after 10 PM.

Pain Points

- Long waiting time to book slots for pickup in scheduled bookings compared to competitors
- No option to choose driver even during late nights which poses safety concern
- Being a regular customer not having proper incentives and rewards
- No credit line for postpaid payments available in BluSmart
- Chat with agent option not working properly to clarify issues with the application, agent not being allotted

PAIN POINTS



SOLUTIONS

The common pain points we found while studying the Topmate's reviews and use case

- Long waiting time to book slots for pickup in scheduled bookings compared to competitors
- Lack of incentives and rewards for regular customers
- Facing difficulty in delivering packages for those who believe in eco-friendly transport and delivery services
- No credit line for postpaid payments available in BluSmart

Based on the pain points the relevant solution would be as follows

- Increasing number of slots by introducing ride sharing feature where customers of near by or same pickup and drop locations can choose with whom they can share their ride with and proceed if they want to or choose the normal available slots through popup of the ride sharing option on the application to reduce the waiting time.
- Introducing Refer and Earn option and premium subscriptions
- Introducing package delivery option
- Introducing pocket credit option in the application which allows the daily users to pay small amounts later at the end of the month

Prioritization

Persona Score = No of personas catered
Score = Persona score * Impact * Confidence / Effort

Scoring Scale
ranges from 0-2

Solution	Persona Catered	Persona Score	Impact	Confidence	Effort	Score
Ride Sharing Feature	Rahul , Neha	2	2	1.75	1	7
Refer and Earn option	Rahul , Neha	2	1	1	1	2
Premium Subscription	Rahul , Neha	2	2	1.5	1	6
Package Delivery option	Rahul	1	1	1	1	1
Pocket Credit	Rahul , Neha	2	1.5	1.5	1	4.5



Ride Sharing Feature

FEAUTURE DESCRIPTION

What?

A User who is having issue in the waiting time of booking slot for pickup can use this ride sharing feature directly where they can share ride with other users of same or nearby pick up and drop locations to reduce the waiting time

Why?

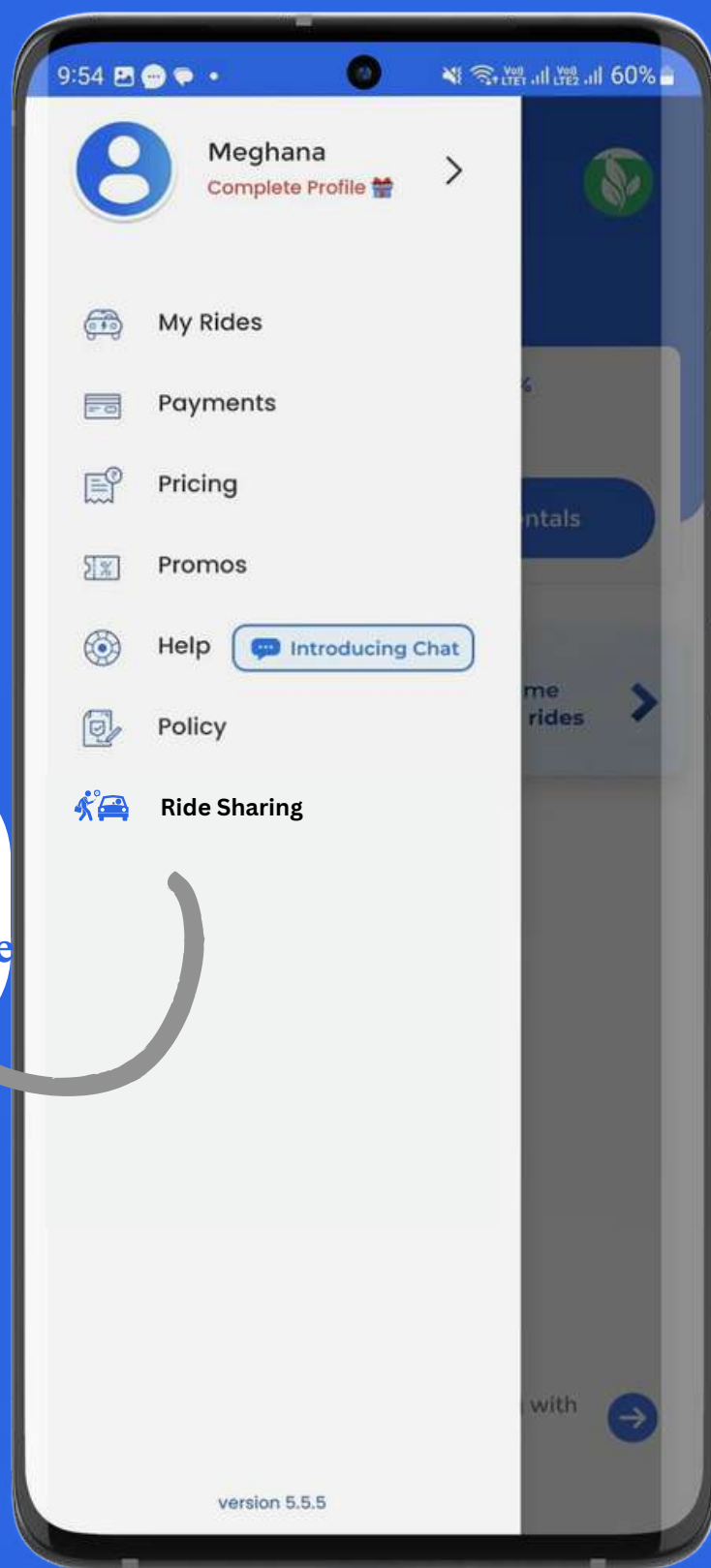
During peak hours and non peak hours because of the demand and availability of the vehicle the waiting time to book pickup slot is more than 30-45 minutes while cab booking happens in minutes for competitors which is shifting our users to them.

How?

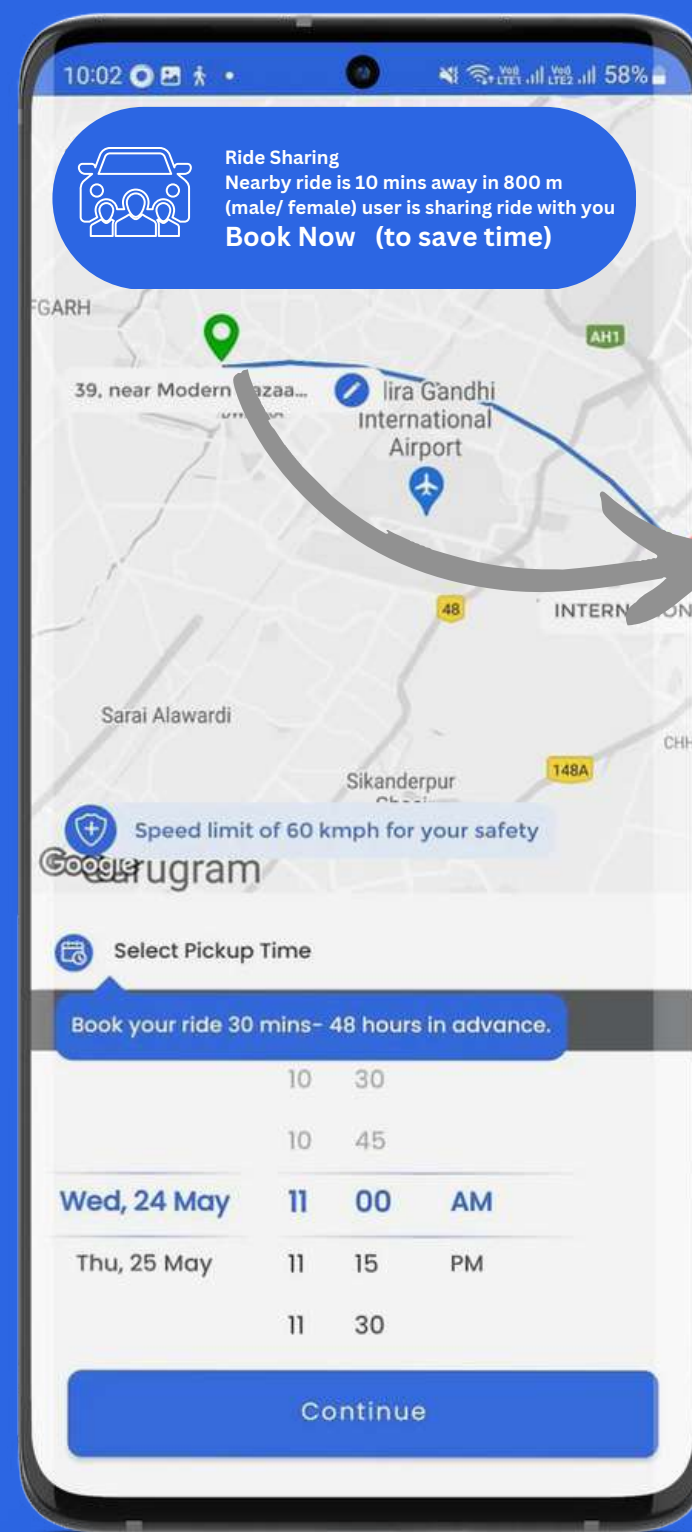
Ride sharing feature allows users to share their ride with other users who are in the same radius i.e with same or near by pickup and drop location in the radius of 500m-1Km , directly they can use the feature or there will be a pop up if any one matches the radius we can choose it to reduce our wait time or choose the slots available.



Wireframing



For the users who have issue with the long waiting time in the pickup slot booking they can use ride sharing feature



Pop up for ride sharing will be shown when the user is booking slot for pickup if there is any user in the same or nearby radius of pickup, user can choose either ride sharing option to save time or go with the slots available

Premium Subscription

FEATURE DESCRIPTION

What?

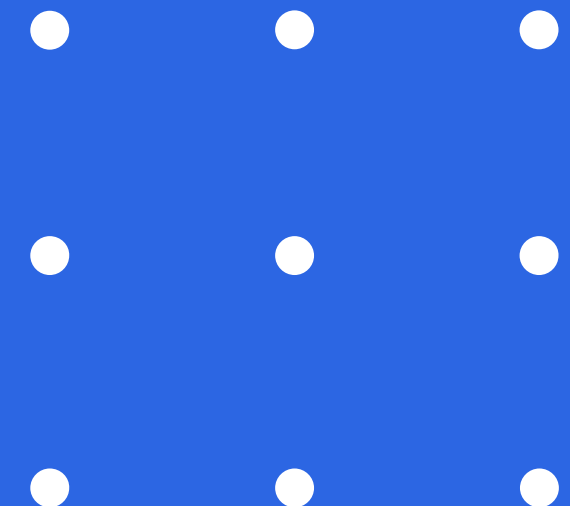
A User could avail 40 % off up to ₹100 on all rides for 3 months through the premium subscription feature. Once the user subscribes for more than two times the subscription validity period will increase by one month for every alternate subscription after two times

Why?

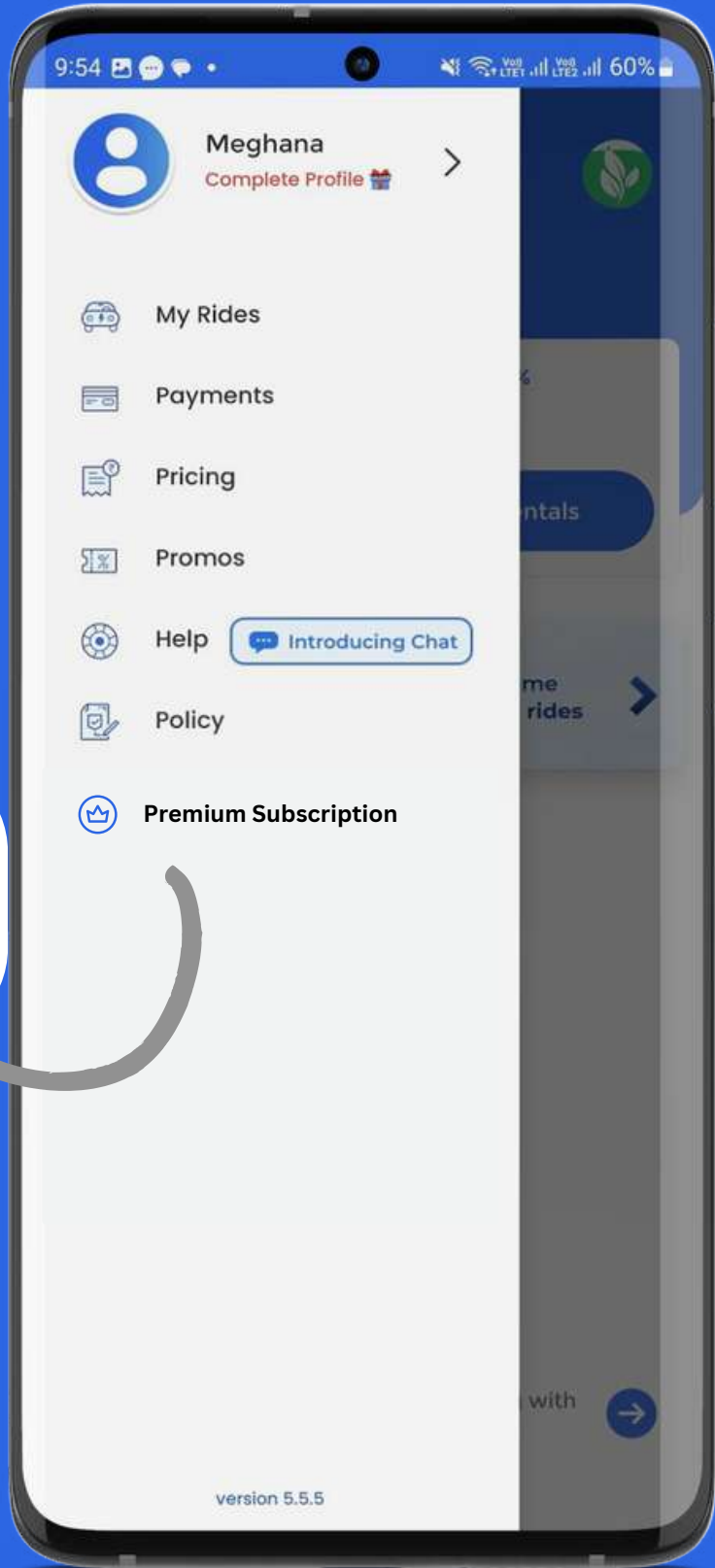
Regular and loyal users felt the need of incentives and offers from BluSmart which they are availing from their competitors. This Premium Subscription feature would help them avail the offers which makes their experience smooth and acquires new users.

How?

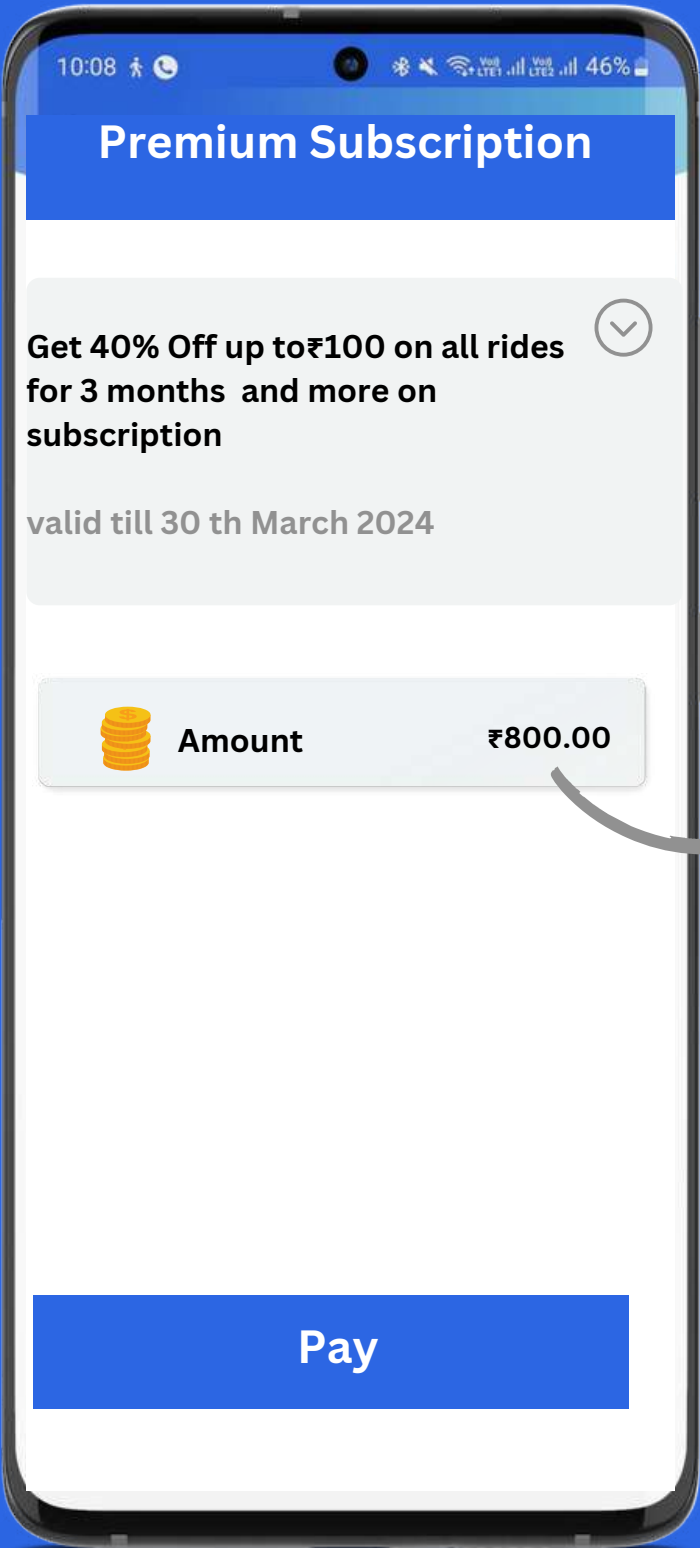
A credit line allows users who commute regularly to avoid small payments and to pay later. Upon completion of the ride, the money will be credited from the pocket credit account with a balance of 3000 per month.



Wireframing



For regular users who want to get the premium subscription to avail offers and incentives



Payment option to avail the premium incentives for users

Pocket Credit

FEAUTURE DESCRIPTION

What?

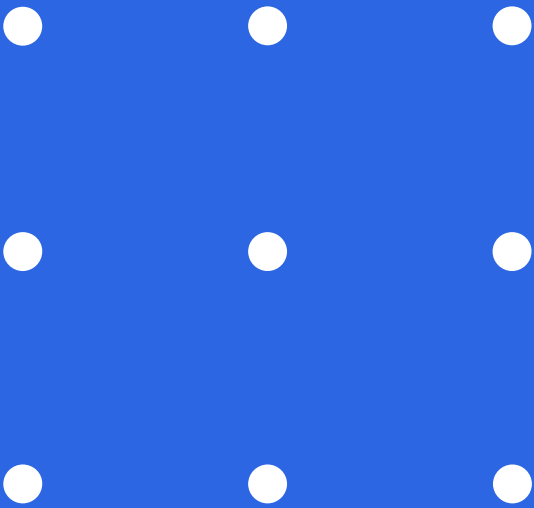
A User could pay through the pay later feature. Credit is available to users after rides. The total can be repaid at the end of the month.

Why?

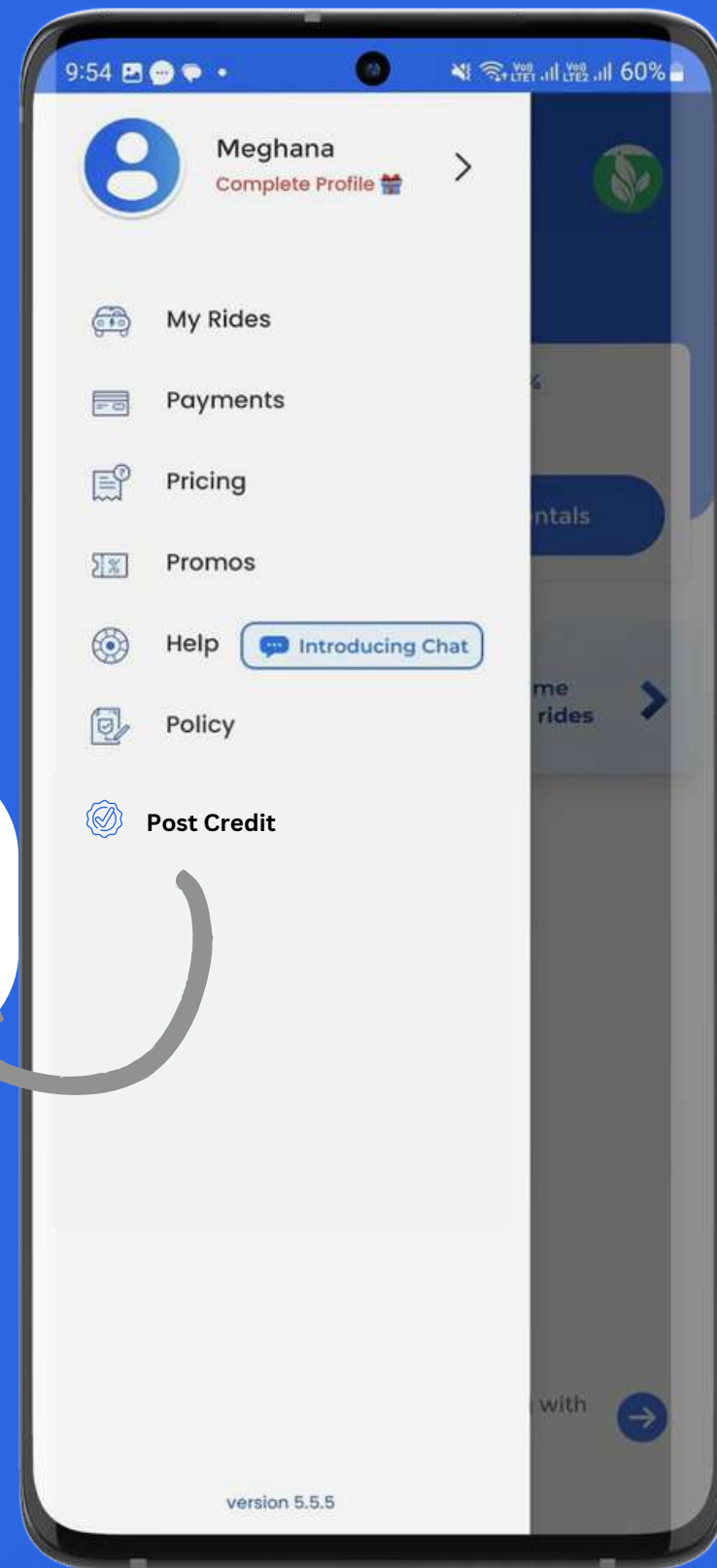
User felt that having a credit line option during payments would help avoid repeat payments. A credit line reduces a user's dependency on apps like Lazypay, Simplify, etc.

How?

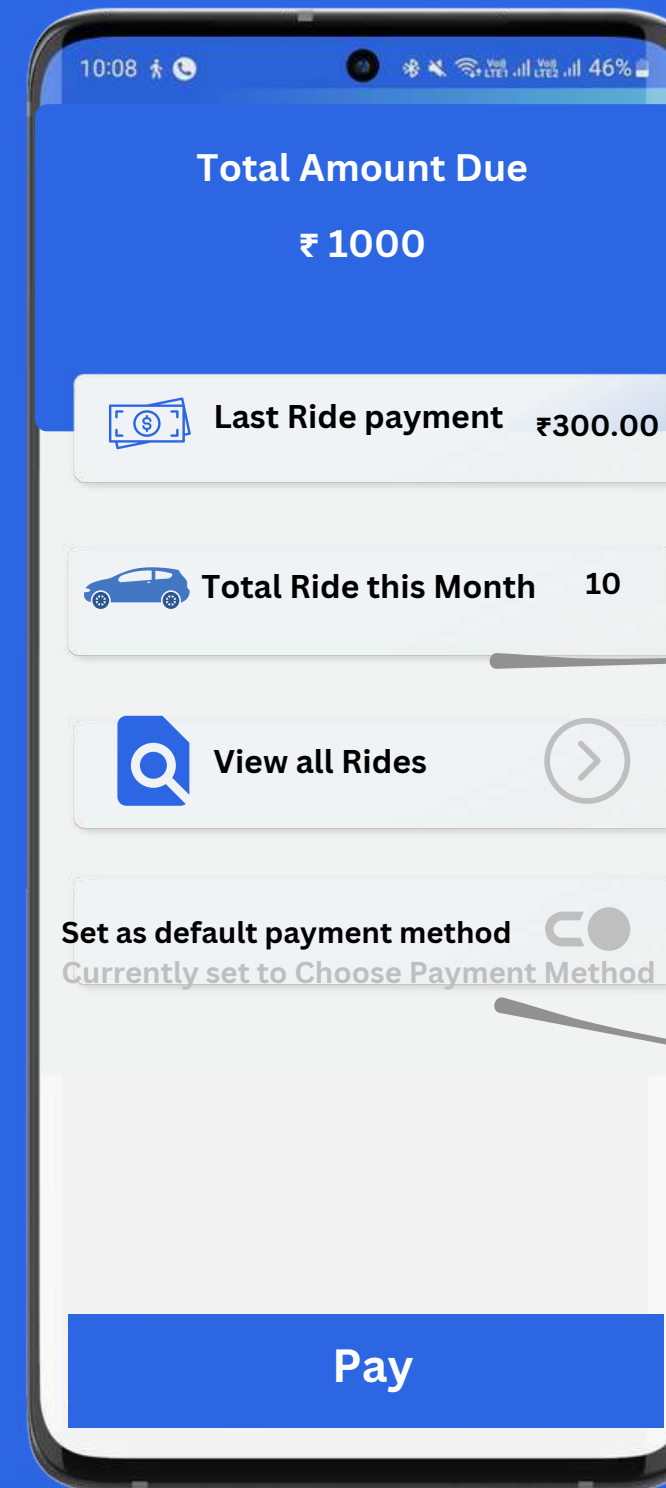
Premium Subscription feature allows users who commute regularly to avail eligible incentives and discounts. This motivates the users to be loyal with BluSmart also acquires new user base



Wireframing



For users who want to pay later pocket credit helps in faster payments after the rides & tracking of all the payments



Users can track the total rides and amount to paid in this pocket credit section

Users can set Pocket Credit as their default payment method to utilize the pay later feature

Metrics to Measure

No. of rides shared

Total no. of rides

This ratio gives the willingness of users to use the feature for their ride

No. of rides shared

No. of rides completed through Sharing

This ratio gives an understanding on the conversion rate of users going from ride sharing to complete the ride.

**No. of rides with premium
subscription**

Total no. of rides

This ratio gives the willingness of users to use the feature for their ride

No. of rides with premium subscription

No. of rides completed through this

This ratio gives an understanding on the conversion rate of users going from ride sharing to complete the ride.

***All metrics are measured for a month**

Metrics to Measure

No. of Pocket credits payments

Total no. of rides

This ratio gives the willingness of users to use the feature for their ride

No. of Pocket credits payments

No. of rides completed through pocket credit

This ratio gives an understanding on the conversion rate of users going from Pocket credits to pay the rides.

***All metrics are measured for a month**

Go-To-Market

The rollout of the new features will be in systematic manner one by one prioritizing them based on the RICE model



Design and Development

- Market Research and understanding customer segments
- Design and feature development



Beta Launch

- Launching features one by one by priority order
- Initially starting with the Launch of Ride Share Feature and Pocket Credit Feature



Feedback and Success metrics

- Analyzing the user feedback of the new features
- Improving them based on feedback and stats



Release

- Rolling out the final version with
- Premium Subscription feature



THANK YOU

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