

SuperK-Taxi Korea

Deep Dive Strategy Presentation

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Prepared for: New Korea CEO & Asia Regional Strategy Head

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Market Reality & Strategic Imperatives

Current Market Position:

- SuperK-Taxi operates as a challenger brand in Korea's ride-hailing market
- Market dominated by Kakao T with ~80% market share and strong user base
- Recent rebranding provides opportunity for market differentiation

Competitive Dynamics:

- Kakao Mobility recently fined \$55M for antitrust violations - regulatory vulnerability
- Traditional taxi associations wield significant political influence through Korea National Joint Conference
- Uber operates only through joint venture with licensed taxis due to strict regulations

Primary Growth Challenges:

- Severe driver shortage affecting service reliability and coverage
- Stringent regulatory environment (Act on Development of Taxi Transportation Business)
- High compliance costs and licensing requirements
- Elderly driver demographic requiring enhanced safety protocols

Key Strategic Opportunities:

- Leverage Kakao's regulatory troubles to position as compliant alternative
- Address driver shortage through innovative recruitment and retention programs
- Partner with Korea Transportation Safety Authority on safety initiatives
- Target underserved customer segments (business travelers, elderly, suburban areas)

Core Growth & Operational Excellence Plan

Back-to-Basics Strategy for Aggressive Market Share Growth:

Driver Supply Enhancement:

- Launch 'SuperK Driver Academy' - subsidized training program with guaranteed employment
- Implement flexible shift scheduling with AI-powered demand forecasting
- Introduce 'Driver Success Partnerships' - revenue sharing model with performance bonuses
- Partner with vocational schools and military veteran programs for talent pipeline

Customer Acquisition Strategy:

- Target business segment: Corporate partnerships with Fortune 500 Korean companies
- Premium service tier: 'SuperK Executive' with enhanced vehicles and professional drivers
- Family-focused offering: 'SuperK Family' with child safety features and larger vehicles
- Geographic expansion: Focus on secondary cities (Busan, Incheon, Daegu) before Seoul saturation

Operational Excellence Initiatives:

- Implement real-time quality monitoring with customer feedback loops
- Optimize routing algorithms for Korean urban density patterns
- Establish 24/7 Korean-language customer support center
- Develop proprietary driver rating system aligned with Korean cultural values

Future-Proofing SuperK-Taxi

Sustained Growth & Long-term Market Leadership:

Innovation Pathways:

- Autonomous Vehicle Readiness: Partner with Korean AV developers (Hyundai, LG) for pilot programs
- Integration with Public Transit: Develop 'Mobility-as-a-Service' platform connecting with Seoul Metro
- AI-Powered Personalization: Korean language NLP for natural voice booking and preferences
- Smart City Integration: Collaborate with municipal governments on traffic optimization

Sustainability Initiatives:

- Electric Vehicle Fleet: Target 30% EV adoption by 2026, 100% by 2030
- Carbon Offset Program: Automatic carbon calculation and offset options for riders
- Green Driver Certification: Training program for eco-driving techniques
- Partnership with Korean renewable energy providers for charging infrastructure

Regulatory Strategy:

- Proactive engagement with Korea Transportation Safety Authority on safety standards
- Collaborative approach with taxi associations through structured dialogue forums
- Transparent compliance reporting and industry leadership on best practices
- Advocacy for balanced regulation that protects consumers while enabling innovation

Implementation Timeline & Investment Requirements

H2 2024 (Aug-Dec): Foundation Phase

- Driver Academy launch and initial recruitment (Investment: \$2M)
- Corporate partnership program rollout (Investment: \$1.5M)
- Secondary city market entry (Busan, Incheon) (Investment: \$3M)
- Customer support center establishment (Investment: \$0.8M)

2025: Scale Phase

- EV fleet introduction and charging infrastructure (Investment: \$5M)
- Seoul market penetration acceleration (Investment: \$4M)
- MaaS platform development and public transit integration (Investment: \$2.5M)
- AI personalization engine deployment (Investment: \$1.8M)

2026+: Leadership Phase

- Autonomous vehicle pilot programs (Investment: \$8M)
- Full market coverage and premium service expansion (Investment: \$6M)
- International expansion preparation (Investment: \$3M)

Total 3-Year Investment: \$37.6M

Expected ROI: Market share growth from <5% to 25%+, Revenue CAGR of 45%

Questions & Discussion

Thank you for your attention.

We look forward to your strategic guidance and approval to execute this transformative plan.

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