Lyft, Inc.

RIDESHARE COMPANY
ENTERPRISE ARCHITECTURE

ENTERPRISE VISION, DEFINITION,
TRANSFORMATION AND GOVERNANCE

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1 General

Our case study involves Lyft, the ridesharing company that operates on a mobile application.

There are six parts to this study:

a. Business Model Canvas describing the conceptual baseline of the enterprise architecture (EA) for the company.

b. Business Model Canvas describing a conceptual target vision of the enterprise architecture (EA) for the company.

c. Gap Analysis.

d. Outline Work Breakdown Structure.

e. Enterprise Architecture Definition which includes both baseline and target architectures.

f. Enterprise Architecture Transformation and Governance.

2 Vision (Using Business Model Canvas) Contents

2.1 GENERAL

The business canvas model for Lyft discusses the company's current infrastructure and value propositions. Lyft is a popular ridesharing service that was founded in San Francisco in 2012 and has since expanded all over the United States and Canada.

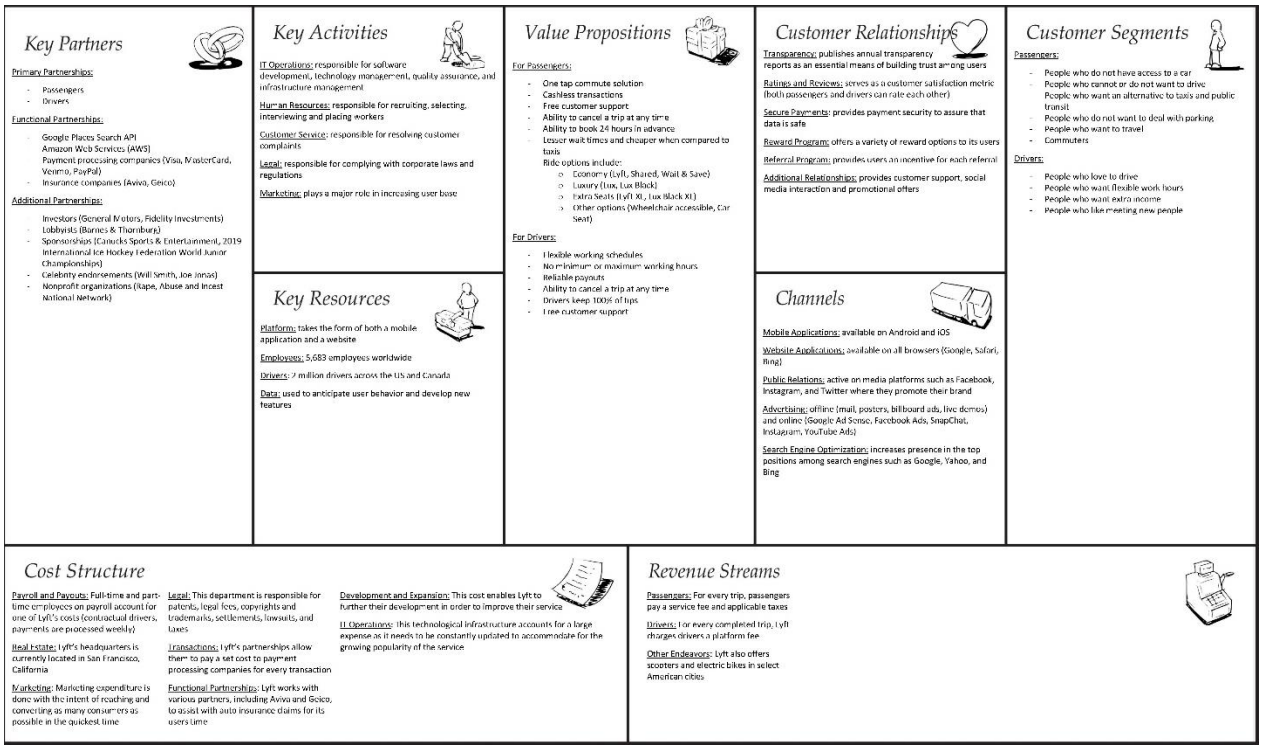


Figure 1 – Baseline Business Model Canvas

2.2 BASELINE BUSINESS MODEL CANVAS

2.2.1 Customer Segment Details

Lyft has 2 customer segments. These 2 types of users include passengers and drivers. Lyft matches passengers who want a ride with the nearest available drivers. For this to work, live tracking is used to inform the driver about the location of the passenger. Both customer segments are essential for each other.

2.2.1.1 Passengers

Lyft targets people who need to get to their destination by car. These passengers use Lyft's services to match with a driver. There are many types of passengers.

2.2.1.1.1 People who do not have access to a car

These types of passengers might not have access to their car, or they might not own a car.

2.2.1.1.2 People who cannot or do not want to drive

These types of passengers have a variety of reasons for not wanting to drive. This includes people who avoid drinking and driving, people who do not have a license, and people who have their licenses suspended.

2.2.1.1.3 People who want an alternative to taxis and public transit

These types of passengers prefer cheaper rates, quicker pickup time and privacy.

2.2.1.1.4 People who do not want to deal with parking

These types of passengers prefer not having to find and pay for parking.

2.2.1.1.5 People who want to travel

These types of passengers simply need to get from point A to point B.

2.2.1.1.6 Commuters

These types of passengers are regular users who frequently use the application on a weekly basis during set time periods.

2.2.1.2 Drivers

Drivers are the backbone of Lyft. They are contracted to provide a service to passengers. This service consists of driving passengers from their pickup location to their destination. There are many types of drivers.

2.2.1.2.1 People who love to drive

These types of passengers love to drive and choose to do so with passengers.

2.2.1.2.2 People who want flexible work hours

These types of passengers prefer working and choosing their own hours.

2.2.1.2.3 People who do not want extra income

These types of passengers choose to drive Lyft full-time or part-time for income.

2.2.1.2.4 *People who like meeting new people*

These types of passengers enjoy being in the company of new people and use the application to do so in a safe way.

2.2.2 Value Propositions

Lyft's value stems from its ability to cater to each of their customer's needs. One speaks to people who want rides and the other to those to want to give them. The company serves as the middleman between passengers and drivers by facilitating transactions. As a result, both front-end stakeholders benefit from Lyft's services. These value propositions include accessibility, versatility, and usability.

2.2.2.1 Passengers

Lyft is dedicated to user convenience. The company ensures a one tap commute solution with cashless transactions. Passengers may also book shared rides up to 24 hours in advance. When comparing Lyft to its competitors, taxis are at a disadvantage. Taxis and ridesharing services target the same passengers. However, due to an abundance of Lyft drivers, passengers no longer must look nor wait for a taxi. Plus, Lyft prices are often less than normal taxi fares. Passengers know how much a trip will cost before accepting it. In addition, riding with Lyft is safe. The application gives the user the ability to see prior ratings of drivers to ensure safe rides. Lyft also keeps a records of travel history including driver name and license plate. If a passenger feels unsafe at any point during a trip, they can cancel the trip. With taxis, passengers are limited to certain vehicles. On the contrary, Lyft offers a variety of ride options and caters to different travel needs.

Economy	Luxury	Extra Seats	Other Options
Lyft	Lux	Lyft XL	Wheelchair accessible
Shared	Lux Black	Lux Black XL	Car Seat
Wait & Save			

Figure 2 – Ride Options

2.2.2.1.1 *Economy*

In Economy, there are 3 ride options. The first is *Lyft*, a standard car with a maximum of 4 riders. The second is *Shared*, a shared car with riders headed in the same direction. This option comes at a discounted price. The third is *Wait & Save*, a car with a lower price and a longer wait. Once a passenger books this option, a longer wait is required to pair with the best driver available. This option is not yet available in all locations.

2.2.2.1.2 *Luxury*

In Luxury, there are 2 ride options. The first is *Lux*, a luxury car with a maximum of 4 riders. The second is *Lux Black*, a premium black car service with leather seats with a maximum of 4 riders.

2.2.2.1.3 *Extra Seats*

There are 2 ride options that offer extra seats. The first is *Lyft XL*, an SUV with a maximum of 6 riders. The second is *Lux Black XL*, a premium black SUV with leather seats with a maximum of 6 riders.

2.2.2.1.4 *Other Options*

The application allows passengers with accessibility needs to request vehicles that are specially outfitted to accommodate wheelchairs. A passenger may also select the car seat option; a vehicle fitted with a child's car seat.

2.2.2.2 Drivers

Lyft offers flexible working schedules. This means no minimum or maximum working hours where a driver is free to work at their own pace. Being a middleman, Lyft offers easy and reliable payment payout methods. Drivers receive per-mile and per-minute rates identified on their region's Rate Card, regardless of what the passenger pays. Plus, tipping is incentivized. Drivers have the option to cancel a trip at any time for any reason. If a passenger cancels a trip, Lyft compensates the driver for their time and gas. A dedicated customer support team is available within the application.

2.2.3 Channels

Lyft provides multiple channels for reaching its customer segments. Certain channels focus on potential users while other channels aim at existing clients.

2.2.3.1 Mobile Applications

The largest distribution channel for Lyft is their mobile application which is available on Android and iOS. The application can be downloaded for free on the Google Play Store and the Apple Store. All Lyft features are integrated within its application.

2.2.3.2 Website Applications

If a user does not have access to the Lyft mobile application, they can log into their account using a browser and visiting the Lyft website (www.ride.lyft.com). All of the features from the application can be performed on its website.

2.2.3.3 Public Relations

Maintaining a healthy relationship with users is directly correlated to consistent traffic. This is why maintaining good public relations is good for Lyft's business. Lyft is active on media platforms such as Facebook, Instagram, and Twitter where they promote their brand. In addition, users have the option to receive deals and promotional offers by e-mail. This user interaction increases customer awareness and loyalty, which in turn increases word-of-mouth marketing.

2.2.3.4 Advertising

To continue expanding as a company, Lyft must reach a broader customer base. A solution to this problem is advertising. There are 2 types of advertisements: online and offline. Examples of offline advertisements include direct mail, posters in city centers, billboard ads, and live demos. According to Statistics Canada, "the share of Canadians aged 15 and older who used the Internet was 91% in 2018" (Statistics Canada). This means that targeting an online audience is especially effective today. Examples of online advertisements include Google Ad Sense, Facebook Ads, SnapChat, Instagram, and YouTube Ads.

2.2.3.5 Search Engine Optimization (SEO)

SEO is an online marketing channel that ranks websites for certain keywords. Users trust search engines such as Google, Yahoo, and Bing. Thus, having a presence in the top positions among ridesharing services increases the web site's trust and visibility. This impacts the potential client's decision to install Lyft and directly translates to an increase in total users.

2.2.4 Customer Relationships

Lyft is an ongoing service that is dependent on its passengers and drivers to succeed. These customer segments expect Lyft to maintain a functional service and remain transparent.

2.2.4.1 Transparency

Lyft prides itself in its transparency. Transparency is an essential means of building trust, as it eliminates any suspicion or concern customers may have about the value of what is being offered. According to Lyft's community guidelines, "the focus is to create a community grounded in the principles of Care, Respect, Trust, Inclusion and Transparency" (Lyft). Since passengers and drivers share personal information with Lyft, they are expected to keep this information private. In 2018, Lyft published their most recent transparency report. In this report, Lyft confirms that it responds to 100% of all

valid legal requests. Lyft receives requests for information from government agencies and police in connection with criminal investigations. These requests relate to information about a user's account on the platform, such as routes taken and payment information. In order for Lyft to provide relevant information, government and law enforcement agencies are required to comply with applicable laws and statutes when requesting user information and data. Lyft works with law enforcement agencies to ensure that the necessary information tailored to a legitimate law enforcement need is produced to ensure the protection of our community. If they determine that a request does not have a valid legal basis, it asks law enforcement to provide a new request with the appropriate legal authority.

2.2.4.2 Ratings and Reviews

Ratings and reviews of services serve as a customer satisfaction metric. This is an integral part of Lyft's business model because it enables customers to feel safe. With safety mechanisms based on profile rating and review system, passengers can look at their driver's ratings, while drivers can look at their passenger's ratings. Both front-end customer segments have the option to cancel the trip at any time.

2.2.4.3 Secure Payments

As a platform responsible for millions of users, Lyft needs to provide payment security to assure their users that their data are safe. Therefore, Lyft must process and store payment information in compliance with the Payment Card Industry Data Security Standards. Accordingly, Lyft accepts major credit cards such as Visa, Discover, American Express, and MasterCard. They also accept debit cards tied to checking accounts, prepaid cards, Apple Pay, Google Pay, and PayPal.

2.2.4.4 Reward Program

In an effort to maintain existing passengers and entice new customers, Lyft offers a variety of reward options.

Travel	Payment	Rebate	Member
Delta SkyMiles	Chase	Rakuten	Lyft Pink
Hilton Honors	MasterCard	Ibotta	

Figure 3 – Reward Options

2.2.4.4.1 Travel Rewards

There are 2 travel reward options. The first is *Delta SkyMiles*. Earn 1 mile per $1* on every ride, earn 2 miles per $1* on all airport rides, and get up to $20 in ride credit as a new rider.

This first option is only available in the United States. The second is *Hilton Honors*. Passengers can earn 3 Points per $1 on Lyft rides and 2 Points per $1 on shared rides.

2.2.4.4.2 *Payment Rewards*

There are 2 payment reward options. The first is *Chase*. Chase Sapphire Reserve® cardmembers earn 10x total Ultimate Rewards® points on Lyft rides and a free year of Lyft Pink membership. In addition, Chase Sapphire®, Chase Sapphire Preferred®, Chase Freedom®, and Chase Ink® cardmembers earn 5x total Ultimate Rewards® points or 5% cash back on Lyft rides. The second is *MasterCard.* World Elite Mastercard® cardmembers receive five rides in a month. This last option is only available in the United States.

2.2.4.4.3 *Rebate Rewards*

There are 2 rebate reward options. The first is *Rakuten*, a 10$ cash back on a rider's first ride. The second is *Ibotta*, a cash back program for every ride. These offers are only available in the United States.

2.2.4.4.4 *Member Rewards*

Lyft offers *Lyft Pink*, a membership reward program with exclusive perks. For $19.99 a month, a passenger unlocks 15% off rides, priority airport pickups, 3 relaxed cancellations per month, surprise offers and seasonal discounts, and waived lost-and-found fees. This offer is only available in the United States.

2.2.4.5 Referral Program

The Lyft referral program provides users who are interested in referring their family and friends the opportunity to refer eligible individuals to join the Lyft community as new riders or drivers. Users are eligible to earn a referral incentive for each referred rider and referred driver that they refer to the Lyft platform.

2.2.4.6 Additional Relationships

Lyft is responsible for facilitating customer to customer interaction. Additional relationships include social media interaction, customer support, customizable car features and amenities, and promotional offers.

2.2.5 Revenue Streams

The Lyft application is free to download and register. There are no fees that come with being a user. However, Lyft charges both passengers and drivers per trip. The company also engages in other endeavors. Lyft reported Q2 revenue of $339.3 million versus $867.3 million in the second quarter of 2019, a decrease of 61 percent year-over-year (Lyft).

According to Logan Green, co-founder and chief executive officer of Lyft, “While rideshare rides in the quarter were down significantly year-over-year, we are encouraged by the recovery trends we are beginning to see, with monthly rideshare rides in July (2020) up 78% compared to April (2020)” (Green).

2.2.5.1 Passengers

The first revenue stream comes from Lyft’s passengers. For every trip, passengers pay a service fee and applicable taxes. The service fee helps support the platform and related services. It is also used to offset liability insurance and background check costs. In addition to the ride fare, passengers may be asked to pay pickup or drop-off airport fees, venue fees, cancellation fees, no-show fees, and toll fees. In addition, Lyft receives revenue from its members. Lyft offers *Lyft Pink*, a membership program with exclusive perks. For $19.99 a month, a passenger unlocks 15% off rides, priority airport pickups, 3 relaxed cancellations per month, surprise offers and seasonal discounts, and waived lost-and-found fees. This offer is only available in the United States.

2.2.5.2 Drivers

The second revenue stream comes from Lyft’s drivers. According to Lyft, “drivers earn the per-mile and per-minute rates identified on their region’s Rate Card, regardless of what the passenger pays. Lyft takes no commission or fees from tips” (Lyft). Of this, Lyft charges drivers a platform fee for every completed trip. This fee can vary depending on the region’s Rate Card and additional passenger fees.

2.2.5.3 Other Endeavors

Lyft’s ridesharing service is available throughout North America. However, in the United States, Lyft has a more diversified approach to its business. In August of 2020, Lyft partnered with rental car company Sixt to offer rental cars to its users. Lyft also offers scooters and electric bikes in select American cities.

2.2.6 Key Resources

Lyft’s key resources are their most important assets. These are the resources that allow the company to create and offer value propositions, distribution channels, customer relationships, and revenue streams.

2.2.6.1 Platform

Lyft's primary resource is its software platform, which serves consumers in 644 cities. This proprietary platform takes the form of both a mobile application and a website. All transactions occur on this platform. As a result, all revenue stems from it as well.

2.2.6.2 Employees

As of 2020, Lyft has 5,683 employees worldwide (Bloomberg). Types of employee categories include accounting and finance, administrative, autonomous vehicles, bikes and scooters, business development and partnerships, communications, customer experience, data analytics and business intelligence, data science, design, growth, hardware engineering, information technology, legal, marketing, operations, people, product, public policy, sales, security and privacy, service and automotive, software engineering, supply management, talent acquisition, technical program management, university, and user experience research.

2.2.6.3 Drivers

Drivers serve as an integral part of Lyft's product. With 2 million drivers across the US and Canada, wait times are short for Lyft riders (Rayome). Without drivers, Lyft cannot offer their service to passengers because drivers are responsible for their own vehicles. Drivers do not account for employees as their work is contractual.

2.2.6.4 Data

With 32 million users across the US and Canada, Lyft has access to an enormous amount of data (Rayome). Lyft can use this data to anticipate user behavior and develop new features. For example, Lyft's self-driving car program is using the data collected from drivers on its ride-sharing application to build 3D maps, understand human driving patterns and improve simulation tests to advance their autonomous vehicle technology.

2.2.7 Key Activities

Lyft requires a set of key activities to maintain proper functionality.

2.2.7.1 IT Operations

Lyft's IT operations includes administrative processes and support, for both internal employees and external clients. This department is responsible for software development, technology management, quality assurance, and infrastructure management. This includes corresponding with Amazon Web Services (AWS) and using their cloud storage to store and handle data. Ultimately, it is their duty to maintain and make changes to the Lyft application.

2.2.7.2 Human Resources

Lyft's human resources is responsible for recruiting, selecting, interviewing, and placing workers. They also handle payroll, payouts, benefits, employee relations, and training.

Human resources managers at Lyft plan, direct and coordinate the administrative functions of the organization.

2.2.7.3 Customer Service

Lyft's customer service department is responsible for resolving customer complaints. This key activity is essential because, which leads to customer satisfaction. This helps with recouping customer retention. Customer service representatives are tasked with identifying and assessing customers' needs to achieve satisfaction.

2.2.7.4 Legal

Compliance with regional laws is mandatory. Lyft's legal team is responsible for complying with corporate laws and regulations, maintaining the terms of service, filing taxes, ensuring proper bookkeeping, and dealing with lawsuits.

2.2.7.5 Marketing

Marketing plays a key role in Lyft's success as a company. It is used to gather information about the target market, position products and services, generate sales opportunities and cultivate customer relationships. This activity also plays a major role in increasing user base.

2.2.8 Key Partnerships

Lyft has a variety of mutually beneficial partnerships. These partnerships allow Lyft to provide its services while expanding different avenues for growth.

2.2.8.1 Primary Partnerships

Establishing a good partnership with passengers and drivers is critical to Lyft's business model. Passengers receive rides in exchange for money, while drivers offer rides in exchange for revenue. In essence, Lyft is the platform on which this transaction takes place.

2.2.8.2 Functional Partnerships

As Lyft caters to a bigger market, they have partnerships with a wide variety of services. These functional partnerships often require outsourcing features of their application. An example of this is Lyft's use of Google Places Search API, an application program interface that recognizes locations and determines an address automatically based on where a pin is dropped. According to Jordan Novet, a technology reporter for CNBC, "Lyft plans to spend $300 million on Amazon Web Services (AWS) through 2021" (Novet). This means that AWS, a cloud storage service, will be handling Lyft's data until 2020. Other partnerships

include payment processing companies such as Visa and MasterCard, online payment systems such as Venmo and PayPal, and insurance companies such as Aviva and Geico.

2.2.8.3 Additional Partnerships

Additional partnerships include investors such as General Motors and Fidelity Investments, lobbyists such as Brandt Hershman and Lauren Hancock of Barnes & Thornburg, sponsorships such as Canucks Sports & Entertainment (CS&E) and the 2019 International Ice Hockey Federation World Junior Championships, and celebrity endorsements such as Will Smith and Joe Jonas. Lyft also seeks ways to give back to those in need. To help victims of sexual violence during the pandemic, Lyft partnered with the Rape, Abuse and Incest National Network (RAINN). According to Chiara Sottile, a technology reporter for NBC News, "the program, which will roll out in select American cities, will offer 1,000 free rides to individuals seeking crisis support who contact the RAINN National Sexual Assault Hotline" (Sottile).

2.2.9 Cost Structure

Lyft requires a comprehensive cost structure to maintain proper functionality.

2.2.9.1 Payroll and Payouts

Lyft's cost of labor is the total of all employee wages plus the cost of benefits and payroll taxes. Full-time and part-time employees on payroll account for one of Lyft's costs. As for contractual drivers, payments are processed weekly.

2.2.9.2 Real Estate

Office space is required to house full-time and part-time employees. Lyft's headquarters is currently located in San Francisco, California.

2.2.9.3 Marketing

Lyft resorts to marketing as a way to generate awareness of their service and to differentiate themselves in the marketplace. Marketing expenditure is done with the intent of reaching and converting as many consumers as possible in the quickest time. This strengthens the potential for innovation and breakthroughs, which benefits all stakeholders.

2.2.9.4 IT Operation

Lyft requires technological setup and maintenance. This technological infrastructure accounts for a large expense as it needs to be constantly updated to accommodate for the growing popularity of the service.

2.2.9.5 Legal

Being that Lyft is an organization in a competitive market, a large amount of costs must be allocated to its legal team. This department is responsible for patents, legal fees, copyrights and trademarks, settlements, lawsuits, and taxes. Accountants and lawyers are key in this process. Lyft also outsources its lobbying, its most recent hire being Brandt Hershman and Lauren Hancock of Barnes & Thornburg to "lobby on transportation regulations, independent workers and other issues affecting" (Meyer).

2.2.9.6 Transactions

Lyft's partnerships allow them to pay a set cost to payment processing companies for every transaction. This is so that the company can continue to offer secure payment options for its users.

2.2.9.7 Functional Partnerships

Lyft is obligated to maintain certain functional partnerships in order to comply with laws. An example of this is insurance agreements. Lyft works with various partners, including Aviva and Geico, to assist with auto insurance claims for its users.

2.2.9.8 Development and Expansion

The ridesharing industry is a very competitive market. Therefore, Lyft continues to further their development in order to improve their service. This includes Lyft's self-driving car program which uses the data collected from drivers on its ride-sharing application to build 3D maps and Lyft's expansion into different markets such as electric bikes, scooters, and rental cars.

3 Target EA Vision (BMC)

3.1 GENERAL

The target business model canvas represents the direction that Lyft will move in the next coming years. The target vision reflects growth strategies that the company must implement to continue its position as a leader among ridesharing services. The aim with this vision is to broaden Lyft's business ventures and establish new customer segments.

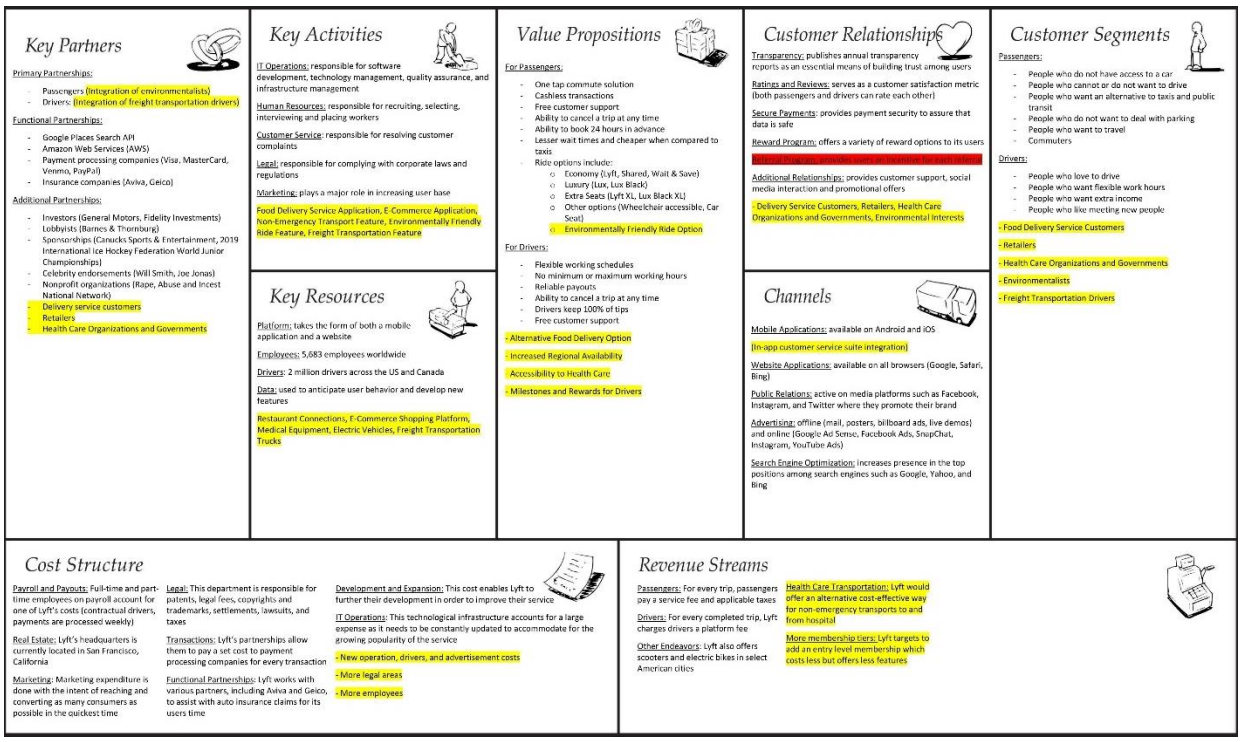


Figure 4 – Target Business Model Canvas

3.2 TARGET BUSINESS MODEL CANVAS

3.2.1 Customer Segment Details

3.2.1.1 Food Delivery Service Customers

With an increased demand in home delivery services, Lyft targets to further its reach in the delivery service industry to compete with *Uber Eats, Skip The Dishes and Postmates.* In addition to delivery essential items as Lyft has done during the COVID pandemic, Lyft will target to expand its local delivery services to more locations globally to meet the growing demand of people not wanting to go out to get items.

3.2.1.2 Retailers

With an increased focus on retailers moving towards E-Commerce solutions, Lyft targets to capture a portion of the local retail delivery market as well as serve as an E-Commerce shopping platform. This will allow Lyft to process customer payments and shopping as well as local delivery using Lyft's exhaustive driver network and infrastructure. This will make Lyft a convenient way for retailers to start offering their products online.

3.2.1.3 Health Care Organizations and Governments

Transportation is currently a barrier for millions of people in the United States from accessing health care each year. Due to this reason, Lyft targets to offer its services to Health Care organizations in order to use its network to provide cost effective transportation for non-emergency medical transport in the United States and eventually internationally. The on-demand nature of Lyft's rides, booking flexibility and the currently in place infrastructure of ride-request and payment options allow lots of flexibilities to work with stakeholders to drive innovation and help make health care more accessible to all.

3.2.1.4 Environmentalists

Willing to do the work necessary to help fight the fight against climate change, Lyft targets to include more environmentally friendly ride options including the rental of e-scooters and electric-only rides. The transition to go green is usually costly but in order to add these options, Lyft will only need to acquire e-scooters and update their ride-sharing platform to include green rides. Green rides may be more expensive due to Lyft's pricing being based on supply and demand in the area.

3.2.1.5 Freight Transportation Drivers

Taking logistics in a new direction with an advanced platform for both shippers and carriers, Lyft plans to target freight transportation drivers with their new freight program. This program aims to transport service goods from place to place and will be available on the Lyft application.

3.2.2 Value Propositions

3.2.2.1 Alternative Food Delivery Option

To users of our platform, we target to launch Lyft delivery services in more regions with competitive offerings and rates. Furthermore, Lyft targets to help not only individual consumers but also businesses looking to make bulk shipments by road. This allows a cost-effective on demand solution for businesses and individuals that require flexibility while doing their shopping or merchandising. For businesses selling items, this gives them

an all-in-one platform to sell and ship merchandise without the headaches of working with multiple service providers such as payment processing companies, shipping companies and e-retailing platforms.

3.2.2.2 Environmentally Friendly Ride Options

Lyft targets to offer more environmentally friendly options to its customers. This will include eco ride-sharing options as well as e-scooter rental options. According to the Nielsen Global Corporate Sustainability Report, 66% of survey respondents were willing to pay more for sustainable goods. Meaning that Lyft could add a new ride-sharing option at little cost and raise prices in order to compensate the drivers equitably.

3.2.2.3 Increased Regional Availability

In order to compete with competition, Lyft targets to increase its reach in smaller communities to increase its availability globally. Currently Lyft riders are relatively limited in using the Lyft platform in smaller regions. This will allow our riders to uniquely use our services for their transportation needs in any region across the world. This will allow Lyft users to only rely solely on Lyft for transportation needs no matter of their location.

3.2.2.4 Accessibility to Health Care

In order to make healthcare more accessible to individuals, Lyft targets to become innovators in non-emergency health-care transportation. In the United-States, transportation is a barrier preventing millions of Americans from getting the healthocare they need. This initiative will allow riders to request non-emergency transportation to hospitals and health-care clinics. By doing this, we provide an on-demand solution that will riders to get the health care they need and not allow a lack of transportation get in the way. Also, we will adapt our payment infrastructure to allow riders to access their medical payment plans directly on the Lyft platform.

3.2.2.5 Milestones and Rewards for Drivers

Currently, Lyft incentives to drivers for their loyalty and for hitting certain milestones. In order to further incentive drivers, Lyft targets to reward drivers for milestones achieved in their ride-sharing careers. This will include a 50% match for drivers who decide to take re invest their money in the companies' stock. By increasing the reach of this program, Lyft incentivizes its most important independent contractors to stay with Lyft over a competitor.

3.2.3 Channels

3.2.3.1 Mobile and Web Applications

In the future, Lyft will target to integrate a fully in-app customer service suite. This would be to help all users of the app and to solve issues relating to payment, quality of ride, reimbursement, and more. This feature is currently present in the form of a chat-bot. In order to make the user experience more enjoyable, users should be able to escalate an issue without having to call in to Lyft customer support and be able to do so on a built-in chat option on the Lyft platform. This integrates with customer routines as users will no longer need to have to sperate location from the time they escalate an issue with Lyft and be able to see their entire issue/complaint in the same discussion log.

3.2.4 Customer Relationships

3.2.4.1 Delivery Service Customers

Delivery service customers are new to Lyft, they expect to receive services which are comparable if not better then the current market leaders. In order to maintain this relationship, Lyft needs to keep its prices for delivery competitive and offer a selection of items to deliver comparable o the current market leaders. Furthermore, Lyft must continue to offer delivery services regarding COVID related deliveries. This allows Lyft to build strong ties with the communities and build a good reputation. This integrates in new aspect of our business model, however, with Lyft's network of drivers as well as their application infrastructure, scaling their delivery services will not be difficult since there is demand. These changes will cost Lyft monetary resources to pay the drivers as well as their driver resources as some drivers might be working less jobs than if they were working in ridesharing. This is an investment in advertisement and to keep jobs for there drivers.

3.2.4.2 Retailers

Retailers are a new customer with the e-commerce platform. In order to maintain a good relationship with retailers, Lyft needs to prove to them that they can sell retailers products with relatively little headaches for retailers and customers alike. Currently, Lyft can leverage its existing payment services and customer base to onboard new users onto the platform without an aggressive advertising run. Also, we can offer services that can be seen as especially useful during COVID such as home delivery for groceries, Personal Protective Equipment and more. The cost of this would be the cost of developing an e-commerce platform for retailers to enter their information and items. A costly feature would be inventory management systems which would have to be integrated with the stores inventory management.

3.2.4.3 Health Care Organizations and Governments

These are new customers with no previous relationship with Lyft. This relationship must be maintained by providing reliable and affordable services to the organizations. Also, there must be a level of accountability on behalf of Lyft since the transportation would be for medical reasons. We would be able to integrate this with the existing ridesharing platform Lyft offers its customers. This would cost Lyft drivers as well as financial resources as there would need to be an integration of medical records to be able to get payment information from individuals insurance companies for the ride.

3.2.4.4 Environmental Interests

Currently Lyft does not offer green vehicle choices through its platform. This would be a new demographic that Lyft is going would be targeting, currently they have an established shared ride feature on their platform. This *Lyft Green* would be an extension from its current platform offering which would need to be integrated using our current technologies. The cost associated with this would be in recruiting drivers which have access to electric vehicles. This may mean extra advertising as well as a pay increase for drivers willing to go green. These costs will partially be covered by the increase in price for *Lyft Green* fares.

3.2.4.5 Users

The ridesharing business has been built on word of mouth and therefore referral programs. Referral programs allowed users to refer other users for a reward often in the form of a credit. That being said, with online advertising and the rise of social media, individuals often abuse by spamming or attempting to create multiple accounts. We saw Uber let go of this practice and as a cost savings matter Lyft should as well. This would allow us to spend more on advertising and other way to engage our users without compromising ourselves to being abused by our own system. The costs would be associated to losing a number of users due to the change. However, since competitors are not offering this either, it would not be a deciding factor.

3.2.5 Revenue Streams

3.2.5.1 Health Care Transportation

Currently, if people want health care transportation, they must go through traditional methods of getting such transportation which includes going through medical clinics or hospitals directly. Lyft would offer an alternative cost-effective way for non-emergency transports to and from hospitals. Lyft's fee would be like traditional ride sharing, there would a standard price for the rider determined by various factors including the day, traffic, distance and Lyft would take a fee. The price would be higher due to increased responsibility on the driver and Lyft due to the relationship with health care. This revenue

stream would start off as a relatively low contributor to the overall revenue. However, over time these revenues may increase dramatically due to the payee normally being the insurance companies and Lyft would then be trying to capture a piece of the American health care market and eventually the worlds.

3.2.5.2 More Membership Tiers

Currently Lyft offers *Lyft Pink* as their membership platform. In order to increase revenues, Lyft targets to add an entry level membership which costs less but offers less features. This will allow riders to dip their toes in Lyft's memberships without feeling too invested. This would be paid on a monthly basis with discounts if they sign up for a year. The impact on the total Revenue Stream depends on the reception of the membership. If we can offer it at a price which is reasonable and it offers features such that it would be an attractive option for all riders, memberships could be one of the more significant revenue streams.

3.2.6 Key Resources

3.2.6.1 Restaurant Connections

In order to accommodate Lyft's new food delivery service, Lyft will require restaurant connections in order to display a selection to its customers. This resource will serve as a means of attracting customers who will use the app based on restaurant selection and availability.

3.2.6.2 E-Commerce Shopping Platform

In order to accommodate retailers, the company will require changes on its platform to include E-Commerce solutions. This resource will serve as a means of attracting retailers.

3.2.6.3 Medical Equipment

By providing reliable and affordable services to government and health organizations, Lyft will require medical equipment. This resource will serve as subsidiary for non-emergency transports to and from hospitals. Drivers will also be required to complete First Aid training.

3.2.6.4 Electric Vehicles

In order to accommodate Lyft's new environmental program, drivers will require electric vehicles in order to qualify as an environmentally friendly option. This resource will serve as a means of attracting new environmentally minded customers.

3.2.6.5 Freight Transportation Trucks

In order to accommodate Lyft's new freight transportation program, it will need to purchase freight transportation vehicles. This resource will serve as a means of transporting goods via the Lyft application.

3.2.7 Key Activities

3.2.7.1 Food Delivery Service Application

Lyft plans to create a new application in order to accommodate its food delivery service features. The company will make use of their already existing ridesharing application infrastructure to transition into the food delivery industry. Customers will be able to select food from available restaurants, while restaurants will be able to modify their menu and hours.

3.2.7.2 E-Commerce Application

Lyft plans to create a new application in order to accommodate E-Commerce solutions. This feature will enable its users to create websites and will make use of Lyft's infrastructure to make shipments.

3.2.7.3 Non-Emergency Transport Feature

Lyft plans to integrate this feature with the existing ridesharing platform Lyft offers its customers. Lyft would offer the option of an alternative cost-effective way for non-emergency transports to and from hospitals.

3.2.7.4 Environmentally Friendly Ride Feature

Lyft plans to add the environmentally friendly ride feature to its application to of attracting environmentally minded customers. This application feature will serve as a new ride option within the application. Passengers will be able to select this specific option wile requesting a ride.

3.2.7.5 Freight Transportation Feature

Lyft plans to add the freight transportation feature to its application to transport commodities and merchandise goods. This application feature will serve both small business owners and large enterprises. Customers will be able to request specific shipments in order to streamline supply chain.

3.2.8 Key Partnerships

3.2.8.1 Delivery Service Customers

Delivery service customers will be requesting delivery from the retailers and suppliers located on the Lyft platform. Lyft will deliver items and food to customers in exchange for a fee off the delivery price.

3.2.8.2 Retailers

Retailers are a new partnership for Lyft. Lyft will allow retailers to sell their items through the integrated ecommerce platform on Lyft applications' will also allow retailers to have access to shipment methods and inventory management integration directly y in the application. In addition, Lyft will charge a set fee from retail orders.

3.2.8.3 Health Care Organizations and Governments

This will be a new partnership for Lyft. Lyft will offer their current ridesharing platform to health care organizations and governments. This health care providers to find on-demand rides suitable for their patients needs and avoid using emergency vehicles for non-emergency patients. The system will also be integrated with medical records to have access to their preferred payment methods (insurance and government coverage).

3.2.8.4 Environmental Interest Groups

Lyft will have more environmentally friendly options in their target BMC. This includes rental of non-motor vehicles such as scooters and the ability to request green rides in certain area. This provides environmental interest groups with a ride sharing platform which cares to make a difference in the green energy space. Also, this could lead to increase funding from governments to help Lyft continue greenify our operations.

3.2.8.5 Freight Transportation Drivers

Lyft plans to offer full-time positions to its freight transportation drivers because of the necessary certifications and prerequisites that come with being a freight truck driver. This partnership will facilitate Lyft freight solutions and will offer drivers a salary in return.

3.2.9 Cost Structure

3.2.9.1 IT Operation

As Lyft targets to add more features to its application, there will application costs associated to human resources as well as technology. These features will not require Lyft to develop an entire new platform but rather integrate the health-care transportation, ecommerce, and freight transportation features onto the existing Lyft platform. I believe

that the ecommerce platform will be the costliest feature as it is entirely new and the integration with client inventory management systems could be tricky.

3.2.9.2 Legal Fees

Since Lyft is targeting to target several different areas, they will need significant legal assistance to get there. The initiative which will cost Lyft the most will be the legal fees surrounding the non-emergency health care transportation business. This is because there will lots of dealing with organizations and insurance companies to ensure everyone has their interests aligned and that customers will have access to their insurance coverage.

3.2.9.3 Drivers

Drivers will continue to be an important cost to Lyft operations. They provide Lyft's front-line services and without them the operation would not be possible. Lyft targets to increase driver rewards which will add another layer of significant costs. This is vital to the success of Lyft's operation as drivers make up the most important group independent contractors at the company, and Lyft does not want to lose good drivers to the competition due to financial reasons.

3.2.9.4 Advertisement

Advertisement is currently one of Lyft's biggest costs as a Sass company. Lyft needs to be stay current and spend more on Desktop and mobile ads. This can be done through Google ad-sense. Also, they should invest in health-care subject matter experts to be able to cater their services for the health-care transportation services.

3.2.9.5 People and Operations

Lyft has a considerable amount of costs associated with daily operations in other forms or salaries to help develop and maintain features on the platform. These costs allow Lyft to stay ahead of the competition in their respective fields. Furthermore, Lyft employed over 5000 employees on 2020 before coronavirus layoffs. With all the new endeavors in our target BMC, Lyft could see a large rise in employees.

4 Gap Analysis

(See Excel Spreadsheet in the deliverable email)

4.1 COMPONENTS BASELINE

4.1.1 No Integration for Health-Care Transportation

Currently in the United States, if you want non-emergency health care transportation options are limited. Options are to pay for very expensive emergency transportation or take public transportation if the individual does not have a vehicle. The new option is for individuals to take ride sharing services which offers a cost-effective way for non-emergency travel to health care institutions. The problem is that Lyft has no infrastructure connected to the health care files which mean they are getting insurance to cover the ride may be difficult, time-consuming, or impossible.

4.1.2 Lack of Environmentally Friendly Ridesharing Solutions

Lyft currently does not offer environmentally friendly ride-sharing options. This is despite a study showing that 66% of survey respondents are willing to pay more for environmentally friendly products. Lyft currently offers a suite of option but none of them include a green ride sharing option. This could dissuade individuals who shy away from ride-sharing due to the carbon footprint it leaves.

4.1.3 Lack of Membership Options

Lyft currently offers one membership option which is Lyft pink. *Lyft Pink* is a membership reward program with exclusive perks. For $19.99 a month, a passenger unlocks 15% off rides, priority airport pickups, 3 relaxed cancellations per month, surprise offers and seasonal discounts, and waived lost-and-found fees. This offer is only available in the United States. Since this program is only in the United States it lacks global reach and recognition. There also lacks an entry level membership with a lower monthly payment.

4.1.4 Lack of Region Availability

Lyft is currently only available in Canada and the United States. Uber is available internationally which demonstrates that Lyft is missing out on different markets internationally. This would allow users to only need to use the Lyft platform while travelling and not have to worry of switching between ridesharing applications. Also, Lyft has less demand in rural areas. This can be attributed to locals willing to use traditional methods of transportations instead.

4.1.5 Lack of Options as a Delivery Service

Lyft currently has a lack of options as a delivery service. Currently the scope of their deliveries is limited to Personal Protective Equipment during the COVID pandemic. Uber has ventured into the space of food delivery and app like Instacart make it easy for customers to get all of their groceries and food services directly on their phones or computers. Lyft needs to make a push to compete in these emerging markets.

4.1.6 Lack of Incentive for Drivers

Drivers are often taken for granted at ride sharing companies taking substantially less money than they bring in. Lyft currently has an initiative to reward drivers at milestones which can have rewards up 10 000$. Lyft drivers can then use this to invest in the company's IPO. These incentives need to be increased.

4.1.7 Abuse of Referral Program

With online advertising and the rise of social media, individuals often abuse Lyft's platform by spamming or attempting to create multiple accounts. These individuals do this in order to earn free rides. Because this is a flaw that is related to in-app credits, it directly impacts Lyft's bottom-line.

4.2 COMPONENTS TARGET

4.2.1 Target: Launch Lyft Health-Care Transports

Lyft targets to launch health-care transportation branch to their business in order to address obvious gaps in the American health care system. Lyft will provide an on-demand non-emergency health-care transportation business which will allow individuals to get to their respective health care institutions. Lyft will also integrate medical files into their system in order to get patient payment methods. This will make it easier for insurance companies and individuals to make their payments and provide the necessary information.

4.2.1.1 Gap

The current gap is the lack of transportation services which poses as an obstacle to individuals in the United States to get adequate health care. Lyft can leverage its current ride-sharing platform to provide on-demand services that now has incredibly long wait times. The potential is huge to help individuals as well as expand our revenue into the health care industry.

4.2.2 Target: Launch Lyft Green

Lyft plans to launch *Lyft Green* in order to add an environmentally friendly ride option to its suite. Lyft is going to incentivize drivers with electric vehicles to sign up to the platform by offering higher fares per ride then regular rides. This will be covered by customers paying extra for *Lyft Green* services. Benefits of this are not only environmental, but it can also grow Lyft's customer base. A survey showed that 66% of respondents would pay extra for environmentally friendly products, meaning that customers may try our platform in order to reduce their carbon footprint. Lyft will start with Lyft Green as their environmentally friendly ride sharing option, however, they will transition to make this their only option by year 2030.

4.2.2.1 Gap

Currently, Lyft offers some of their own cars which are EV's, however, much of their fleet is still running on fossil fuels. In order to increase this gap, they will need to reach out to governments as well as individuals with access to electric cars or funds and incentivize them to work with Lyft.

4.2.3 Target: Launch Lyft Basic

Due to the limited amount of memberships, Lyft targets to add an entry level membership with lower monthly payment. This membership option will be named *Lyft Basic* and will serve as an entry reward program. For half the price of *Lyft Pink* at $9.99 a month, *Lyft Basic* will offer 1 free ride per month, discounts, and waived lost-and-found fees. Because of the low cost, more customers will be inclined to participate.

4.2.3.1 Gap

The current gap is the lack of membership options which poses as an obstacle to users who do not want to spend the $19.99 on *Lyft Pink* to receive monthly rewards. Lyft can leverage its current ride-sharing platform to provide a cheaper alternative to membership options.

4.2.4 Target: Expand Market Reach

Currently, Lyft only operates in Canada and the United States whereas competitors such as Uber operate globally. In order to fix this, Lyft targets to expand its operations globally starting in Europe and push to further its operations in rural regions in North America.

4.2.4.1 Gap

Currently, Lyft only operates in Canada and the United States. If they continue this path, they will officially lose the race to global ride-sharing market to Uber as they have a several year head start on Lyft. Lyft must make a push to expand to grow their revenues as well as their market reach and not be relegated to Uber's competitor in urban areas only.

4.2.5 Target: Launch Lyft Foods

Due to Lyft's lack of options as a delivery service, Lyft plans to venture into the food delivery industry with their new application. This food delivery application will be named *Lyft Foods* and will serve as Lyft's food delivery service. The online food ordering application will allow users to purchase various foods from a variety of restaurants. In addition, Lyft will offer its drivers on the original platform the option to select food delivery instead of ridesharing.

4.2.5.1 Gap

Currently, Lyft only provides a ridesharing service. If they continue this path, they will officially lose the race to global ride-sharing market to Uber Eats as they have invested in different areas. Lyft must make a push to expand to grow their revenues as well as their market reach and not be relegated to Uber's competitor in urban areas only.

4.2.6 Target: Increase Incentives for Drivers

Lyft plans on rewarding high-performing drivers with better earnings and college tuition. In order to increase driver loyalty and longevity on the platform, Lyft drivers who maintain high ratings and low cancellation rates will gain driver points which they can redeem for rewards.

4.2.6.1 Gap

The current gap is the lack of incentive for drivers which poses as an obstacle to drivers who feel they are not being rewarded sufficiently. Lyft can leverage its current driver userbase by providing additional incentives in the form of driver points.

4.2.7 Target: Removal of the Referral Program

The removal of the referral program will eliminate the problem where individuals intentionally abuse Lyft's referral credit reward system. Although this change will be associated to losing a number of users due to the change, it will benefit long term profit. However, since competitors are not offering this either, it will not be a deciding factor.

4.2.7.1 Gap

Currently, Lyft provides referral program that negatively impacts their bottom-line. If they continue this path, they will lose out on revenue. Lyft must remove their referral program as a means to avoid losing revenue.

5 Roadmap Components for Implementation

5.1 NEW COMPONENTS

5.1.1 Lyft Shop Platform

This e-commerce platform is a new platform that Lyft will launch in order to compete with the likes of Uber and InstaCart. The e-commerce platform will have a selection of local stores and inventory and will allow customers to purchase items directly from their *Lyft Shop* application. This is a move that aligns well with the way the market has been turning in terms of the e-commerce emergence and the needs of people to do their shopping from home. This will allow customers to purchase goods from local stores on the Lyft application. Furthermore, the platform will leverage Lyft's network of drivers to deliver items to customers houses without using a third delivery service.

5.1.2 Integration of Medical Records

The integration of medical files on the Lyft platform will be an essential in demonstrating its value to health care providers. These will allow Lyft to securely have access to patient's medical payment plans and will take care of dealing with insurance companies or employers who pay for individuals health care in the United States. This will remove headaches and costs associated with trying to get coverage for transportation to a health care facility for patients and will give them a safe approved way for them to travel. This process will need to be done with extreme caution to the protection of data, which means close collaboration with governing bodies and health care providers are required. Lyft will remove the gap in terms of affordable and accessible health care transportation.

5.1.3 Lyft Foods Platform

The Lyft foods platform will be a new component to the Lyft suite of applications. It will provide a competitor in the marketplace of home food delivery. Lyft will utilize its network of drivers to become an immediate dominant force in the industry. Lyft will be a local food delivery service offering. Exclusive partnerships will be formed in order to create a dependence on the Lyft Foods platform for certain products. Lyft Foods will allow Lyft to spread its name to more households and introduce them to the Lyft product suite.

5.2 SUNSET COMPONENTS

5.2.1 Customer Service Experience

According to many users, customer service has been difficult to reach. Users have asked Lyft to fix this problem by integrating a fully in-app customer service suite with access to

direct messaging. However, Lyft has remained stagnant in improvements related to its customer service.

5.2.2 Walmart

Walmart's grocery delivery partnership with Lyft ended in 2018, which involved the delivery of groceries to people's homes. This partnership did not work due to conflicting business models. Unfortunately, Lyft does not have any plans to partner with Walmart in the near future. However, this does not mean the end of grocery delivery for Lyft as exclusive partnerships with other grocery stores is still an option.

5.3 ENHANCED COMPONENTS

5.3.1 Improved Incentives for Drivers

Drivers are the most important part of Lyft's business model. Without them, Lyft would not be able to grow or offer its Sass services to the public. Currently, Lyft offers milestone bonuses to their employees in form of cash, credit or drivers can opt to have their bonus invested in the company's IPO. Lyft will look to expand this program and offer a 50% match for the bonuses that will be put towards their IPO. The clause here would be that a driver could not work for another ride-sharing business if accepting to invest in Lyft's IPO. This could result in drivers being dedicated to the Lyft brand and extra incentives for them to reach their milestones.

5.3.2 Improved Market Reach

Currently Lyft only operates in Canada and the United States. In order to fix this, Lyft targets to expand its operations globally starting in Europe and push to further its operations in rural regions in North America. To do so, they will need make an advertising push in Europe and invest in rural communities by making agreements with local ride solutions. This could be an agreement with taxi operators to onboard them to the Lyft platform and utilize Lyft features without ruining their business. This will improve Lyft's customer base and allow them to offer their services in more regions locally and internationally.

5.4 COMPLETE SUMMARY OF WORK

5.4.1 Launch Lyft Foods

Lyft targets to launch Lyft Foods in order to compete with other ride-sharing giants such as Uber. Lyft will need to start networking with local restaurant in order to add their menus to Lyft's new service. Lyft will also need to start gathering a network of drivers their Lyft Foods platform. Lyft should prioritize drivers who already drive for Lyft to show them

that they are valued by Lyft. Furthermore, Lyft can integrate the Lyft Foods platform with Lyft's existing ride sharing platform.

Lyft is launching Lyft Foods in order to compete with Uber in the food delivery service as well as add a revenue stream leveraging the technology and network from their ride-sharing business.

5.4.2 Launch Lyft Basic

Lyft Basic is the entry level membership tier to Lyft. It will cost 9.99 USD$ per month and come with 2 rides with Lyft Green at normal Lyft rates, 2 relaxed cancellations and weekly discounts. Lyft will roll out this membership tier in hopes that people will benefit from the weekly discounts and try the Lyft Green.

This is done to add a revenue stream by implementing a new membership plan. The software infrastructure will be unchanged.

5.4.3 Lyft Green

Lyft Green is the environmentally friendly Lyft ride option. *Lyft Green* will be a new ride option for Lyft that relies solely on EV's for transportation. In order to do this Lyft will have to incentivize owners of electric vehicles to drive for Lyft. To do so, Lyft will charge extra for this option as electric vehicles are often more costly then non-electric. Also, Lyft should attempt to work with governments to receive funding for this initiative as efforts are made to combat climate change.

This will help Lyft with their initiative to go fully electric by 2030 *Lyft Green* will slowly phase into being the primary option for ride sharing with Lyft.

5.4.4 Launch Lyft Shop

Lyft plans to launch *Lyft Shop*, an online e-commerce platform that will allow customers to purchase items from local stores and get them delivered instantly. This will rival Amazon in functionality except instead of purchasing form Amazon, customers will be supporting local businesses. This is increasingly important as local businesses are suffering to stay afloat during the COVID pandemic and this would give them a centralized platform to sell their products locally without building their own e-commerce website.

The costs to build this will be significant as there is no existing framework in Lyft's software infrastructure of this. However, they could leverage their current payment processes and driver network. This could be a real opportunity for Lyft as there is no clear front runner in this Sass product and Lyft could get ahead of the curve by getting support from small business owners. Therefore, the short-term losses will be offset by the long-

term reward of launching this innovative system and publicity it will gain for other products under Lyft.

5.4.5 Integrate Health Care Transportation into Ride Sharing Platform

Lyft should look to include a health-care transportation branch to their business in order to address obvious gaps in the American health care system. This platform will integrate Providing an alternative to ambulances in non-emergency situations is critical in the United States where ambulances are so expensive. The basis for this service consists of an on-demand non-emergency health-care transportation business which will allow individuals to get to their respective health care institutions. Provided with an individual's insurance and medical files, the platform will make for easy payments.

5.4.6 Abolish the Referral Program

Lyft plans to abolish its current referral program. Despite its success as a referral method, certain individuals abuse Lyft's platform by creating multiple accounts and referring themselves to receive free rides. These actions directly impact Lyft's bottom-line. Although the removal of the referral program will lose potential customers, this move means avoiding a loss of revenue.

5.4.7 Increase Ride-Sharing Market

Lyft should look to invest in new markets and gain exposure in new locations. The company plans to invest and market their service in rural communities. Although this is less profitable, it allows for brand exclusivity since there is no competition. Lyft also targets to invest in other countries to increase brand recognition on a global scale. This process will start in city centers due to its bigger population size and potential customer base. In the future, Lyft will expand its operations globally starting in Europe and push to further its operations in rural regions in North America.

6 Definition

The enterprise architecture definition discusses the company's baseline and target infrastructure.

There are six parts to the EA definition:

a. Preliminary Phase

b. Business Architecture

c. Information Architecture

d. Applications Architecture

e. Technology Architecture

f. Security and Privacy Architecture

6.1 PRELIMINARY PHASE (PRINCIPLES CATALOGUE)

6.1.1 Principles Catalogue Baseline and Target Models

Business Architecture Principles Catalogue (Baseline)

Business Architecture Principles Catalogue (Baseline)			
Name	Description	Rationale	Implications
Make ride-sharing simple	Lyft strives to make ride sharing easy and accessible to all.	Ensure that ride-sharing opportunities are available to all segments of the population with ease and affordability.	This will allow Lyft to retain and attract new customers without the barrier of technology stopping growth. It also helps the ride sharing industry grow to less tech savvy populations.
Customer obsessed	Lyft works to earn customers trust by solving their everyday problems in an affordable way.	Ensure that Lyft makes its decisions based on the customers needs first. This can allow Lyft to retain existing customers and attract new ones.	This will allow Lyft to retain and attract new customers by continuously giving them what they want. By being customer obsessed it allows Lyft to build products that will be loved.
Create opportunities	Lyft works to create opportunities for the communities and staff.	Ensure that Lyft gives opportunities to members of the community to become Drivers, or to work for Lyft. This will allow Lyft to attract top talent and hard workers	This will allow Lyft to create opportunities for members of the community and help the economy grow. It will also help attract new talent to work with Lyft
Value ideas	Lyft prides itself on valuing ideas that bring on innovative solutions.	Ensure that ideas are rewarded within the company. This will allow Lyft to remain competitive within industry.	This will allow Lyft to come up with new ideas that can be implemented successfully for Lyft. By promoting good ideas, Lyft sets up a culture of innovators.
Invest in growth	Lyft invests in growth for all areas of its business.	Ensure that Lyft invests in growth will allow Lyft to grow its service offerings and expand its services to new locations.	By investing in growth, Lyft will never be content. It will continue to listen to market needs and grow its offerings accordingly.

Business Architecture Principles Catalogue (Target)

Business Architecture Principles Catalogue (Target)			
Name	**Description**	**Rationale**	**Implications**
Environmentally responsible	Lyft will focus on environmental initiatives to lower its ecological footprint.	Ensure that Lyft does everything it can to remain/become environmentally responsible and lower ecological footprint to ensure a sustainable future.	This will lower Lyft's ecological footprint and allow it to be a model company for sustainable growth.
Make ride-sharing accessible internationally	Lyft operations are available to more people in rural and international locals.	Ensure that Lyft is accessible in more rural and international locals to allow existing and new Lyft customers to use the Lyft platform in more regions.	This will increase Lyft's customer reach and allow customers to access Lyft's platform in more regions across the world. Thus, limiting customers needs to seek alternative transportation solutions when Lyft is unavailable.
Increase partnerships with Government Bodies	Lyft will work with government bodies for its business practices, compliance, and product development.	Ensure that Lyft complies will regional, state/provincial, and federal laws. It will also allow Lyft to work to grow its offerings based on the needs of certain locals.	This will increase Lyft's ability to work with government bodies on policies and compliance. It will also allow Lyft to find solutions to problems in certain locals by leveraging its existing platforms (e.g., healthcare transportation).
Work with healthcare initiative	Lyft will work towards accessible healthcare in the United States by offering new products to healthcare providers.	Ensure that Lyft can work with healthcare providers to provide affordable accessible healthcare transportation by leveraging Lyft's current transportation infrastructure.	This will allow Lyft to grow its service offerings into the healthcare industry. This will come with economical benefits as well as offer affordable solutions to healthcare transportation in the United States.
Increase rewards for Lyft drivers	Lyft will keep its drivers happy by increasing compensation, rewards, and milestones.	Ensure that Lyft drivers are rewarded and recognized as essential workers for the company. This will be done by making sure they have access to competitive compensation packages and increased milestone rewards.	This will allow Lyft to retain and attract new Drivers to work with Lyft. It will also motivate them to offer a higher quality of service which will then lead to happier customers, which will lead to more customers.

Information Architecture Principles Catalogue (Baseline)

Information Architecture Principles Catalogue (Baseline)			
Name	**Description**	**Rationale**	**Implications**
Information is highly valued	Lyft values company and user information.	Ensure that data is treated with integrity and respect for that all stakeholders are satisfied with the treatment of information.	By valuing information, Lyft will be able to reward itself with better policies regarding information and will focus on how to properly manipulate the information to satisfy all stakeholders.
Information is Standardized	Lyft uses standardization for its information architecture.	Ensure that information is standardized to maintain consistency for all stakeholders accessing information.	By standardizing information, Lyft will reward itself by using open-source resources and company wide use of this information. This will minimize miscommunication and errors
Validation of inputted info	Lyft validates information inputted by the user to ensure validity within the system	Ensure that inputted information is validated upon entry by the IA.	By validating information, Lyft will only obtain information it wants from the user.
Structured movement with the Lyft platform	Lyft has a structured platform that forces users to follow the processes put in place for the specific process	Ensure that movement within the Lyft platform is structured to only allow specific processes.	By structuring user movements, Lyft will be able to control the process the user must follow on the platform
Information Architecture must be scalable	The IA assumes that the information today is smaller than the information that will be tomorrow	Ensure that the Information Architecture is scalable to allow growth in information.	By making the IA scalable, Lyft will be always anticipating more data and be ready to handle the extra information.

Information Architecture Principles Catalogue (Target)

Information Architecture Principles Catalogue (Target)			
Name	**Description**	**Rationale**	**Implications**
Be more open about information frameworks	Lyft will be more open about the information frameworks used.	Ensure that there is transparency in the information frameworks used to avoid miscommunications between stakeholders.	By being more open about information frameworks, Lyft will lead the fight for transparency of information.
Limit use of information retention	Lyft will not keep information if it has no business use.	Ensure that Information retention is limited to what is agreed upon with the user and what has use to business needs.	By limiting use of information retention, Lyft will only keep information that it has agreed upon in the privacy agreements with the user and the information that can be used for business purposes.
Increase personalized experience using information	Lyft will use information to provide a more personalized experience to users.	Ensure that information is used to provide personal experiences to customers.	By increasing personalized experiences using information, Lyft will be able to provide customized experiences to users.
Review Information quality	Lyft will review information quality at the end of each quarter.	Ensure that Lyft will review the quality of its information at the end of each quarter to ensure compliance with Lyft's IA.	By reviewing the quality of information quarterly, Lyft will be able to cleanse bad IA practices and address them.
Review Front Doors	Lyft will monitor the ways users access the platform (front doors).	Ensure that front doors will be monitored to monitor how customers access the platform to focus efforts on particular process flows and user experiences.	By review front doors, Lyft will be able to reward itself with information regarding the source of users to better prepare processes for them.

Application Architecture Principles Catalogue (Baseline)

Application Architecture Principles Catalogue (Baseline)			
Name	**Description**	**Rationale**	**Implications**
Technology independence	Lyft's applications do not depend on specific technologies and function on multiple platforms.	This is to make sure that Lyft is accessible to more people and is not dependent on other technologies it cannot control. Otherwise, the demise of a technology could mean the demise Lyft's application architecture.	This supports portability and openness. Lyft is available for multiple technologies and is compliant with open standards.
Easy-to-use (mobile)	Lyft's applications are easy when used on mobile platforms.	This ensures that the application is easy to use on mobile platforms which will boost user morale and experience better.	An easy-to-use application for mobile will make users experience on the Lyft application more enjoyable and will encourage users to come back.
Secure	Lyft's application is secure.	This ensures that Lyft's application will secure to prevent and information leaks of users and Lyft alike.	Having a secure application will encourage users to use Lyft and will make them feel more confident that they are secure using Lyft's application.
Flexibility	Lyft is flexible in its application architecture and can be used on multiple platforms.	This ensures that the application can be used on a variety of platforms and is available to more individuals.	Having a flexible application will encourage users with different types of devices to use Lyft's services. It will also attract more diverse clientele.
Low coupling	Lyft's applications use corporate API's to allow for more reusability and flexibility.	This ensures that components used in applications are not as coupled and so if changes are made to one component, it will not impact the other. Also, low coupling allows for more reuse.	Having low coupling will increase Lyft's ability to reuse components and lower probability of problems.

Application Architecture Principles Catalogue (Target)

Application Architecture Principles Catalogue (Target)			
Name	**Description**	**Rationale**	**Implications**
Standardized Documentation	Lyft's application uses standardized documentation for developers and users.	This ensures that documentation for the application is easy to read and accessible for all components.	Having standardized documentation will allow for a better experience for developers and users who navigate them.
Light Version	Lyft's application is available in a light form which requires less resources.	This ensures that a light version is available for those with less resources to run the application. The more people can access the application the more people will use Lyft.	Having a light version of the application will allow more users to use the Lyft platform even if they are devices that have less technological resources.
Easy to maintain	Lyft's application is easy to maintain for developers.	This ensures that the application is easier to maintain for developers. The easier it is to maintain the lower the costs are for Lyft.	Having an application that is easy to maintain will lower costs for Lyft and allow developers to focus on other tasks.
Easy to use (non-mobile)	Lyft is easy to use on non-mobile platforms.	This ensures that Lyft is easy to use on non-mobile platforms. In turn this will allow more people to access Lyft's platform without using mobile applications.	Having an easy-to-use non-mobile application will encourage users to use the Lyft platform on all their devices. It will expand the reach of Lyft to people who may not own mobile devices.
Common Payment Processes	Lyft uses common payment processors.	This ensures that Lyft can offer more payment options by simplifying and leveraging current technologies.	Having common payment processes in applications will allow for more time focusing on other aspects of the application and will allow developers to access commonly used tools in industry.

Technology Architecture Principles Catalogue (Baseline)

Technology Architecture Principles Catalogue (Baseline)			
Name	**Description**	**Rationale**	**Implications**
Requirement based changes	Technology changes are only made in response to business needs.	This ensures that changes that are in line with business needs are the ones that Lyft will address within the technology	This will make sure that Lyft prioritizes changes that are beneficial to the growth of the business. It will make sure that technology changes will have to go through the whole requirements gathering process.
Interoperability	Technology should conform to standards to promote interoperability.	This ensures consistency and the ability to manage systems and improve user satisfaction.	This will make sure that Lyft technologies are interoperable and will conform to standards. There will be a process for setting standards and establishing them. All existing IT platform need to be defined.
Review industry standards	Reviews of the industries technology standards to ensure relevance.	This ensures awareness of the technology standards and allows opportunity to make changes if necessary.	This will ensure that Lyft will be able to keep current with the changing industry standards.
Use of agile methodologies	Agile methodologies will be used for projects.	This ensures that customers are being offered the best and most current versions of the product.	The use of agile methodologies will ensure that Lyft will be able to deliver products to their customers in the most effective way possible.
Fail well	Teams will fail well, meaning they will have fail parties to discuss failures and path to progress.	This ensures that development teams can fail fast and learn from mistakes.	Theis will ensure that Lyft will be able to learn from their mistakes and learn from its failures. In turn, it will lead to success.

Technology Architecture Principles Catalogue (Target)

Technology Architecture Principles Catalogue (Target)			
Name	**Description**	**Rationale**	**Implications**
Responsive Change Management	Changes to enterprise information are implemented in a timely manner.	This ensures that enterprise information is implemented in a timely manner to prevent any shortcoming in deliveries.	Responsive change management will ensure that Lyft will be able to deliver change in a timely matter to its clients.
Control Technical Diversity	Technical Diversity will be controlled to reduce knowledge gaps in development teams.	This ensures that the knowledge gaps in developments are controlled which allow teams to handle projects and team members more effectively for projects.	By doing this, Lyft will be better suited to changes including staff departing, etc.
Leverage Automation	Automation will be leveraged in Lyft's technologies.	This ensures that tasks that can be automated will be to make some tasks easier.	Automation will allow Lyft to be more efficient in the way they handle business.
Continuous learning for technical staff	Staff will undergo continuous training to make sure their skills are up to date.	This ensures that staffs skills will always be up to date with relevant technologies and they will be able to adapt to the changing technological landscape.	This will allow for staff to be happier as well as staff to continue to develop and utilize new skills for Lyft.
Technical stack review	There will be a review of the technical stack to see what is working and what could be improved.	This ensures that the technology stack will always be the most effective to accomplish the necessary tasks.	This will make sure that Lyft is always reassessing its technologies and will never allow itself to become obsolete.

Security and Privacy Architecture Principles Catalogue (Baseline)

Security and Privacy Architecture Principles Catalogue (Baseline)			
Name	**Description**	**Rationale**	**Implications**
Respect of privacy regulation	Privacy regulations must be respected.	If privacy regulations are not respected, Lyft could be liable to legal issues.	Lyft must take the initiative of respecting all privacy regulations in code.
Dual-Authentication	Dual authentication is necessary for all logins.	Dual authentication prevents certain types of cyber attacks.	Dual authentications need to be implemented within certain processes for the Lyft processes.
Encryption	All data must be protected via encryption.	Encryption allows data to be protected when getting transported.	Encryption needs to be implemented while transporting data.
Empower individuals to with access to their data	Individuals should have access to the data collected and decide what happens to it.	This would allow transparency with users and enable to have control over their data.	Users are given the opportunity to view and chose what happens to their data.
Avoid obscure security	Security measures should be open and transparent.	If security measures are obscure, users may be less inclined to use Lyft's services due to privacy concerns.	Make sure that security measure is transparent to the user.

Security and Privacy Architecture Principles Catalogue (Target)

Security and Privacy Architecture Principles Catalogue (Target)			
Name	**Description**	**Rationale**	**Implications**
Do not trust external services	Services provided by external partners should not be trusted.	By giving the responsibilities of security services to external partners, the client is exposed to higher level of vulnerability as Lyft cannot control its security.	Lyft must make sure that any external privacy measure cannot be trusted and must be authenticated through Lyft's security protocols.
Logging secrets	Private data should not be logged.	Protecting all secure logs is expensive.	A clear message level must be built in to notify exactly what the cause of error is. Reduced risk profile on system logs.
Sensitive Company data	Company data should not be stored in code.	Storing company secrets involve the risk of them being compromised.	Software code must be reviewed for secrets.
Session Time	Session time must be limited.	Security as well as system performance.	All transactions must take place within a max session time.
Biometric security Mobile	Mobile applications will have the option for Biometric security.	Biometric security will allow an additional layer of security for users.	Biometric security will need to be implemented for each independent mobile application developed.

6.2 BUSINESS ARCHITECTURE

6.2.1 Organization/Actor Catalogue

Business Organization/Actor Catalogue (Baseline)

Business Organization/Actor Catalogue (Baseline)							
ID	Name	Description	Category	Owner	#FTEs	Actor Goal	Actor Tasks
BA_ACT_01	Software Developers	Develops technical solution for the Lyft ride sharing platform	Software Development	Technical Project Managers	1000	Develop efficient and maintainable software	Writing, testing code and execute product vision
BA_ACT_02	In-House Legal Counsels	Deal with legal matters which involve Lyft as well as provides opinion on legality of company direction	Legal	General Counsel	18	Provide legal counsel to Lyft	Write legal opinions, litigation, advice
BA_ACT_03	Dev Ops	Maintain and optimize software development cycles	IT Operations	Dev Ops Lead	200	Optimize dev cycles for developers	Code maintenance, updates, improve system with tools
BA_ACT_04	Sys Admins	Responsible for upkeep, config, and reliable operation of computer systems.	IT Operations	Director of Systems	35	Maintain a reliable operation of computer systems	upkeep , configure and make sure the computer systems are reliable
BA_ACT_05	Technical Project Managers	Personal in charge of planning and executing a particular project	IT Operations	Director of Developm ent	310	Lead a technical team to a project goal	Gather requirements, execute project goals, lead a team, gather requirements

Business Organization/Actor Catalogue (Target)

Business Organization/Actor Catalogue (Target)							
ID	Name	Description	Category	Owner	#FTEs	Actor Goal	Actor Tasks
BA_ACT_01	Software Developers	Develops technical solution for the Lyft ride sharing platform	Software Development	Technical Project Managers	950	Develop efficient and maintainable software	Writing, testing code and execute product vision
BA_ACT_02	In-House Legal Counsels	Deal with legal matters which involve Lyft as well as provides opinion on legality of company direction	Legal	General Counsel	25	Provide legal counsel to Lyft	Write legal opinions, litigation, advice
BA_ACT_03	Dev Ops	Maintain and optimize software development cycles	IT Operations	Dev Ops Lead	250	Optimize dev cycles for developers	Code maintenance, updates, improve system with tools
BA_ACT_04	Sys Admins	Responsible for upkeep, config, and reliable operation of computer systems.	IT Operations	Director of Systems	35	Maintain a reliable operation of computer systems	upkeep , configure and make sure the computer systems are reliable
BA_ACT_05	Technical Project Managers	Personal in charge of planning and executing a particular project	IT Operations	Director of Developm ent	310	Lead a technical team to a project goal	Gather requirements, execute project goals, lead a team, gather requirements
BA_ACT_06	Government Relations Specialist	Advise and represent Lyft's on matters relating to government relations	Public Relation	Director of Governme nt Relations	50	Ensure that Lyft is educated on government relations and policy as well as representation as a lobbyist	Speak to government officials, lobby Lyft's interest, advise Lyft on political climates
BA_ACT_07	Rural Outreach Specialist	Advise and represent Lyft's on matters relating to rural outreach	Public Relations	Director of Outreach	50	Focus on public relations to rural areas	Represent Lyft's interest in rural regions, find ways to attract rural clientele, collaborate with marketing for strategies for rural areas
BA_ACT_08	R&D Developer	Develops technical solution for the Lyft ride sharing platform in the scope of R&D	IT Operations	Technical Project Managers	100	Develop efficient and maintainable software for R&D	Writing, testing code and execute product vision
BA_ACT_09	Healthcare specialist	Advise Lyft on matters related to the healthcare industry	Amin Services	Director of Admin	10	Make sure Lyft is educated on matters of healthcare to push initiatives	Advise, write feasibility reports, market research and outreach to stakeholders
BA_ACT_10	VP Environmental Sustainability	Serves as the ambassador for sustainability at Lyft	Admin Services	CEO	1	Represent Lyft's interest through enviro sustainability	Lead Lyft towards enviro sustainability

6.2.2 Role Catalogue

Business Role Catalogue (Baseline)

Business Role Catalogue (Baseline)					
ID	Name	Description	Category	Owner	#FTEs
BA_ROL_01	Leaders	Leaders inspire the company vision to others	Leading	CEO	10
BA_ROL_02	Delegator	Delegate work to others and supervise their work	Delegating	Director of IT	300
BA_ROL_03	Influencer	Influence decisions and values of workers to maximize potential	Influence decisions and values	Director of IT	45
BA_ROL_04	Mentor	Mentor workers to give them a point person to help them in their role and their career	Mentoring	Mentoring Champion	1000
BA_ROL_05	Executor	Told what to do, not involved in making decisions	Executing	Project Manager	2000

Business Role Catalogue (Target)

Business Role Catalogue (Target)					
ID	Name	Description	Category	Owner	#FTEs
BA_ROL_01	Leaders	Leaders inspire the company vision to others	Leading	CEO	10
BA_ROL_02	Delegator	Delegate work to others and supervise their work	Delegating	Director of IT	300
BA_ROL_03	Influencer	Influence decisions and values of workers to maximize potential	Influence decisions and values	Director of IT	45
BA_ROL_04	Mentor	Mentor workers to give them a point person to help them in their role and their career	Mentoring	Mentoring Champion	1000
BA_ROL_05	Executor	Told what to do, not involved in making decisions	Executing	Project Manager	2000
BA_ROL_06	Environmental Leader	Lead environmental initiatives	Leading	CEO	1
BA_ROL_07	High Level Executor	Executes at a high level and reports higher than regular executors, usually highly skilled consultants	Executing	Director of IT	75
BA_ROL_08	Student Champion	Helps cultivate student experiences during internships	Mentoring	VP of Human Resources	15
BA_ROL_09	Financial Authority	Makes sure that budgets are being respected and that the budget is properly allocated	Monitoring	CFO	270
BA_ROL_10	Security Champion	Makes sure that security protocols are being followed by staff at all levels	Monitoring	Director of IT	100

6.2.3 Business Service/Function Catalogue

Business Service/Function Catalogue (Baseline)

Business Service/Function Catalogue (Baseline)									
ID	Name	Description	Category	Owner	Standards Class	Standard Creation Date	Last Standard Review Date	Next Standard Review Date	Retire Date
BA_SVC_01	Ridesharing	Provide transportation in another individuals vehicle by ordering a car on demand on your device	Ridesharing	CEO	Provisional Standard	11-25-19	11-25-20	1-21-01	N/A
BA_SVC_02	Advertisement	Advertisers can place ads within the application	Advertisement	CEO	Provisional Standard	11-26-19	11-26-20	2-21-01	N/A
BA_SVC_03	Shuttle service	Provides shuttles from specified locations at specified times	Ridesharing	CEO	Provisional Standard	11-27-19	11-27-20	3-21-01	N/A
BA_SVC_04	Freelancing for car owners	Allows car owners to earn money using its ride sharing platform	Driver Services	CEO	Provisional Standard	11-28-19	11-28-20	4-21-01	N/A
BA_SVC_05	Car Rentals	Ability to rent vehicles from Lyft parking lots	Car Rentals	CEO	Provisional Standard	11-29-19	11-29-20	5-21-01	N/A
BA_FCT_01	Software Development	Platform maintenance and development for all applications	Product	Director of IT	Provisional Standard	11-30-19	11-30-20	6-21-01	N/A
BA_FCT_02	Marketing	Promoting Lyft on social media, tv and other platforms	Marketing	Director of Marketing	Provisional Standard	1-19-12	1-20-12	7-21-01	N/A
BA_FCT_03	Talent Acquisition	Find the best talent to come work at Lyft using Talent Acquisition techniques	Procurement	Director of IT	Provisional Standard	2-19-12	2-20-12	8-21-01	N/A
BA_FCT_04	Accounting	Provide accounting services for Lyft's finances	Finance and accounting	CFO	Provisional Standard	3-19-12	3-20-12	9-21-01	N/A
BA_FCT_05	Infrastructure Management	Manage Lyft's existing infrastructure by maintaining and adding features.	Product	Director of IT	Provisional Standard	4-19-12	4-20-12	10-21-01	N/A

Business Service/Function Catalogue (Target)

Business Service/Function Catalogue (Target)									
ID	Name	Description	Category	Owner	Standards Class	Standard Creation Date	Last Standard Review Date	Next Standard Review Date	Retire Date
BA_SVC_01	Ridesharing	Provide transportation in another individuals vehicle by ordering a car on demand on your device	Ridesharing	CEO	Provisional Standard	11-25-19	11-25-20	1-1-21	N/A
BA_SVC_02	Advertisement	Advertisers can place ads within the application	Advertisement	CEO	Provisional Standard	11-26-19	11-26-20	1-2-21	N/A
BA_SVC_03	Shuttle service	Provides shuttles from specified locations at specified times	Ridesharing	CEO	Provisional Standard	11-27-19	11-27-20	1-3-21	N/A
BA_SVC_04	Freelancing for car owners	Allows car owners to earn money using its ride sharing platform	Driver Services	CEO	Provisional Standard	11-28-19	11-28-20	1-4-21	N/A
BA_SVC_05	Car Rentals	Ability to rent vehicles from Lyft parking lots	Car Rentals	CEO	Provisional Standard	11-29-19	11-29-20	1-5-21	N/A
BA_SVC_06	Food Delivery	Provides food delivery to users who ordered some	Food delivery	CEO	Proposed Standard	11-30-19	11-30-20	1-6-21	N/A
BA_SVC_07	Scooter Rental	Ability to rent a scooter from designated Lyft scooter stands	Scooter rentals	CEO	Proposed Standard	12-1-19	12-1-20	1-7-21	N/A
BA_SVC_08	Healthcare Transportation	Health care providers can hire Lyft drivers who are eligible to provide nonemergency transportation	Healthcare Transportation	CEO	Proposed Standard	12-2-19	12-2-20	1-8-21	N/A
BA_SVC_09	Increased Benefits for Drivers	Drivers are given more benefits and rewards for milestones	Driver Loyalty Program	CEO	Proposed Standard	12-3-19	12-3-20	1-9-21	N/A
BA_SVC_10	Increases Tiers of Passengers	Passengers have the ability to purchase Lyft tiers which include perks	Marketing	CEO	Proposed Standard	12-4-19	12-4-20	1-10-21	N/A
BA_FCT_01	Software Development	Platform maintenance and development for all applications	Product	Director of IT	Provisional Standard	11-30-19	12-5-20	1-6-21	N/A
BA_FCT_02	Marketing	Promoting Lyft on social media, tv and other platforms	Marketing	Director of Marketing	Provisional Standard	12-1-19	12-1-20	1-7-21	N/A
BA_FCT_03	Talent Acquisition	Find the best talent to come work at Lyft using Talent Acquisition techniques	Procurement	Director of IT	Provisional Standard	12-2-19	12-2-20	1-8-21	N/A
BA_FCT_04	Accounting	Provide accounting services for Lyft's finances	Finance and accounting	CFO	Provisional Standard	12-3-19	12-3-20	1-9-21	N/A
BA_FCT_05	Infrastructure Management	Manage Lyft's existing infrastructure by maintaining and adding features.	Product	Director of IT	Provisional Standard	12-4-19	12-4-20	1-10-21	N/A
BA_FCT_06	Environmental Sustainability	Provides environmental advice to Lyft	Environment Sustainability	VP of Environmental Sustainability	Proposed Standard	12-5-19	12-5-20	1-11-21	N/A
BA_FCT_07	Medical Records Integration	Integrated medical records into the Lyft platform	Lyft Healthcare Transportation	Director of IT	Proposed Standard	12-6-19	12-6-20	1-12-21	N/A
BA_FCT_08	Electric Vehicle Incentives	Provides incentives for drivers with electric vehicles	Environment Sustainability	VP of Environmental Sustainability	Proposed Standard	12-7-19	12-7-20	1-13-21	N/A
BA_FCT_09	Health-Care Connections	Connects Lyft with Health Care providers to Collaborate on Lyft Healthcare transportation	Lyft Healthcare Transportation	Director of Procurement	Proposed Standard	12-8-19	12-8-20	1-14-21	N/A
BA_FCT_10	Grocery procurement	Connects Lyft with Grocery providers	Lyft Foods	Director of Procurement	Proposed Standard	12-9-19	12-9-20	1-15-21	N/A

6.2.4 Business Interaction Matrix

Business Interaction Matrix (Baseline)

Consuming Business Services Baseline	Development	Procurement	Marketing	Testing	Human Ressources	Talent Aquisition	User experience	Finance	Legal	Sales
Development									Collaborate to draft patents fo rnew pieces of proprietary software.	
Procurement	Get contractors for development work									
Marketing								Marketing needs to get finances from finance to finance marketing campaigns		
Testing	Testers test the code that developers produce									
Human Ressources	Human ressources assist development teams with all human ressources related tasks			Contract for fulfillment of customer orders						
Talent Aquisition	Aquiring talent is important to get development talent	Talent aquisition and procur								
User experience	User experience gives feedback to developers on their product			Develop testing technqieus for user experiences within user interfaces						
Finance		Finance needs to give the funds to procurement to get what they want								
Legal					Deal with any legal issues which could stem from Human Resosources issues.					
Sales			Collaborate on marketing techniques that could lead to increwase in sales							

Business Interaction Matrix (Target)

Consuming Business Services Target	Development	Procurement	Marketing	Testing	Human Ressources	Talent Aquisition	User experience	Finance	Legal	Sales
Development			Work together for the launch of Lyft Foods			Find technologie talent to develop the new Lyft Foods, and Lyft grocery platform		Work together to find the ideal process map for users	Collaborate to draft patents fo rnew pieces of proprietary software.	
Procurement	Get contractors for development work									
Marketing								Marketing needs to get finances from finance to finance marketing campaigns		
Testing	Testers test the code that developers produce									
Human Ressources	Human ressources assist development teams with all human ressources related tasks			Contract for fulfillment of customer orders						
Talent Aquisition	Aquiring talent is important to get development talent	Talent aquisition and procur								Find talented sales staff to help sell the new Lyft products to the public
User experience	User experience gives feedback to developers on their product			Develop testing technqieus for user experiences within user interfaces						
Finance		Finance needs to give the funds to procurement to get what they want								
Legal					Deal with any legal issues which could stem from Human Resosources issues.					
Sales			Collaborate on marketing techniques that could lead to increwase in sales				Work togetehr to find a sales picth for Lyft tiers. How do we attract new customers?			

6.2.5 Actor/Role Matrix

Actor/Role Matrix (Baseline)

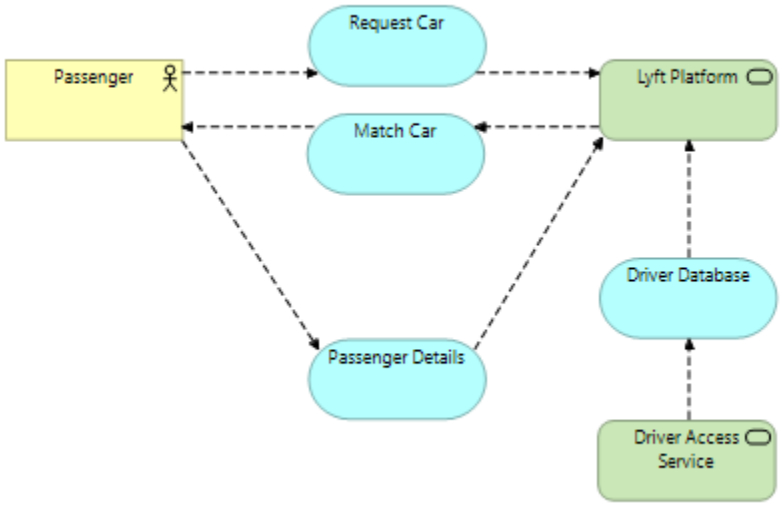
Actor/Role Matrix (Baseline)					
	Leader	Delegator	Influencer	Mentor	Executor
Software Developers				*can perform*	*performs*
In-House Legal Counsels				*can perform*	*performs*
Dev Ops				*can perform*	*performs*
SysAdmins				*can perform*	*performs*
Technical Project Managers		*performs*		*can perform*	

Actor/Role Matrix (Target)

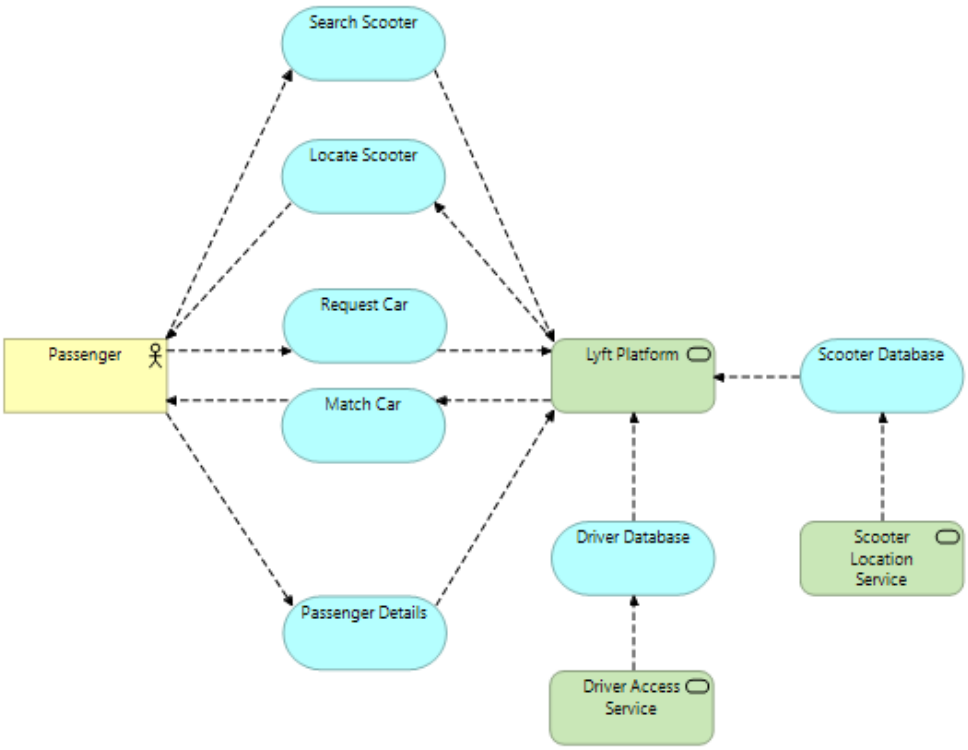
Actor/Role Matrix (Target)										
	Leader	Delegator	Influencer	Mentor	Executor	Environmental Leader	High Level Executor	Student Champion	Financial Authority	Security Champion
Software Developers				*can perform*	*performs*		*can perform*	*can perform*		*can perform*
In-House Legal Counsels				*can perform*	*performs*					
Dev Ops				*can perform*	*performs*		*can perform*	*can perform*		*can perform*
SysAdmins				*can perform*	*performs*		*can perform*	*can perform*		*can perform*
Technical Project Managers		*performs*		*can perform*				*can perform*	*performs*	*can perform*
Government Relations Specialist							*performs*			
Rural Outreach Specialist							*performs*			
R&D Developer								*can perform*		*can perform*
Healthcare specialist							*performs*			
VP Environmental Sustainability	*performs*					*performs*			*performs*	

6.2.6 Business Service/Information Diagram

Business Service/Information Diagram (Baseline)

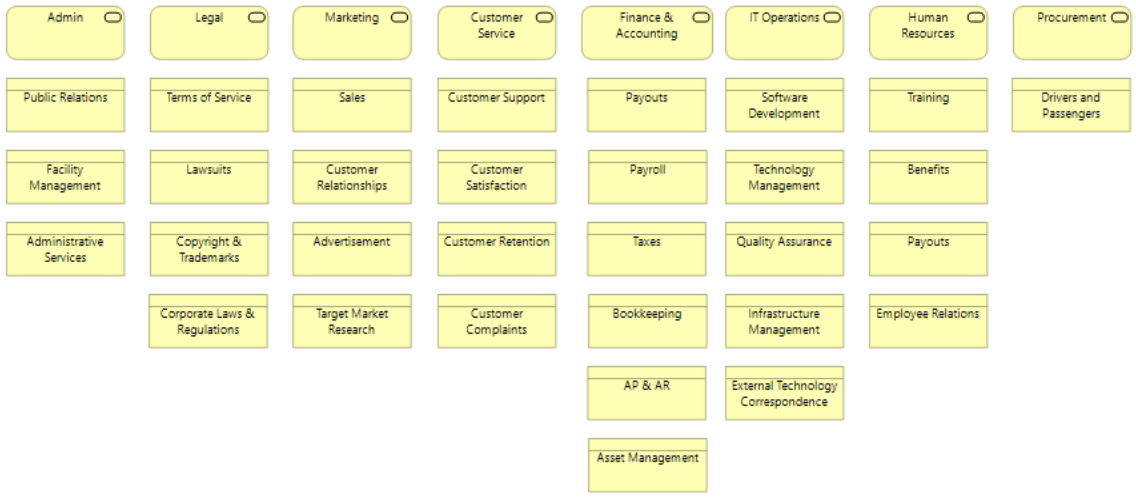


Business Service/Information Diagram (Target)

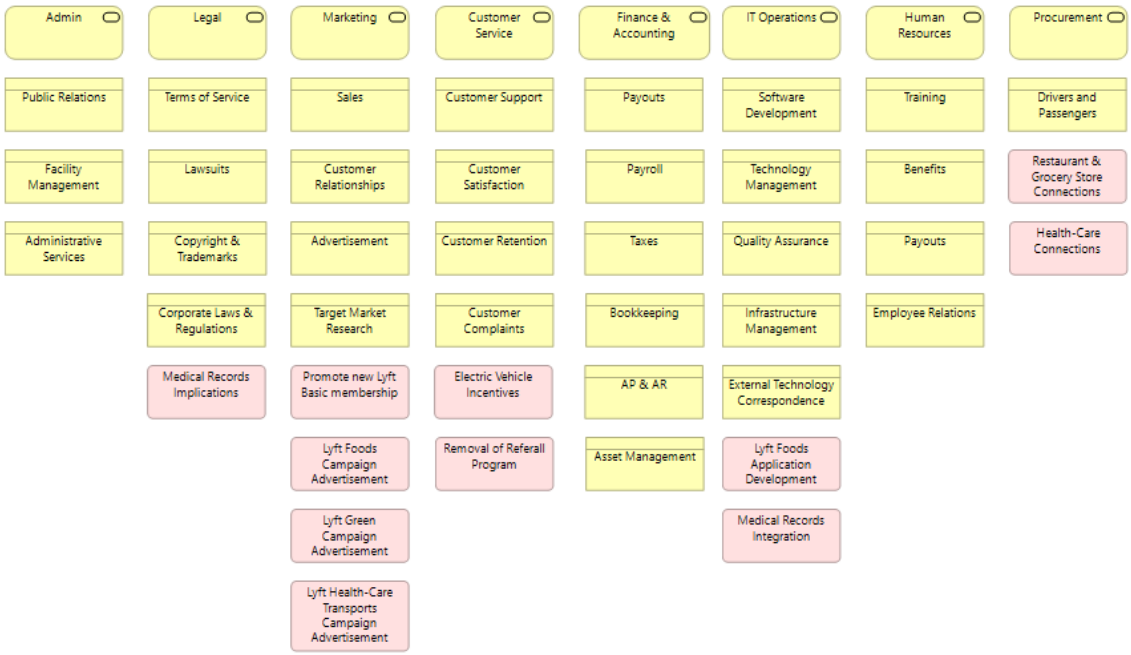


6.2.7 Functional Decomposition Diagram

Functional Decomposition Diagram (Baseline)



Functional Decomposition Diagram (Target)



6.2.8 Gap Analysis

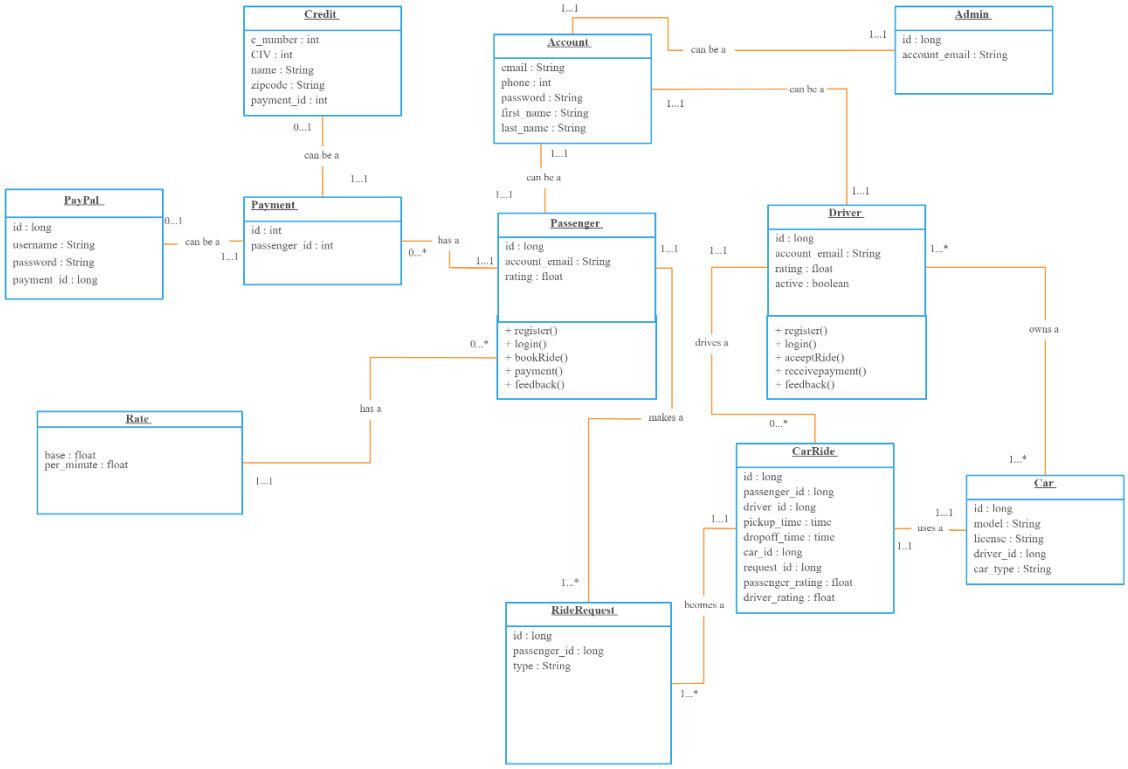
Business Architecture Gap Analysis

Business Architecture Gap Analysis						
Scope	**Objective**	**Baseline**	**Target**	**Gap**	**Implications**	**Priority**
Value Propositions	Launch Lyft Health-Care Transports	No Integration for Health-Care Transportation	Lyft targets to launch health-care transportation branch to their business in order to address obvious gaps in the American health care system.	The current gap is the lack of transportation services which poses as an obstacle to individuals in the United States to get adequate health care. Lyft can leverage its current ride-sharing platform to provide on-demand services that now has incredibly long wait times. The potential is huge to help individuals as well as expand our revenue into the health care industry.	By launching Lyft Health-Care Transports, Lyft will expand its customer base as it enters the healthcare industry.	Medium
Value Propositions	Launch Lyft Green	Lack of Environmentally Friendly Ridesharing Solutions	Lyft plans to launch Lyft Green in order to add an environmentally friendly ride option to its suite. Lyft is going to incentivize drivers with electric vehicles to sign up to the platform by offering higher fares per ride then regular rides.	Currently, Lyft offers some of their own cars which are EV's, however, much of their fleet is still running on fossil fuels. In order to increase this gap, they will need to reach out to governments as well as individuals with access to electric cars or funds and incentivize them to work with Lyft.	By launching Lyft Green, Lyft will expand its customer base to attract eco-friendly customers.	High
Value Propositions	Launch Lyft Basic	Lack of Membership Options	Due to the limited amount of memberships, Lyft targets to add an entry level membership with lower monthly payment. This membership option will be named Lyft Basic and will serve as an entry reward program.	The current gap is the lack of membership options which poses as an obstacle to users who do not want to spend the $19.99 on Lyft Pink to receive monthly rewards. Lyft can leverage its current ride-sharing platform to provide a cheaper alternative to membership options.	By launching Lyft Basic, Lyft will attract customers who avoided signing up for Lyft Pink due to its premium cost.	High
Value Propositions	Launch Lyft Foods	Lack of Options as a Delivery Service	Due to Lyft's lack of options as a delivery service, Lyft plans to venture into the food delivery industry with their new application. This food delivery application will be named Lyft Foods and will serve as Lyft's food delivery service.	Currently, Lyft only provides a ridesharing service. If they continue this path, they will officially lose the race to global ride-sharing market to Uber Eats as they have invested in different areas. Lyft must make a push to expand to grow their revenues as well as their market reach and not be relegated to Uber's competitor in urban areas only.	By launching Lyft Foods, Lyft will expand its customer base as it enters the food industry.	Medium
Customer Relationships	Increase Incentives for Drivers	Lack of Incentive for Drivers	Lyft plans on rewarding high-performing drivers with better earnings and college tuition. In order to increase driver loyalty and longevity on the platform, Lyft drivers who maintain high ratings and low cancellation rates will gain driver points which they can redeem for rewards.	The current gap is the lack of incentive for drivers which poses as an obstacle to drivers who feel they are not being rewarded sufficiently. Lyft can leverage its current driver userbase by providing additional incentives in the form of driver points.	By increasing incentives for drivers, driver userbase retention will increase.	High

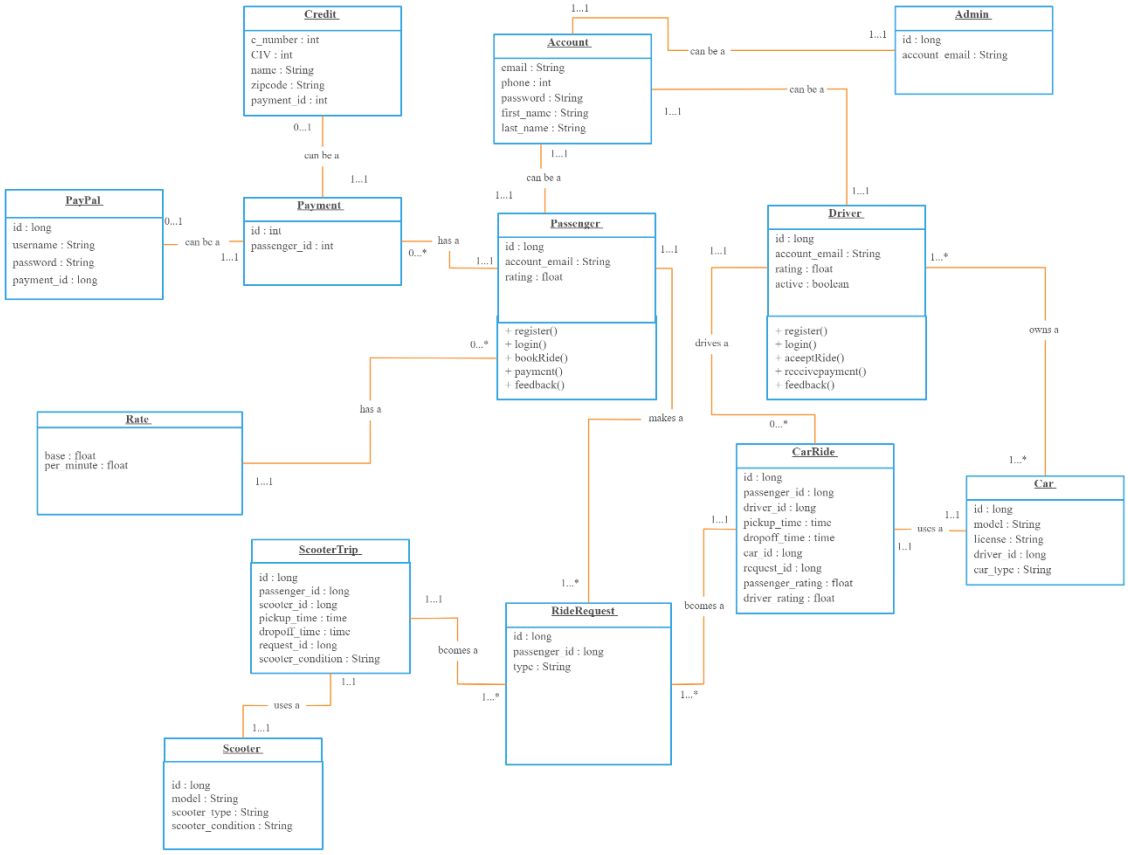
6.3 INFORMATION ARCHITECTURE

6.3.1 Conceptual Data Diagram

Conceptual Data Diagram (Baseline)

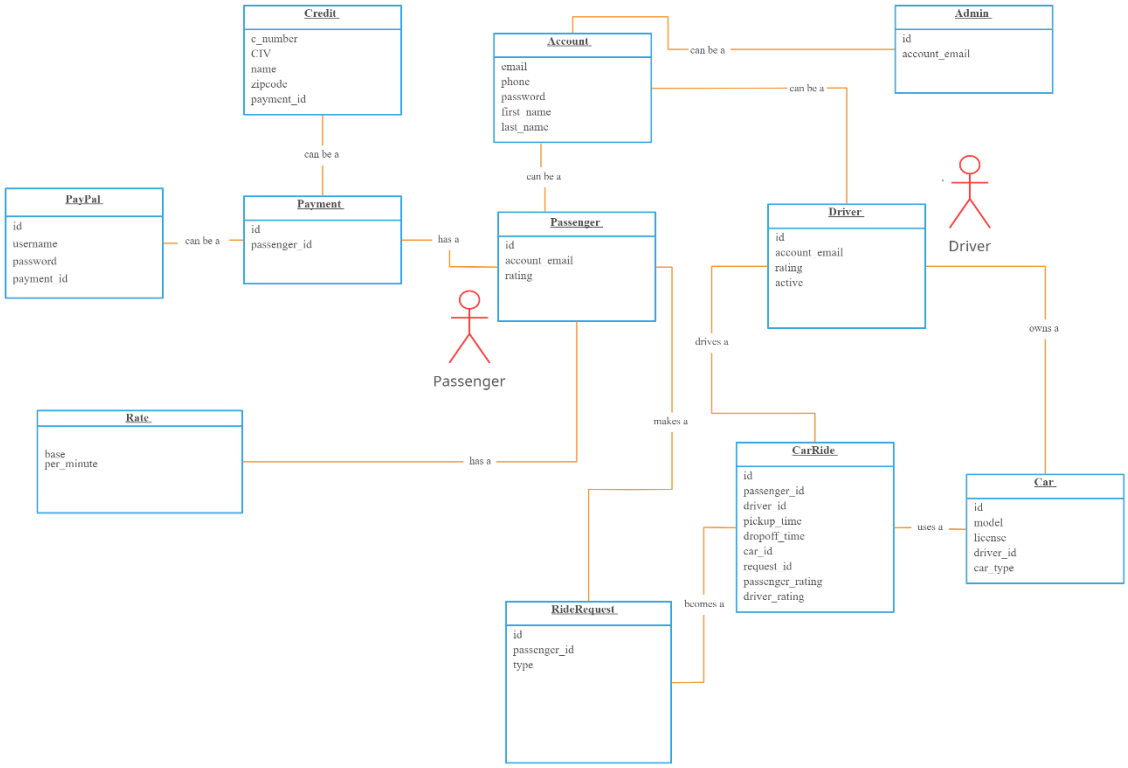


Conceptual Data Diagram (Target)

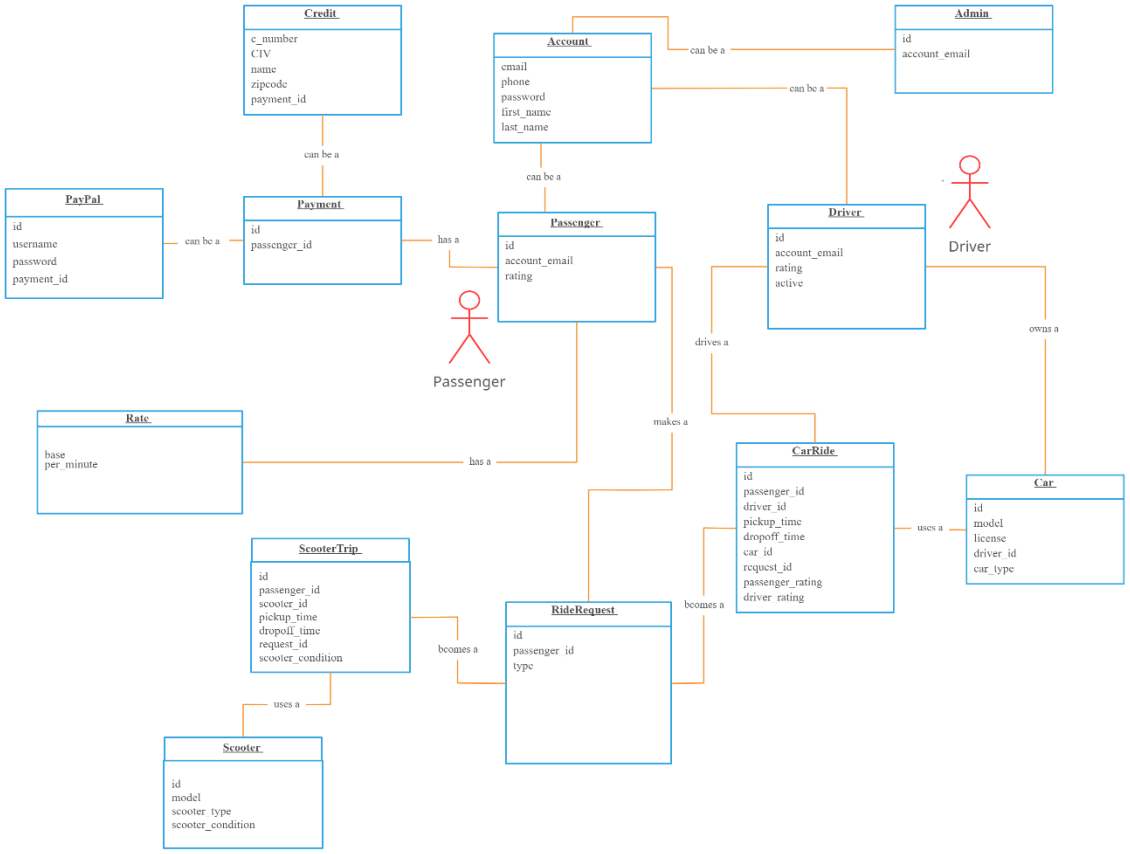


6.3.2 Logical Data Diagram

Logical Data Diagram (Baseline)



Logical Data Diagram (Target)



6.3.3 Business Function/Data Entity Matrix

Business Function/Data Entity Matrix (Baseline)

Business Function/Data Entity Matrix (Baseline)		
	Ride-Share	Organization's Unit
Driver	X	Driver Relations Team
Passenger	X	Customer outreach team
Payment Providers	X	Development Team
Administrator	X	Aministrative Team
Car For Ride	X	Driver Relations Team

Business Function/Data Entity Matrix (Target)

Business Function/Data Entity Matrix (Target)					
	Ride-Share	Food delivery	Hospital Transportation	Scooter Rental	Organization's Unit
Driver	X				Driver Relations Team
Passenger	X				Customer outreach team
Payment Providers	X				Development Team
Administrator	X				Administrative Team
Car For Ride	X				Driver Relations Team
Lyft Foods Restaurant					Lyft Food Restaurant Outreach Team
Lyft Foods Driver		X			Lyft Food Driver Outreach Team
Lyft Foods Customer		X			Customer outreach team
Scooter Renter				X	Scooter Rental Team
Hospital Transportation Business			X		Hospital Transportation Team

6.3.4 Application/Data Matrix

Application/Data Matrix (Baseline)

Application/Data Matrix (Baseline)					
	Search a location	View Rates	Order a car	Payment page	Navigation to location
Driver	X	X	X	X	X
Passenger	X	X			X
Payment Providers		X		X	
Administrator		X			
Car For Ride	X				

Application/Data Matrix (Target)

Application/Data Matrix (Target)										
	Search a location	View Rates	Order a car	Payment page	Navigation to location	Purchase a tier as a passenger	Select food to order	Order food on-demand	Track food order	Leave a tip for a successful delivery
Driver	X	X	X	X	X					
Passenger	X	X			X	X				
Payment Providers		X		X		X				
Administrator		X				X				
Car For Ride	X									
Lyft Foods Restaurant							X	X	X	
Lyft Foods Driver								X	X	X
Lyft Foods Customer							X	X	X	X
Database	X	X	X	X	X	X	X	X	X	X
Location Processes	X	X	X		X		X	X	X	

6.3.5 Gap Analysis

Information Architecture Gap Analysis

Information Architecture Gap Analysis						
Scope	**Objective**	**Baseline**	**Target**	**Gap**	**Implications**	**Priority**
Customer Relationships	Be more open about information frameworks	Lack of information frameworks	Lyft will be more open about the information frameworks used. This will ensure that there is transparency in the information frameworks used to avoid miscommunications between stakeholders.	The current gap is a lack of transparency regarding information frameworks. This poses a threat to customer trust.	By being more open about information frameworks, Lyft will lead the fight for transparency of information.	High
Key Activities	Limit use of information retention	Overretention of information	Lyft will not keep information if it has no business use. This will ensure that information retention is limited to what is agreed upon with the user and what has use to business needs.	When it comes to information, keeping data too long can be dangerous. This makes Lyft vulnerable to lawsuits and regulatory actions.	By limiting use of information retention, Lyft will only keep information that it has agreed upon in the privacy agreements with the user and the information that can be used for business purposes. Cost savings and more efficient operations are an added bonus to smart retention policies.	High
Key Activities	Increase personalized experience using information	Few personalization features	Lyft will use information to provide a more personalized experience to users. More specifically, Lyft will ensure that information is used to provide personal experiences to customers.	Currently, users do not have access to many personalization features. The implementation of added personalization will result in more engagement, higher user retention, and an increase in brand loyalty	By increasing personalized experiences using information, Lyft will be able to provide customized experiences to users.	Medium
Key Activities	Review Information quality	Lack of information quality reviews	Lyft will review information quality at the end of each quarter. Lyft will review the quality of its information at the end of each quarter to ensure compliance with Lyft's IA.	Currently, Lyft does not conduct information quality reviews on an enterprise level. This can lead to bad IA practices.	By reviewing the quality of information quarterly, Lyft will be able to cleanse bad IA practices and address them.	High
Key Activities	Review Front Doors	Lack of front doors monitoring	Lyft will monitor the ways users access the platform (front doors). This will ensure that front doors will monitor how customers access the platform to focus efforts on particular process flows and user experiences.	The current gap is a lack of platform monitoring which poses a threat to company security. This can create an opportunity for hackers to access valuable information.	By review front doors, Lyft will be able to reward itself with information regarding the source of users to better prepare processes for them.	High

6.4 APPLICATIONS ARCHITECTURE

6.4.1 Application Portfolio Catalogue

Application Portfolio Catalogue (Baseline)

Application Portfolio Catalogue (Baseline)									
ID	**Name**	**Description**	**Category**	**Owner**	**Standards Class**	**Standard Creation Date**	**Last Standard Review Date**	**Next Standard Review Date**	**Retire Date**
ISA_SRV_01	Lyft iOS	Mobile application able of ordering a ridesharing vehicle on iPhone, iPad	Mobile App	Lyft	Standard	11-25-19	11-25-20	1-1-21	N/A
ISA_SRV_02	Lyft Android	Mobile application able of ordering a ride-sharing vehicle on Android devices	Mobile App	Lyft	Standard	11-26-19	11-26-20	1-2-21	N/A
ISA_SRV_03	Lyft Web App	Web application able to access your Lyft account online as a driver or passenger	Web Application	Lyft	Standard	11-27-19	11-27-20	1-3-21	N/A
ISA_SRV_04	Lyft Driver iOS	Mobile application able of ordering a ridesharing vehicle on iPhone, iPad for drivers with unique functionalities for drivers.	Mobile App	Lyft	Standard	11-28-19	11-28-20	1-4-21	N/A
ISA_SRV_05	Lyft Driver Android	Mobile application able of ordering a ride-sharing vehicle on Android devices with unique functionalities for drivers	Mobile App	Lyft	Standard	11-29-19	11-29-20	1-5-21	N/A

Application Portfolio Catalogue (Target)

Application Portfolio Catalogue (Target)									
ID	Name	Description	Category	Owner	Standards Class	Standard Creation Date	Last Standard Review Date	Next Standard Review Date	Retire Date
ISA_SRV_01	Lyft iOS	Mobile application able of ordering a ridesharing vehicle on iPhone, iPad	Mobile App	Lyft	Standard	11-25-19	11-25-20	1-1-21	N/A
ISA_SRV_02	Lyft Android	Mobile application able of ordering a ride-sharing vehicle on Android devices	Mobile App	Lyft	Standard	11-26-19	11-26-20	1-2-21	N/A
ISA_SRV_03	Lyft Web App	Web application able to access your Lyft account online as a driver or passenger	Web Application	Lyft	Standard	11-27-19	11-27-20	1-3-21	N/A
ISA_SRV_04	Lyft Driver iOS	Mobile application able of ordering a ridesharing vehicle on iPhone, iPad for drivers with unique functionalities for drivers.	Mobile App	Lyft	Standard	11-28-19	11-28-20	1-4-21	N/A
ISA_SRV_05	Lyft Driver Android	Mobile application able of ordering a ride-sharing vehicle on Android devices with unique functionalities for drivers	Mobile App	Lyft	Standard	11-29-19	11-29-20	1-5-21	N/A
ISA_SRV_06	Lyft Foods iOS	Mobile application to provide food delivery services on demand for iOS devices.	Mobile App	Lyft	Proposed	11-30-19	11-30-20	1-6-21	N/A
ISA_SRV_07	Lyft Foods Android	Mobile application to provide food delivery services on demand for iOS devices.	Mobile App	Lyft	Proposed	12-1-19	12-1-20	1-7-21	N/A
ISA_SRV_08	Lyft Android Auto App	Lyft application accessible through user's car media console	Third Party	Lyft	Proposed	12-2-19	12-2-20	1-8-21	N/A
ISA_SRV_09	Lyft Groceries Web App	Web application to order groceries	Groceries App	Lyft	Proposed	12-3-19	12-3-20	1-9-21	N/A
ISA_SRV_10	Lyft Scooter iOS app	iOS application to reserve and use a Lyft scooter for a rental period	Mobile App	Lyft	Proposed	12-4-19	12-4-20	1-10-21	N/A

6.4.2 Interface Catalogue

Applications Interface Catalogue (Baseline)

Applications Interface Catalogue (Baseline)									
ID	Name	Description	Category	Owner	Standards Class	Creation Date	Standard Review	Standard Review	Retire Date
ISA_LAC_01	Search a location	Search for a location from any device	Ridesharing	Lyft	Standard	11-25-19	11-25-20	1-1-21	N/A
ISA_LAC_02	View Rates	View rates for ride-share depending on location	Ridesharing	Lyft	Standard	11-26-19	11-26-20	1-2-21	N/A
ISA_LAC_03	Order a car	Confirm trip with a particular driver, after rate has been given	Ridesharing	Lyft	Standard	11-27-19	11-27-20	1-3-21	N/A
ISA_LAC_04	Payment page	Process payment before trip	Ridesharing	Lyft	Standard	11-28-19	11-28-20	1-4-21	N/A
ISA_LAC_05	location	Display navigation to location of choice	Ridesharing	Lyft	Standard	11-29-19	11-29-20	1-5-21	N/A

Applications Interface Catalogue (Target)

Applications Interface Catalogue (Target)									
ID	Name	Description	Category	Owner	Standards Class	Creation Date	Standard Review	Standard Review	Retire Date
ISA_LAC_01	Search a location	Search for a location from any device	Ridesharing	Lyft	Standard	11-25-19	11-25-20	1-1-21	N/A
ISA_LAC_02	View Rates	View rates for ride-share depending on location	Ridesharing	Lyft	Standard	11-26-19	11-26-20	1-2-21	N/A
ISA_LAC_03	Order a car	Confirm trip with a particular driver, after rate has been given	Ridesharing	Lyft	Standard	11-27-19	11-27-20	1-3-21	N/A
ISA_LAC_04	Payment page	Process payment before trip	Ridesharing	Lyft	Standard	11-28-19	11-28-20	1-4-21	N/A
ISA_LAC_05	Navigation to location	Display navigation to location of choice	Ridesharing	Lyft	Standard	11-29-19	11-29-20	1-5-21	N/A
ISA_LAC_06	Purchase a tier as a passenger	Purchase a Lyft tier, give all options	Ridesharing	Lyft	Proposed	11-30-19	11-30-20	6-21-01	N/A
ISA_LAC_07	Select food to order	Search and select the food you would like to order	Food delivery	Lyft	Proposed	1-19-12	1-20-12	7-21-01	N/A
ISA_LAC_08	Order food on-demand	After agreeing to price, order food to place the order	Food delivery	Lyft	Proposed	2-19-12	2-20-12	8-21-01	N/A
ISA_LAC_09	Track food order	Track the status and location of your order	Food delivery	Lyft	Proposed	3-19-12	3-20-12	9-21-01	N/A
ISA_LAC_10	Leave a tip for a succesful delivery	After having received the order, leave a tip and review if satisfied	Food delivery	Lyft	Proposed	4-19-12	4-20-12	10-21-01	N/A

6.4.3 Application/Organization Matrix

Application/Organization Matrix (Baseline)

Application/Organization Matrix (Baseline)					
	Development	Procurement	Marketing	Testing	Human Resources
Search a location	X			X	
View Rates	X		X	X	X
Order a car	X	X		X	
Payment page	X			X	X
Navigation to location	X			X	

Application/Organization Matrix (Target)

Application/Organization Matrix (Target)										
	Development	Procurement	Marketing	Testing	Human Resources	User experience	Finance	Legal	Sales	Security
Search a location	x			x		x				x
View Rates	x		x	x	x	x	x			x
Order a car	x	x		x		x	x			x
Payment page	x			x	x	x		x		x
Navigation to location	x			x		x				x
Purchase a tier as a passenger	x		x	x		x	x		x	x
Select food to order	x	x		x		x				x
Order food on-demand	x			x		x	x			x
Track food order	x			x		x				x
Leave a tip for a successful delivery	x			x	x	x				x

6.4.4 Role/Application Matrix

Role/Application Matrix (Baseline)

Role/Application Matrix (Baseline)					
	Search a location	View Rates	Order a car	Payment page	Navigation to location
Leader					
Delegator	X	X	X	X	X
Influencer					
Mentor					
Executor	X	X	X	X	X

Role/Application Matrix (Target)

Role/Application Matrix (Target)	Search a location	View Rates	Order a car	Payment page	Navigation to location	Purchase a tier as a passenger	Select food to order	Order food on-demand	Track food order	Leave a tip for a successful delivery
Leader										
Delegator	X	X	X	X	X	X	X	X	X	X
Influencer										
Mentor										
Executor	X	X	X	X	X	X	X	X	X	X
Environmental Leader										
High Level Executor										
Student Champion										
Financial Authority										
Security Champion										

6.4.5 Application/Function Matrix

Application/Function Matrix (Baseline)

Application/Function Matrix (Baseline)	Software Development	Marketing	User Experience	Accounting	Infrastructure Management
Search a location	X	X	X		X
View Rates	X		X		X
Order a car	X		X		X
Payment page	X		X	X	X
Navigation to location	X		X		X

Application/Function Matrix (Target)

Application/Function Matrix (Target)	Software Development	Marketing	User Experience	Accounting	Infrastructure Management	Payment Infrastructure	Geolocation	Legal	Driver Relations	Grocery procurement
Search a location	X	X	X		X		X			
View Rates	X		X		X			X		
Order a car	X		X		X			X	X	
Payment page	X		X	X	X			X		
Navigation to location	X		X		X		X	X	X	
Purchase a tier as a passenger	X	X	X		X			X		
Select food to order	X		X		X					X
Order food on-demand	X		X		X					X
Track food order	X		X		X		X		X	
Leave a tip for a successful delivery	X		X	X	X				X	

6.4.6 Application Interaction Matrix

Application Interaction Matrix (Baseline)

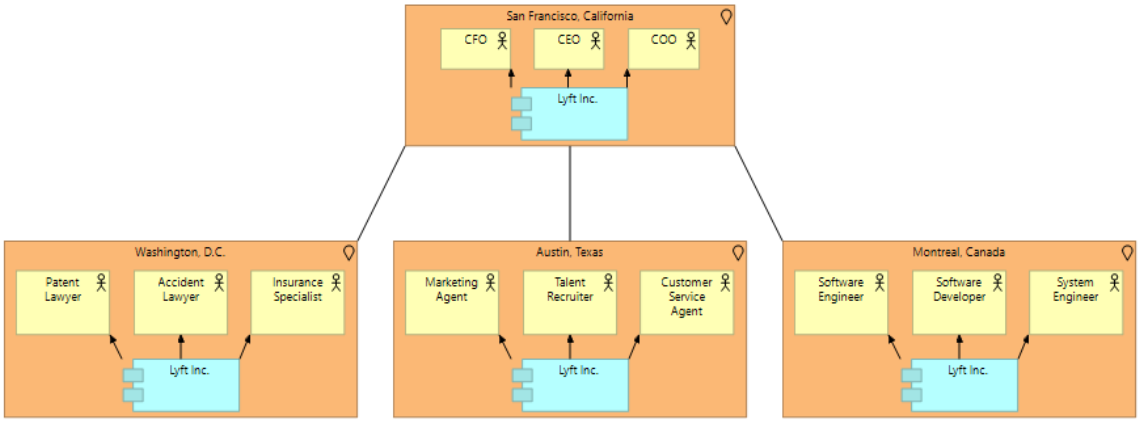
Application Interaction Matrix (Baseline)					
	Search a location	View Rates	Order a car	Payment page	Navigation to location
Search a location		consumes	communicates with		
View Rates				consumes	
Order a car	communicates with			communicates with	
Payment page			communicates with		communicates with
Navigation to location			communicates with		

Application Interaction Matrix (Target)

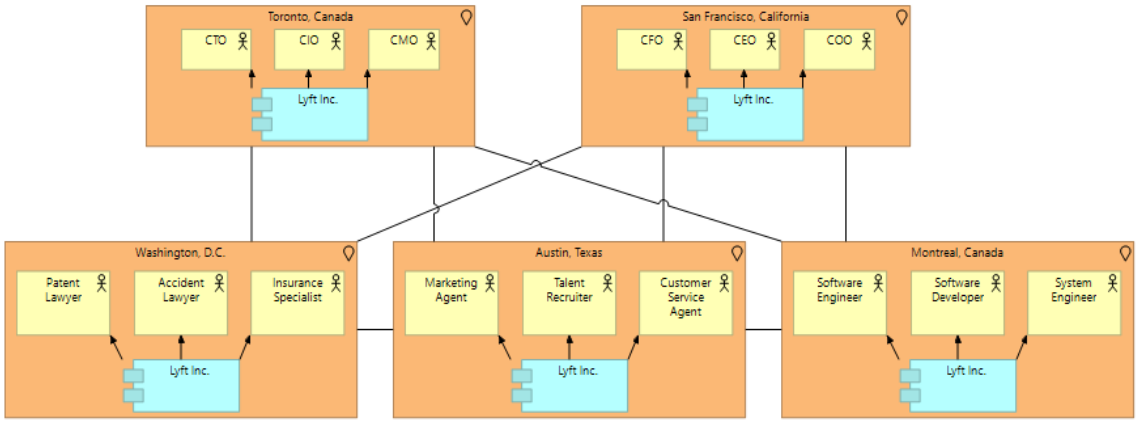
Application Interaction Matrix (Target)	Search a location	View Rates	Order a car	Payment page	Navigation to location	Purchase a tier as a passenger	Select food to order	Order food on-demand	Track food order	Leave a tip for a successful delivery
Search a location		consumes	communicates with							
View Rates				consumes						
Order a car	communicates with			communicates with						
Payment page			communicates with		communicates with					
Navigation to location			communicates with							
Purchase a tier as a passenger		consumes		communicates with						
Select food to order	communicates with	consumes								
Order food on-demand			communicates with	communicates with					communicates with	
Track food order					communicates with					
Leave a tip for a successful delivery									communicates with	

6.4.7 Application/User Location Diagram

Application/User Location Diagram (Baseline)



Application/User Location Diagram (Target)



6.4.8 Gap Analysis

Applications Architecture Gap Analysis

Applications Architecture Gap Analysis						
Scope	**Objective**	**Baseline**	**Target**	**Gap**	**Implications**	**Priority**
Key Activities	Standardized Documentation	Lack of standardized documentation	Lyft's application will implement standardized documentation for developers and users.	Currently, documents do not follow any specific standard. Proper implementation will ensure that documentation for the application is easy to read and accessible for all components.	Having standardized documentation will allow for a better experience for developers and users who navigate them.	High
Value Propositions	Light Version	Lyft only offers 1 mobile application for its ridesharing service	Lyft targets to add a light alternative version to its ridesharing service application which requires less resources.	The current gap is that Lyft's ridesharing service is only available as 1 mobile application. Because the application is resource-heavy, it directly affects battery life. An alternative version would therefore be less resource-heavy.	Having a light version of the application will allow more users to use the Lyft platform even if they are devices that have less technological resources.	Low
Key Activities	Easy to maintain	Lyft's codebase does not follow proper coding standards	Lyft will ensure that its application is easy to maintain for developers. This will be done by implementing proper enterprise coding standards.	Currently, Lyft's developers do not follow any coding standards. Correct implementation will lead better codebase maintenance.	Having an application that is easy to maintain will lower costs for Lyft and allow developers to focus on other tasks.	High
Value Propositions	Implement desktop functionality	Lyft only offers a mobile application	Lyft targets to improve its non-mobile platform to make it easier for users to navigate by adding a desktop application.	The current gap is that Lyft does not offer a desktop application.	Having an easy-to-use desktop application will encourage users to use the Lyft platform on all their devices. It will expand the reach of Lyft to people who may not own mobile devices.	Medium
Key Partnerships	More Payment Processors	Lyft uses few payment processors	Lyft targets to add more payment processes to its application. This ensures that Lyft can offer more payment options by simplifying and leveraging current technologies.	Currently, the gap is a lack of payment processor options. Giving more options to users will lead to customer retention and satisfaction.	Having common payment processes in applications will allow for more time focusing on other aspects of the application and will allow developers to access commonly used tools in industry.	Low

6.5 TECHNOLOGY ARCHITECTURE

6.5.1 Technology Standards Catalogue

*Since Lyft's technologies are private and not available to the public, this Technology Standards Catalogue refers to Uber Technologies, Inc.

Technology Standards Catalogue (Platform Services Baseline)

Technology Standards Catalogue (Platform Services Baseline)							
ID	Name	Description	Date	Category	Source	Created/ Amended	Standards Class
1	Programming Language	At the lower levels, engineers write in Python, Node.js, Go and Java	11-25-19	Programming Language	https://eng.uber.com/tech-stack-part-one-foundation/	11-25-20	Standard
2	Programming Language	At the system level, engineers use C and C++ for high performance code	11-26-19	Programming Language	https://eng.uber.com/tech-stack-part-one-foundation/	11-26-20	Standard
3	Modelling	All modelling shall be done in UML	11-27-19	Modelling	https://eng.uber.com/tech-stack-part-one-foundation/	11-27-20	Standard
4	Mobile Support iOS	Requires iOS 12.4 and WatchOS 5.0 or later	11-28-19	Supported OS	https://help.uber.com/driving-and-delivering/article/what-ios-version-do-i-need-to-accept-trips-?nodeId=a93d838c-b059-42cf-8fd3-4d53c6b200f6	11-28-20	Standard
5	Flash Support	Adobe Flash Required for the web application	11-29-19	Supported OS	https://eng.uber.com/tech-stack-part-one-foundation/	11-29-20	Standard
6	Latency of Map Services Request	the latency of those requests must be on the order of 5 milliseconds	11-30-19	Request times	https://eng.uber.com/tech-stack-part-one-foundation/	11-30-20	Standard
7	Repository	transition from a monorepo to multirepo and back again	1-19-12	Repository	https://eng.uber.com/uber-technology-day/	1-20-12	Standard
8	Deployment	Adoption of IPv6	2-19-12	Deployment	https://eng.uber.com/uber-technology-day/	2-20-12	Standard
9	Anomaly Detection	Metric Reliability Layer is an automated process which determines whether an algorithm will track bugs outages and other hiccups	3-19-12	Testing	https://eng.uber.com/uber-technology-day/	3-20-12	Standard
10	Development OS	Most developers run OSX on their laptops, and most of our production instances run Linux with Debian Jessie.	4-19-12	Development OS	https://eng.uber.com/tech-stack-part-one-foundation/	4-20-12	Standard

Technology Standards Catalogue (Platform Services Target)

Technology Standards Catalogue (Platform Services Target)							
ID	Name	Description	Date	Category	Source	Created/ Amended	Standards Class
1	Programming Language	At the lower levels, engineers write in Python, Node.js, Go and Java	11-25-19	Programming Language	https://eng.uber.com/tech-stack-part-one-foundation/	11-25-20	Standard
2	Programming Language	At the system level, engineers use C and C++ for high performance code	11-26-19	Programming Language	https://eng.uber.com/tech-stack-part-one-foundation/	11-26-20	Standard
3	Modelling	All modelling shall be done in UML	11-27-19	Modelling	https://eng.uber.com/tech-stack-part-one-foundation/	11-27-20	Standard
4	Mobile Support iOS	Requires iOS 12.4 and WatchOS 4.0 or later	11-28-19	Supported OS	https://help.uber.com/driving-and-delivering/article/what-ios-version-do-i-need-to-accept-trips-?nodeId=a93d838c-b059-42cf-8fd3-4d53c6b20008	11-28-20	Proposed
5	Flash Support	Adobe Flash Required for the web application	11-29-19	Supported OS	https://eng.uber.com/tech-stack-part-one-foundation/	11-29-20	Standard
6	Latency of Map Services Request	the latency of those requests must be on the order of 4 milliseconds	11-30-19	Request times	https://eng.uber.com/tech-stack-part-one-foundation/	11-30-20	Proposed
7	Repository	Less transitions for repository structure	1-19-12	Repository	https://eng.uber.com/uber-technology-day/	1-20-12	Proposed
8	Deployment	Adoption of IPv6	2-19-12	Deployment	https://eng.uber.com/uber-technology-day/	2-20-12	Standard
9	Anomaly Detection	Most anomalies can be found using the automated anomaly detection tool	3-19-12	Testing	https://eng.uber.com/uber-technology-day/	3-20-12	Proposed
10	Development OS	Most developers run OSX on their laptops, and most of our production instances run Linux with Debian Jessie.	4-19-12	Development OS	https://eng.uber.com/tech-stack-part-one-foundation/	4-20-12	Standard
11	Low Coupling	Use practices that have low coupling to enable more reusability	4-20-12	Development OS		4-21-12	Proposed

6.5.2 Technology Portfolio Catalogue

*Since Lyft's technologies are private and not available to the public, this Technology Portfolio Catalogue refers to Uber Technologies, Inc.

Technology Portfolio Catalogue (Platform Services Baseline)

Technology Portfolio Catalogue (Platform Services Baseline)						
ID	Name	Description	Date	Category	Created/ Amended	Standards Class
TA_PS_01	Payment Processing	Payment processing for different paid elements on the Lyft platform.	11-25-19	Payment	11-25-20	Standard
TA_PS_02	User Authentication	User must authenticate before using the Lyft platform.	11-26-19	Authentication	11-26-20	Standard
TA_PS_03	Real-Time Ride Tracking	User can track rides in Real Time using GPS and cellular technologies.	11-27-19	Tracking	11-27-20	Standard
TA_PS_04	Service Rating	Users can provide a rating for the service they received after it has completed.	11-28-19	Rating	11-28-20	Standard
TA_PS_05	Keep track of bugs	The platform logs bugs while the application is running and reports back to Lyft.	11-29-19	Logging	11-29-20	Standard

Technology Portfolio Catalogue (Platform Services Target)

Technology Portfolio Catalogue (Platform Services Target)						
ID	Name	Description	Date	Category	Created/ Amended	Standards Class
TA_PS_06	Dual-Authentication	Dual Authentication assures that the user must provide 2 valid credentials to gain access to the application.	11-25-19	Authentication	11-25-20	Proposed
TA_PS_07	Grocery Shopping in-app	the user can shop for groceries directly in the application.	11-26-19	Lyft Groceries	11-26-20	Proposed
TA_PS_08	Order status is saved on your account for all devices	The order status for all orders is maintained within the application no matter the device provided the user is logged in.	11-27-19	Multi-Device use	11-27-20	Proposed
TA_PS_09	Push notifications	Passengers receive push notification when a relevant notification arrives.	11-28-19	Notifications	11-28-20	Proposed
TA_PS_10	Split fair with a fellow passenger	Passengers can split the fair with another account if riding together.	11-29-19	Payment	11-29-20	Proposed

6.5.3 Application/Technology Matrix

Application/Technology Matrix (Baseline)

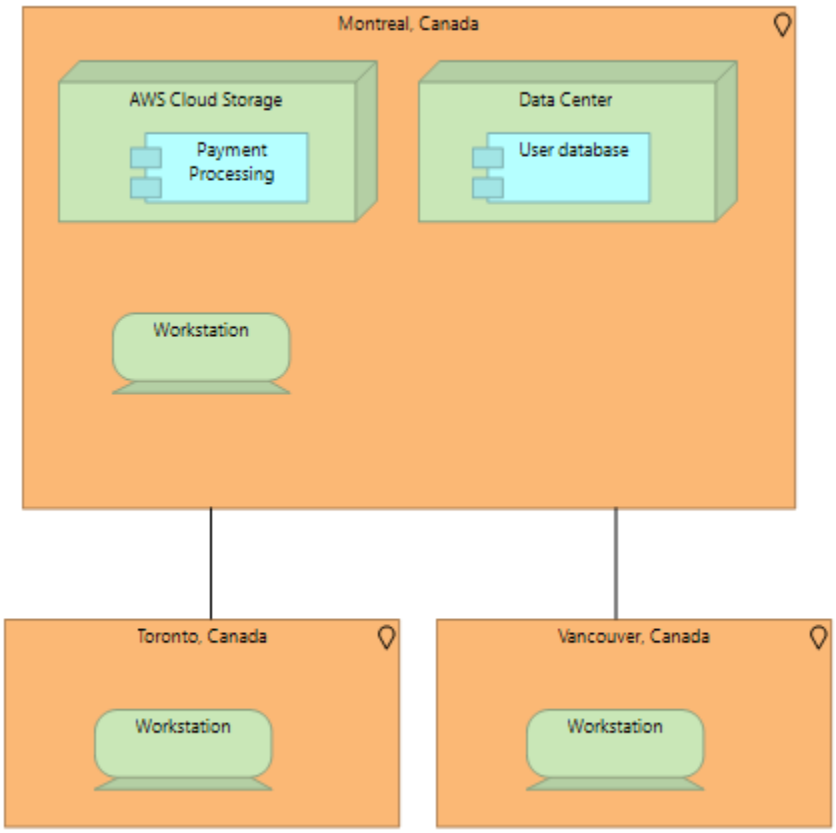
Application/Technology Matrix (Baseline)					
	User Login	View Rates	Order a car	Payment page	Navigation to location
User Authentication	communicates with				
Search for ride		communicates with			
Ride-Share Order			communicates with		
Payment Processing				communicates with	
Real-Time Ride Tracking					communicates with

Application/Technology Matrix (Target)

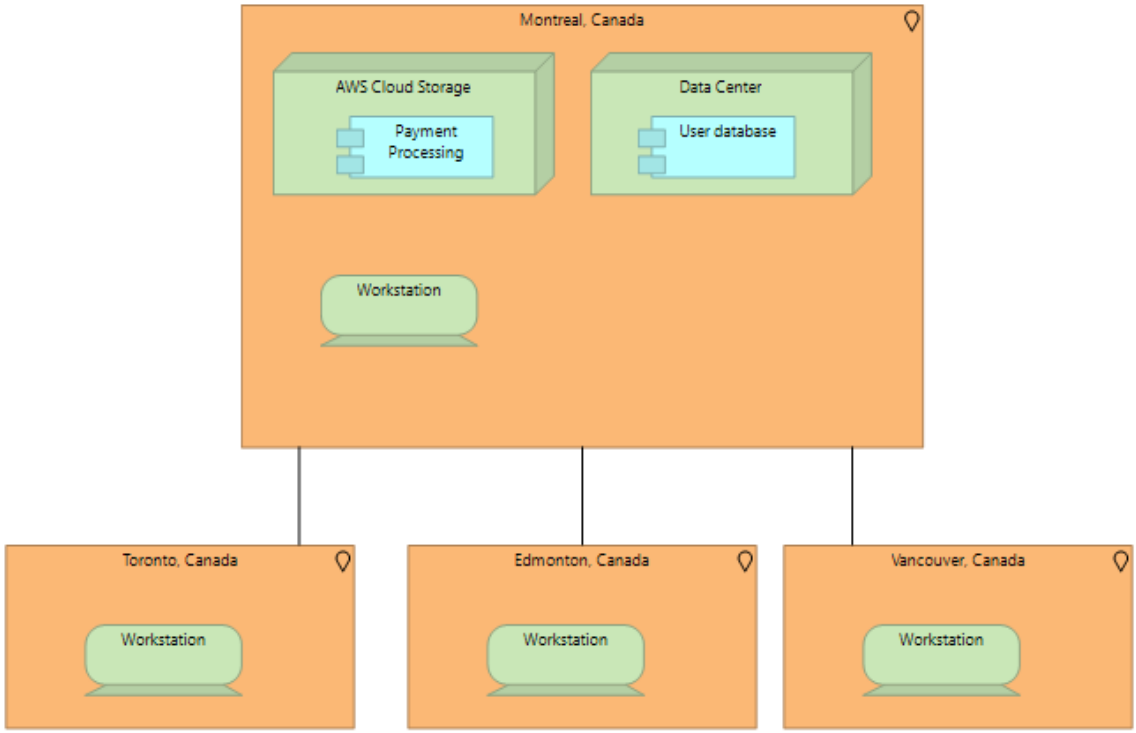
Application/Technology Matrix (Target)										
	Search a location	View Rates	Order a car	Payment page	Navigation to location	Purchase a tier as a passenger	Select food to order	Order food on-demand	Track food order	Leave a tip for a successful delivery
User Authentication	communicates with									
Search for ride		communicates with								
Ride-Share Order			communicates with							
Payment Processing				communicates with						
Real-Time Ride Tracking					communicates with					
Tier Membership Purchase		communicates with		communicates with		communicates with				
Food - Add to Cart		communicates with					communicates with			
Order cart				communicates with				communicates with		
Real time order tracking									communicates with	
Tipping mechanism				communicates with						communicates with

6.5.4 Environment/Location Diagram

Environment/Location Diagram (Baseline)



Environment/Location Diagram (Target)



6.5.5 Gap Analysis

Technology Architecture Gap Analysis

Technology Architecture Gap Analysis						
Scope	**Objective**	**Baseline**	**Target**	**Gap**	**Implications**	**Priority**
Key Activities	Responsive Change Management	Changes to enterprise information are slow	Lyft will ensure that enterprise information is implemented in a timely manner to prevent any shortcoming in deliveries.	Currently, the system in charge of enterprise information requires many unnecessary steps. This impacts delivery deadlines. Removing these steps will speed up this process.	Responsive change management will ensure that Lyft will be able to deliver change in a timely matter to its clients.	High
Key Activities	Control Technical Diversity	Knowledge gaps are present throughout development teams	Technical Diversity will be controlled to reduce knowledge gaps in development teams.	Certain teams are not aware of changes made by other teams. This causes discrepancies when working on the same issues. Controlled Technical Diversity ensures that the knowledge gaps in developments are controlled which allow teams to handle projects and team members more effectively for projects.	By doing this, Lyft will be better suited to changes including staff departing, etc.	High
Key Activities	Leverage Automation in Quality Assurance Testing	Quality Assurance Testing is managed by engineers	Automation will be leveraged in Lyft's technologies. This means that quality assurance testing will be automated.	The current gap is that Quality Assurance Testing is currently done by humans. By automating this process, it will result in less human errors and faster results.	Automation will allow Lyft to be more efficient in the way they handle business.	High
Key Activities	Continuous learning for technical staff	Staff do not have time for training due to workload and deadlines	Staff will undergo continuous training to make sure their skills are up to date. Allotted time slots will be dedicated to training.	Currently, staff are busy with their workload. They do not have time for additional training during work hours.	This will allow for staff to be happier as well as staff to continue to develop and utilize new skills for Lyft.	Medium
Key Activities	Technical stack review	Staff do not have time for reviews due to workload and deadlines	There will be a review of the technical stack to see what is working and what could be improved. Allotted time slots will be dedicated to technical stack reviews.	Currently, staff are busy with their workload. They do not have time for technical stack reviews during work hours.	This will make sure that Lyft is always reassessing its technologies and will never allow itself to become obsolete.	Medium

6.6 SECURITY AND PRIVACY ARCHITECTURE

6.6.1 Gap Analysis

Security and Privacy Architecture Gap Analysis

Security and Privacy Architecture Gap Analysis						
Scope	**Objective**	**Baseline**	**Target**	**Gap**	**Implications**	**Priority**
Key Partnerships	Limit userbase data access to external services	Lyft exposes a lot of its userbase data to its external partners	Lyft targets to limit access to personal user data.	Since Lyft exposes its userbase data to its external partners, it increases the risk for security breaches.	Lyft must make sure that any external privacy measure must be authenticated through Lyft's security protocols.	High
Key Activities	Refrain from logging personal user data	Personal user data is logged	Private data will not be logged.	By logging personal data, security breaches can lead to personal data leakage.	Leaking personal user data will result in loss of customer trust	High
Key Activities	Remove sensitive company data from codebase	Company data is stored in code	Company data will not be stored in code. Software code must be reviewed for secrets.	By storing sensitive company data in code, security breaches can lead to information leakage.	Leaking company secrets will result in the erosion of Lyft's competitive edge	High
Key Activities	Limit session time	Users can remain active on their account for an unlimited period	Lyft will enforce a time limit in which users can only stay signed in for a certain amount a time without performing a transaction.	Currently, users can stay signed in for as long as they wish. This is a problem because there is no longer an authentication barrier, meaning someone else can exploit the account.	All transactions must take place within a max session time.	Low
Value Propositions	Enable mobile biometric identification	Lyft only requires a username and password for creating an account.	Mobile applications will have the option for biometric identification. This aims to confirm the identity of a driver or a passenger.	There is no real way of confirming a driver or a passenger's identity.	Biometric security will need to be implemented for each independent mobile application.	Low

7 Transformation and Governance

The enterprise architecture transformation and governance discuss the company's current work breakdown structure.

There are seven parts to the EA transformation and governance:

a. Implementation Factor Assessment and Deduction Matrix

b. Consolidated Gap, Solutions, and Dependencies Matrix

c. Outline Plan

d. Implementation and Migration Plan

e. Project Deliverables

f. Risk Assessment and Mitigation Worksheet

g. Architecture Review Board

7.1 IMPLEMENTATION FACTOR ASSESSMENT AND DEDUCTION MATRIX

Implementation Factor Assessment and Deduction Matrix		
Factor	**Description**	**Deduction**
Transparency	Need to change information retention models to be more transparent about the information that lift saves on the system. This can create trust issues between Lyft and the customer.	User's information is private and must be protected. By acknowledging user rights to information privacy, Lyft will be able to establish a trust with its users.
Leverage existing payment processors	Need to change payment models to include commonly used third party payment providers.	Customers experience on the Lyft platform is important, they need to be given choices. The same can be said by giving them more payment options. Lyft will be able to make the life of their users easier by integrating popular third-party payment providers.
Continuous review of technical stacks	Need to stay on top the current technology architecture to ensure that the technology stack is the most optimized Lyft's business needs.	By always reviewing tech stacks, Lyft will allow itself to stay relevant in industry. This is important as if some pieces of Lyft's offering become outdated, it could get difficult to maintain.
Leveraging of Automation	Lyft needs to automate tasks to allow employees to focus on more creative work rather than the redundant work that can be automated.	When managed properly, automation can remove the burden of mundane tasks and improve productivity within the workplace.
Legal challenges	Currently Lyft services are not legal everywhere due to municipal laws.	If Lyft can overcome the legal hurdles in certain areas, it could tap into new markets. Therefore, collaboration with government relation specialists is key to open the public perception to ridesharing.
Quality of Information	Quality of information needs to be monitored to make sure that resources are being used as efficiently as possible and that the information infrastructure is working as expected.	By ensuring quality of information, best practices and results can be pulled from effective and ineffective business strategies. A business without good information would be lost and most likely fail quickly.
Incentivize Lyft drivers	Incentivizing drivers to hit milestones by issuing rewards and milestone bonuses.	This will ensure that Lyft Drivers are more likely to stay with Lyft and operate under Lyft's identity rather then the competition.
Be more environmentally responsible	Having more environmentally friendly business practices to boost public awareness and ensure long term sustainability.	Environmentally friendly business practices ensure that our long-term sustainability within society is possible. By leading the way in putting environmental sustainability at the forefront of its business practices, Lyft can serve as a model to other companies.
Accessibility challenges	Users should not be turned away of the platform because of because of a lack of technical resources. It should be accessible to as many platforms as possible.	By making sure that the platform is available to more platforms, it will make Lyft accessible to more users and increase its ability to have global strength in areas were some technologies may be less widely available.

7.2 CONSOLIDATED GAP, SOLUTIONS, AND DEPENDENCIES MATRIX

Consolidated Gap, Solutions, and Dependencies Matrix				
#	Architecture	Gap	Potential Solutions	Dependencies
1	Application	Currently, Lyft only provides a ridesharing service. If they continue this path, they will officially lose the race to global ride-sharing market to Uber Eats as they have invested in different areas. Lyft must make a push to expand to grow their revenues as well as their market reach and not be relegated to Uber's competitor in urban areas only.	Lyft targets to launch Lyft Foods in order to compete with other ride-sharing giants such as Uber. Lyft will need to start networking with local restaurant in order to add their menus to Lyft's new service. Lyft will also need to start gathering a network of drivers their Lyft Foods platform. Lyft should prioritize drivers who already drive for Lyft to show them that they are valued by Lyft. Furthermore, Lyft can integrate the Lyft Foods platform with Lyft's existing ride sharing platform.	Lyft will be a local food delivery service offering. Exclusive partnerships will be formed in order to create a dependence on the Lyft Foods platform for certain products. Lyft Foods will allow Lyft to spread its name to more households and introduce them to the Lyft product suite. It will require software development to build develop and launch the application
2	Business	The current gap is the lack of membership options which poses as an obstacle to users who do not want to spend the $19.99 on Lyft Pink to receive monthly rewards. Lyft can leverage its current ride-sharing platform to provide a cheaper alternative to membership options.	Due to the limited amount of memberships, Lyft targets to add an entry level membership with lower monthly payment. This membership option will be named Lyft Basic and will serve as an entry reward program. For half the price of Lyft Pink at $9.99 a month, Lyft Basic will offer 1 free ride per month, discounts, and waived lost-and-found fees. Because of the low cost, more customers will be inclined to participate.	This will be done by modifying the existing code base to include a Lyft Basic Option to go along its tiered membership options. Developers, QA Analysts and Marketing specialists.
3	Business	Currently, Lyft offers some of their own cars which are EV's, however, much of their fleet is still running on fossil fuels. In order to increase this gap, they will need to reach out to governments as well as individuals with access to electric cars or funds and incentivize them to work with Lyft.	Lyft targets to launch Lyft Green in order to add an environmentally friendly ride option to its suite. Lyft is going to incentivize drivers with electric vehicles to sign up to the platform by offering higher fares per ride then regular rides. This will be covered by customers paying extra for Lyft Green services. Benefits of this are not only environmental, but it can also grow Lyft's customer base. A survey showed that 66% of respondents would pay extra for environmentally friendly products, meaning that customers may try our platform in order to reduce their carbon footprint. Lyft will start with Lyft Green as their environmentally friendly ride sharing option, however, they will transition to make this their only option by year 2030.	This will be done by modifying the existing code base to include a Lyft Green Option to go along its tiered membership options. Developers, QA Analysts and Marketing specialists.
4	Business	The current gap is the lack of transportation services which poses as an obstacle to individuals in the United States to get adequate health care. Lyft can leverage its current ride-sharing platform to provide on-demand services that now has incredibly long wait times. The potential is huge to help individuals as well as expand our revenue into the health care industry.	Lyft targets to launch health-care transportation branch to their business in order to address obvious gaps in the American health care system. Lyft will provide an on-demand non-emergency health-care transportation business which will allow individuals to get to their respective health care institutions. Lyft will also integrate medical files into their system in order to get patient payment methods. This will make it easier for insurance companies and individuals to make their payments and provide the necessary information.	This will be done collaborating with healthcare providers in the United States. Lyft will offer its current driver infrastructure.

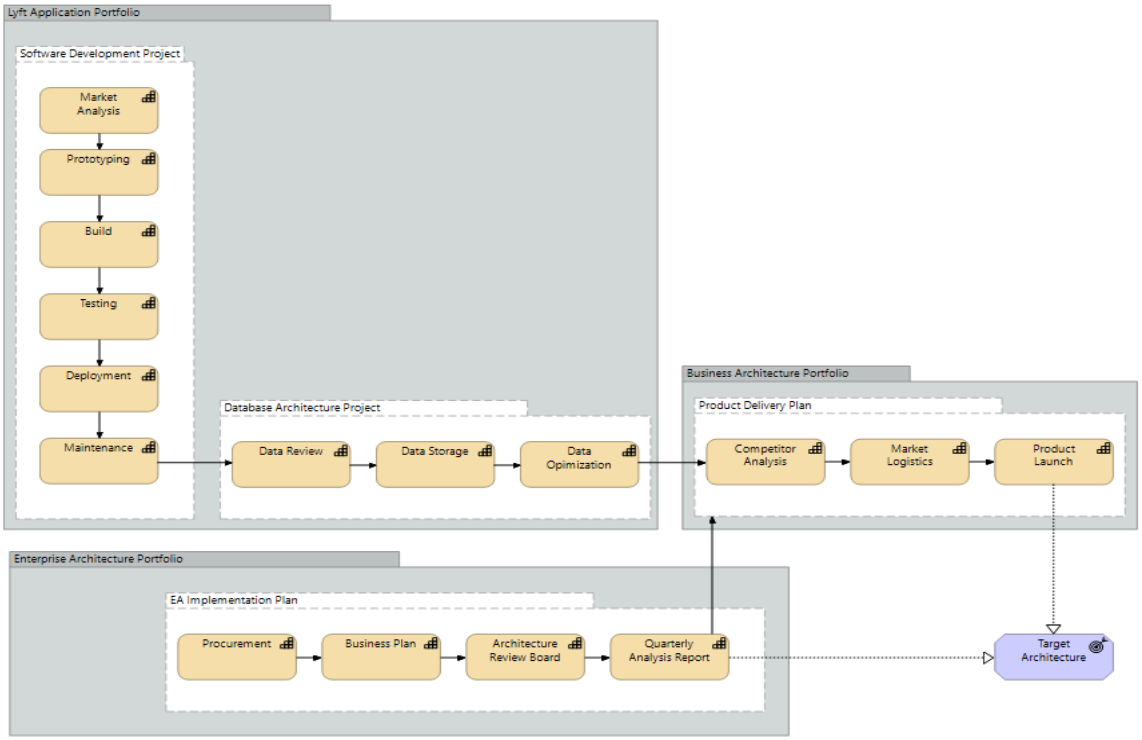
5	Application	Currently Lyft does not offer an E-commerce platform.	This e-commerce platform is a new platform that Lyft will launch in order to compete with the likes of Uber and InstaCart. The e-commerce platform will have a selection of local stores and inventory and will allow customers to purchase items directly from their Lyft Shop application. This is a move that aligns well with the way the market has been turning in terms of the e-commerce emergence and the needs of people to do their shopping from home. This will allow customers to purchase goods from local stores on the Lyft application.	The platform will leverage Lyft's network of drivers to deliver items to customers houses without using a third delivery service. It will need software development teams to develop the application and IT team collaboration with marketing to launch it. The costs to build this will be significant as there is no existing framework in Lyft's software infrastructure of this. However, they could leverage their current payment processes and driver network. This could be a real opportunity for Lyft as there is no clear front runner in this Sass product and Lyft could get ahead of the curve by getting support from small business owners. Therefore, the short-term losses will be offset by the long-term reward of launching this innovative system and publicity it will gain for other products under Lyft.
6	Information	Currently, Lyft does not integrate medical records within its information architecture.	The integration of medical files on the Lyft platform will be an essential in demonstrating its value to health care providers. These will allow Lyft to securely have access to patient's medical payment plans and will take care of dealing with insurance companies or employers who pay for individuals health care in the United States. This will remove headaches and costs associated with trying to get coverage for transportation to a health care facility for patients and will give them a safe approved way for them to travel. This process will need to be done with extreme caution to the protection of data, which means close collaboration with governing bodies and health care providers are required. Lyft will remove the gap in terms of affordable and accessible health care transportation.	This will require collaboration with medical providers. It will also require heightened security for this information as it highly sensitive. The development teams will work closely with government and medical providers to integrate these into the information architecture.
7	Business	Customer service is often difficult to reach for Lyft's platforms.	Lyft will need to implement a new and improved customer service approach. We suggest a chatbot styled approach where customers will be able to ask questions and get immediate responses. There will also be increased human customer service representatives.	This will require development of chatbots and hiring of customer service representatives. Although this will cost money without expanding reach, it will improve customer satisfaction.
8	Business	Lyft had a delivery partnership with Walmart which ended in 2018.	Lyft should try to resume talks with grocery providers to be able to reopen that line of work. We recommend getting exclusivity deals with grocers through the new Lyft Shop application.	Relationship building with grocers will be necessary. Lyft must demonstrate an ability to deliver groceries effectively.

9	Business	Drivers are currently underpaid and under incentivized to do a good job.	Drivers are the most important part of Lyft's business model. Without them, Lyft would not be able to grow or offer its Sass services to the public. Currently, Lyft offers milestone bonuses to their employees in form of cash, credit or drivers can opt to have their bonus invested in the company's IPO. Lyft will look to expand this program and offer a 50% match for the bonuses that will be put towards their IPO. The clause here would be that a driver could not work for another ride-sharing business if accepting to invest in Lyft's IPO. This could result in drivers being dedicated to the Lyft brand and extra incentives for them to reach their milestones.	This would require Lyft in giving up equity in the company. However, it will be given to individuals who helped build Lyft.
10	Business	Lyft only operated in Canada and the United States. Well behind their competitors in the international market for ride sharing.	In order to fix this, Lyft targets to expand its operations globally starting in Europe and push to further its operations in rural regions in North America. To do so, they will need make an advertising push in Europe and invest in rural communities by making agreements with local ride solutions. This could be an agreement with taxi operators to onboard them to the Lyft platform and utilize Lyft features without ruining their business. This will improve Lyft's customer base and allow them to offer their services in more regions locally and internationally.	This will require researchers and economists who can identify the best and most suitable locations for Lyft to expand its business.
11	Business	The Referral program is currently being abused by individuals	Lyft plans to abolish its current referral program. Despite its success as a referral method, certain individuals abuse Lyft's platform by creating multiple accounts and referring themselves to receive free rides. These actions directly impact Lyft's bottom-line. Although the removal of the referral program will lose potential customers, this move means avoiding a loss of revenue.	This will require removing the referral program from the platform. However, Lyft will have to honor previously rewarded referral bonuses.
12	Business	Currently, Lyft is behind its competitors in the ride sharing market.	Lyft should look to invest in new markets and gain exposure in new locations. The company plans to invest and market their service in rural communities. Although this is less profitable, it allows for brand exclusivity since thereis no competition. Lyft also targets to invest in other countries to increase brand recognition on a global scale. This process will start in city centers due to its bigger population size and potential customer base. In the future, Lyft will expand its operations globally starting in Europe and push to further its operations in rural regions in North America.	This will mean marketing, lobbying and research costs. Lyft will have to make a big marketing push to compete with the current ride sharing options in each area.

7.3 OUTLINE PLAN

Outline Plan			
Capability Dimensions	**Goal 1**	**Goal 2**	**Goal 3**
Administration	Supervise the support services of the organization	Manage facilities	Ensure good public relations
Legal	Ensure obedience to corporate laws and regulations	Create and maintain terms of service	Deal with lawsuits
Marketing	Increase brand awareness	Improve sales	Maintain brand image
Customer Service	Resolve customer complaints	Ensure customer satisfaction	Retain customers
Finance & Accounting	Make budgeting and investment decisions	Manage tax payments	Forecast costs and revenues
IT Operations	Oversee network infrastructure and systems functionality	Develop and maintain software applications	Ensure quality assurance on all products
Human Resources	Create and enforce policies that are fair and consistent for everyone in the workplace	Resolve problems and disputes between employees and management	Hire qualified candidates for jobs

7.4 IMPLEMENTATION AND MIGRATION PLAN



7.5 PROJECT DELIVERABLES

Project Deliverables			
	Jul-21	Dec-21	Jul-22
Project	Transitional Architecture Preparation	Transitional Architecture Operational Capacity	Transitional Architecture Benefits
Launch Lyft Health-Care Transports	Early prototypes, research and development, legal documents for access to medical records, develop relationships with hospitals, marketing plan	Soft launch in San Francisco, California in collaboration with the city's hospitals.	Hard launch in several cities across the United States. Lyft Health-Care Transports is the only on-demand non-emergency health-care transportation business.
Launch Lyft Basic	Revenue and cost projections, marketing plan, research profit margins	Offer this monthly subscription to a small number of loyal passengers in San Francisco, California.	Offer this subscription model for existing passengers on a global scale as an alternative to Lyft Pink
Launch Lyft Foods	Early prototypes, research and development, legal documents for medical records, competition analysis, develop relationships with hospitals, marketing plan	Soft launch in San Francisco, California in collaboration with a select few restaurant and fast-food places.	Hard launch in several cities across the United States. Lyft Foods is now a major food delivery service competitor.

7.6 RISK ASSESSMENT AND MITIGATION WORKSHEET

Risk Assessment and Mitigation Worksheet								
		Preliminary Risk				Residual Risk		
ID	Risk	Effect	Frequency	Impact	Mitigation	Effect	Frequency	Impact
1	Accidents involving Lyft drivers	An increase in accidents involving Lyft drivers in the news will burden Lyft's public brand image.	Continuous	Brand erosion will result in a decrease in perceived value among customers.	Offer training to drivers	Offering training to non-employees will require financial and human resources.	Continuous	This will result in a loss of revenue for Lyft.
2	Lyft's revenue continues to decrease	A decrease in revenue means less profit.	Continuous	Profit losses will reduce Lyft's operations and can potentially lead to bankruptcy.	Look to increase revenue by launching new product lines to stay competitive. Lyft Foods will launch as a means to venture into the food delivery service.	Lyft Foods will heavily rely on Lyft Foods for revenue.	Continuous	This increased pressure will force Lyft Foods to make decisions that yield high risk.
3	Increase in fare prices	An increase in fare prices will lead to potential passengers choosing to opt for competitors. This will alienate potential passengers.	Continuous	Decrease in passenger retention. This will result in a loss of revenue for Lyft and its drivers.	Look to increase revenue by adding another membership tier. Lyft will add an entry level membership called Lyft Basic with lower monthly payment compared to Lyft Pink.	Launching Lyft Basic will increase customer loyalty for those who sign up.	Continuous	If enough Lyft Basic members abuse its features, this will result in a net revenue loss for Lyft.
4	Lyft continues to view drivers as independent contractors	Drivers will grow resentment and become dissatisfied.	Continuous	Drivers will stop driving for Lyft.	Provide employee status to drivers.	Granting employee status to drivers will increase their legal rights, such as the right to unionize and earn unemployment.	Continuous	Allowing drivers to unionize and earn unemployment will result in have financial loss for Lyft.
5	Decrease in active drivers	A lack of available drivers will lead to longer wait times for passengers.	Continuous	Passengers will grow resentment and become dissatisfied. This will result in a loss of revenue for Lyft.	Reward high-performing drivers with better earnings and college tuition. In order to increase driver loyalty and longevity on the platform, Lyft drivers who maintain high ratings and low cancellation rates will gain driver points which they can redeem for rewards.	Offering such rewards will require financial resources.	Continuous	This will result in a loss of revenue for Lyft in the short term.

7.7 ARCHITECTURE REVIEW BOARD

The creation of an Architecture Review Board can be triggered in various circumstances. For example, this can occur with a new CIO, during a merger or after an acquisition. According to TOGAF, an Architecture Review Board is created to oversee the implementation of architecture within an organization. The body should be representative of all key stakeholders, consisting of four to five appointed permanent members, with one of these members being the executive sponsor (The Open Group, 2018). In many companies, the executive sponsor is the CIO or another senior executive. The role of an executive sponsor is to review the work of the Architecture Board and evaluate its effectiveness.

The key to a successful governing body is diversity. An Architecture Review Board should include candidates from various backgrounds and areas of expertise. Furthermore, to ensure continuity on the Architecture Board, the length of members' terms should be set, with terms expiring at different times.

8 Concluding Material

To conclude, Lyft's current business model is very focused on their main area of business, ridesharing in large urban areas. They offer a suite of different services which allow for customers to have plenty of choice while requesting a ride. The company has key resources which are unique and among the most plentiful compared to other ride-sharing businesses. Furthermore, they have shown a dedication to their drivers by offering them financial rewards above their fee when they reach milestones. They are currently trying to leverage membership models which has proven to be a success for many other Sass companies.

In the future, Lyft should target to invest in other key activities other than ridesharing. They should attempt to dive into the food delivery market to compete with market leaders as well as exploit their driver network to trump smaller companies. Furthermore, they should try to invest even more resources to become environmentally friendly. This will capture another audience group as well as attract governments to collaborate with Lyft for some of these initiatives. Also, Lyft should also look to abolish the referral program which is being an abused and no longer being offered at other companies. Finally, they should exploit their driver network to compete with Amazon in the e-commerce space by helping small businesses. If Lyft addresses these points, they will leapfrog to the top of the ride-sharing market as well as compete in the e-commerce space. This will bolster their revenues in the long run and set them up for success.

9 Appendix

Passenger: Passengers are people who take trips using Lyft's service. They are also commonly referred to as riders.

Driver: Drivers are people who drive for Lyft.

User: Users are people who use Lyft's platform. This includes riders, passengers, and drivers.

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