

Product Discovery, Market & User Research- Rapido



Group 29

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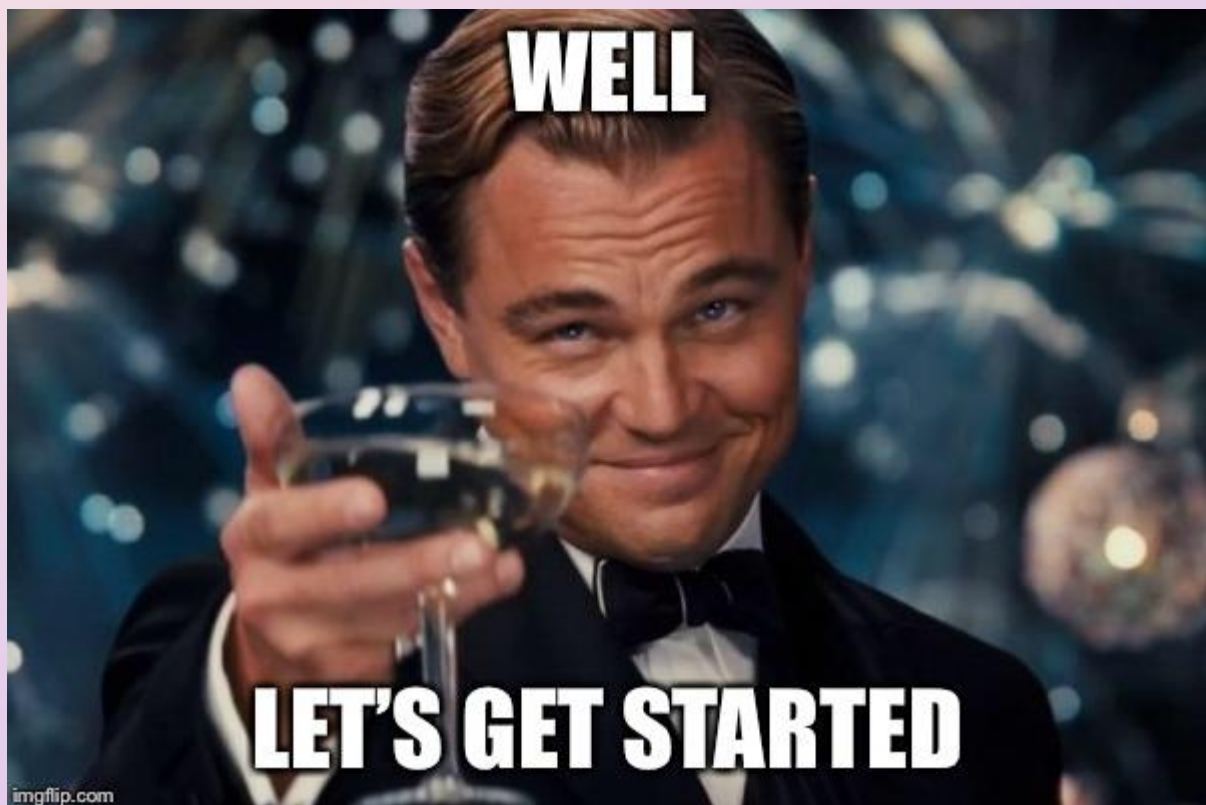


Research goal

- **Understand** the **challenges** and experiences of current Rapido drivers and **figure out** a short term or medium-term **solution** for issue of the **friction** **between** the **Rapido bike drivers** and **auto rickshaw drivers**, and identify insights to **improve driver retention** and **growth in supply**.



- Auto rickshaw rides feature is not yet launched on the Rapido App.
- Geologically this issue is being observed in Pune and Bengaluru.



Key interview questions:



- **How is your experience with Rapido till now and any specific challenges faced?**
 - **Follow Up:** How have local auto rickshaw drivers responded to your presence in the market?
- **What are your thoughts on the current relationship between Rapido and local auto rickshaw drivers? Do you see it as a point of tension or competition?**
 - **Follow Up:** How often do you face this friction and in which locality? Do you feel mentally stressed because of this?
- **Is there an earning loss/economic pressure that you are facing?**
 - **Follow Up:** Is this your only source of income?
- **If you could make one recommendation to the Rapido leadership team to better support and retain drivers like yourself, what would it be?**
 - **Follow Up:** What kind of policies, or resources would you like to see Rapido implement to address the challenges you face?
- **Have you thought of leaving Rapido and joining some other company?**
 - **Follow Up:** Are there multiple reasons to it or a single governing factor?

Top 10 most relevant insights across all the interviews (with direct quotes and any supporting media)

For this we took quotes from the drivers we interacted with. Based on what they told us, how they took the questions and how well they received the situation, we share some answers:

- “At first the experience was quite good as we used to get a lot of bookings, but recently the local auto rickshaw drivers have started harassing us too frequently. Regular confrontations are common now-a-days which is creating friction as well as hostile work environment.”



– Asif Sheikh

“In our earlier days, the relationship was quite good, but when we started to get a lot of bookings, the auto rickshaw drivers took it as a threat to them and their business, started ganging up on us. This has ruined the relationship which used to have.”



- Ajay Pandey

“On January 31, 2022, I was booked for a ride at around 8:30 pm in Pimple Saudagar. When I reached the pick-up location, I realised it was a fake ride. Around 15-16 auto drivers ganged up on me and attacked me,” claimed Adhil Umaranikar, Rapido captain.

-Quote from a Rapido captain taken from NDTV Interview in 2022

- I face harassment from auto drivers almost every week. They often threaten me or try to block my way." Sometimes, I am scared to take certain routes because I know auto drivers there are aggressive. The fear of physical harm influences route choices and operational areas." This is common for areas like Pimple Saudagar, Pimple Nilakh etc.



- Vikram Dave

- “Due to the hostility, many Rapido drivers avoid high-conflict zones, which are often high-demand areas. This avoidance leads to a significant loss of potential earnings.”

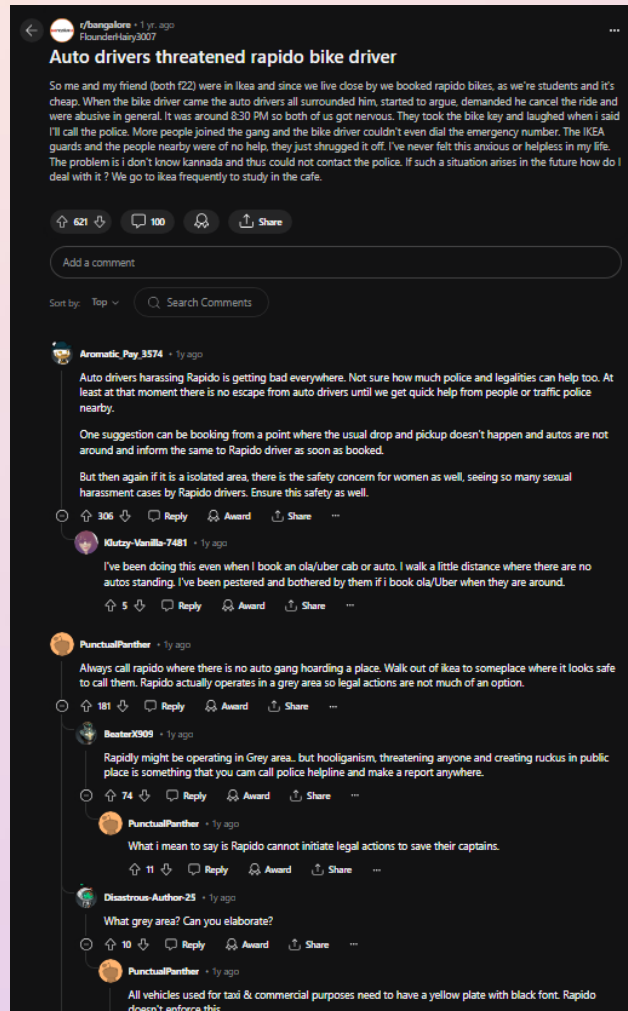


- Jarange Patil

- “The police are not lending a hand either. In turn, they confiscate our bikes and we are charged with a fine of Rs 15,000 for misuse of personal vehicles. What else are we supposed to do? No one is offering us a job. How else are we supposed to feed our families?” he asked.



- Manoj Jadhav



Discussion Thread on Reddit Regarding Rapido and Auto Drivers Friction

- “Time lost dealing with confrontations or moving to safer areas results in fewer rides completed and lower daily income. As a lower middle-class guy with my limited source of income, this is a real challenge in my day-to-day life. I don't have any other skillset hence this is my only source of income at the moment”



- Vikram Dave

"It's been going on for a couple of months now, harassment from the auto drivers and police," said Omkar Yadav, a Rapido captain. "Fake rides and violent acts are a regular occurrence but now the auto drivers are also damaging our vehicles. Most of the bike taxi drivers I know are unemployed graduates. I myself am an engineer but couldn't find a job so I joined Rapido as a captain to be able to support my family. But that is getting more difficult by the day. These auto drivers have bothered many of my friends with calls of threat or extortion," Yadav said.

Reference : <https://www.indiejournal.in/article/bike-taxis-become-reason-for-conflict-between-struggling-youth-and-auto-drivers>

- "Wrong drop location issues (One user pinned a wrong drop location, it cost me around 5km extra + Rapido deducted the money from my incentive from the ride"



- Asif Sheikh

- "Poor work-life balance (Drivers don't get a holiday not even on Sundays, they had to work 7days a week to get proper income)" This is an issue since even on holidays we are away from our families which hurts"



- Jarange Patil

- "Rapido needs to do more to protect us and ensure our safety. They should have a dedicated support team that can quickly respond to any incidents and help us navigate these challenges with the auto rickshaw community."



- Akash Gaikwad

- "If Rapido could guarantee a minimum daily earnings target and provide us with a dedicated support hotline to report any incidents, it would go a long way in reassuring us and keeping us motivated to continue driving for the platform."



- Ajay Pandey

After auto drivers attack Rapido captain, bike taxi union in Bengaluru asks police to ensure protection of its riders

Autorickshaw drivers near the Jalahalli Metro station roughed up a Rapido captain and threatened to torch his two-wheeler a week ago.



Some news clippings of the Auto Drivers Violence

Rapido Team to Local Auto Drivers be like:



Strategy implications for Rapido (which direction should the team think in?)

Based on the insights gathered from the in-depth interviews, Rapido should consider the following strategic directions to address the challenges faced by its drivers and foster a more collaborative relationship with the local auto rickshaw community:

- **Explore revenue-sharing and integration models with auto rickshaw operators:**
Rapido should Initiate dialogues with local auto-rickshaw unions to address conflicts and seek mutually beneficial agreements.

Short term solution: Differentiate areas for operation of Rapido and Local Auto Drivers. Areas where the bike riders can take passengers and the auto drivers cannot. For example, extremely crowded places like Market Area, Old City areas.

Long Term Solution: Consider creating shared service zones where both bike taxis and auto-rickshaws can operate without competition.

Rapido should consider developing innovative business models that incentivize auto rickshaw drivers to partner with the platform, rather than view it as a direct competitor. This could involve revenue-sharing arrangements or opportunities for auto rickshaw drivers to access Rapido's customer base.



- **Strengthen driver support and protection mechanisms:**

Rapido should invest in dedicated resources and programs to quickly respond to and resolve any incidents of harassment or threats faced by its drivers. This could include a 24/7 support hotline, legal assistance, and even self-defence training.



Rapido Drivers after 24/7 Support:

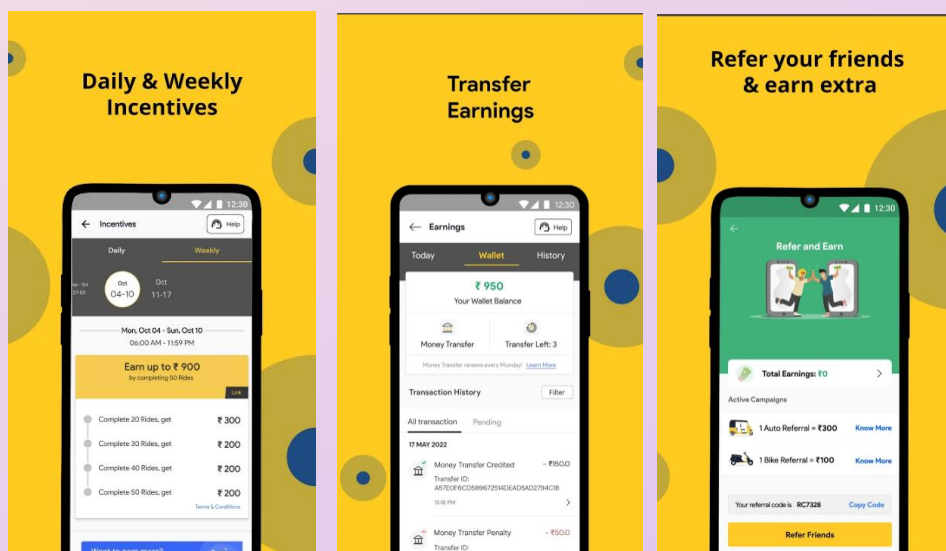


- **Guarantee minimum earnings and financial stability for drivers:**

To ensure the long-term sustainability and retention of its driver community, Rapido should explore ways to guarantee a minimum daily or monthly earnings target, providing drivers with a sense of financial security and stability.

Short Term Goal: To incentivise the drivers, give bonus when they are working during late-night hours, on festivals, public holidays.

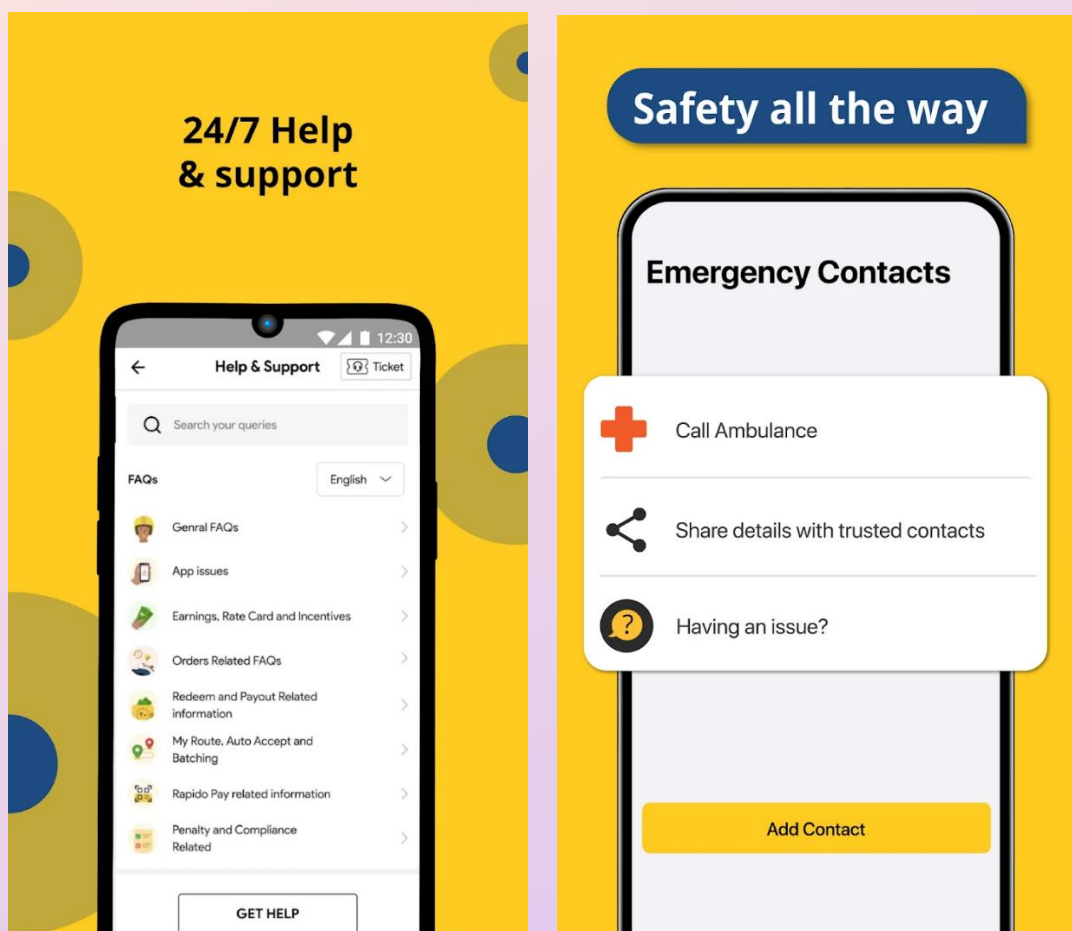
Long Term Goal: To ensure that the Rapido drivers community is earning an adequate amount to fulfil their needs and that the riders are happy with what they earn whilst also having the feeling of having the control over how much they can earn via their own work. Drivers with a good rating will get rewarded with incentives and performance bonus.



Potential, research-led product ideas to solve for retention:

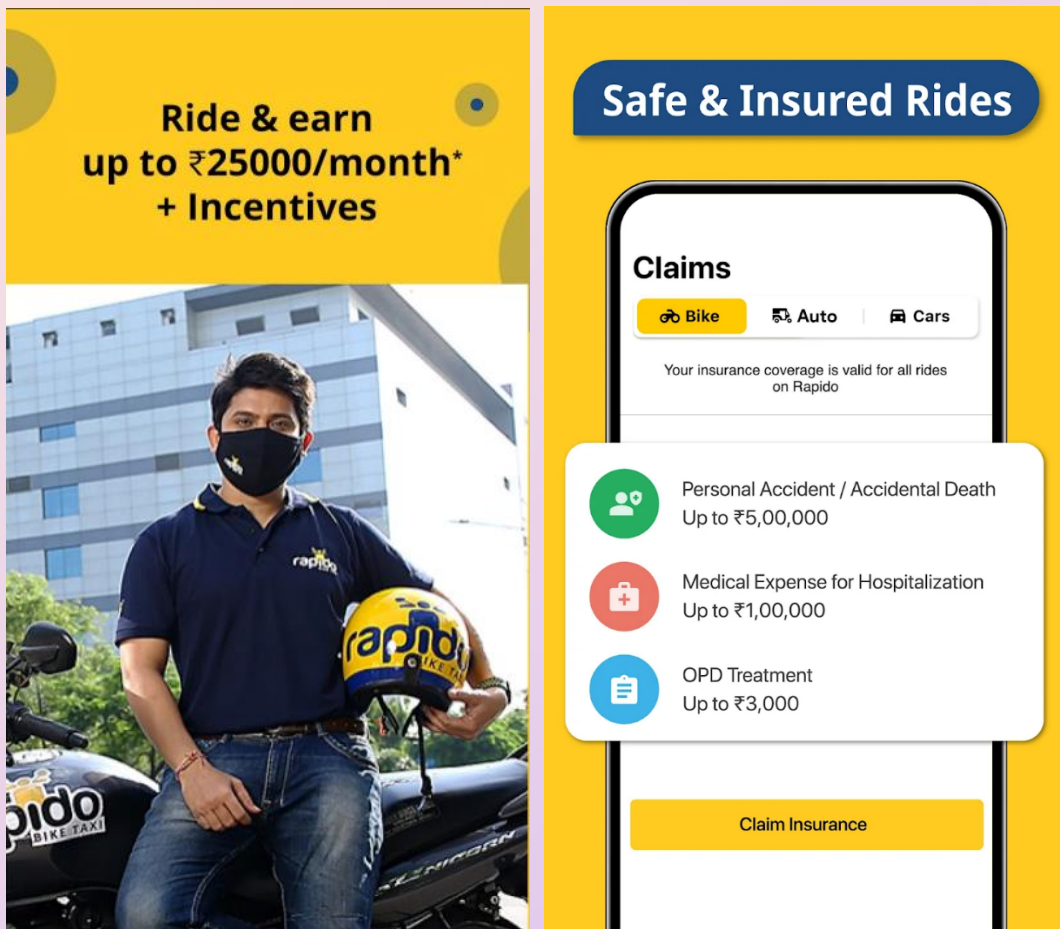
- **Rapido Driver Support Hotline:**

A dedicated 24/7 hotline for drivers to report any incidents of harassment or threats, with a rapid response team to provide immediate assistance and resolution.



- **Rapido Driver Protection Program:**

A comprehensive program that provides legal support, self-defence training, and insurance coverage for Rapido drivers to help them feel more empowered and secure in their work.



The advertisement is split into two panels. The left panel features a yellow background with the text 'Ride & earn up to ₹25000/month* + Incentives' and a photo of a Rapido driver on a motorcycle. The right panel, also yellow, is titled 'Safe & Insured Rides' and displays a smartphone screen showing the 'Claims' section of the Rapido app. The app screen shows options for 'Bike', 'Auto', and 'Cars', with 'Bike' selected. Below this, it states 'Your insurance coverage is valid for all rides on Rapido'. A list of claims is shown: 'Personal Accident / Accidental Death Up to ₹5,00,000', 'Medical Expense for Hospitalization Up to ₹1,00,000', and 'OPD Treatment Up to ₹3,000'. A 'Claim Insurance' button is at the bottom.

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Claims

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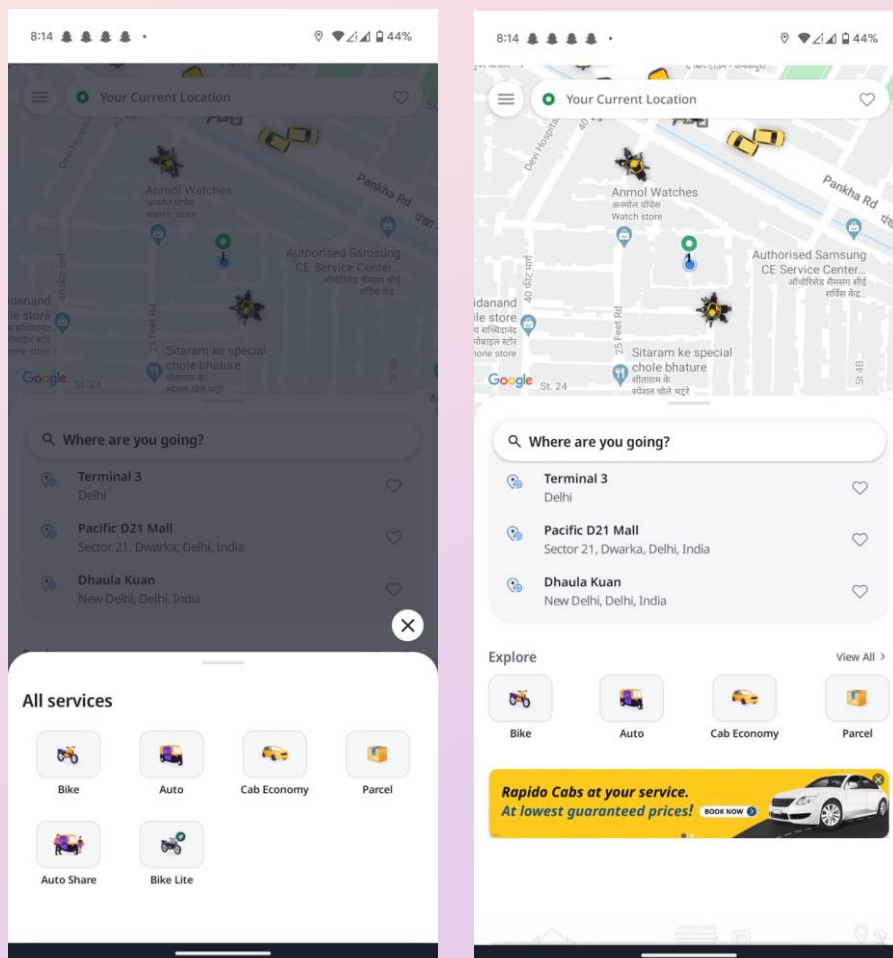
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Claim Insurance

- **Rapido Auto Rickshaw Integration Platform:**

A platform that allows auto rickshaw drivers to access Rapido's customer base and earn additional income, while also providing Rapido drivers with a network of auto rickshaw partners to collaborate with.

After implementing this could be what it looks like:



By implementing these long- term and short-term strategies, Rapido can implement a more robust support helpline, that can in turn help with the driver protection as well as the legal support needed in the process. With the integration of Auto Rickshaw service into the App, Rapido can collaborate and grow with all the partners.