

Case – Mottu Global Trainee 2025

Question 1 – Expansion

Mottu is transforming the motorcycle rental market with an accessible and scalable solution tailored to gig workers and mobility professionals.

We currently operate in all Brazilian states with over 100 branches and have expanded into Mexico with more than five active locations. With over 115,000 motorcycles rented, our ambition is clear: expand to five new countries by the end of 2025.

Part 1: Product Fit

1. Build a thesis on why Mottu should enter your country

- Explore key business drivers such as the demand for affordable mobility, growth of the gig economy, gaps in credit access, and local infrastructure.
- Support your argument with market insights, relevant data, or comparisons to similar markets.

Part 2: Overcoming Challenges and Driving Growth

2. What do you see as the biggest challenges Mottu would face when entering your country, and how would you recommend overcoming them?

- Highlight potential barriers such as regulations, competition, consumer behavior, and infrastructure
- Explain how you would address or overcome each of them

Tips for research:

When evaluating market fit, try to understand the profile and reality of our client, the gig worker. Ask yourself:

- Why would they need a motorcycle?
- Can they access credit or loans to purchase a motorcycle?

Question 2 – Churn

Context

Mottu was founded with a strong purpose: to support the underserved. In all countries where we operate, a large portion of the population works informally and relies on motorcycles for delivery and passenger transport services. To meet this need, we created a flexible and accessible motorcycle rental model.

Despite this, many customers cancel their rental plans. The churn rate directly impacts growth and sustainability. Our goal is to understand why customers cancel, identify risk factors, and design strategies to reduce churn.

Our internal team has already identified two main churn segments

1. **Controllable Churn** – Caused by factors within Mottu’s control (such as customer experience, technical issues, and service failures)
2. **Uncontrollable Churn** – Caused by external factors (such as financial hardship, job changes, and personal reasons)

With the following file: [Churn data base](#)

Your Mission

Imagine you are hired as the Retention Manager for your country. Your target is to reduce churn by 10 percent over the next year.

1. Churn Analysis and Segmentation

- a. Analyze the data and segment the customers who churn the most
 - What are the three main risk factors driving controllable churn?
 - How do these factors vary by region, age, or contract duration?
 - What seasonal patterns, if any, did you identify?
- b. Evaluate what the main drivers of churn are
 - Which factors have the highest impact on churn?
 - Which factors have lower impact but could still be optimized?

2. Churn Reduction Strategy

- a. Based on the data, what strategy would you implement to reduce churn
 - What concrete actions should be taken?
 - How would you prioritize these actions to achieve the 10 percent churn reduction goal?

Tips for research

- Study retention strategies used by subscription-based startups (such as Netflix, Spotify, Uber and FoodPanda)
- Explore loyalty programs in low-income segments (such as gamification and non-financial incentives)
- Research how customer experience and technical support reduce churn

Question 3 – Operations

A core differentiator of Mottu is that our rental plans include full maintenance, ensuring reliability for our customers and strong operational control for us. As a Global Trainee, you

will play a key role in designing and executing procedures that drive efficiency and ensure seamless service, while also providing a positive experience to our clients.

Since our customers rely on their motorcycles to work, downtime for maintenance represents lost income. Balancing speed and quality is one of our main operational challenges.

Questions

1. You have just landed the job as a Global Trainee and arrive on your first day at one of our service centers
 - You have all the necessary resources in front of you, but none have been allocated.
 - **How would you design the maintenance flow for your operational shop to ensure speed, efficiency, and quality?**
2. You have established your maintenance flow. Now it is time to monitor and optimize it.
 - **What are the key metrics you would track to ensure your process is running as efficiently as possible?**

Consider metrics for service time, mechanic productivity, downtime, customer satisfaction, and inventory usage.