

# Go-To-Market Plan: SwiftRide

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## 1. Problem Statement

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As the Product Manager for SwiftRide, a new urban mobility startup, our mission is to launch a bike taxi service in India, targeting Tier 2 cities where public transport is patchy and traffic congestion is rising. The product is ready, and the leadership team requires a clear Go-To-Market (GTM) plan before launch. This plan will address key questions:

- Who to target first (both riders and captains)?
- How to price the product and attract early users?
- Which marketing channels to focus on?
- How to track early signs of success?

Our immediate job is to create a structured GTM plan to guide the launch in one city.

## 2. Define the Target Market

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### Chosen City: Lucknow, Uttar Pradesh

Lucknow is a rapidly growing Tier 2 city in India that presents a compelling opportunity for SwiftRide. The city experiences significant traffic congestion, particularly during peak hours, and its public transportation infrastructure, while developing, still has gaps in last-mile connectivity and efficiency. The cultural acceptance of two-wheelers as a primary mode of transport, coupled with a growing young, tech-savvy population, makes Lucknow an ideal environment for a bike taxi service like SwiftRide.

## Customer Personas (Commuter Side)

### Persona 1: The Daily Commuter - 'Anjali Sharma'

- **Background:** Anjali is a 24-year-old marketing executive working in a private firm. She lives in a residential area on the outskirts of Lucknow and commutes daily to her office in the city center.
- **Needs:** Reliable, affordable, and quick transportation to avoid traffic and reach her office on time. She often faces challenges with overcrowded buses and expensive auto-rickshaws.
- **Pain Points:** Long commute times, unpredictable public transport schedules, high cost of alternative private transport, and discomfort during peak hours.
- **Behavior:** Uses her smartphone for most daily activities, including booking services. Values convenience and efficiency.

### Persona 2: The Student - 'Rahul Singh'

- **Background:** Rahul is a 20-year-old university student attending a college in Lucknow. He lives in a hostel near the campus but frequently travels to different parts of the city for coaching classes, part-time jobs, or social gatherings.
- **Needs:** Economical and flexible transportation for short to medium distances. He needs to move around quickly between classes and other commitments.
- **Pain Points:** Limited budget for transport, reliance on shared autos or walking for short distances, and difficulty finding quick rides during odd hours.
- **Behavior:** Highly active on social media, price-sensitive, and influenced by peer recommendations. Always looking for smart, affordable solutions.

## Captain Persona (Supply Side)

### Persona: The Aspiring Entrepreneur - 'Sanjay Kumar'

- **Background:** Sanjay is a 30-year-old individual who owns a motorcycle. He is looking for flexible income opportunities to supplement his family's earnings or as a primary source of income.
- **Needs:** A reliable platform that offers consistent earning potential, flexible working hours, and fair commission rates. He values independence and the

ability to manage his own schedule.

- **Pain Points:** Limited stable job opportunities, desire for better income than traditional daily wage work, and concerns about safety and security while on the road.
- **Behavior:** Owns a smartphone and is comfortable using apps. Values clear communication, timely payments, and incentives for good performance.

### 3. Size the Market (TAM / SAM / SOM)

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#### Ballpark Estimates (with assumptions)

- **TAM (Total Addressable Market):** Total potential users in India. Based on India's urban population (approx. 500 million) and assuming 30% are potential daily commuters who could use bike taxis, the TAM is approximately **150 million users**.
  - *Assumption:* This assumes that a significant portion of the urban population, particularly those in working age and student demographics, would consider bike taxis as a viable transport option.
- **SAM (Serviceable Available Market):** Users in Lucknow. Lucknow has a population of approximately 3.5 million. Assuming 25% of the population are potential daily commuters who could use bike taxis, the SAM is approximately **875,000 users**.
  - *Assumption:* This considers the specific demographics and transport habits within Lucknow, accounting for existing public transport and private vehicle ownership.
- **SOM (Serviceable Obtainable Market):** Users SwiftRide can realistically reach in the first 3 months. Targeting 5% of the SAM in Lucknow, the SOM is approximately **43,750 users**.
  - *Assumption:* This is a conservative estimate for initial market penetration, considering marketing efforts, operational capacity, and early adopter adoption rates.

## 4. Create the Value Proposition

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### Rational Values

- **Faster Commute:** Navigate through traffic congestion more efficiently than cars or buses.
- **Affordable Fare:** Cost-effective transportation compared to auto-rickshaws or cabs.
- **Convenience:** Easy booking and doorstep pick-up/drop-off via a mobile app.
- **Accessibility:** Provides a viable transport option in areas with limited public transport.

### Emotional Values

- **Freedom & Independence:** The feeling of being able to move around the city freely and on one's own terms.
- **Stress Reduction:** Avoid the frustration of traffic jams and overcrowded public transport.
- **Empowerment:** For captains, the ability to earn a flexible income and be their own boss.
- **Modernity:** Embracing a smart, tech-driven solution for daily commuting.

### Positioning Statement

For urban commuters and students in Tier 2 Indian cities seeking quick and affordable transportation, SwiftRide is the bike taxi service that offers a convenient and efficient way to navigate congested streets, providing a sense of freedom and reliability that traditional public transport lacks.

## 5. Pricing and Packaging

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### Demand-Side Pricing

- **Base Fare:** ₹20

- **Per Kilometer:** ₹5/km

This pricing structure is competitive and easy for users to understand. The base fare covers the initial cost of the ride, while the per-kilometer charge ensures that the pricing is fair and transparent. This model is designed to be affordable for daily commuters and students, making it an attractive alternative to other modes of transport.

## Captain-Side Pricing

- **Commission-Based:** 20% commission on each ride.

This model is simple and aligns the captain's earnings with the platform's success. It provides a clear incentive for captains to complete more rides and offers a transparent earning structure. A subscription model might be considered in the future once a stable user base is established.

## Introductory Offers & Discounts

- **First Ride Free:** To attract new users and encourage trial.
- **Referral Bonus:** Incentivize existing users to refer new riders and captains.
- **Launch Week Discount:** 50% off on all rides during the first week of launch to create a buzz and drive early adoption.

# 6. Channel Strategy

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## Digital Channels

- **Social Media Marketing (Instagram & Facebook):** Run targeted ad campaigns showcasing the convenience and affordability of SwiftRide. Use engaging visuals and short video ads to capture the attention of the young, tech-savvy audience in Lucknow.
- **Hyperlocal Ads (Google Ads & Local Directories):** Target users searching for transport options in specific areas of Lucknow. This will help in reaching users with high intent and drive immediate conversions.

## Offline Channels

- **College Fests & Youth Events:** Set up promotional booths at college fests and local events to engage with students and young professionals directly. Offer on-the-spot sign-ups and exclusive discounts.
- **Petrol Pump Banners & Hoardings:** Place banners and hoardings at key locations, such as petrol pumps, busy intersections, and near public transport hubs. This will create brand visibility and reach a wider audience, including potential captains.

## 7. Funnel Metrics

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### Commuters

- **Acquisition:** App Downloads, Sign-ups
- **Activation:** First Completed Ride
- **Retention:** % of Returning Users in 7 Days, Number of Rides per User per Week

### Captains

- **Acquisition:** Captain Sign-ups, Document Verification
- **Activation:** First Completed Ride
- **Retention:** % of Active Captains in 7 Days, Number of Rides per Captain per Week

## 8. Launch Calendar

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Week	Dates	Actions
<b>Week 1</b>	<i>(Pre-launch)</i>	<b>Teasers &amp; Sign-ups:</b> Launch social media teasers, open pre-launch sign-ups with a waitlist, and start captain onboarding.
<b>Week 2</b>	<i>(Launch Week)</i>	<b>On-ground Activations &amp; Referral Campaigns:</b> Official launch, on-ground activations at colleges, and launch referral campaigns.
<b>Week 3</b>	<i>(Post-launch)</i>	<b>Retargeting &amp; Feedback Loop:</b> Run retargeting ads for users who have installed the app but not taken a ride, and initiate a feedback loop.
<b>Week 4</b>	<i>(Post-launch)</i>	<b>Optimize &amp; Scale:</b> Analyze early data, optimize marketing campaigns, and scale up captain onboarding based on demand.

## 9. Feedback Loops & Iteration

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Based on early user feedback, here are two things we would test or change:

1. **Captain Incentives:** If captain onboarding slows down, we would introduce daily or weekly bonus rides for captains who complete a certain number of rides. This would provide an additional incentive to stay active on the platform.
2. **Pricing Adjustments:** If we observe a high drop-off rate after the first ride, we would analyze user feedback on pricing. We might test different pricing models, such as a subscription plan for frequent users or a lower per-kilometer charge during off-peak hours, to better suit the local market's preferences and willingness to pay.