

UBER

A Success Through Evolution

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F4

Consulting

Uber: A Success Story

- Worldwide Successful Business Model
- Develops Local Entrepreneurs
- Assists the Development of Public Transportation (Promoting commutes and decongesting major city centers)
- Benefits Consumers by providing Safety, Quality of Service Savings

Overview

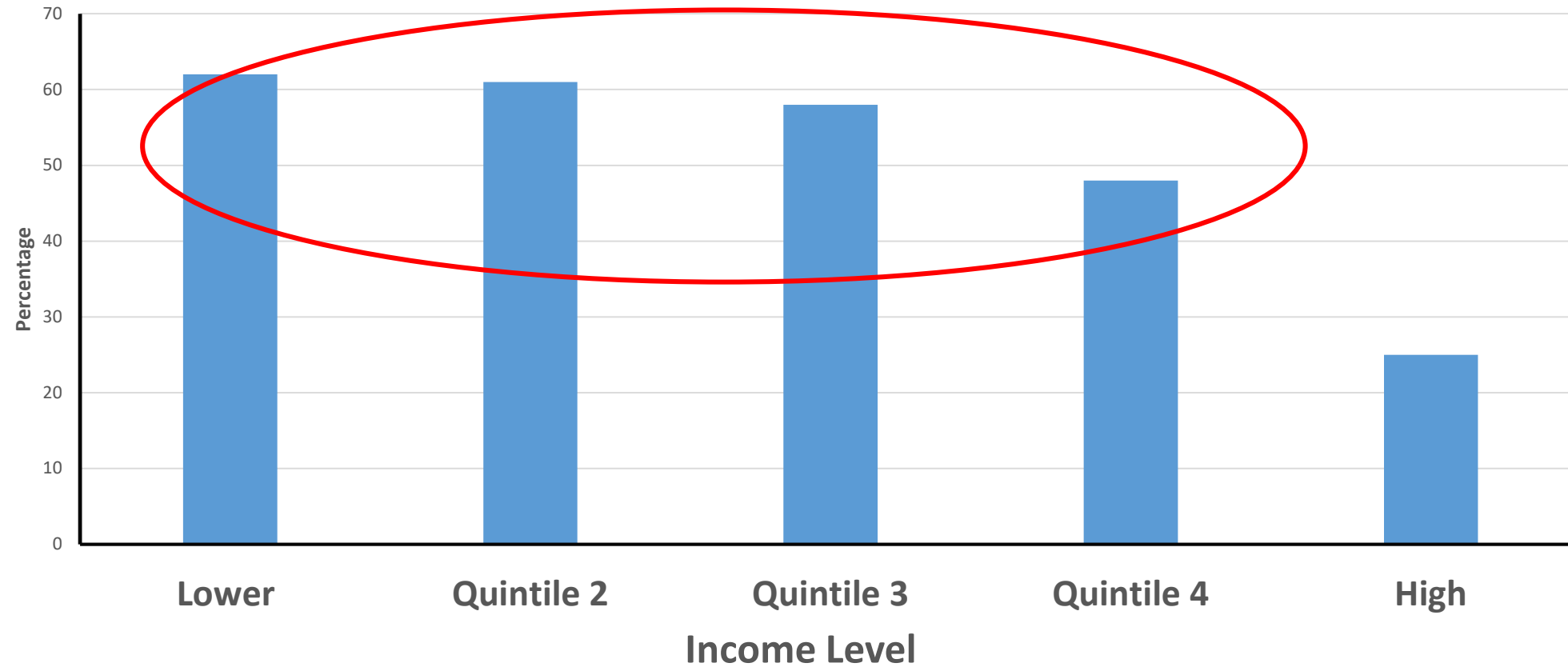
Strategy

Implementation

Future Ahead

Market Analysis

Taxi Usage in SA



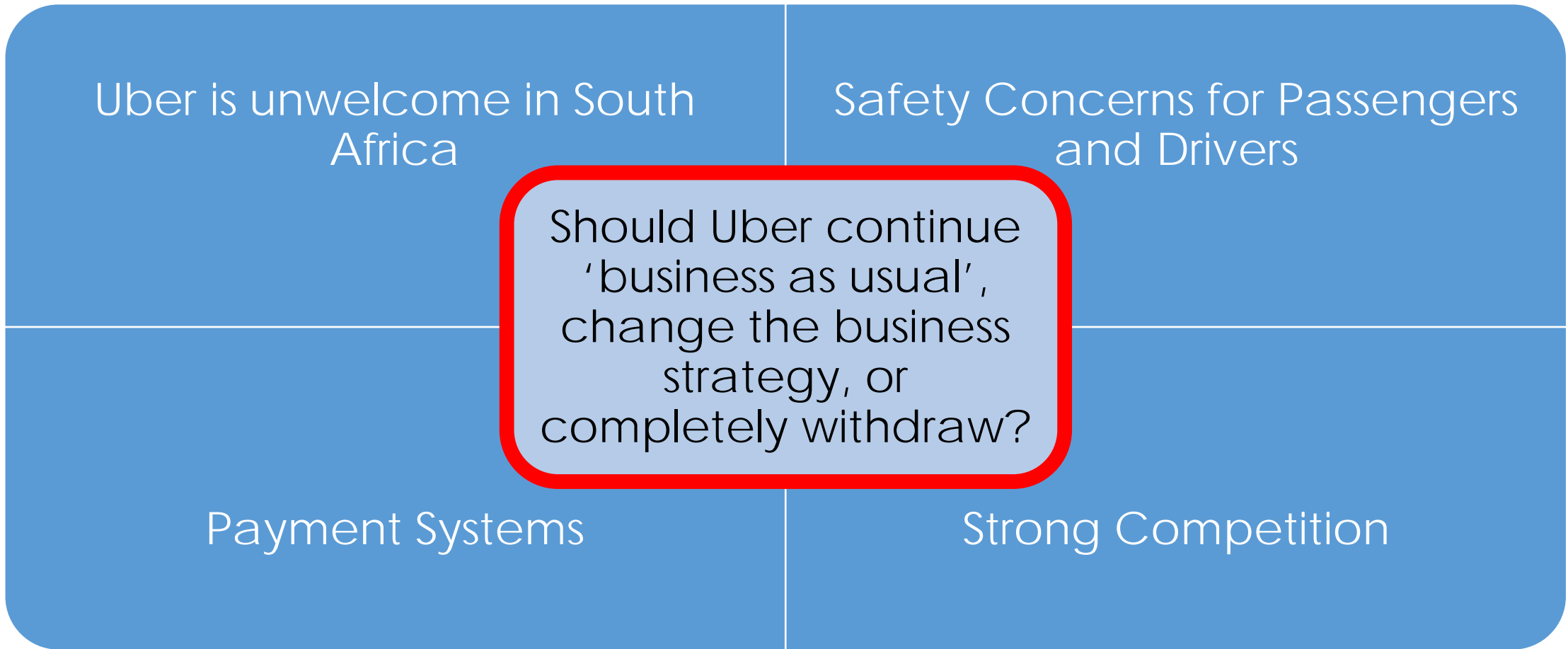
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Challenges to be Conquered



Options #1: Continue Business as Usual

Pros

- The strategy has worked so far – tested and true
- No need to shift manpower and resources

Cons

- Uber's market share is slowly being chipped away by competitors
- Unresponsiveness is detrimental to growth

Options #2: Adapt to the Current Climate

Pros

- Develop new methods to compete in a saturated market
- Create specialized tiers (segmentation of the market)
- Create an alternate payment system to the ones already in place

Cons

- Revised plan will take time for South Africans to acclimatize to the new venture

Options #3: Withdraw from South Africa

Pros

- Company no longer has to worry about the South African market
- Save on costs in the short run

Cons

- Huge loss of capital investment
- Uber will lose their foothold in an established territory

Decision Criteria

Options	Costs	Market Share	Public Acceptance	Safety
Continue	✗	✗	✗	✗
Adapt	✓	✓	✓	✓
Withdraw	✓	✗	✓	✓

Key Takeaway: Uber needs to adapt to survive and thrive in South Africa

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Recommendation

Alternate Payment System

- Wallet to cellphone
- Uber Cards / Refill Partnerships

Tiered Driver System

- Uber Pink
- Uber Van

Develop a new Communication Plan

- With the new measures in place, create a new marketing plan

Safety Measures

- Uber driver's cellphone will take pictures of the ride

Key Takeaway: This new recommendation will propel Uber to compete much more effectively in the market and address ALL concerns

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Action Plan!

Urgency		Low	High
		Importance	
Low			
High	<ol style="list-style-type: none">1. Marketing2. New Protocols on security of drivers and driving induction training3. Partnership with financial institution for funding drivers to buy cars4. Uber Pink	<ol style="list-style-type: none">1. Communication Plan	

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Implementation Plan for Issues

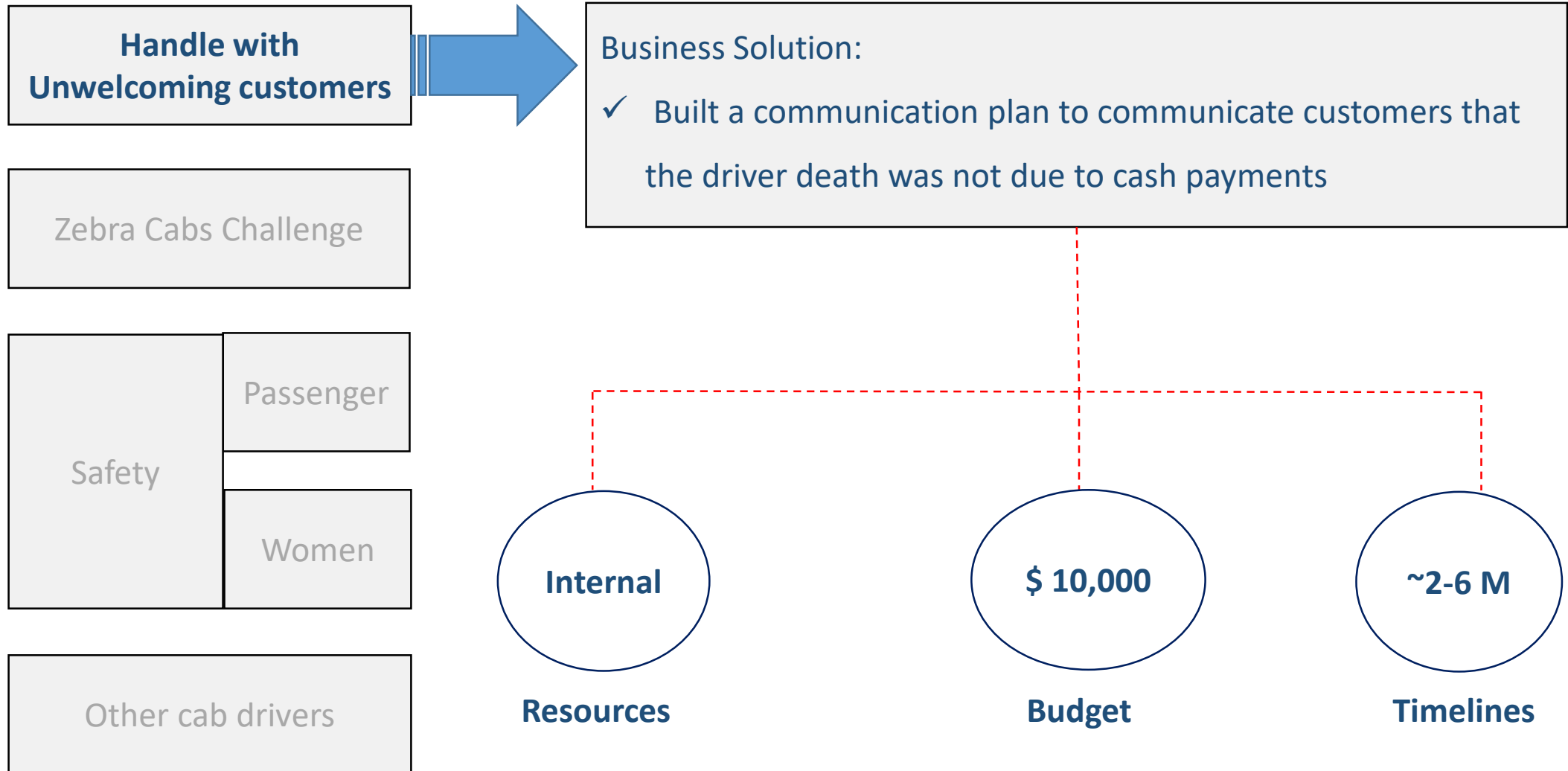
**Handle with
Unwelcoming customers**

Zebra Cabs Challenge

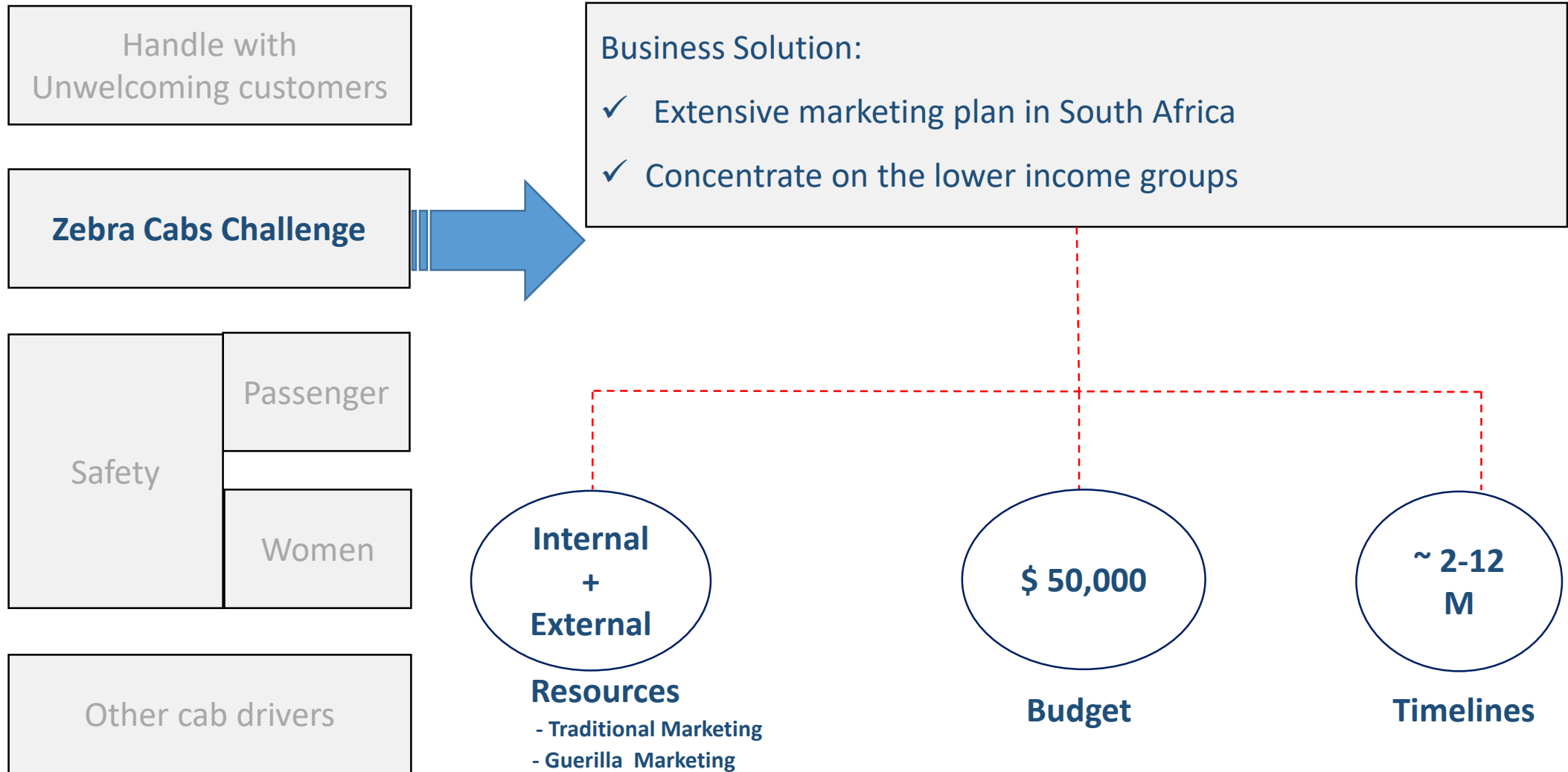
Safety	Passenger
	Women

Other cab drivers

Implementation Plan for Issues



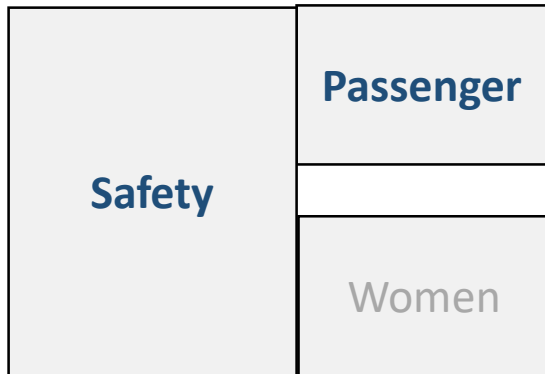
Implementation Plan for Issues



Implementation Plan for Issues

Handle with Unwelcoming customers

Zebra Cabs Challenge



Other cab drivers

Business Solution:

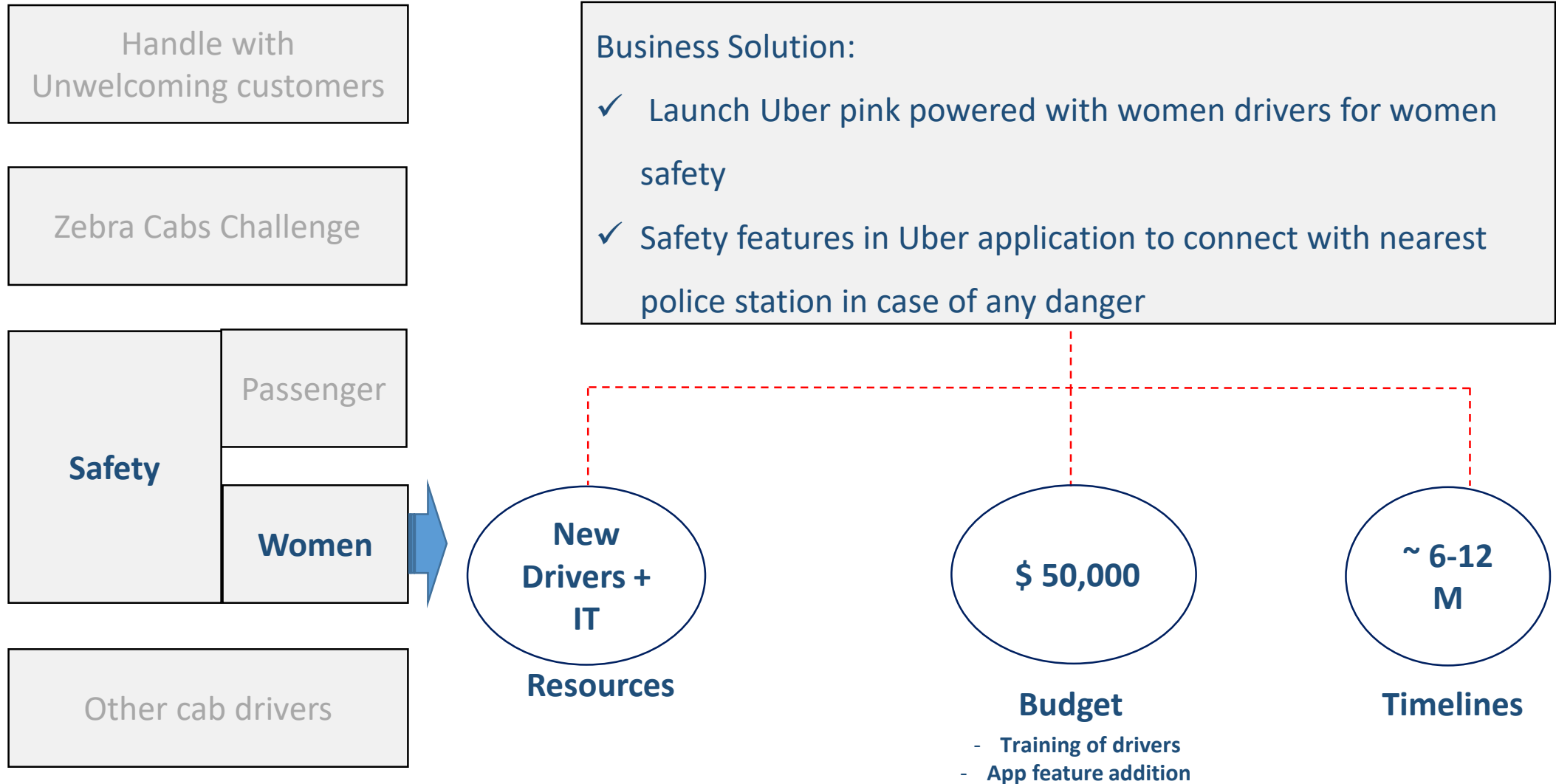
- ✓ No cash on board; start 1 min picture screens uploaded to secured Uber serves
- ✓ Customer faces will be blurred within 48 hours
- ✓ Video's only accessible to authorities (on request)

Internal + External (IT) Resources

\$ 100,000
Budget
- First Year Budget

~ 6-12 M
Timelines

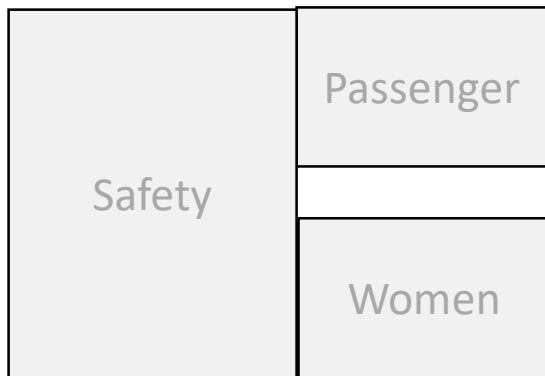
Implementation Plan for Issues




Implementation Plan for Issues

Handle with Unwelcoming customers

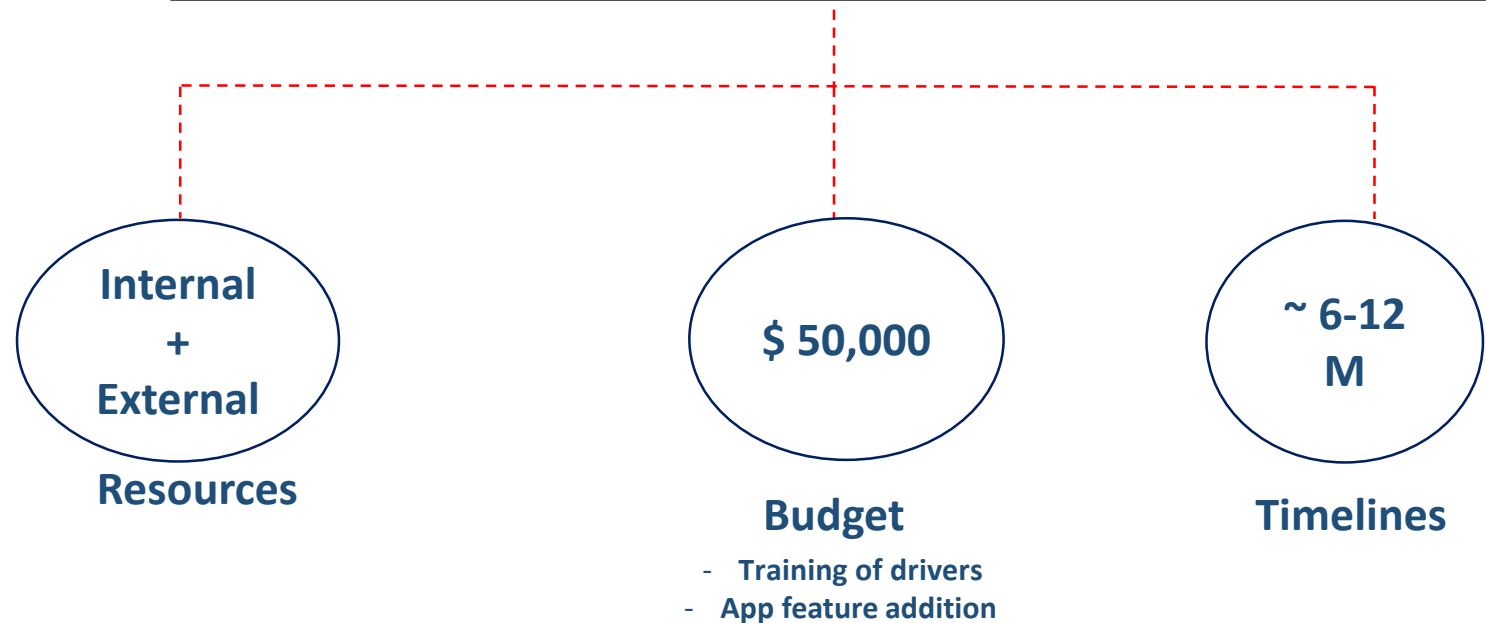
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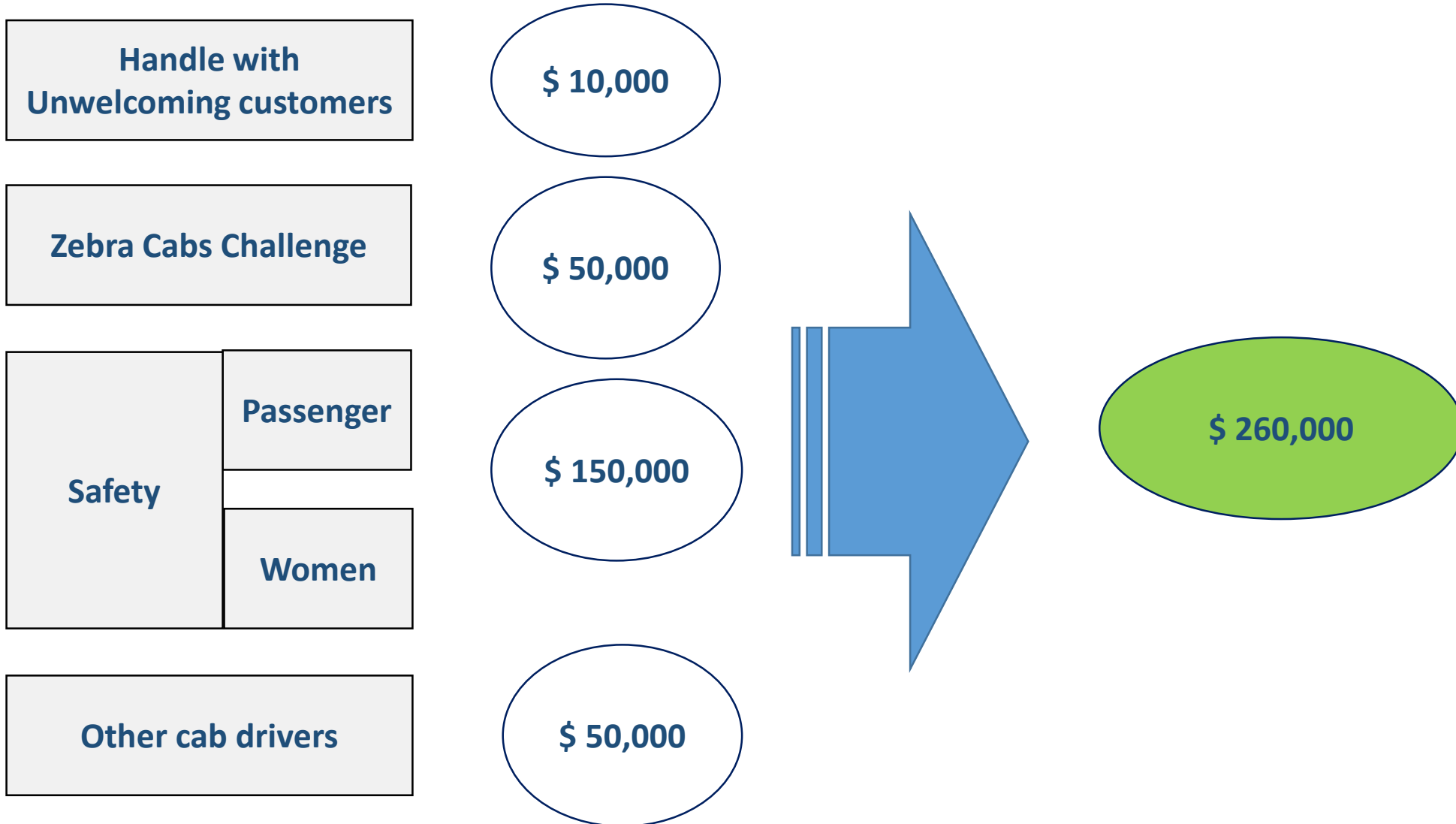
Other cab drivers 

Business Solution:

- ✓ Incentivize the drivers to drive their cabs for Uber
- ✓ Why they will join?
 - ✓ Drivers will get more bookings
 - ✓ Incentives



Total Budget



Uber Pink & Uber Vans!

- Uber Pink promotes women drivers
- Viable source of income
- Feeling of security

- Uber Vans to assist popular routes
- Fixed rate transit between pick-up and drop points
- Popular for schools

Risk & Mitigation

Risk#1

Adoption of Uber service is low due to poor connection with locals

Mitigation

Marketing video and ad campaigns showcasing the Uber driver story

Risk & Mitigation

Risk#2

Privacy breach with the new security system

Mitigation

Faces in the picture will be blurred and data will be deleted in 48 hours

RACI

Responsible: The Regional & Behavioural Manager

Accountable: South Africa Operations Head

Consult: VP Operations, MEA

Inform: Provincial/Federal Government

The Path Ahead

- Successful Market Share
- Pride to South Africans Offering Opportunities for Entrepreneurs (“Uberneurs”)
- Decongestion of Already Suffocated City Centers
- A Safe, Cost Effective and Fair Transportation Alternative for South Africans
- Develop UberCourriers & UberAssist for The South African Market

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THANK YOU!
