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Consulting

Making the Bumpy Ride Easy Again

Presenting to: Board of directors of Uber

Montreal, January 3, 2016

Agenda



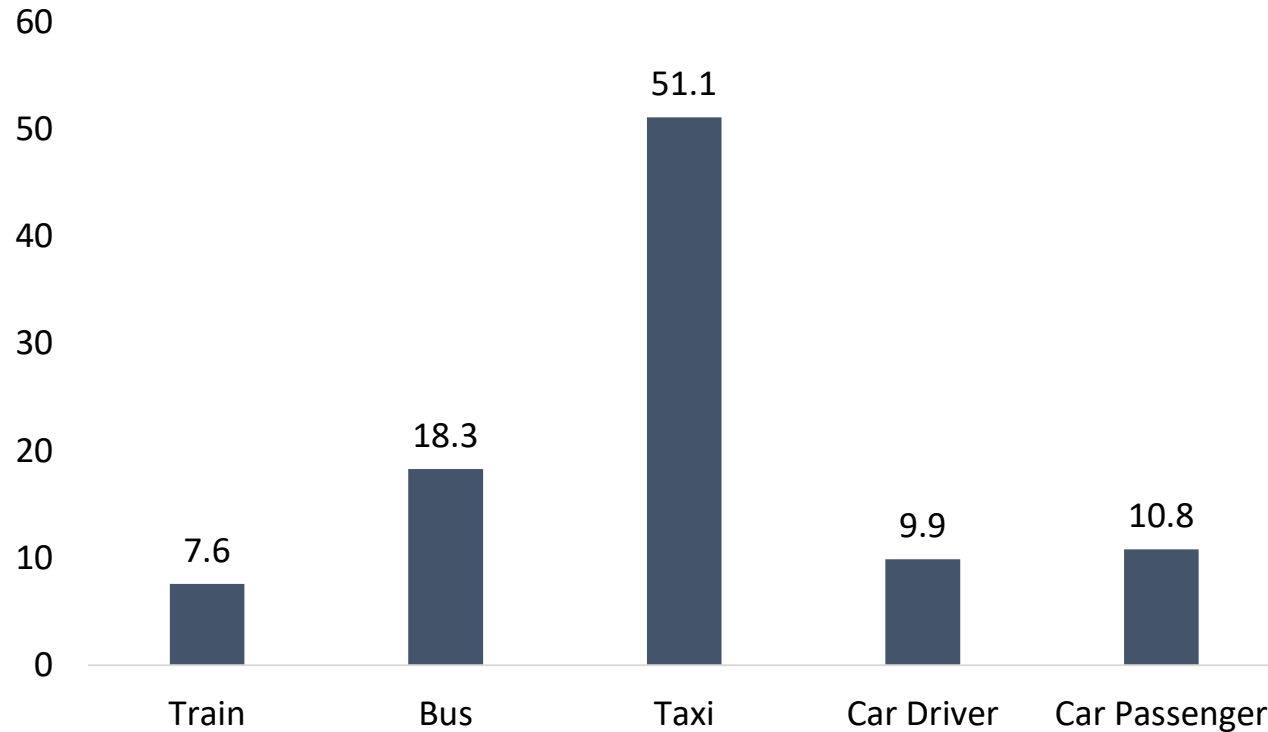
- Analysis of the current situation
- Evaluation of overall strategy
- Implementation actions
- Monday morning actions

The South-African Transportation Market is an Outstanding Chance



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Public and Private Transportation (%)



Facts

- Member of G20
- Gap between poor and rich
- **High crime rate and unemployment**
- National pride
- 11 languages
- **Overall use of Taxis: 51.1%**
 - 7075 households
- **In the lowest three income quantiles even higher**

Negative Media Headlines Threatens Uber's Business



“Metered Taxi Drivers Demand Uber’s Removal!”

“Uber’s new payment plan has drivers in fear”

“Uber driver shot and killed in South Africa”

“Uber may finally have a serious SA rival”

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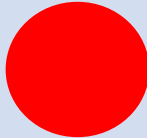



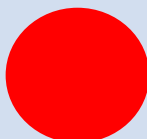



Stay in South African Market and Deal with Undercutting Problems



- High potential of South African market
 - Nearly 50% of population uses taxis
 - Especially in the low income Quintile
 - Existing structures
- Raise commissions for driver up to 60%
- Give locals opportunity to gain income and develop own business

Pursue with Current Business Strategy?



Criteria	Business as usual	Alternate strategy
Payment		
Security		
Marketing		
Profitability		

Pursue with Current Business Strategy?



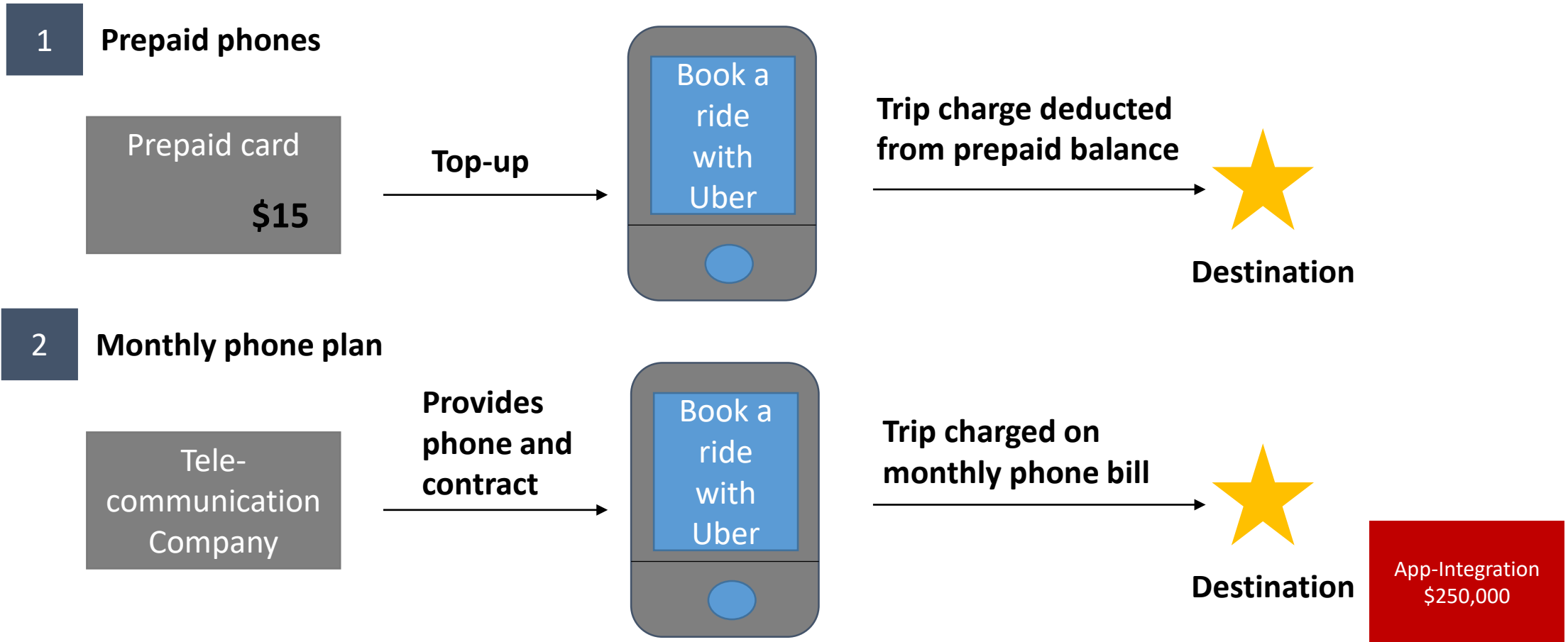
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An Alternative Way of Paying for Uber- Mobile Payment



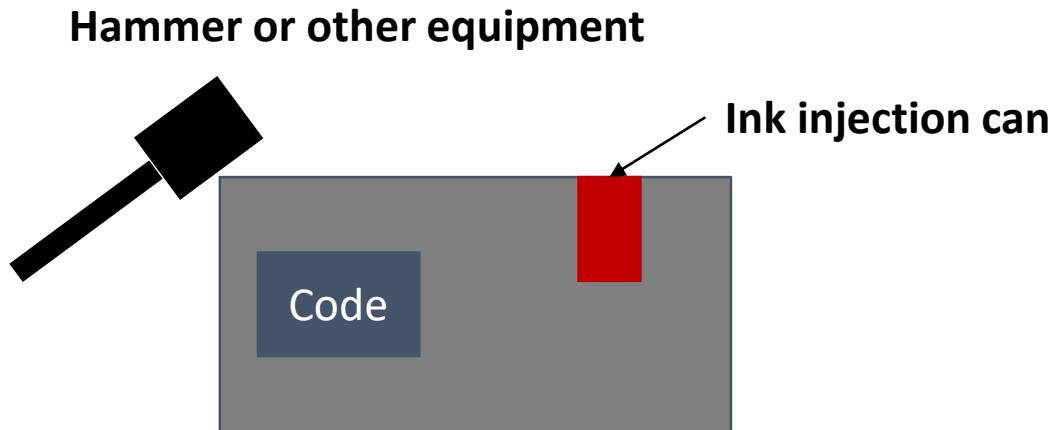
No cash onboard protects the driver and prevents criminals

Would Have Been There Another Way of Protecting the Drivers?

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➔ Money boxes protected by a code and ink injection



Key Facts
<ul style="list-style-type: none">• Money would have been worthless after box had violently opened• Prevent criminals from stealing money• Robbery rate would have been decreased eventually

Integration costs would have been \$500,000

Destroyed cash would have been worthless for intruder, safeguarding the driver


Introduce KPI's to Measure Your Success




- Number of drivers

 20%

- Number of users

 30%

- Number of robberies

 <1%

Each year for the next 5 years

Reassure Drivers and Passengers Safety



Make use of GPS tracker

- Every car send real-time signal to locate the position
- Implement emergency button to every car
 - Provided by Uber

Women-drive-women

- Make women feel comfortable using Uber

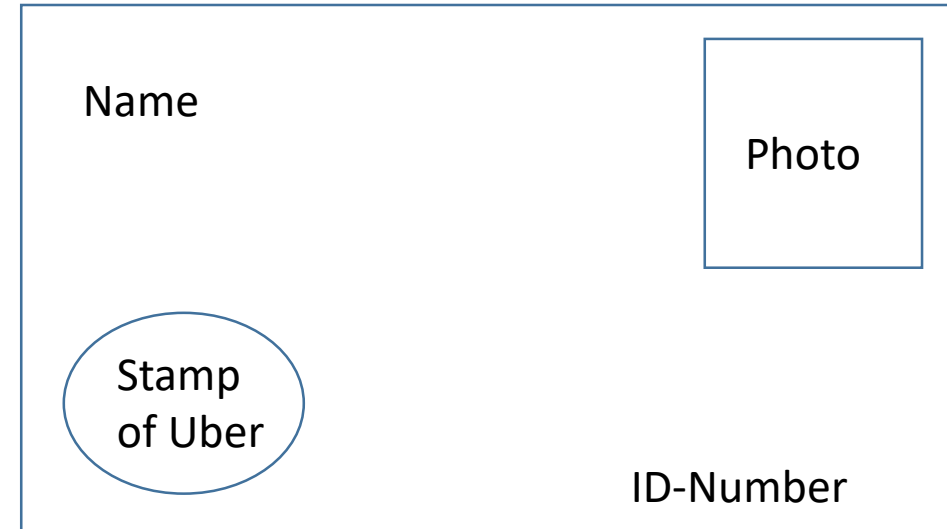
\$ 250,000

Reassure Drivers and Passengers Safety



Certification of every driver

- Needs to be verified every year
- Verification is done by Uber
- Customers knows who is the driver
- Increase trust in drivers
- Placed at the front window



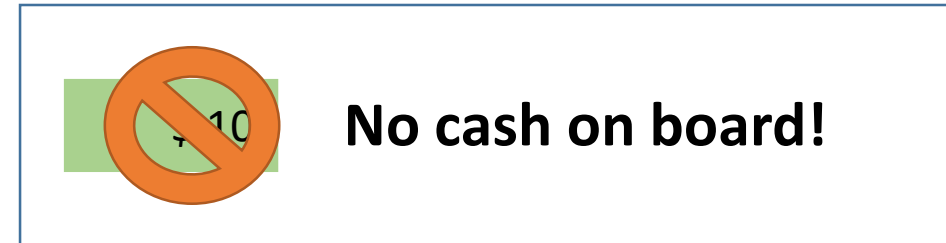
\$ 150,000

Marketing Campaign to Tackle Negative Headlines and Set Apart from Zebra Cabs

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- Position Uber as a safe and secure way of driving
- Promote “Women-drive-Women”
- Apply sticker “No cash on board”
 - Placed at the windows left and right
- Communicate “drivers certificate”
- Sponsor local sport events



\$ 5,000,000

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Monday Morning Actions



Setting up a positive marketing campaign

Set up project team for new payment system

Create "No Cash!" sticker and driver certifications