

# Improving Driver Sentiment

## Strategy and Action Plan

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UBER

# Opportunity

1

## Uber Drivers are **Unhappy**

- Driver Feedback:
  - Uber lack of concern
  - Low earnings

2

## Why **Right Now?**

- Drivers are key to Uber's success
- Unfavorable image in market
- Driver turnover
- Mission statement

3

## **Latin America**

- Priority market & focus area
- Congested cities - UberPool
- Regulation – Ecuador
- Competition

4

## **180 Days of Change Initiative**

### Strengths:

- Tackled biggest issues head on
- Tipping feature – huge success

### Weaknesses:

- Earnings not meeting driver expectations
- Driver destination (6 to 2x / day)



49%: Drivers surveyed that are “satisfied with their Uber driving experience” compared to 75.8% for Lyft\*



56.5%: Drivers disagreed with the statement that ‘they are satisfied with their UberPool Experience’\*



87%: Uber market share in Mexico August 2017  
Easy – 8%, Cabify 4%, Yaxi – 1%\*\*

## ***Solution: An Agile Strategy That Caters to the Needs of the Individual Driver***

### SWOT ANALYSIS

Starting  
Point:  
180 Days of  
Change  
Initiative

#### ***1. Identify Key Driver Partner***

- Effort to address most pivotal issues
- Highlights the need for an agile strategy
  - Emphasis on application for long term success

- Target our strategy to a unique group of drivers that are the core foundation of the driver population
- Important to prioritize and recognize the key driver group – ripple effect through organization

#### ***2. Focus Areas***

Support

Earnings



- Application to key driver
- Solutions for 3 focus areas based on driver feedback and market needs
  - Meet and exceed competition's action
  - Emphasis on the individual

#### ***3. Implementation***

- Company-wide approach
  - Culture change
  - Industry leader
- Continuous improvement and real-time feedback



### VALUE

Drivers

Riders

Uber

# Segmenting to Extract Key Feedback

1

## Identify Target Driver



2

## Utilize Data from Target Driver Groups to Further Segment Feedback

- Match Support

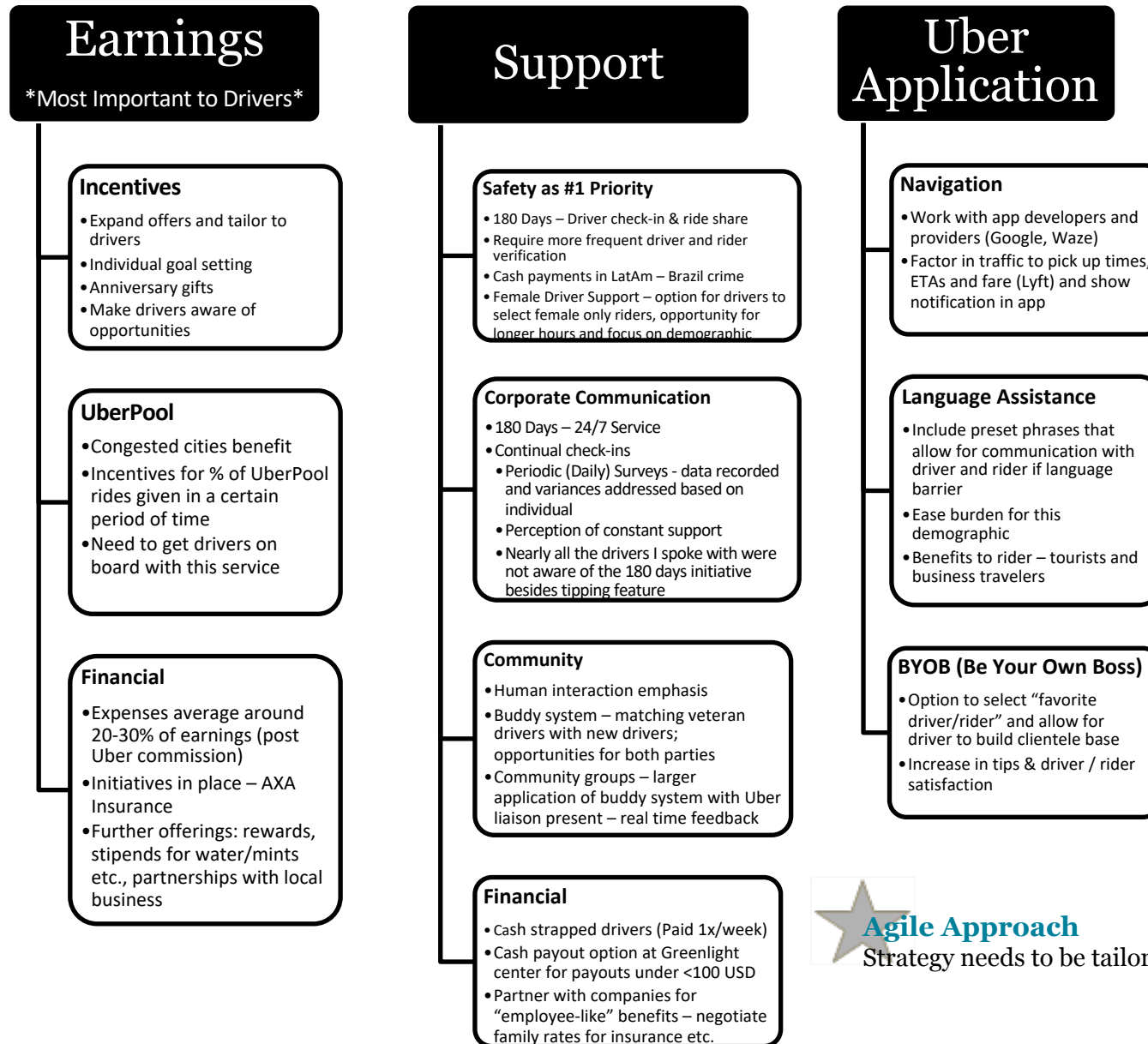
Example :  
Global vs. Regional Issue

**Support**  
(Greenlight,  
Phone)

**Application**  
(Functionality,  
Missing Feature)

**Individualized  
Issue**

# Strategic Areas of Focus



**Agile Approach**

Strategy needs to be tailored to the individual

# Implementing the Strategy

## Earnings

- Business Development / Operations & Finance and Accounting – constant evaluation of profitability and opportunities
- Marketing – making drivers aware of the promotions we are launching and the services that Uber offers to its partners

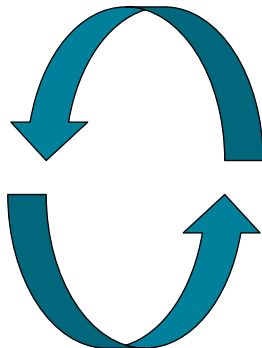
## Support

- Company-wide effort affecting all facets of business – safety as #1 priority (information, physical)
- Greenlight Teams - human interaction initiative

## Uber Application

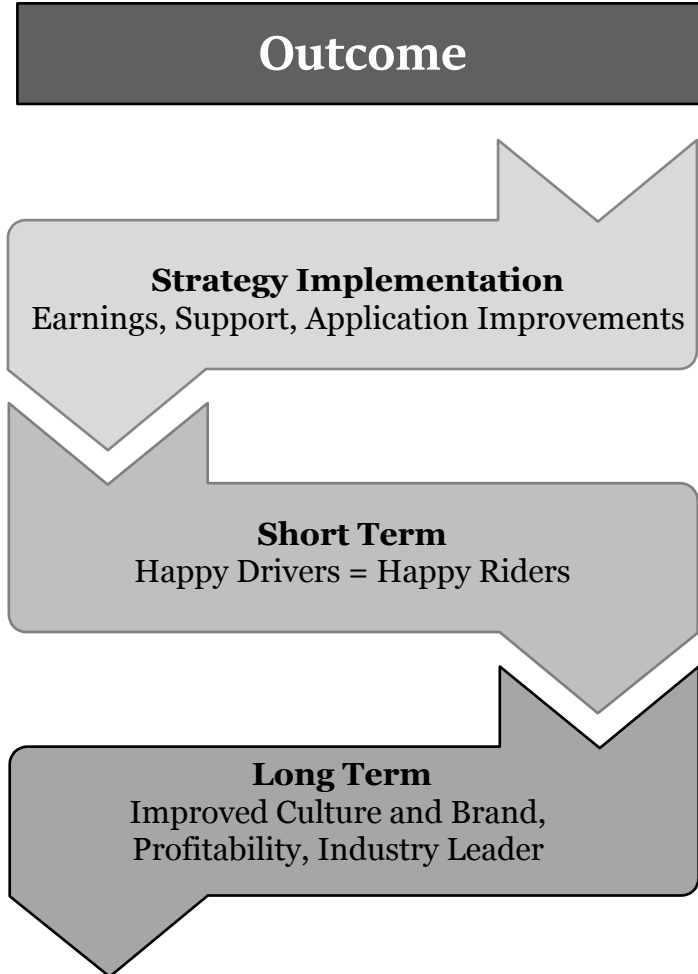
- Application Engineers
- Data Analytics Team – identify opportunities to improve software, evaluate success of launched features
- DSW (Data Science Workbench) - Focus on deriving a greater benefit from existing technology

Execution &  
Uber Team



- **Evaluation**
  - Key to work alongside analytics team for all facets of strategy catch trends and implement actions before it's a pervasive issue
- **Continuous Improvement**
  - Changes may be needed
- **Flexibility**
  - Efforts may not have desired outcome

# Conclusion



## Key Takeaways

- 1 **Drivers Come First**
- 2 **Individualized Solutions**  
The needs of our drivers are as diverse as they are - through this ecosystem of efforts we can find something that works for everyone.
- 3 **Change How We Do Business**  
The solution is multifaceted and it will not happen over night, constant evaluation is necessary
- 4 **Driver Success = Uber Success**

Uber's mission is to bring transportation — for everyone, everywhere.