



Uber

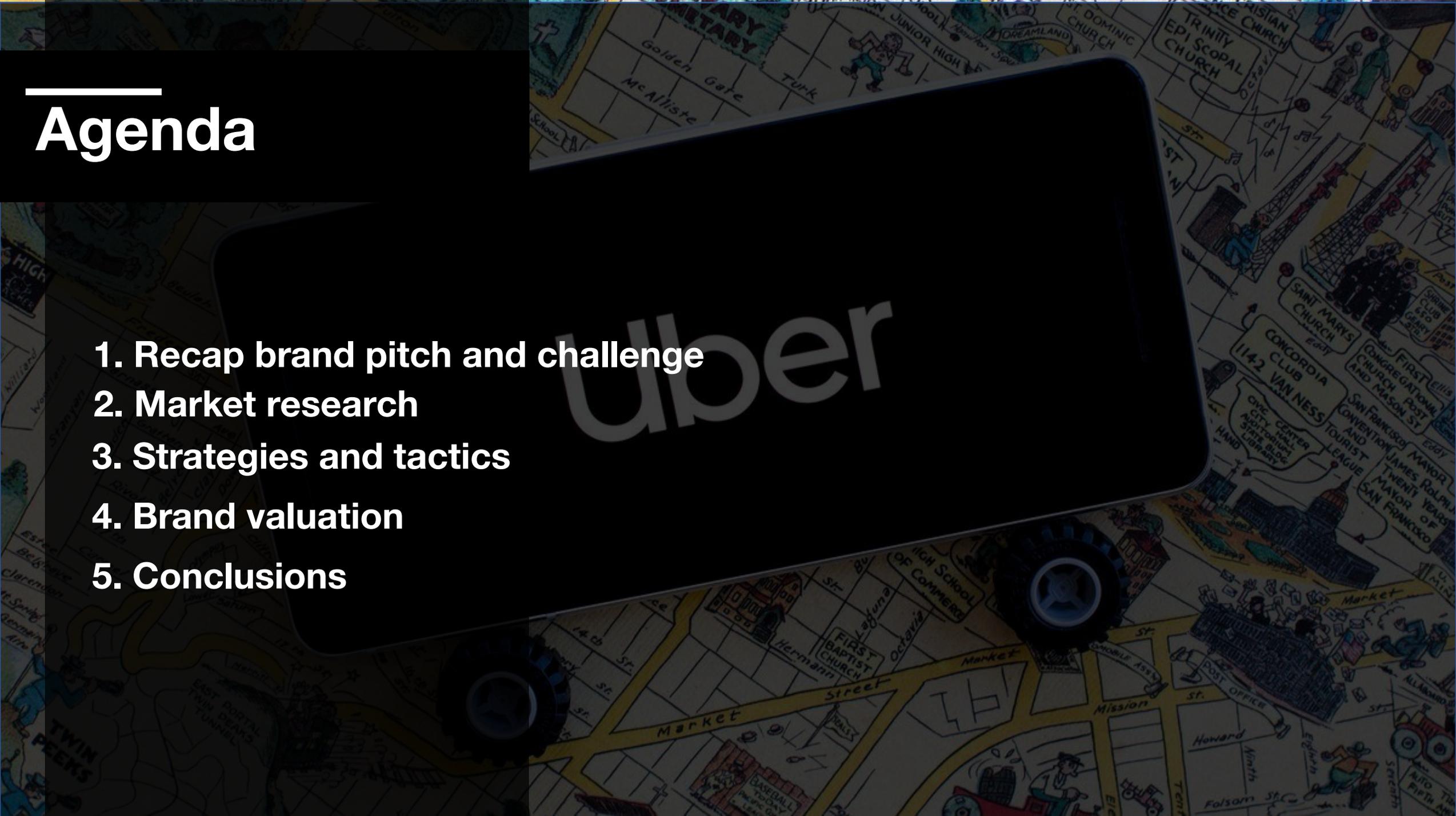
Brand Solution

Cliff Kai Feng Lin

Agenda

1. Recap brand pitch and challenge
2. Market research
3. Strategies and tactics
4. Brand valuation
5. Conclusions

Uber



1. Recap brand pitch and challenge

Uber



Recap brand pitch

1 The company

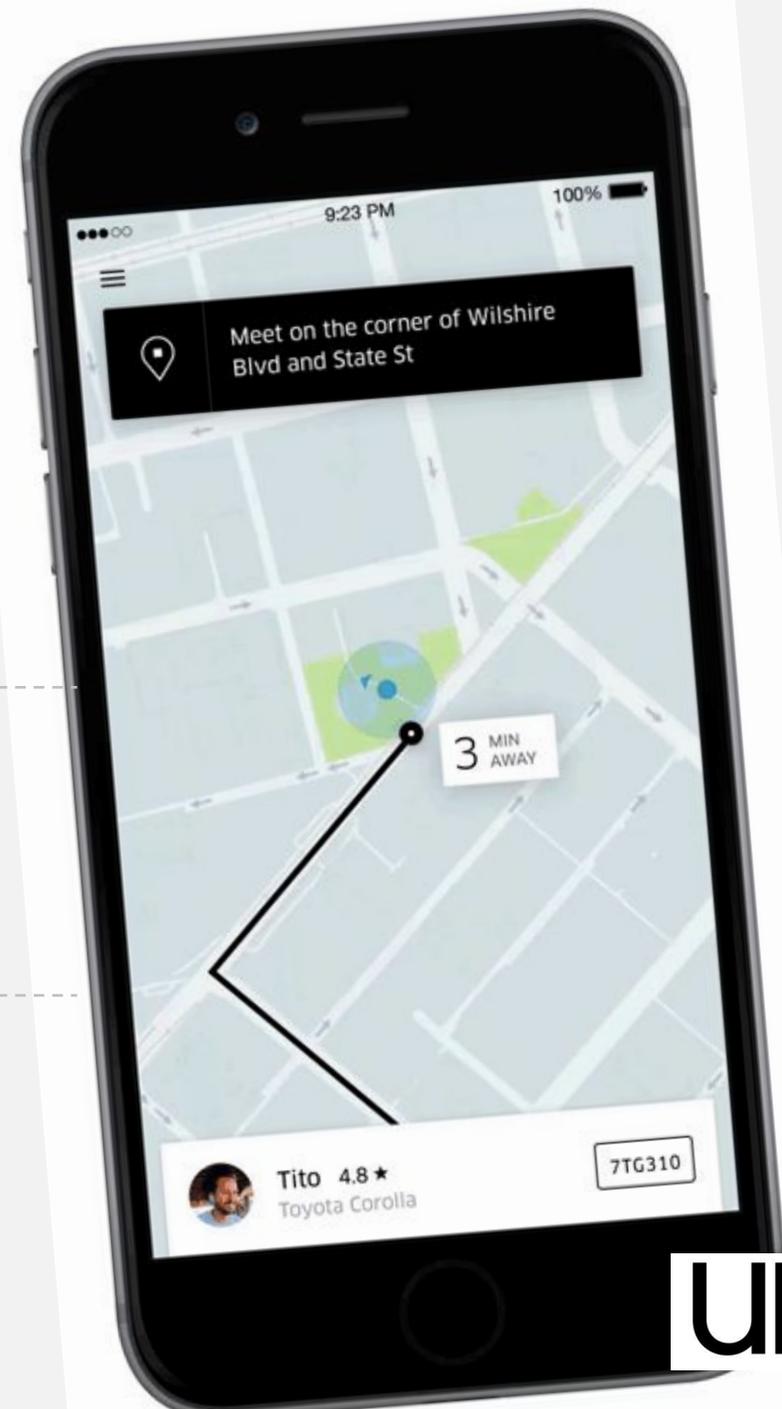
- From transportation to tech logistics solutions
- Key solutions: rides, food, businesses
- Purpose: “We ignite opportunity by setting the world in motion”

2 The brand

- STP: Gen Z. Tech savvy, high shared economy users.
- Functional brand – convenience, good value for money
- Attributes: Savvy, Efficient, Organized, urban, trendy
- Architecture: Branded house

3 Identified challenges

- A lasting reputation for being a toxic workplace
- Regulatory issues
- Low brand connection/bonds with target segment



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The challenge

Brand repositioning From functional to emotional



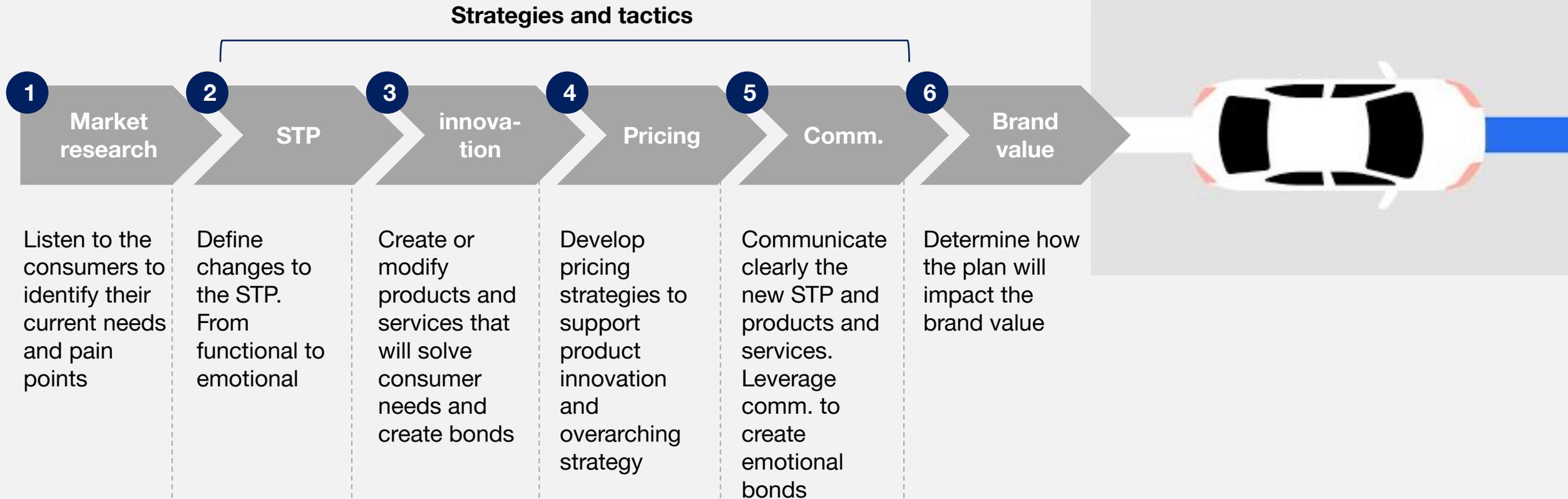
How can Uber reposition the brand to create emotional bonds with its target segment?

- 1 While adopting a brand architecture that fits to the new positioning and company's expansion
- 2 While addressing their reputational issues

Scope
Ride business

Uber

The process



2. Market research

Uber

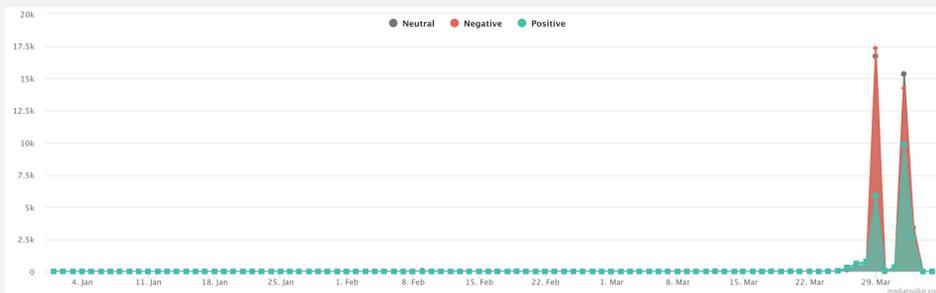
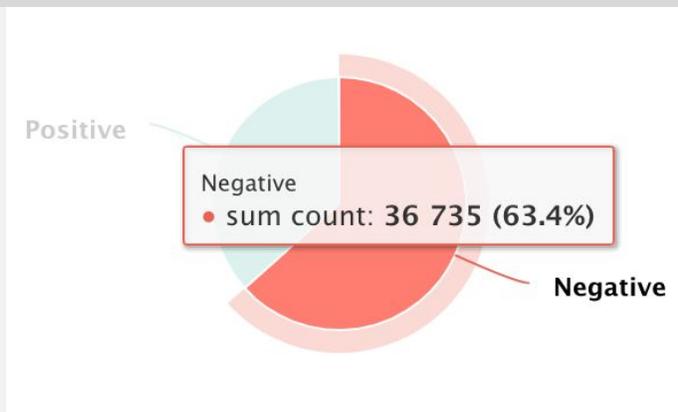


Market research

Strategies and tactics



Social Listening – Sentiment



RT @NathalieMolina **uber** ordered to pay \$1.1 million to blind passenger who was denied rides 14 separate times <https://t.co/Wn71cCJ804> via @businessinsider <https://www.businessinsider.com/uber-pay-1-million-blind-passenger-arbitration-discrimination-ada-2021-4?utmSource=twitter&utmContent=referral&utmTerm=topbar&referrer=twitter>

Chizlonies The Lord 🇺🇸 2 days ago

REACH: 27 INTERACTIONS: N/A ENGAGEMENT RATE: N/A INFLUENCE: 1/10



@**UBER** Soc @**UBER** Facts @**UBER** @**UBER**_Support @**UBER** Eats @**UBER**_India @**UBER**_NYC @**UBER** UK @**UBER** You stole my motherfucking money the same way Biden& camel toe stole the fucking election charge me \$65 for \$25 motherfucking ride people need to switch to LYFT RIDE FUCK **UBER** <https://t.co/5m7UbTFdbF>

fuckaround 🇺🇸 2 days ago

REACH: 30 INTERACTIONS: 1 ENGAGEMENT RATE: 3.33% INFLUENCE: 1/10



@Poonit5 @LowkeyOnline Here's a question: we are moving into a Gig economy and employees of the likes of **Uber** and Amazon lack dignity and security. They cry out of help - so where is Labour? Isn't this their core issue? The clue is in the name. 🗨️

Jeremy David Parker 🇬🇧 2 days ago

REACH: 204 INTERACTIONS: 9 ENGAGEMENT RATE: 4.42% INFLUENCE: 2/10



Dear @**Uber**_Support I have an account and it always shows "We've detected error" whenever I book a ride. I have been facing this issue since last 6 months. Kindly revert with a solution. I am facing trouble in commuting since long. 🗨️

Abhineet Sharan 🇮🇳 2 days ago

REACH: 30 INTERACTIONS: 1 ENGAGEMENT RATE: 3.29% INFLUENCE: 1/10



Market research

Strategies and tactics



Social Listening – Word cloud



Social Listening – Insights

- 1 The brand inspire **more negative sentiment** when compared with the biggest competitor
- 2 We confirmed the hypothesis of **Uber as a functional brand**
- 3 Users biggest painpoints – **safety, gig economy, service**



- Social listening should be complemented with other market research methods
- The comments are concentrated on the ride and eats business

Uber

3. Strategies and tactics – STP and branding

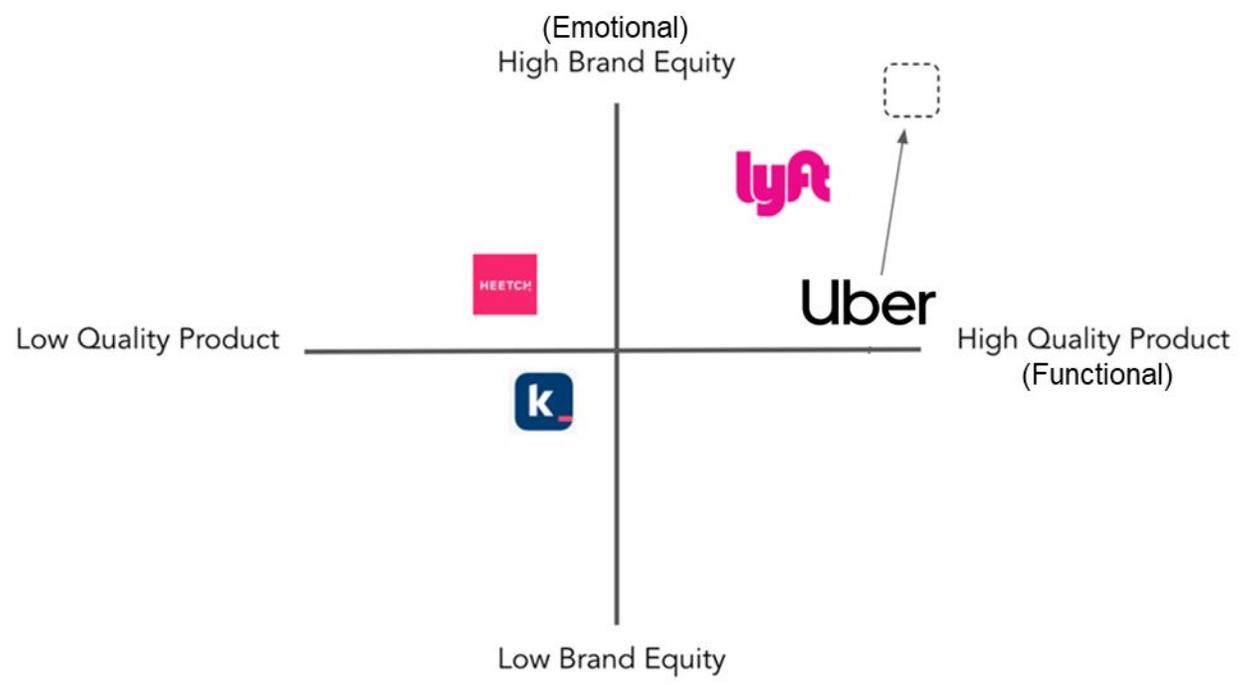


STP

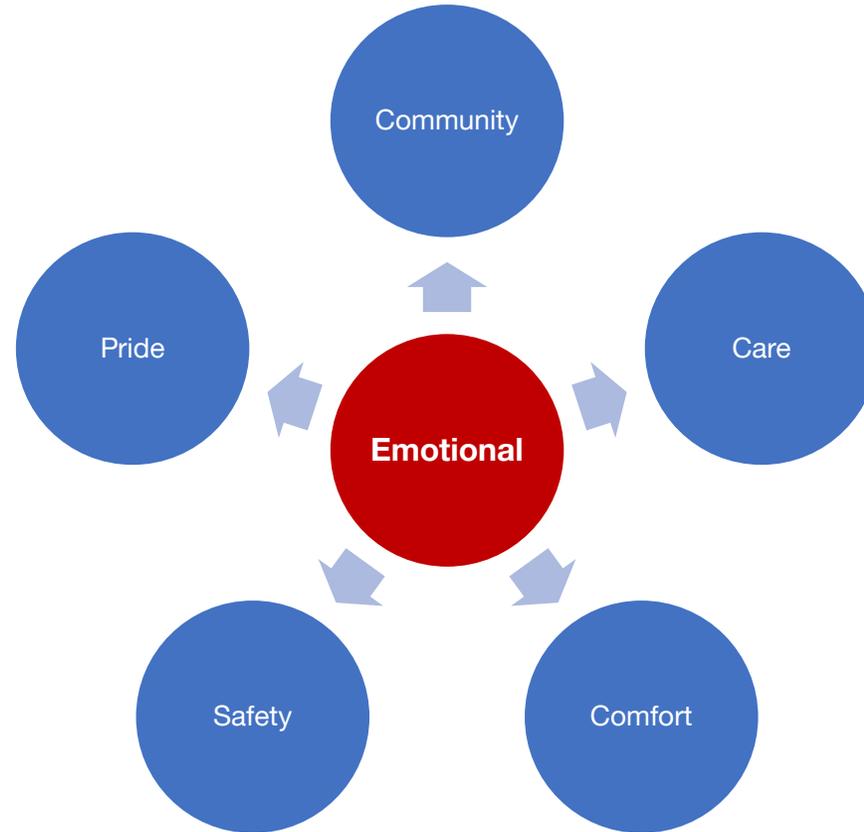
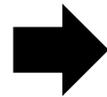
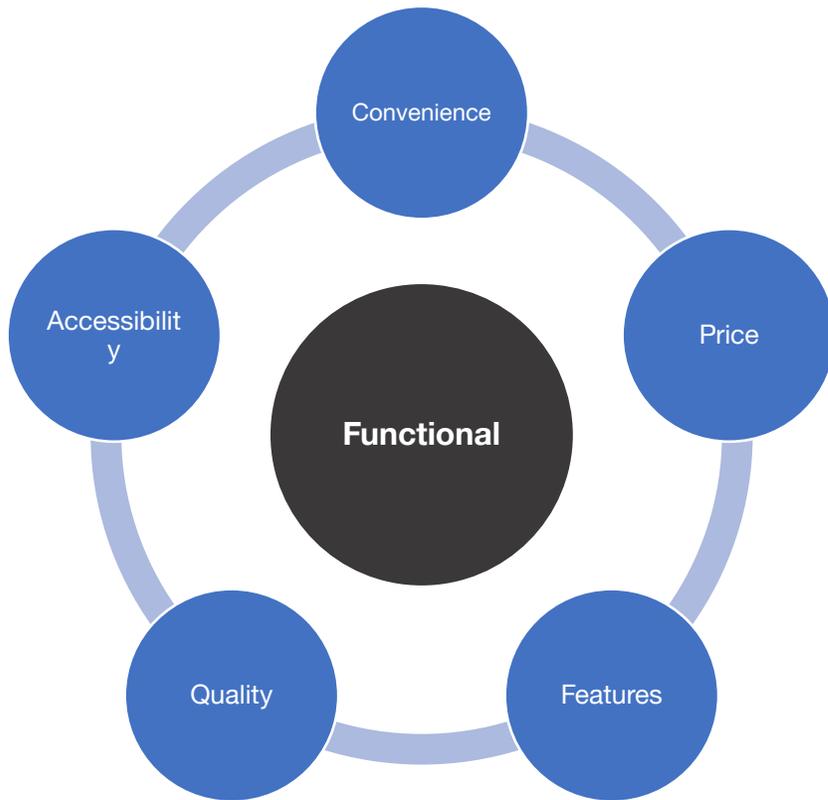
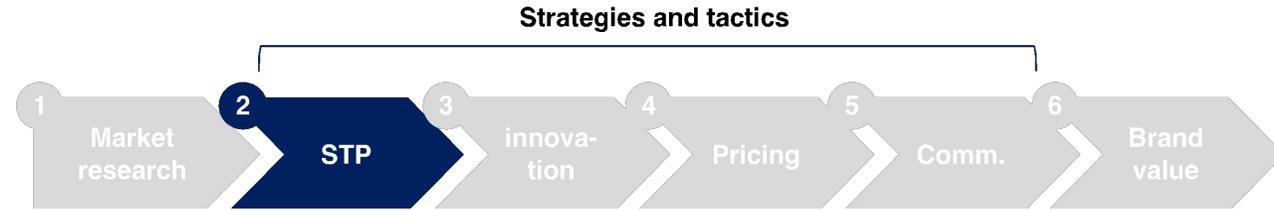


- Tech savvy
- Focuses on sustainable options
- Values inclusivity and ethical practices
- Changes quickly with trends

Perceptual position



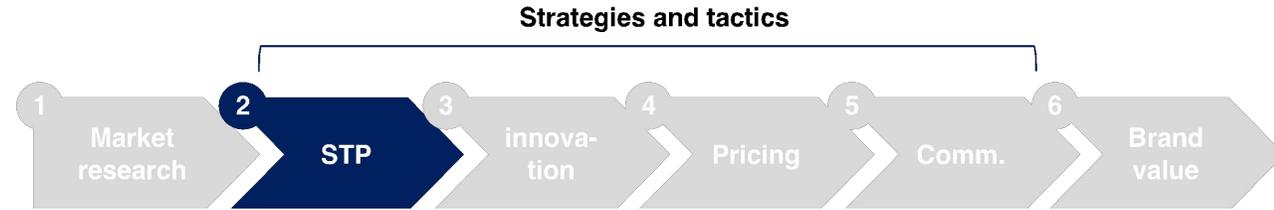
Brand elements



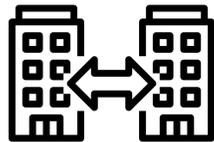
Uber brand as an agent to uplift emotions among target consumers & drivers, and build a strong sense of community

Uber

Brand architecture



- Too expensive to create new standalone brands as compared to expected returns
- Clearly delineate and communicate the B2B and B2C offerings



Uber for Business

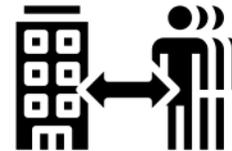
Uber Health

Uber Events

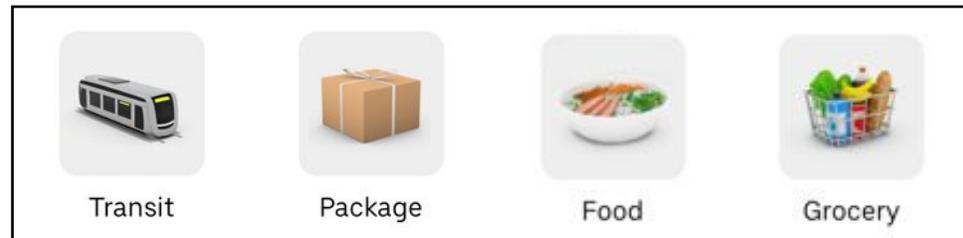
Uber Freight

Uber Vouchers

Uber Eats for Business



Ride Business



Other businesses

Loyalty Program



Uber

3.1 Strategies and tactics – Innovation and pricing



Offering #1



Reinforced Brand Attributes: Safety

Uber Pink



Increases the number of women drivers and remove pay discrimination – women make 7.9% less than male drivers



No price discrimination from regular service



Sense of security

Implementation Plan

Budget	
Development	67,000
Marketing	44.4 Mil
Total(m)	44.5 Mil

Timeline



Offering #2



Reinforced Brand Attribute: Community

Uber Care



Offered to those with disabilities



Bigger vehicles that complies with disability requirements



Subsidized by the government

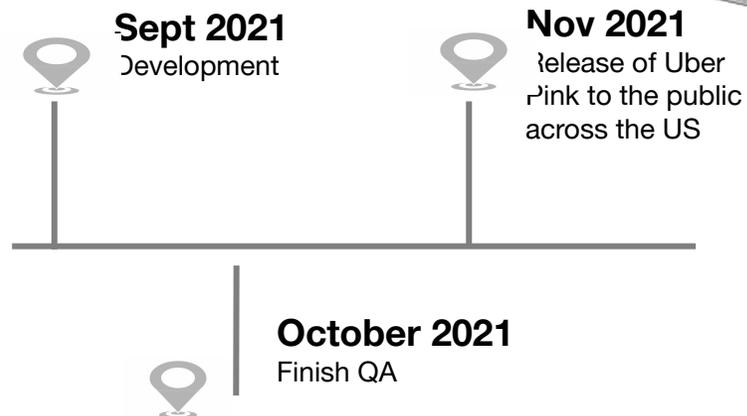


Sense of regarded

Implementation Plan

Budget	
Development	300,000k
Marketing	2 Mil
Total(m)	2.3 Mil

Timeline



Offering #3



Reinforced Brand Attribute: Loyalty

Uber Rewards



Introduce a loyalty program



Acquired credits can be used across features

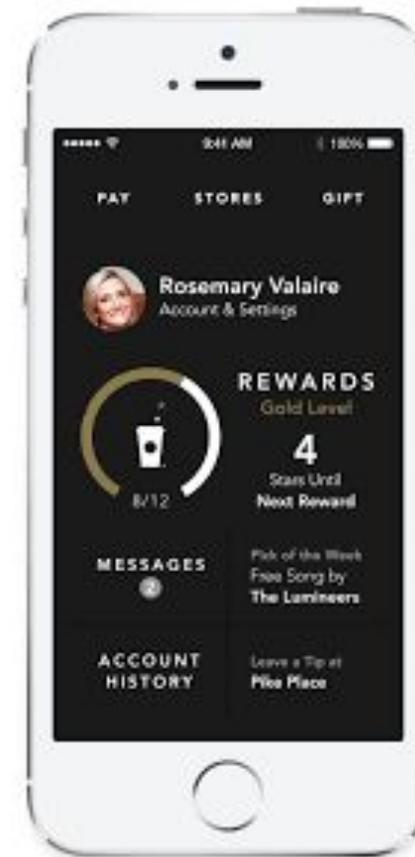
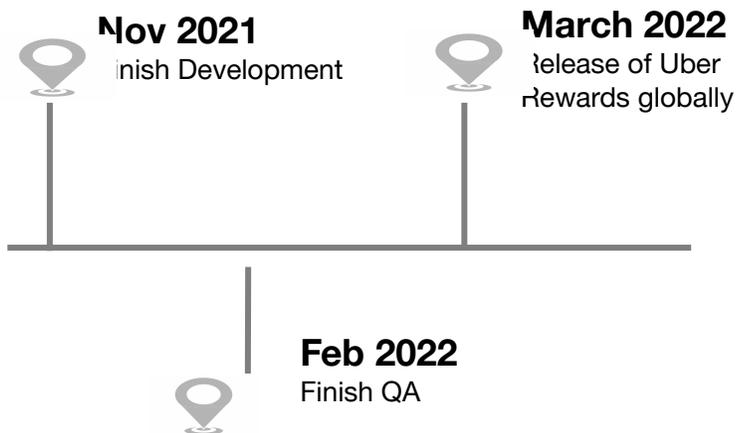


Will help retain and acquire new consumers

Implementation Plan

Budget	
Development	200,000
Marketing	41 Mil
Total(m)	41.2 Mil

Timeline



Uber
Rewards

Uber

Improvement Plan



Reinforced Brand Attribute: Reputation

Training Program

Goal: Improve Brand perception

Touchpoints: Right now, Uber has two ways to engage with its consumers: the applications & drivers

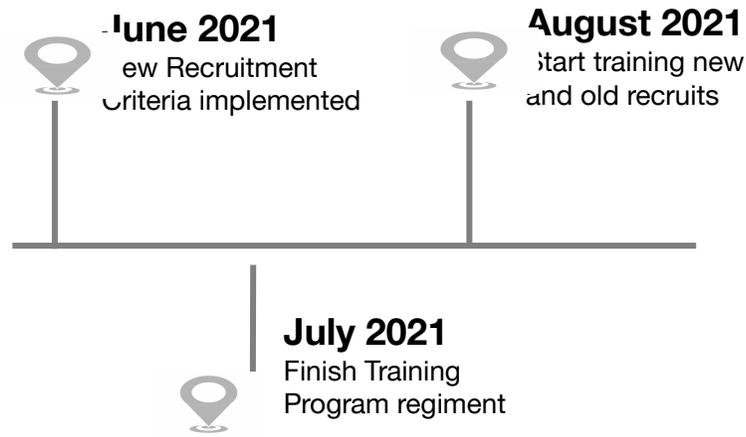
Training Regiment: Uber right now has in place very few training programs, and in some cities, they aren't even mandatory.

Stricter Screening process- The requirements to become Uber drivers are minimalistic. Introducing stricter criteria might help them acquire the right drivers

Implementation Plan

Budget	
Recruitment	3 Mil
Training	7 Mil
Total(m)	10 Mil

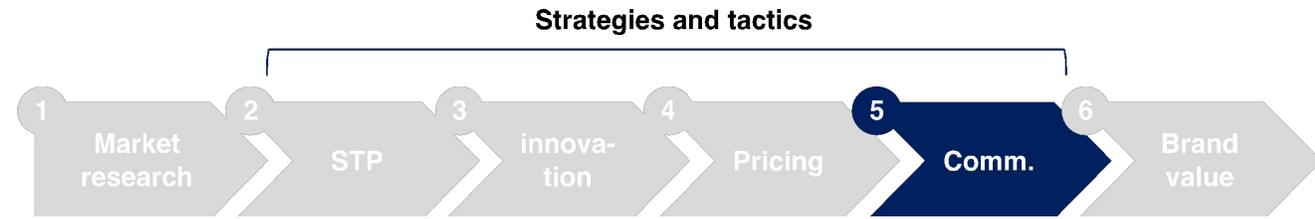
Timeline



3.2 Strategies and tactics – Communication



Proposed strategy



Moving from a purely functional brand to a functional and emotional one

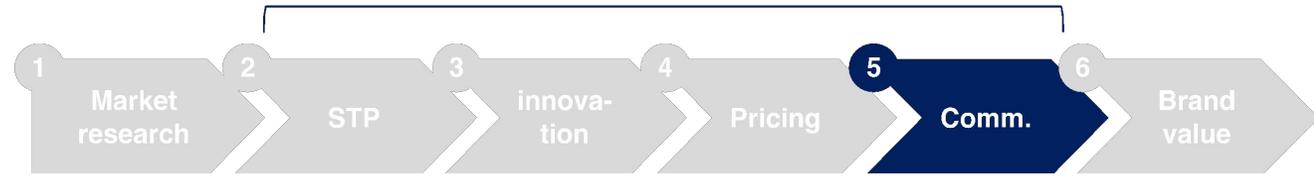
1 Uber needs to beat Lyft in their own game. It takes so little effort to create a positive impression, it's absurd that this is not being done right now.

2 Currently, Uber has an image of a toxic company that only cares about its top and bottom lines. It needs to do everything in its power to change that. In this day and age, it's difficult to stay a category leader with such a reputation.

BUILD A POSITIVE REPUTATION

Sample Messaging

Strategies and tactics



uber Los Angeles, California

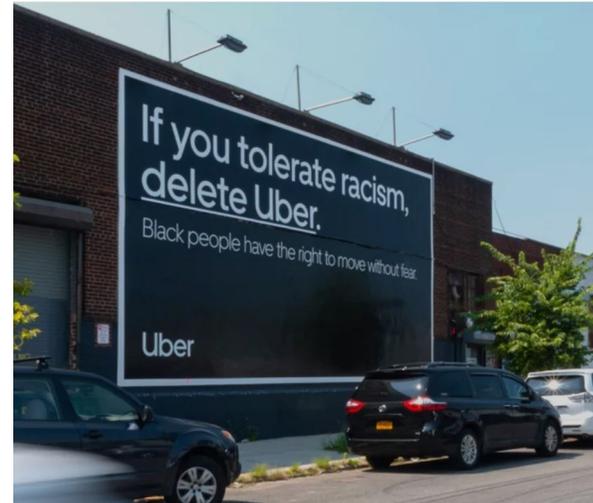
uber_India

1/2

thank you
Antwyan

For treating your riders' safety as your right and your duty.

Thank you everydayheroes



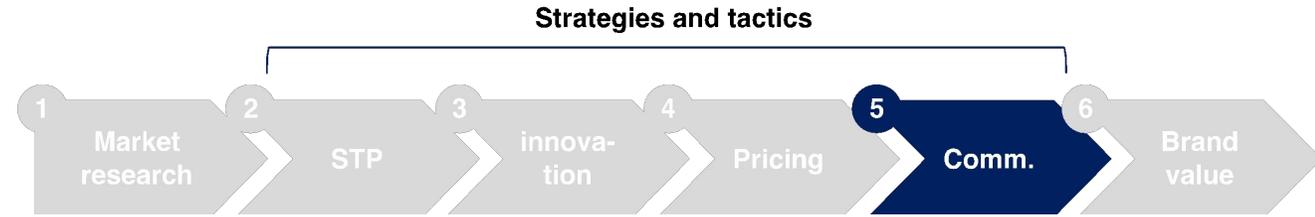
Peace of mind whenever you ride

Paola, we're committed to helping you move safely. From our 24/7 support agents to in-app emergency help, safety is at the heart of everything we do.



Uber

Proposed strategy



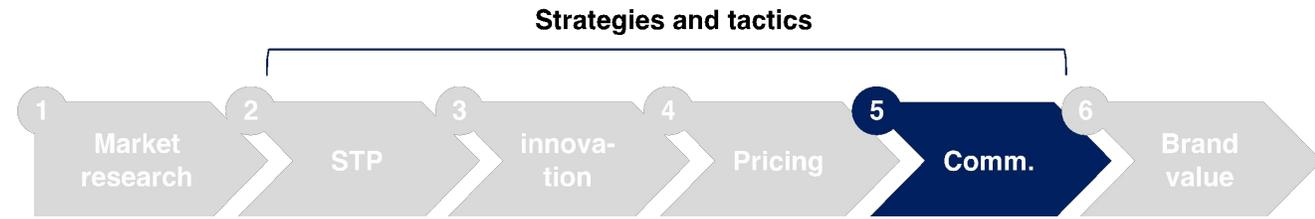
Highlight the positives.

Small Effort,

Huge Impact

- 1** Highlight stories about how people were able to positively influence their own lives by being Uber drivers
- 2** Create a rule of answering every single inbound customer message. Is not difficult or expensive to find competent customer support staff
- 3** Highlight the effort the company makes to ensure end-user safety

Proposed strategy



The Uber community



- 1** Create a virtual Uber community where frequent users can interact with the company, give feedback, and create a strong connection
- 2** The best social media platforms for creating the community in our opinion are Instagram or Reddit
- 3** Pick the best fans from the virtual community and make them brand ambassadors
- 4** Create a small equity crowdfunding campaign to make them feel like they have real equity in the brand

4. Brand valuation

Uber



Brand Valuation



2019 Uber Valuation

BSI	67
Royalty Rate	2.37%
Brand Revenue(\$m)	14,147
Brand Value(\$m)	22,508

BRAND STRENGTH INDEX (BSI)



Brand strength expressed as a BSI score out of 100.



BRAND ROYALTY RATE



BSI score applied to an appropriate sector royalty rate range



BRAND REVENUES



Royalty rate applied to forecast revenues to derive brand values.



BRAND VALUE



Post-tax brand revenues discounted to a net present value...brand value!

Brand Strength Index



Pillars	Stakeholders	Attributes	Elements	Sources	Weights
Brand Investment	Customer	Products	Average R & D Expenditure	Bloomberg/Annual Reports	%
Brand Investment	Customer	Products	Average Capital Expenditure	Bloomberg/Annual Reports	%
Brand Investment	Customer	Products	Innovation	BF Market Research	%
Brand Investment	Customer	Products	Quality	BF Market Research	%
Brand Investment	Customer	Place	Website Bounce Rate	External	%
Brand Investment	Customer	Place	Distribution Range	External	%
Brand Investment	Customer	Promotion	Marketing Investment	Bloomberg/Annual Reports	%
Brand Investment	Customer	Promotion	Social Media Score	External	%
Brand Investment	Customer	Promotion	Share of Voice	External	%
Brand Investment	Customer	Price	Value for Money	BF Market Research	%
Brand Equity	Customer	Familiarity	Familiarity	BF Market Research	%
Brand Equity	Customer	Consideration	Consideration	BF Market Research	%
Brand Equity	Customer	Preference	Preference	BF Market Research	%
Brand Equity	Customer	Recommendation	Recommendation	BF Market Research	%
Brand Equity	Customer	Employee Score	Employee Score	External	%
Brand Equity	Finance	Credit Rating	Credit Rating	S&P/Moody's	%
Brand Equity	Finance	Analyst Recommendation	Buy/Sell/Hold	Bloomberg/IBES	%
Brand Equity	External	Reputation	Reputation	BF Market Research	%
Brand Equity	External	Environment Score	Environment Score	External	%
Brand Equity	External	Community Score	Community Score	External	%
Brand Equity	External	Governance Score	Governance Score	External	%
Brand Performance	Customer	Loyalty	Loyalty	BF Source	%
Brand Performance	Customer	Volume	Market Share	External	%
Brand Performance	Customer	Current Margin	Current Operating Margin	Bloomberg/Annual Reports	%
Brand Performance	Customer	Forecast Revenue Growth	Forecast Revenue Growth	IBES	%
Brand Performance	Customer	Forecast Margin	Forecast Operating Margin	IBES	%



Revenue Forecast



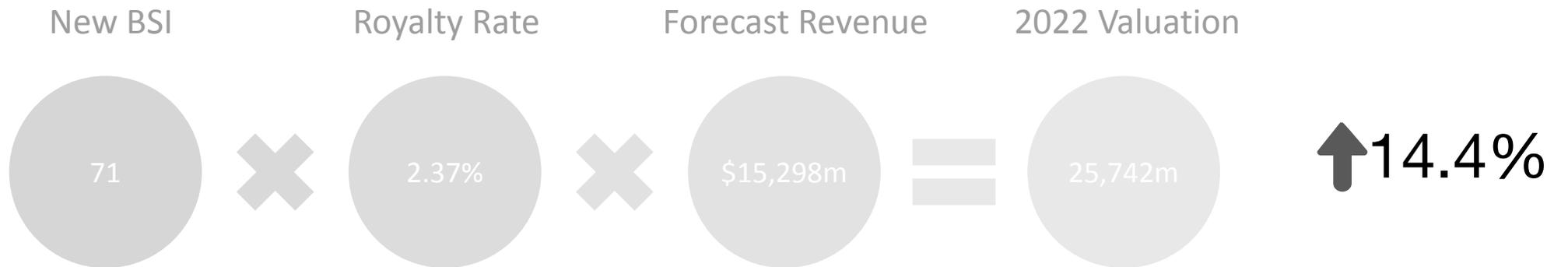
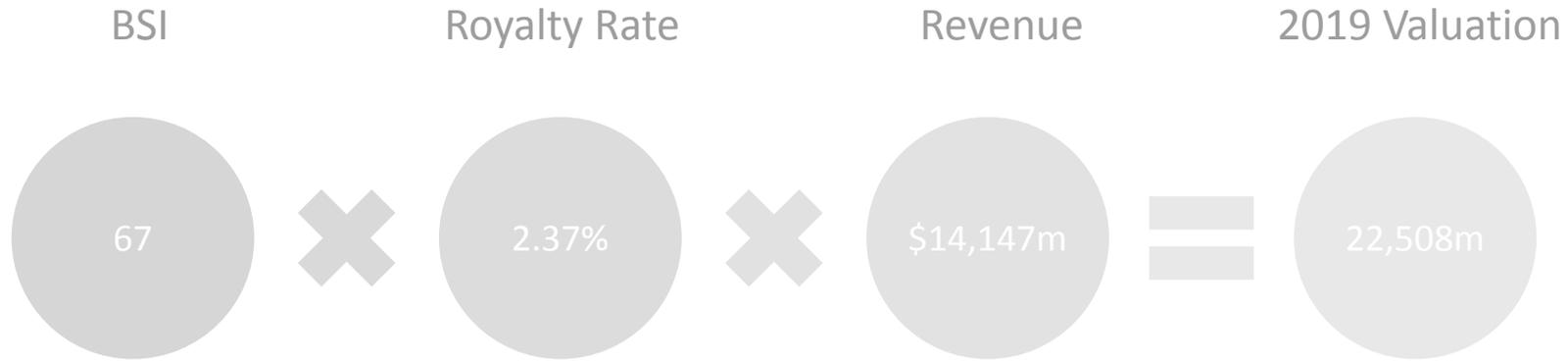
Uber Pink Estimated Revenue

US Sales (m)	8,225
World Sales (m)	14,147
World Ride Share Sales (m)	10,622
Distribution of Female Users	48%
Ride service in US	75%
Female Contribution US Revenue (m)	2,964
Expected Increase in Revenue	15%
Total increase in Revenue (m)	444

Uber Rewards Estimated Revenue

World Sales (m)	14,147
Expected Increase in Revenue	5%
Total increase in Revenue (m)	707

2022 Brand Value



5. Conclusions

Uber



Conclusions

1 The brand

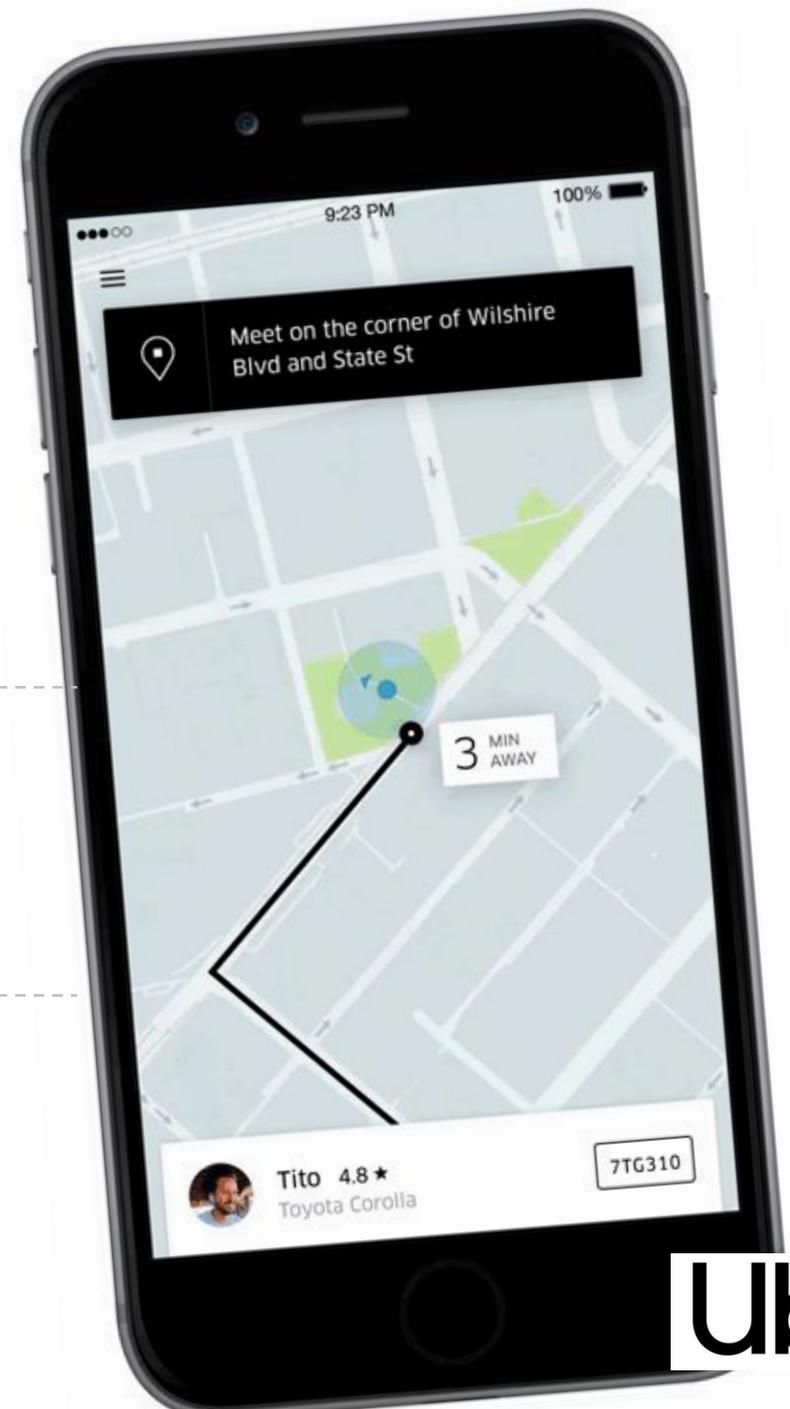
- From a functional to an emotional brand
- Attributes: community, care, pride, comfort, security
- Branded house

2 The strategies and tactics

- Introducing new services – Uber pink, Uber care, Uber rewards
- Train drivers – key touchpoint
- Creating a community

3 The valuation

- 14.4% increase on brand valuation
- +1.2B in revenues



Uber