



IMPROVING RAPIDO



PROBLEM STATEMENT



- You've joined as Head of Product at Rapido.
- Even though your platform only provides bike and auto services, you have to compete every day with giants such as Uber and Ola for auto services.
- Thorough customer research has provided insights that users constantly switch between Uber, Ola, and Rapido while booking an auto, and finalizing the booking which provides the perfect combination of price and expected time of arrival at their doorstep.
- You wish to reduce switching of users from the app.

STRUCTURE



- **Product Overview**
- **Competitor Analysis**
- **User Personas**
- **Proposed Solutions**



- **Success Metrics**
 - **Prioritization of Features**
 - **Go to Market Strategy**
- Comparison of price offerings on the app
 - Integration with Google Maps to give live updates
 - Following strict Covid-19 safety protocols
 - Incentives to Captains to accept online payment
 - Compulsory 10s hold before being able to accept ride
 - Having women auto drivers for safety



RAPIDO

About the company

- Rapido is an auto and bike ride-hailing platform, currently running operations in more than 100 cities in India.
- Founded in 2015, the company's 1.5 million captains (driver-partners) serve more than 15 million registered customers with their services, accumulating well over 50 million rides and a total of over 250 million kilometers.



No. of registered
customers

15M



No. of Captains

1.5M



Monthly App Visits

472,080



Monthly Visits
Growth

34.46%



No. of Cities

100+



App Downloads

25+



Downloads last 30
days

110,382

RAPIDO SWOT ANALYSIS

S

STRENGTHS

Focus only on 2 types of services

Payment method on the app more flexible than competitors

W

WEAKNESSES

No Customer Service through call

Failure of reflection of coupons on app

Cancelling of rides by Captains

O

OPPORTUNITIES

Quick resolution of customer issues

Building features unique to the app

Incentivizing Captains for digital payments

T

THREATS

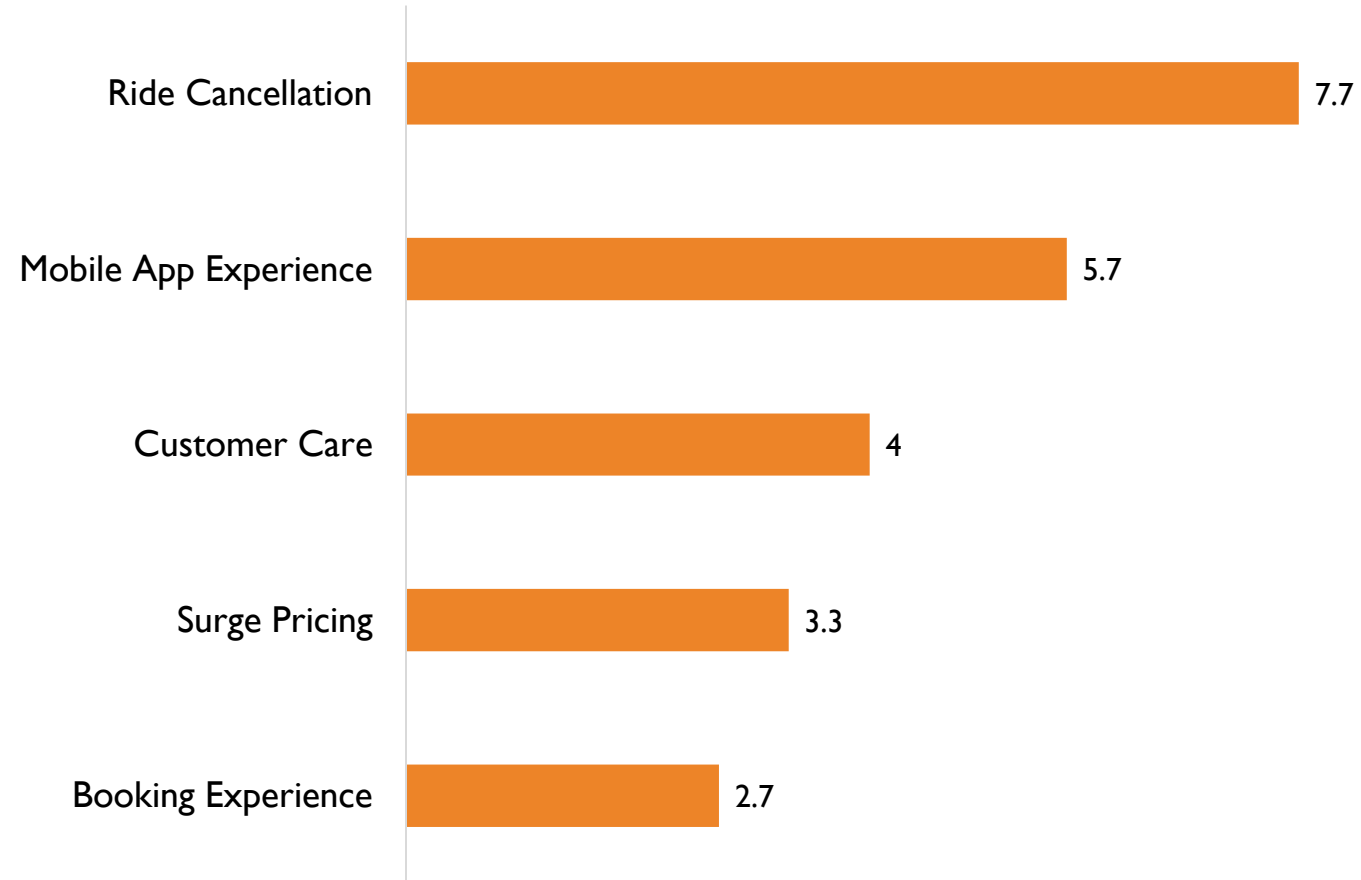
Giant Competitors in the space offering similar services

No customer loyalty

COMPETITOR ANALYSIS

	Rapido	Uber	Ola
App Downloads	10M+	500M+	100M+
Play Store review	4.6	4.1	4.1
Registered User	15M	95M	200M
Drivers	1.5M	1M	2.5M
Operational Cities	95+	100+	250
Monthly Active Users	13M+	15M	23.96M

MOST SIGNIFICANT CONCERNS AMONGST INDIAN RIDE HAILERS



Source: Cloomrack

Note: This analysis is done based on a sample size of 21,573 reviews of users on android and apple app store

USER PERSONAS



Persona I

Kat, a college student

- Behaviour**
- Books an auto to college every day
 - Gets fixed pocket money for spending on travel and food
 - Goes out with friends on the weekends



Persona II

Tanvi, a corporate worker

- Behaviour**
- Travels a long distance to reach her office
 - Always takes time to get ready in the mornings
 - Works till late on some days

- Demographic**
- 21 years old
 - Lives in Mumbai
 - Student

- Needs and Goals**
- Cheap rides
 - Easy online payments to help track expenses
 - Safe rides across the city in the evenings

- Demographic**
- 30 years old
 - Lives in Bangalore
 - Corporate worker

- Needs and Goals**
- Quick and assured rides to reach office on time
 - Online payments for quick payments
 - Safety of rides during late night shifts

USER PERSONAS



Persona III

Rob, a city lover

Behaviour

- Makes last minute plans to go out
- A socialite
- Loves to explore the city



Persona IV

Aman, the casual shopper

Behaviour

- Goes out occasionally for work or leisure
- Likes to explore 2-3 shops in different localities on the same day

Demographic

- 24 years old
- Lives in Kolkata
- A business owner

Needs and Goals

- Wants affordable rides to hard to reach places in the city
- Easy pay via cash for all expenses

Demographic

- 17 years old
- Lives in Jamshedpur
- Student

Needs and Goals

- Wants to find autos quickly to save time
- Wants to spend less on travel and more on clothes



PROPOSED SOLUTIONS – PHASE I

Phase - I

- Comparison of price offerings on the app
- Integration with Google Maps to give live updates
- Following strict covid-19 safety protocols



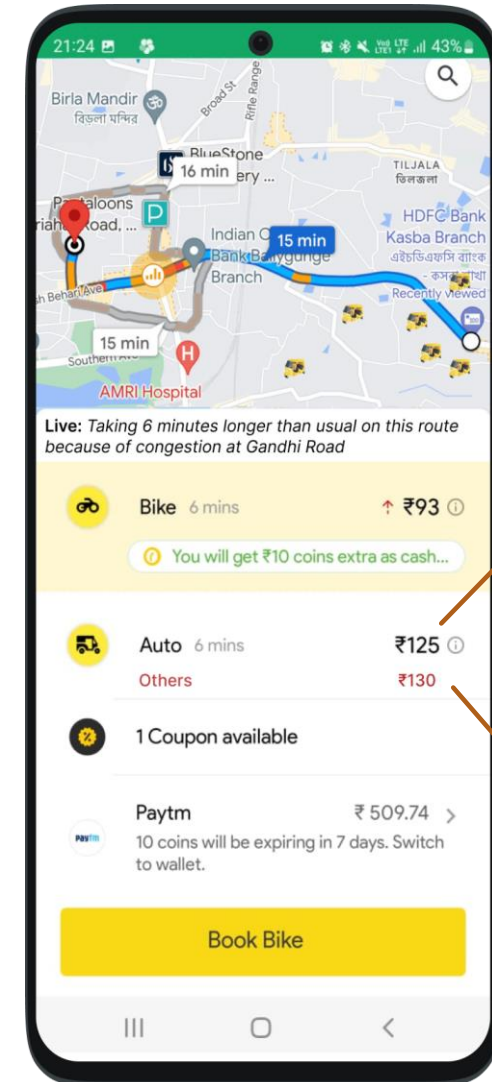


FEATURE 1: COMPARISON OF PRICE OFFERINGS ON THE APP

- A typical customer shuffles between Rapido, Ola and Uber to check for the cheapest ride to their destination. This wastes their time and frustrates them.
- Rapido could should the lower of the two prices of Ola and Uber on their app and adjust their prices by Rs. 4 – Rs. 5 to be the cheapest of the three.
- This way, Rapido will not have to depend on vouchers and coupons to attract customers.
- It will be charging rates slightly lesser than the competitors.

Benefits

- One app to compare all prices.
- Assured lowest price amongst competitors hence preferable.
- Can still surge prices when competitors do, provided rates are Rs. 4 – Rs. 5 lesser than them.



Rapido's price Rs. 5 lesser than competitor

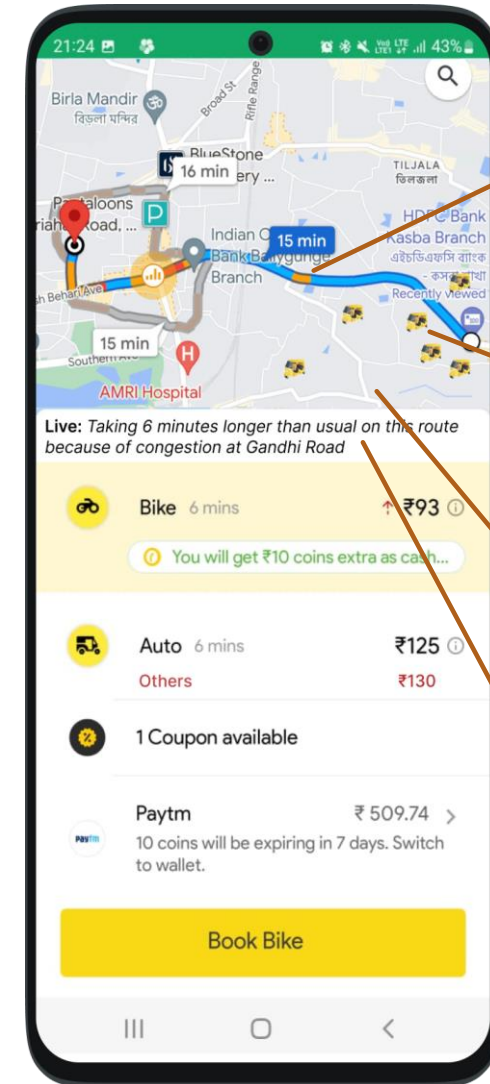
Lower of the two prices between Ola and Uber

FEATURE II : INTEGRATION WITH GOOGLE MAPS

- At present, the Rapido map only shows proximity of Captains from the user.
- However, there is a lot more information that a customer would like to know about without having to leave the app.
- Providing traffic updates on their route along with live updates about delays will help customers plan their travel more efficiently.
- Rapido could either integrate Google Maps with its own maps or build a map to support dynamic information.

Benefits

- All ride related information available on one app.
- Customers can plan travel efficiently.
- Customers will not switch between Rapido App and Google Maps App.



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Traffic update with estimated time of travel

Availability of autos nearby

Map can be viewed in full screen by tapping on it

Live update about delays on the route

FEATURE III : FOLLOWING STRICT COVID-19 PROTOCOLS

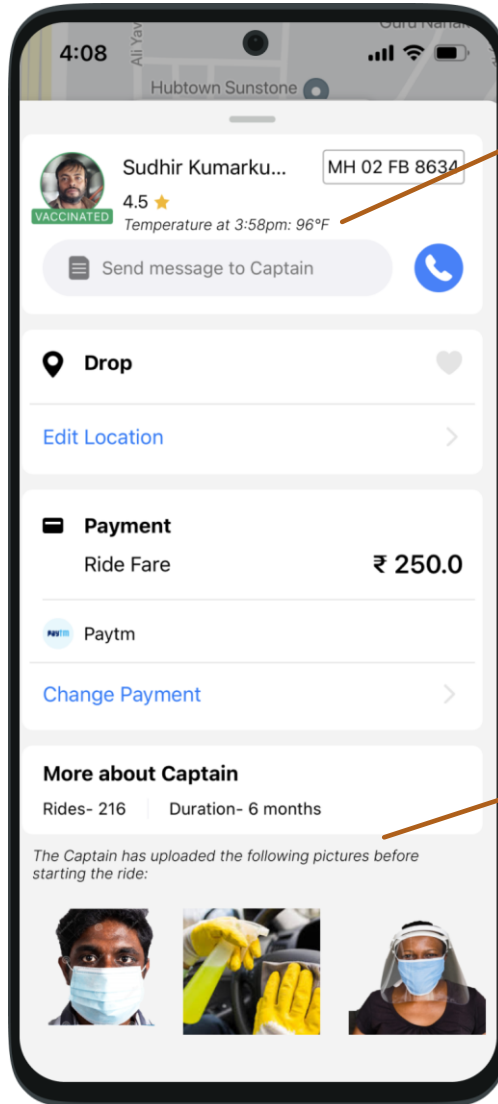
- Using public transport has always been a risky way to travel during the pandemic.
- With covid waves surfacing again and again, customers have made their safety a priority.
- While all competitors claim to be taking safety seriously, few drivers follow it.
- To make the process more transparent, Captains will be required to upload pictures of themselves and their autos right before arriving at the pick-up point.
- The customer then has the liberty to cancel a ride if the photos uploaded do not match the safety protocols.

Benefits

- Only competitor assuring real safety during the pandemic.
- Captains will follow protocol since they would not want the customers to cancel their rides.

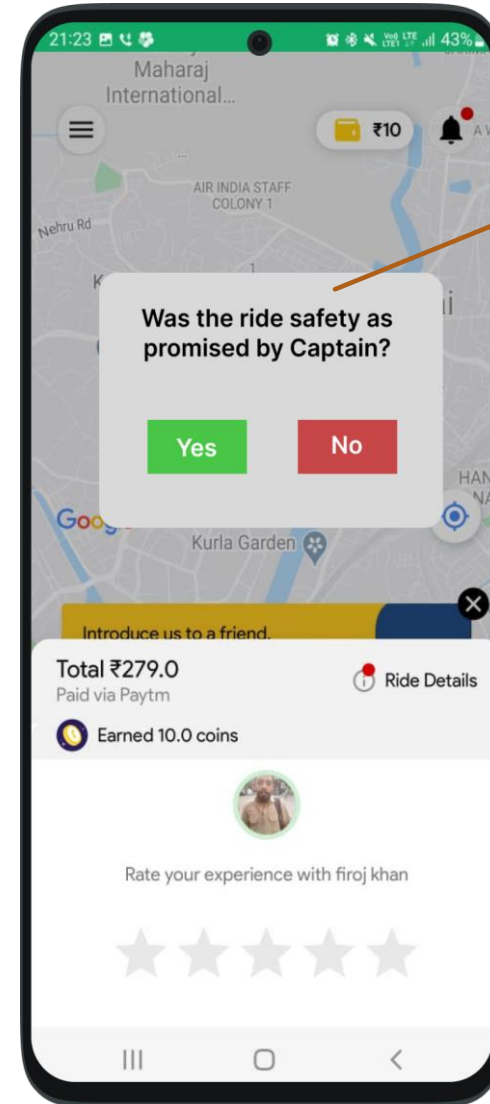


FEATURE III : FOLLOWING STRICT COVID-19 PROTOCOLS (CONTD.)



Captain's
body
temperature
updated
every three
hours

Captain's
selfies
wearing mask
and face
shield. Photo
of Captain
sanitizing
back seat of
auto



Confirmation
of ride safety
during the
trip from
customer



PROPOSED SOLUTIONS – PHASE II

Phase - II

- Incentives to Captains to accept online payment
- Mandatory 10s hold before being able to accept ride
- Having women auto drivers for safety



FEATURE IV : INCENTIVES TO ACCEPT ONLINE PAYMENTS

- A major reason for ride cancellation by Captains is the mode of payment by customers.
- Captains prefer cash payments instead of online payments and often call the customer to confirm the same. If the payment is online, many of them cancel the ride.
- Because of this, customers need to book multiple rides before succeeding. This is a problem that customers face across all ride booking apps.
- To tackle this issue, Rapido could reward Captains with cash if they accept minimum 60% of their rides through online payment.
- This will make captains accept online payments and will make the process hassle-free for customers.

Benefits

- Lesser ride cancellations which is the biggest pain point for customers.
- Ability of customers to pay via preferred payment method.

FEATURE V : MANDATORY 10 SECONDS HOLD BEFORE ACCEPTING RIDE

- Another major reason for ride cancellation by drivers is the location of the ride.
- While the drop location of customers is revealed to the Captain, in an urgency to accept ride before other Captains do, many do not even read the drop location.
- Because of this, they call the customer up to ask the drop location and cancel the ride if it's too far away.
- This wastes a lot of time for the customer and agitates them.
- Instead, if captains can accept rides only after 10 seconds of getting the notification, they will be forced to read the drop location. This way, they can make an informed decision about whether they will ride till there.

Benefits

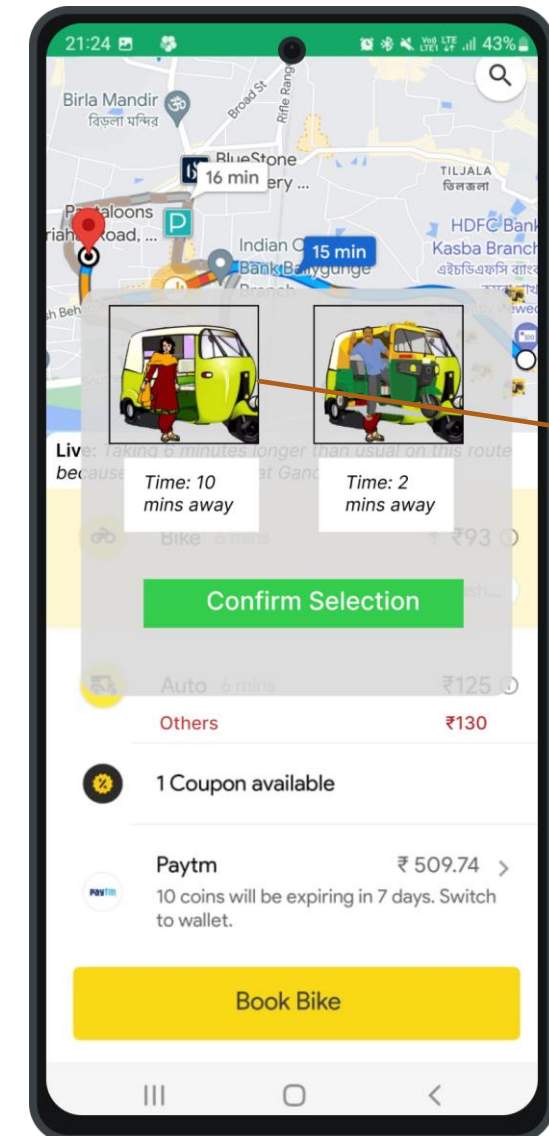
- This will reduce ride cancellations to a huge extent.
- While it might increase wait time for customers by a few extra seconds, it will save them the trouble of multiple bookings.

FEATURE VI :WOMEN DRIVERS

- Many women, especially corporate women, require rides back home late during the night.
- Women are hesitant to take public transport at night because of safety issues.
- Rapido can introduce women auto drivers in the city for its female customers.
- When the feature is rolled out, it could be limited to the evening time alone till enough women drivers are recruited.

Benefits

- Women will choose this mode of transport since it is safer.
- More auto bookings in the evening time because of this feature.



rapido

On selection of Auto, option given to female customers to choose women drivers post 6pm

SUCCESS METRICS – PHASE I



Price Comparison on App

- Track customer journey on app while booking auto – whether they exited the app while booking
- % increase in auto bookings per user
- % increase in total auto bookings
- % decrease in time taken to confirm auto bookings by customer



Integration with Google Maps

- Track customer journey on app while booking auto as well as during the journey – whether they exited the app
- % users interacting with map – viewing map in full screen
- Frequency of interaction with map per user – every time while booking/ at times/ never



Added Covid-19 Security

- % users interacting with safety protocol images posted by Captain
- Frequency of checking safety protocol images per user - every time while booking/ at times/ never
- % of cancellations after upload of pictures by Captains
- % users clicking “Yes” in the prompt asked about safety after completion of ride

SUCCESS METRICS – PHASE II



Driver incentives for online payment

- % decrease in cancellations by Captains after accepting ride
- % decrease in cancellations by Users after accepting ride
- % users paying via originally chosen method of payment
- % increase in total online payments for Captains and Users
- % decrease in number of attempts taken by user to successfully book a ride
- % increase in number of rides per user



Mandatory 10 seconds before accepting ride

- % decrease in cancellations by Captains after accepting ride
- % decrease in cancellations by Users after accepting ride
- % decrease in number of attempts taken by user to successfully book a ride
- % increase in number of rides per user



Women drivers

- % increase in women users booking auto after 6pm
- Frequency of choosing female Captains over male Captains
- % female captains chosen when time of arrival of auto is greater than that of male captain
- % increase in total rides booked by female users

PRIORITIZATION OF FEATURES – RICE FRAMEWORK

Feature	Reach	Impact	Confidence	Effort	Score
Price comparison on App	10	10	10	9	111.11
Integrating Google Maps	9	8	8	6	96.00
Added Covid-19 Security	9	9	9	8	91.13

$$RICE\ SCORE = \frac{Reach * Impact * Confidence}{Effort}$$

Based on the above RICE Matrix, we believe that Feature I : Price Comparison on App should be the first feature to roll out in short term. The remaining features can be added in a phased manner over a period of time.

GO TO MARKET STRATEGY



Advertising

- Run ads on social media to showcase new and improved features
- Run catchy ads on TV and traditional media



3 free rides

- To attract users, provide 3 free auto rides.
- Users will get an understanding of the features and benefits of Rapido



Demo to existing users

- To understand the new features rolled out on the app, give a short demo to existing users when they open the app.



Corporate Deal

- Collaborate with corporates to provide Rapido autos to employees.

THANK YOU

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