



Uber Eats: An innovation case study

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Contents

Introduction

History of Uber and Uber Eats

Innovation Case Study

Discussions and conclusions

Conclusions

Uber
Eats





Introduction - Background

Uber was founded in 2009 by Travis Kalanick and Garrett Camp and was initially based in and around San Francisco. The original concept was to offer mobility as a service to the public after Camp and a few friends paid a considerable sum hiring a private driver for an evening. Camp was of the opinion that sharing the cost involved in hired transportation from A to B could make the journey far more affordable and once he was joined by his friends Travis Kalanick, Oscar Salazar and Conrad Whelan, this original idea soon became the original Uber template.

In February 2010, Uber took on Ryan Graves as its first employee, his original position was as General Manager, however he soon became named as the CEO. (1) He didn't occupy this position for long as in December of 2010 he was replaced as CEO by Travis Kalanick and moved to the Chief Operating Officer role, not a bad change considering that by 2019 he owned circa 31.9 million shares. (2)





Introduction - Background

Following a Beta launch May 2010 the Uber 2 Services and mobile App was offered publicly as Ubercab in San Francisco in 2011. The original format was for users to be able to book a luxury car for for 1 ½ times the price of a standard taxi (3) however, in 2011 the Company had to revert to Uber from Ubercab following complaints from local taxicab operators. (4).

The Company continued to expand and modify its service provision and in April of 2012 Uber launched a service in Chicago offering the opportunity to book a more conventional taxi along with a Uber driver via the mobile App (5) and later that year the Company launched UberX, a lower priced option which allowed Uber drivers to use lower specification vehicles including their own personal vehicles subject to various background checks (6) and by early 2013 this service was operational in 35 cities.

This accomplishment did not go unnoticed and USA Today named Uber as its Tech Company of the year (7).

In August 2014 Uber launched a shared occupancy service where persons could share a vehicle simultaneously as a group and in the process share the cost of the journey, thus creating a hybrid between private vehicle use and public transport, this service was very quickly expanded and launched in numerous cities worldwide. It also launched its new innovation “Uber Eats”





History of Uber and Uber Eats

The extent to which they have shifted the chosen company's market position.

Uber, a shining example of innovation taking an idea from simple beginnings to a global household name in but a few years. Perhaps, however it is also an example that something that is built to quickly and without adequate foundations can be massively susceptible to external forces and that only a modification to the original concept would bolster it to continuous success.

At the time of the launch of Uber Eats in 2014 the Uber Corporation had a net revenue of circa \$1.5 billion (1), by 2021 this had increased to \$17.4 billion (2), a massive increase, especially when the impact of the Covid 19 Pandemic on the ride hire element of the business is taken into account.





Finances

Uber Corporation Net Revenue

Year	Net Revenue	Source
2013	\$104 million	www.businessinsider.com
2014	\$495 million	www.forbes.com
2015	\$105 billion	www.businessinsider.com
2016	\$6.5 billion	www.reuters.com
2017	\$7.9 billion	www.macrotrends.net
2018	\$10.4 billion	
2019	\$13 billion	
2020	\$11.1 billion	
2021	\$17.4 billion	





Finances

Uber Eats Net revenue

Year	Net Revenue	Source
2015	\$1.5 million	www.spglobal.com
2016	\$103 million	
2017	\$587 million	
2018	\$1.46 billion	www.businessofapps.com
2019	\$1.9 billion	
2020	\$4.8 billion	
2021	\$8.3 billion	





Finances

Uber Drive Market Share

Year	Market Share	Source
2014	91%	www.businessinsider.com
2015	89%	
2016	87%	
2017	73%	www.vox.com
2018	69%	www.buildfire.com
2019	68%	
2020	71%	
2021	68%	





Uber Drive Market Share

The figures indicate that while the Uber ride hailing element lost approximately 21% of its original market share between 2015 and 2021, the implementation of Uber Eats was not a primary factor.

There were numerous other external factors that had far more radical impacts on the companies market position, in 2016 it sold its Chinese operations to Didi Chuxing, it also suffered numerous alleged scandals, these ranged from arguably unethical business strategies to sexual assault allegations. Death by the internet was also a factor and as an example of how easy it is to lose business to a rival:

“the #DeleteUber movement led to a flurry of account deletions by customers upset about the company's ties to President Trump. The company lost more than 200,000 customers in just one weekend.”





Uber Eats Market Share

While Uber Eats was indeed an innovation within the Uber umbrella, it was very much operated as a “stand alone” element within the group, indeed by simply having the Eats element during the Covid Pandemic the group were able to post acceptable financial returns.

With the shutdown of many cities around the globe and the social reluctance of any form of ride sharing Uber rides suffered badly, on the other hand the appetite (sorry for the pun) for delivered meals soared as the public were either unable or reluctant to collect in person. This reflected in a revenue increase of Eats between 2019 and 2021 from \$1.9 billion to \$8.3 billion, almost half of the groups revenue.

So, in conclusion, the launch of Uber Eats in 2014 had little impact on the position of Uber within its existing market, the launch has however, had a major impact on the net revenue of the group and has changed the overall markets within which the group participate.

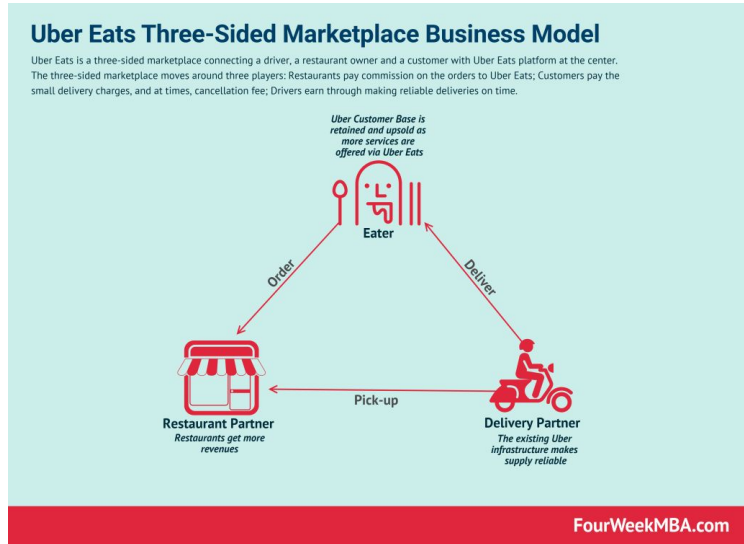


Business Model

Uber Eats follows a multi sided platform business model. This means that they are creating value between the links between all 3 of the main contributors;

- Food Provider
- Delivery Driver
- Eater

This model helps Uber Eats be asset light as they can rely on people with cars looking to make money to become delivery drivers. Then they can use restaurants or fast food stores that are need of delivery drivers to increase output. And then finally, they need the customer who is hungry and wants to order food. All of this results in Uber counting on the different sides of the business model to help the company to succeed.



Pereira, D. (2020)



Management Processes

Uber have an asset light business model which follows through to Uber Eats. This has helped uber to innovate and expand into new markets with services such as uber eats.

By following an asset light business model uber has had great success with uber eats. Even though it has entered a new market, very little has actually changed.

An asset light business model has resulted in a similar management process since the innovation of uber eats.

In fact the biggest change in the management process has been since the new CEO Dara Khosrowshahi who took over from Travis Kalanick.



Management Processes

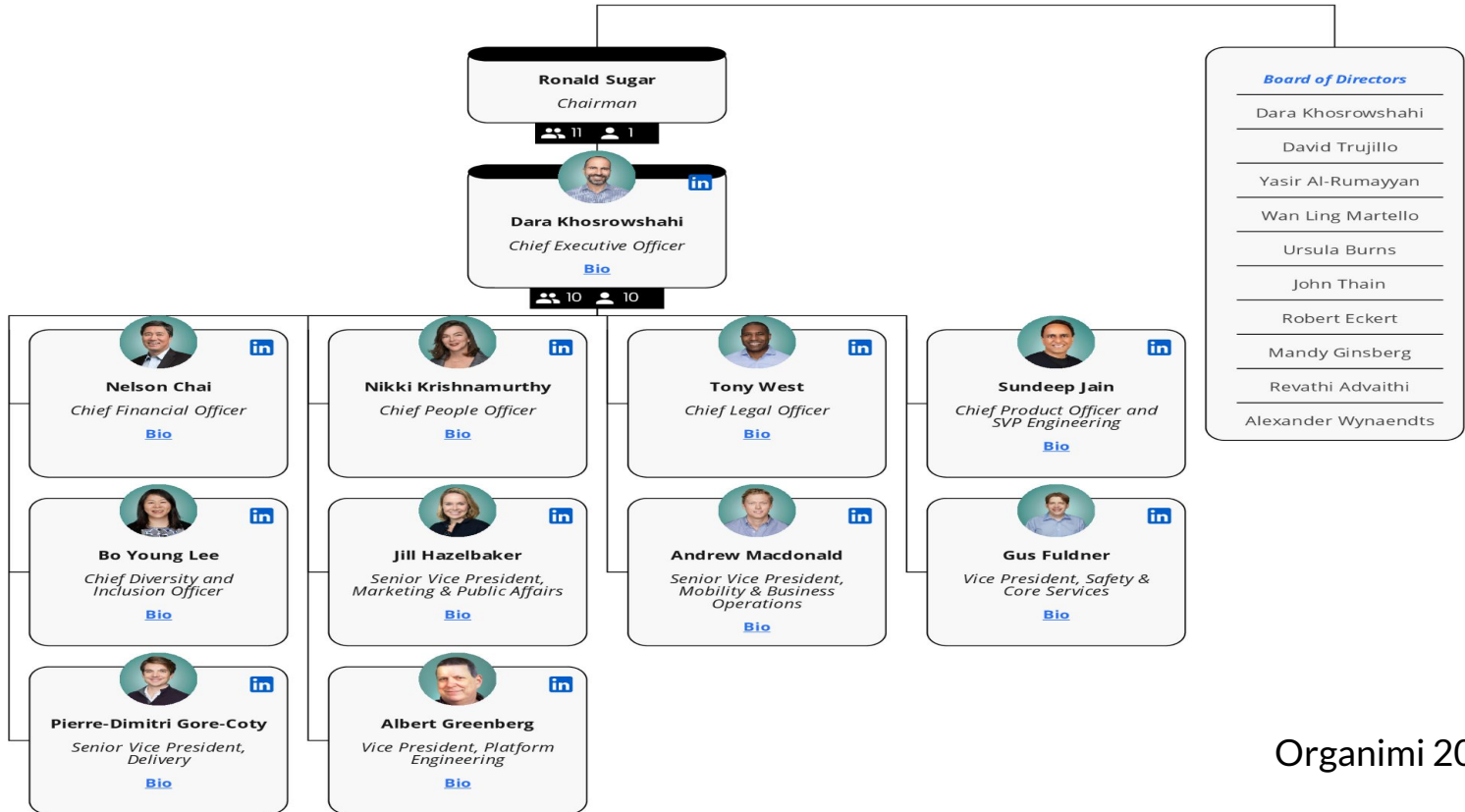
The change of CEO came in 2017, 3 years after the launch of Uber Eats,

In the last 5 years the uber group (including Uber Eats have been trying to resolve the issues caused by the previous CEO.

However, during an interview Dara said that when he first became CEO UberEats was valued at around 2.5 billion dollars but continued on to say he believed that they are more than a 50 Billion Dollar company now (2).



Uber Eats Management Structure



Organimi 2022

Dara's first Values after he became CEO

- “We Build Globally, We live Locally” - Improving Local Community
- “We are customer obsessed” - Quality
- “We celebrate differences” - Diversity
- “We do the right thing” - Ethical
- “We act like owners” - Responsible
- “We Persevere” - Overcome Challenges
- “We value ideas over hierarchy” - Equal Say
- “We make Big Bold Bets” - Breakthrough/ Disruptive innovation

Values quoted from Kircher, M.M. (2017)

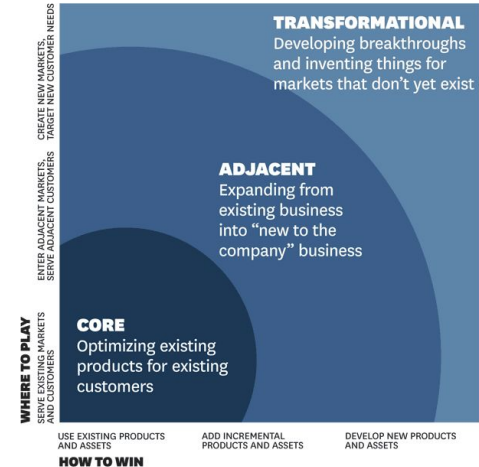


Image Taken From (5)

2022 Uber Eat's Values

- “Go Get it” - Ambition
- “Trip Obsessed” - Algorithms
- “Build with heart” - Best Possible Service
- “Stand for safety” - Safety for Everyone
- “See the forest and the trees” - Big and Little Picture
- “One Uber” - Teamwork
- “Great minds don't think alike” - Diversity
- “Do the right thing” - Period.



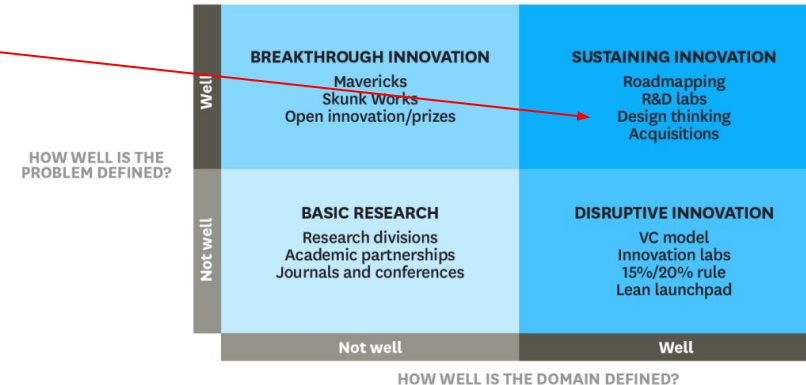
Type of Innovation

The change in management and Internal structures fits directly into Sustaining Innovation as they have changed their values and CEO.

However, Uber Eats has not had a massive effect on the management structure of the uber group.

An asset light company is one which has a small amount of assets (7), which is why the uber group has only needed to Sustain their innovation in terms of their management structure.

4 Types of Innovation



SOURCE GREG SATELL

© HBR.ORG

Image Taken From (8)

Outcome of Innovation

Added users to the Uber platform: -

Revenue for the delivery service at Uber accounted for circa. 10% in 2018.

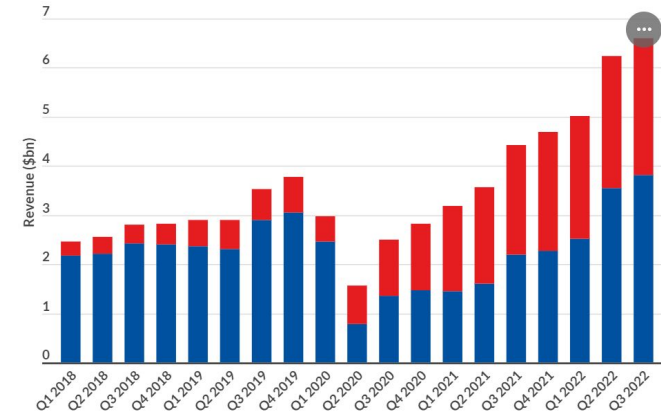
Uber Eats grew by 72% in 2021

During the pandemic it kept the business afloat with a clear shift from the companies mobility to delivery segments.

In 2022 (post pandemic) it has accounted for half of the groups revenue.

Increased users to around 81 million, becoming the single most popular delivery app.

Uber mobility and delivery segment revenue 2018 to 2022 (\$bn)



Outcome of Innovation

Supported development of innovation across Uber: -

Limited barriers between Uber Cars and Uber Eats

Payment mechanisms (log in and payment mechanisms) for Uber is standardised across the brand

Customers using an app remain loyal with 80% customers using one service



Outcome of Innovation

Enabled restaurants to increase their turnover: -

The number of restaurants partnering with Uber Eats grew by 50% in 2021 from 600k to 900k

Gross bookings in 2021 reached \$51.6 billion up 70% on prior year.

The restaurant manager app enables the restaurant to improve food quality and deliveries to ensure customer satisfaction

Establish dark/cloud food preparations areas with no other customer interface keeping costs down

Restaurants pay Uber Eats between 15% and 30% commission per order.

Restaurants are free however to set the menu price.



One restaurant adjusting its prices to turn a profit

Outcome of Innovation

Income for its delivery drivers: -

Self employed drivers can receive between 7 and 14 per hour or up to 24k per year based on a 7 hour day.

Income model is transparent enabling delivery persons to target the most lucrative deliveries

Here's how your fare is calculated

 Pickup: \$1.50 per trip Flat fee for picking up one or multiple orders at a restaurant	 Dropoff: \$1.00 per dropoff Flat fee per order delivered
 Distance: \$0.65 per mile Per-mile rate from pickup to dropoff, with distance determined by the most efficient route	 Time: \$0.30 per minute Per-minute rate based on expected wait time at restaurant, expected travel time from restaurant to dropoff, and expected wait time at dropoff

Outcome of Innovation

The bottom line: -

Analysts didn't say how exactly Uber is losing all that money, but a good guess would be on regular and incentive pay for drivers. Uber paid out \$253M more to drivers than it recognized in revenue (plus another \$5M in referral bonuses). Uber also spends money on discounts for Eats customers.” -[Yahoo Finance](#)

He said Uber would accelerate growth at its loss-making food delivery Uber Eats, to become the top player in most worldwide markets, eventually increasing the segment's margins, which are currently a drag on earnings.” — [Venture Beat](#)





Outcome of Innovation

Innovation seen by Uber Eats customers: -

Everything at Uber Eats starts with the customer with the innovation team working to reduce wait times and improve the customer experience.

AI: - embedded in the app allows customers to see photos' of a meal. Recommendations of restaurants in your area are suggested. Learning from the customers past orders receive a choice of food from different restaurants.

Per order: - orders can be placed in advance to guarantee choice and delivery. You can track your order in real time to ensure it arrives where needed.

Wide choice of delivery points:: the app delivers to places like hospitals and parks, the customer can even decide the way the food is delivered.

Information on your order: customers can search using filters like gluten free and get to see the list of ingredients used to prepare the meal.

Push notifications: sending tailored information on deliveries, offers and discount codes





Conclusion and discussion

Conclusion

Most innovation
takes place here!

What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

4 quadrants based on how well a problem is defined and how well an associated sector has/can adapt to answer that problem (skillsets).

Most innovation within Uber Eats is classed as 'sustaining innovation', arguably further along the same spectrum and continuous improvement.

However, from conception to development to deployment, many innovations travel through multiple quadrants.

Greg Satel's innovation matrix

Problem Definition	WELL DEFINED	Breakthrough Innovation Mavericks Open Innovation/Prizes	Sustaining Innovation Roadmapping R&D Labs
	NOT WELL DEFINED	Basic Research Research Divisions Academic Partnerships	Disruptive Innovation Innovation Labs Lean LaunchPad
		NOT WELL DEFINED	WELL DEFINED
		Domain Definition	

Conclusion

What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

Review the innovation trends behind

1) *Basic research to define the problem:*

The evidence base demonstrates that Uber Eats had already from Uber and therefore there was no reliance on Basic Research .

There was evidence of some initial disruptors to the market therefore as Uber Eats the management could consider their market failures to dominate the market .

That directly links to the Breakthrough technology area of consumer data and could be seen a driver of innovation

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Conclusion

What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

Lets now review the innovation trends behind

2) *Disruptive Innovation*

There was no evidence base to suggest that the business had any new technology areas above their competitors and that they did not appear to have a range of research / innovation discussions in relation to Disruptive Innovation .

The only question that needed further consideration was the forming of the idea and was that disruptive innovation ,or even Breakthrough however evidence shows that business model was sustaining innovation by road mapping into new business models

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Conclusion

What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

Lets now review the innovation trends behind

3) *The AI technology deployment*

The AI developed from the main Uber business was a starting point however it did not contain all requirements for Uber Eats , as the aim was to links taste , ease of use , delivery and consumer feedback , therefore some elements could be classed as Breakthrough Innovation.

Some of the AI development from the Initial Uber model @Uber Eats

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What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

Lets now review the innovation trends behind

3) *The AI technology deployment*

The AI developed from the main Uber business has developed to increase `deep machine learning` and has developed linking into other technology providers to continue with sustaining innovation , to develop a refined AI solution .

Ongoing AI development @Uber Eats

Greg Satel's innovation matrix

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What are Greg Satel's '4 types of innovations'?: The Typology of innovation⁴

Lets now review the innovation trends behind

Sustaining the innovation business model

Uber Eats have developed on a base technology looking at a business model that can be adapted to meet new growth markets , therefore they are developing through sustaining innovation , and have potential risks in that approach such challenges to the gig economy and new distributive business models .

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Domain Definition			



Conclusion

“When I first joined Uber, I think Uber was much more associated with ride-hailing and Eats was this interesting part-time endeavor,” says Khosrowshahi, who took over as CEO in August 2017. “It has since exploded, in a good way, into a truly significant business.”



Additional Questions



Conclusion

Additional questions

The extent to which Uber Eats' have been technology dependent - and if so, which technologies?

The main technology deployment is through AI and Machine learning , which has linked consumer behaviour , consumer food tastes , and the physical delivery systems .

Uber Eats, are global ordering and delivery marketplace systems that rely on a cost-intensive business model but handle all delivery logistics.

Given the volume of review data dispersed across numerous platforms and the absence of customer service professionals to examine and respond to each comment, AI can help FDS organisations to solve problems and save money.

The consumer feedback was a new area of technology development , linking the reviews from consumers back to the AI learning platform and could be seen **Breakthrough technology** at the time of introduction

The question also needs to consider what will the next generation technology infrastructure such as meta data , Deep Learning impact be on this technology and will the current technology be made redundant such as VHS .



Conclusion

Additional questions

The consideration of additional factors as to the outcome of the innovation at Uber Eats :

Risk`could be considered as an element that needs to be developed as an addition consideration , given the nature of the innovation technology through AI and consumer engagement through App technology.

The nature of the Uber Eats technology deployment in AI determines that given the nature of potential physical failures within the global internet network , that the business needs to develop safeguards and consider more basic research models to understand how those risks may impact the business model.

The increasing competition and new App development also raises questions if UberEats can re imagine its technology offering against new Breakthrough Innovation like Skip the Dishes , Geter which are offering delivery within 15 Mins

Conclusion

Additional questions

The extent to which the innovation has shifted Uber Eats' company market position:

The sustaining innovation approach has maintained the Uber Eats position of growth and has added significant value to the parent business

Greg Satel's innovation matrix

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Domain Definition			



Conclusion: Personal contribution and understanding

Andrew Martin:

My area to research was consideration of the technologies used to support the innovative business model , examining satells matrix to analysis and consider whether it was breakthrough technology and/or sustained innovation in relation to the new service business model linking to understanding innovation and risk . The discussion on a new Breakthrough business innovation business model with developing an AI technological solution , against the model was clear and focused however I did consider that risk within the innovation matrix may add some value to the discussion . The research did show that the matrix was a tool that helped the discussion on the type of innovation.



Conclusion: Personal contribution and understanding

Colin Jones :

My role was to consider the role of UBER and to research the history and give due consideration of the launch of Uber Eats . I found through my research that technologies used to support the innovative business model , that by examining satells matrix to analysis and consider whether it was breakthrough technology and/or sustained innovation in relation to the new service business model . The discussion on a new Breakthrough business business model was interesting in looking at the impact on the main group earnings and how it operated within the Covid environment . I led the discussion for the team on the matrix at this point and how it drove new innovation which was sustainable rather than Breakthrough Innovation .



Conclusion: Personal contribution and understanding

Julian Radcliffe:

Ultimately my role was in trying to pull the strands together in terms of the outcome in innovation. My focus was on the measurables for the key stakeholders in the three sided business model. It was interesting to discover how from a trip to Paris reflecting on how difficult it was to get a taxi to creating the delivery (people, goods, services) Uber giant including Uber Eats. The desire to move from a taxi service to deliveries of everything else is of course driven by the business models need to grow subscribers and revenue to at some point break even and do what all good companies should do - make a profit. Linking this back to Satchell, the founders were Mavericks who applied their understanding to deal with a common problem, effectively Breakthrough Innovation. Since then my view is that Uber has been effective in Sustaining Innovation. Uber Eats key technique has been to start with the customer experience and work back to the restaurants fine tuning the process and looking to speed it up. Placing the customer at the centre of it's innovation and using AI on feedback to support this was a masterstroke.



Conclusion: Personal contribution and understanding

Dylan Evans:

My contribution to this task was to discover the extent in which Uber Eats affected Uber's internal structures and management structures. During my research I discovered that not much had changed as a direct result of Uber Eats, however, I did discover that in 2017 Uber changed CEO from Travis Kalanick to Dara Khosrowshahi which was a huge change for the Uber Group. This change of CEO resulted in a constant improvement in values within the company by sustainably improving their innovation of the company values. I have also discovered how the market structure has developed to become more open allowing for innovation to blossom.



Conclusion: Team contribution and understanding

The team met on a number of occasions , and agreed key roles and responsibilities .

The team shared on email various research papers as the project developed

The team discussed and considered the views of each member in relation to the work of Satell

The team came to agreements at every point after robust discussion , and developed a mutual respect for each person's contribution

The final presentation was agreed by all team members who all had a final say on the version to submit

The team faced significant challenges due to work commitments but delivered a detailed research response against the criteria requested .

References were from the whole teams research



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