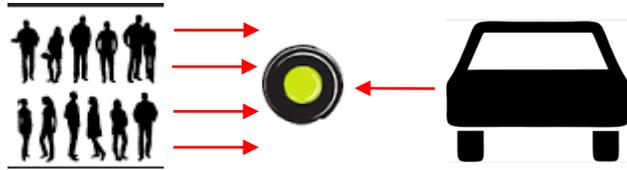# IMPROVING THE DRIVER EXPERIENCE AT AN INDIAN RIDE-SHARING COMPANY

Arbalest
PARTNERS

WHAT IS THE PROBLEM STATEMENT?

How do we improve the driver Experience?

1. The net promoter score (loyalty between OLA & drivers) is low.
2. Focused group surveys lead to the fact that drivers are not happy.
3. Driver Experience and Customer Experience are inter dependent.

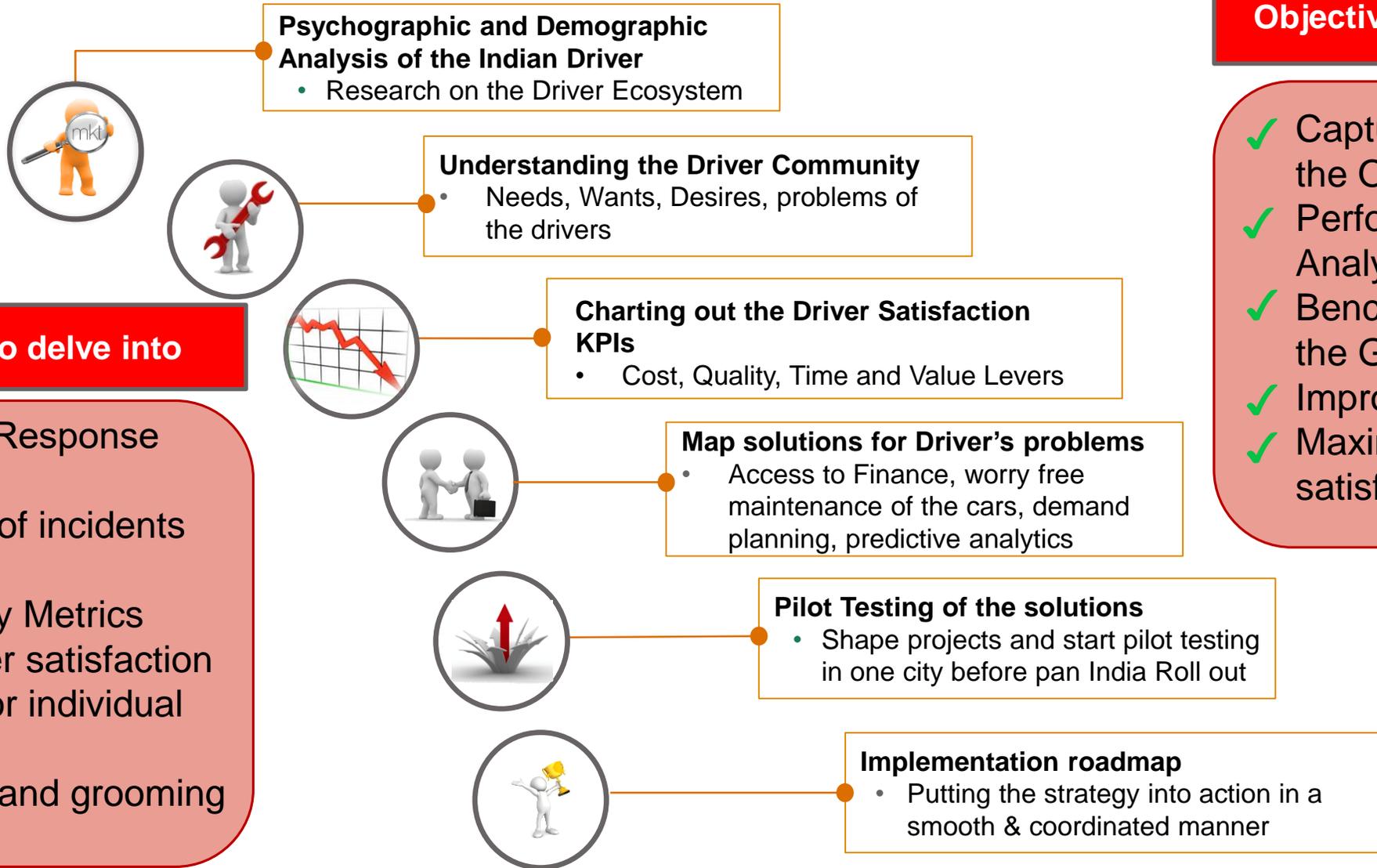**Demand side**   **Supply side**

CONSUMER INSIGHTS

1. Institutionalized Training, coaching and mentorship for Drivers is missing.
2. The need for creation of a Driver Ecosystem is eminent.
3. The needs, wants and desires of the Indian Driver has to be satisfied so that OLA achieves its long term goals.

APPROACH METHODOLOGY

Psychographic and Demographic Analysis of the Indian Driver
- Research on the Driver Ecosystem

Understanding the Driver Community
- Needs, Wants, Desires, problems of the drivers

Charting out the Driver Satisfaction KPIs
- Cost, Quality, Time and Value Levers

Map solutions for Driver's problems
- Access to Finance, worry free maintenance of the cars, demand planning, predictive analytics

Pilot Testing of the solutions
- Shape projects and start pilot testing in one city before pan India Roll out

Implementation roadmap
- Putting the strategy into action in a smooth & coordinated manner

## Objectives to be achieved

✔ Capture Pain Points of the OLA Driver
✔ Perform the need gap Analysis
✔ Benchmark it against the Global standards
✔ Improve efficiency
✔ Maximise driver satisfaction

Key KPIs to delve into

✔ Driver's Response time
✔ Number of incidents reported
✔ Efficiency Metrics
✔ Customer satisfaction scores for individual drivers
✔ Training and grooming Indices

DRIVER SATISFACTION KPI

Driver Support	24x7(Real-time) support for drivers for their issues, complaints and queries	**Promotions /Events**	Invitation for the driver to OLA events and community events
GPS Support	Managing Driver's usual route and feeding the information into the Analytics engine and supporting him with Location related information.	**Integration**	Daily calls with his Nodal center for help, assistance and guidance
Customer feedback	Coupling the customer feedback score with the Driver's KPI	**Time**	Response Time, Cycle time, Sleep Time, Device Off time, Ride Time, Rest time are all time related metrics. To be analyzed after initial study.
Finances	Real-time visibility of his finances i.e. salary, money earned, money due, debt, facilities etc.	**Number of Rides**	Number of rides taken by the driver is an indication of his efficiency. Fix his Target Rides based on personal choice.
Ola Store	Discounts and offers for Drivers and his family	**Car Audit**	Regular maintenance and car audits help him to have a standardized solution from OLA.

KPI PRIORITIZATION

Value

High

KPI 1

KPI 2

KPI 3

Low

High
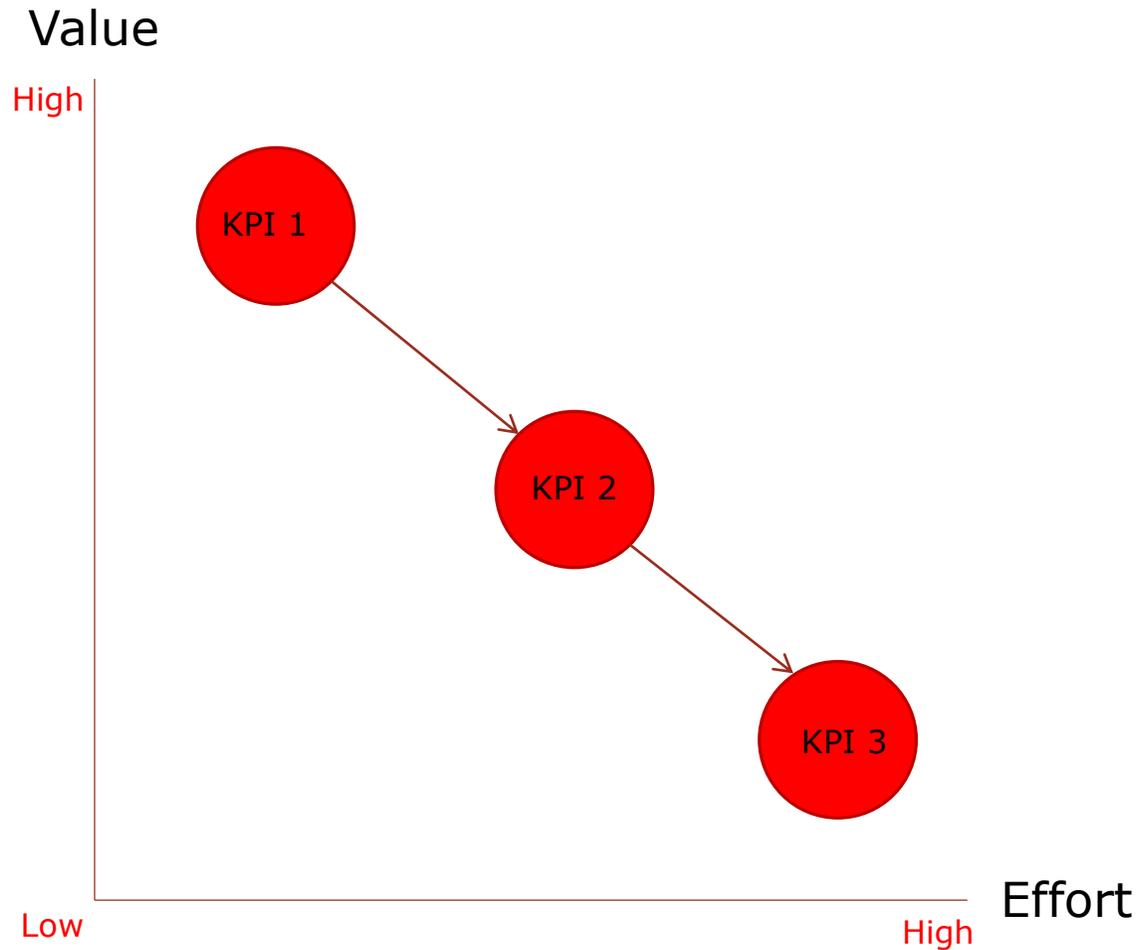
Effort
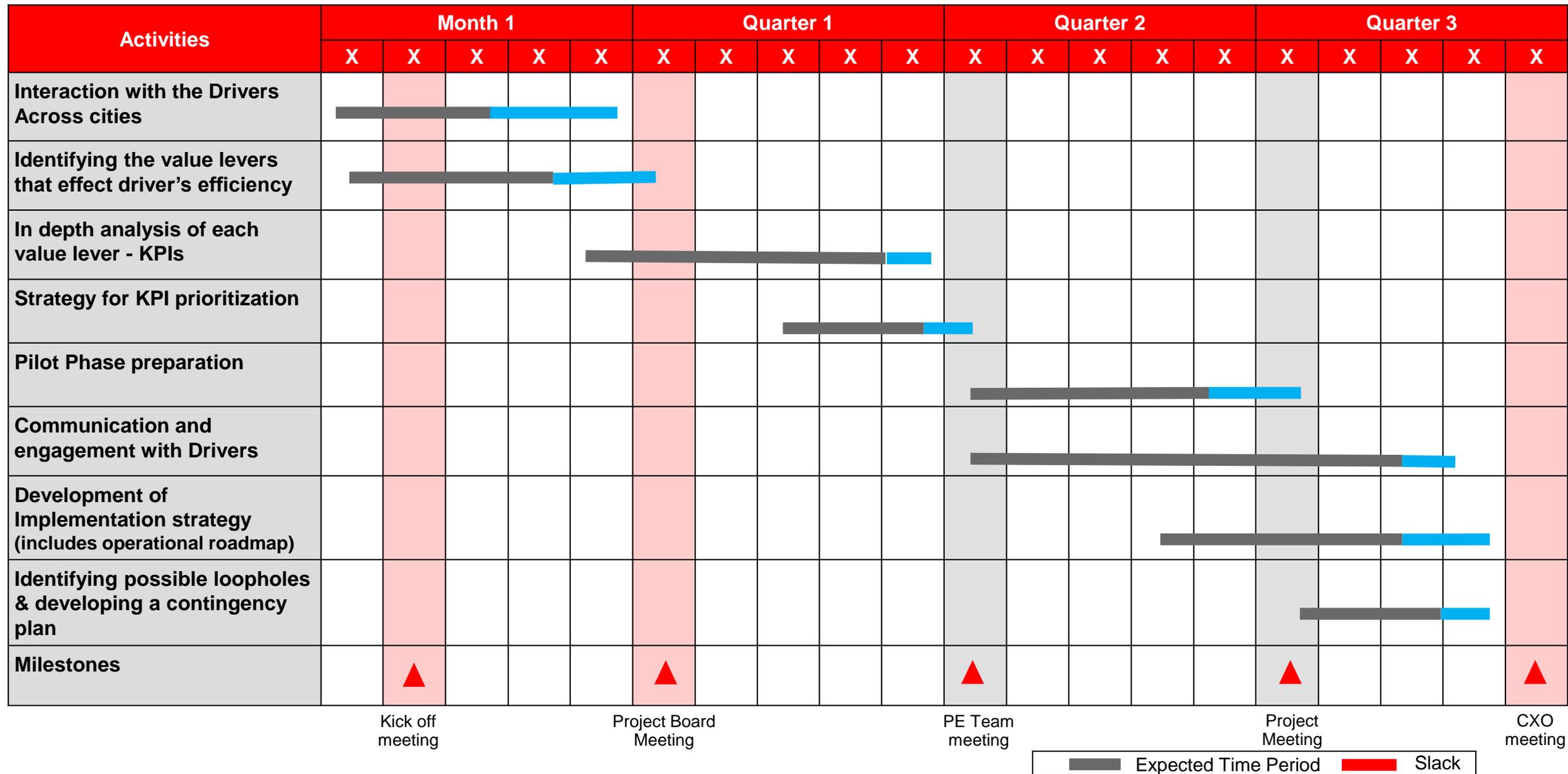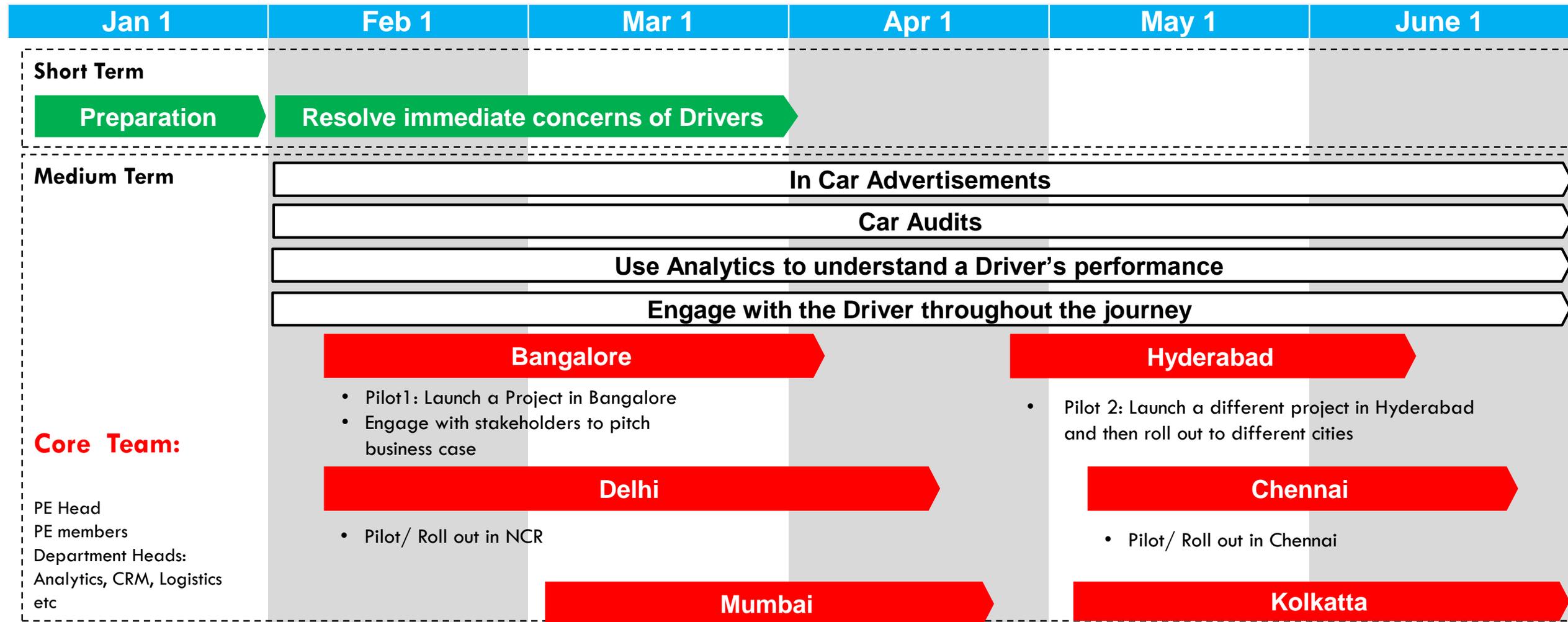
After engaging with Drivers, KPIs to be prioritized based on the value that it delivers against the effort it takes to bring that value.

Projects are shaped post KPI prioritization

Projected Timelines

Activities	Month 1					Quarter 1					Quarter 2					Quarter 3				
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Interaction with the Drivers Across cities																				
Identifying the value levers that effect driver's efficiency																				
In depth analysis of each value lever - KPIs																				
Strategy for KPI prioritization																				
Pilot Phase preparation																				
Communication and engagement with Drivers																				
Development of Implementation strategy (includes operational roadmap)																				
Identifying possible loopholes & developing a contingency plan																				
Milestones		▲				▲					▲					▲				▲

Kick off meeting | Project Board Meeting | PE Team meeting | Project Meeting | CXO meeting

Legend: ▬ Expected Time Period ▬ Slack

HOW DO WE SHAPE PROJECTS?

Jan 1	Feb 1	Mar 1	Apr 1	May 1	June 1

Short Term

Preparation → **Resolve immediate concerns of Drivers** →

Medium Term

In Car Advertisements

Car Audits

Use Analytics to understand a Driver's performance

Engage with the Driver throughout the journey

Bangalore

Hyderabad

- Pilot1: Launch a Project in Bangalore
- Engage with stakeholders to pitch business case

- Pilot 2: Launch a different project in Hyderabad and then roll out to different cities

Core Team:

PE Head
PE members
Department Heads:
Analytics, CRM, Logistics
etc

Delhi

Chennai

- Pilot/ Roll out in NCR

- Pilot/ Roll out in Chennai

Mumbai

Kolkatta

ESTABLISHING DRIVER'S UNIVERSITY

Verification

Every Driver is verified and trained with the Driving basics

Police, third party, references verifications is done

Attestation of Drivers are done by fellow drivers to create a networked system.

Gamification

Draw insights through gamification

Functional and operational level car audits

Perform the psychographic profiling through games

Score for each car unit (Driver+Car)

Education

Educate the driver with Language Skills

Set up an independent Driver School or partner with NGOs

Engage with Drivers on daily and weekly basis

Make them aware of the Transportation ecosystem

Map their needs and choices with available resources

Weed out unethical Drivers in the long run

Establish a moral code of conduct for Drivers

Align the moral code with Company's culture

Grooming allowances for efficient drivers

Training nomination for efficient drivers

Chalk out career path for drivers

Driver Stories and Driver awards published in OLA magazine

Prizes and recognitions for ethical drivers

More incentives to efficient Drivers

More OLA points/money

Pillars for establishing a University that trains and grooms the drivers to service our customers.
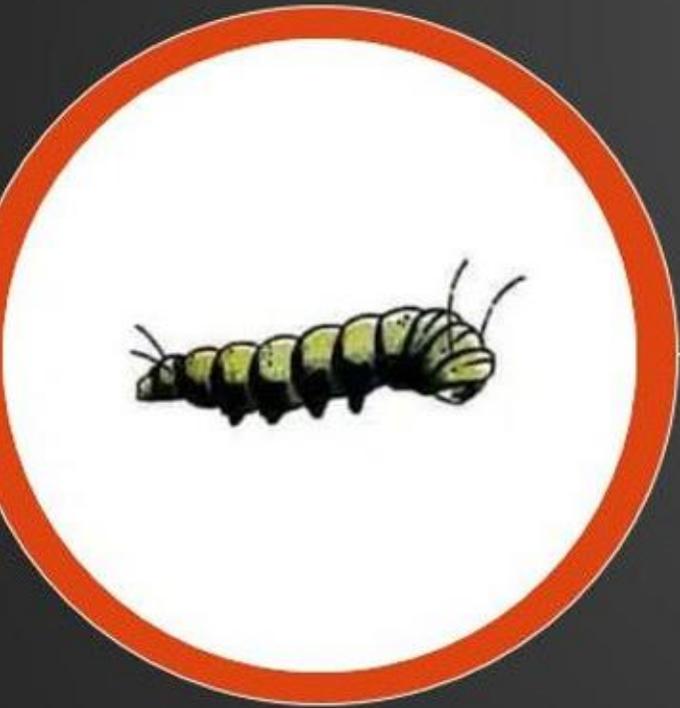
DROP US A NOTE AT:
SCALE.UP@ARBALESTPARTNERS.COM

Follow us at