



Uber Delivers

Your items will travel like a VIP

BUSINESS PLAN

GROUP 4

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What is UBER DELIVERS All about?

Pickup and delivery service in Manhattan

Specialised in fragile items

Transparent pricing

Fast and reliable

Insurance your items

Technology Driven

Customer focused

Cashless transaction



Part. 01

SITUATION ANALYSIS

Start-up division

Uber Delivers will serve the C2C

Focused on fast delivery and

Fragile items

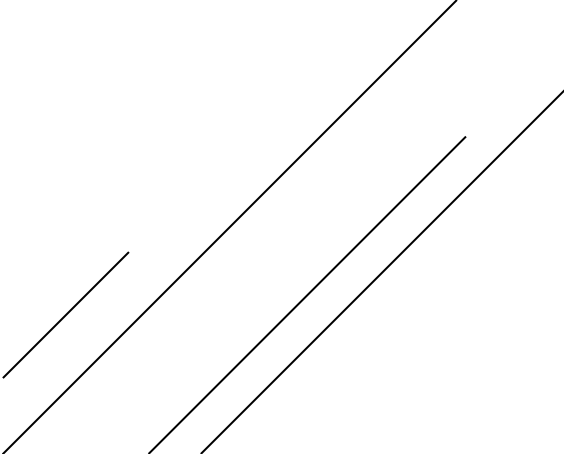
Target Market



- Tech-savvy, smartphone user.
- Lives or works in Manhattan.
- Busy and modern.
- Values efficiency.
- Values transparency.
- Has the need to move items around the city.
- Might not own a car.
- Students and young adults.
- Professional middle managerial
- Wants/needs items delivered fast.
- Upper middle class.
- Wealthy.

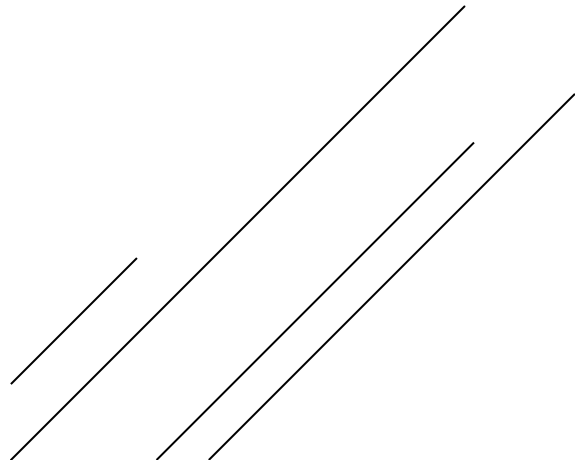


Demographics

- Equal ratio between male and female users.
 - Millennials.
 - Ages 21 to 45, with 60% ages 25 and 40.
 - Generation T (touch).
 - People who enjoy technology.
 - Students and professionals who have the need to send packages.
 - Current Uber customers.
 - Most will have a college degree.
 - The users may have a minimum median personal income of 80,000 to 100,000.
- 

Geographics

- **Manhattan area**
Northbound: 120th Street
Southbound: Downtown Area
- **May expand service: Brooklyn**



Behavior Factor



- Busy lifestyle
- Fragile item delivery needs
- Does not own car (72.4%)
- Values efficiency
- Used to using their phones
- Trendy, modern and tech savvy
- Outsourcing task (food delivery, dog walking)
- Does not like waiting
- Values simplicity
- instant gratification

Part. 02

MARKETING ANALYSIS





When and why you need Uber Delivers?



Fashion

Expensive vintage chanel suit that needs to be delivered to Vogue in the downtown offices for a foto shoot.



Emergency

Left wallet in the restaurant but was not able to get the wallet back.

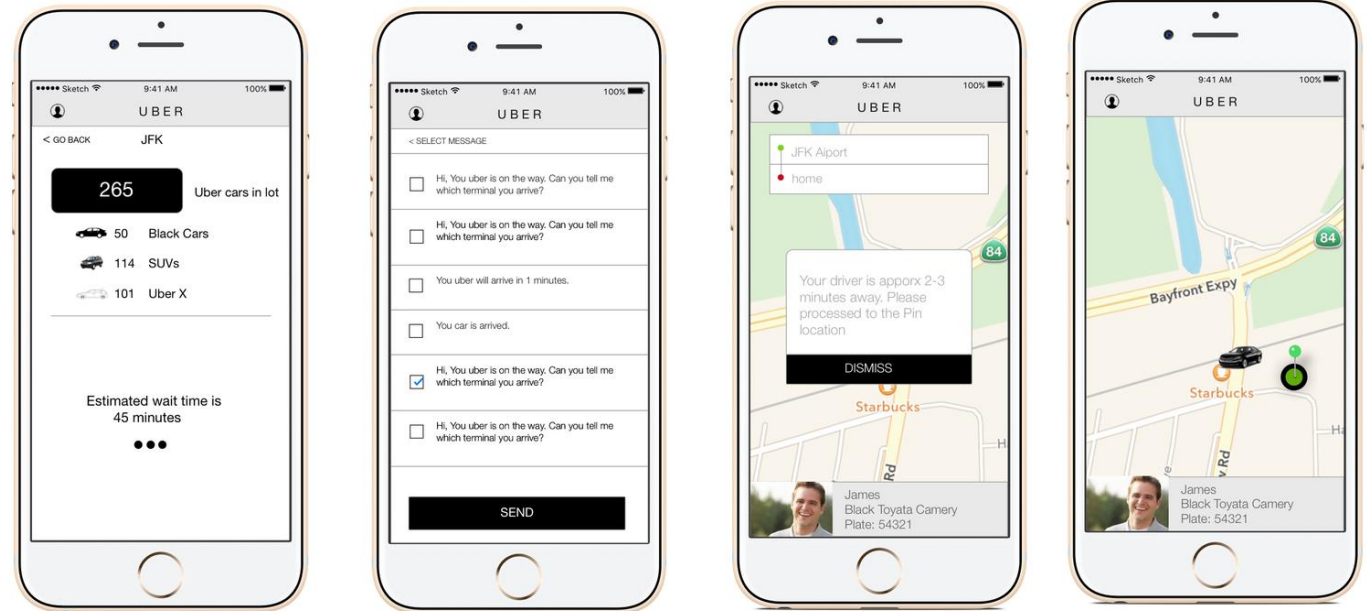


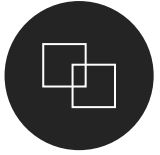
Gallery

Curator that needs to move her/his paintings to an exhibition. And art collector who buys the painting and wants it deliver to home.

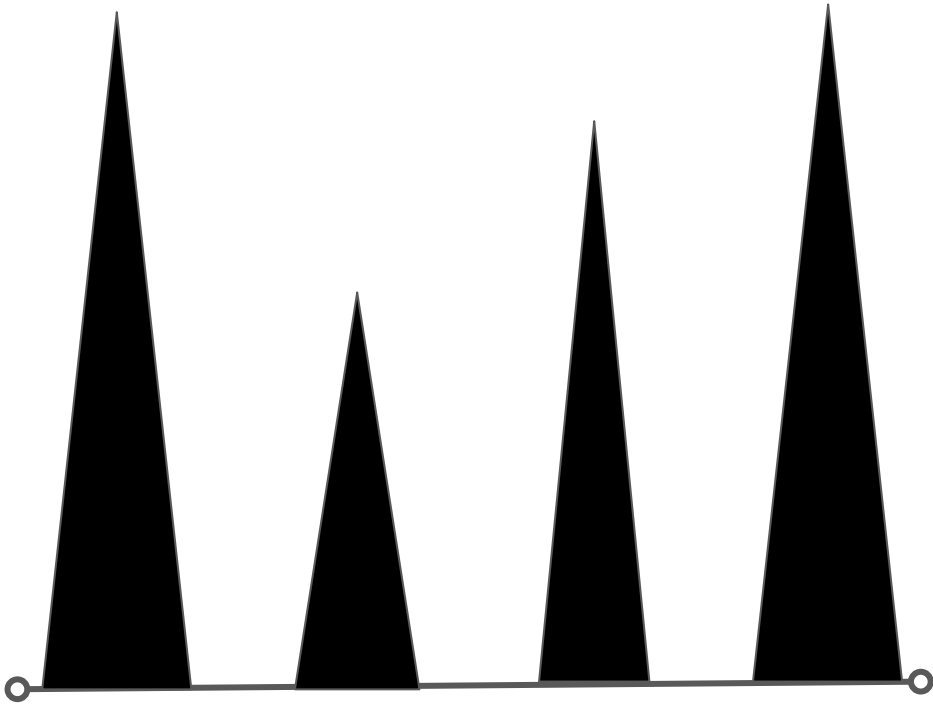
Market Needs

- Trained drivers - fragile
- Delivery speed
- Tracking system
- Delivery control
- Delivery locations
- On demand
- Mobile
- Security
- Customer service
- Cashless transactions

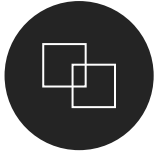




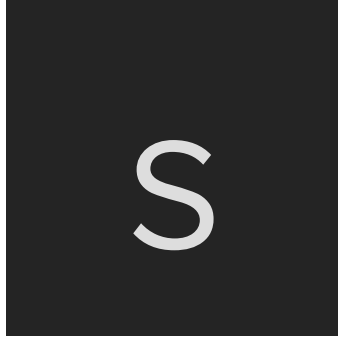
Market Trends and Growth



- Digitally connected consumers looking for lower prices, convenience and seamless experience when buying, receiving and sending products.
- Consumer-to-consumer deliveries represent one of the biggest growth areas in the packages market at the moment.



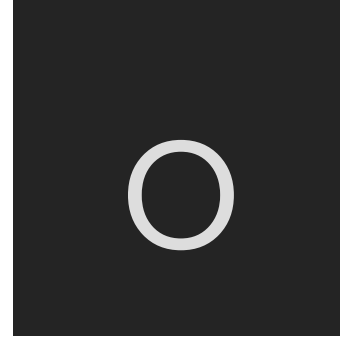
SWOT ANALYSIS



Convenient.
Cashless.
Tech savvy.
Modern.
Experience in the transportation field.
Brand equity.
Fast.
On demand.
Tracking system.
Easy to use.
Insurance.



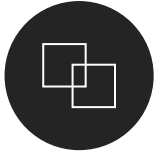
Pollution.
More expensive than other services.
Application for Iphone or Smartphones only.



Scope on mobile industry.
Participation within a growing industry.
Expansion of fleet.
Uber loyalty.
Partnerships.
Referral advantages.



Government restrictions.
Increase in traffic.
Risk of losing packages.
Future/potential competition.



Competitive Framework

Directly Competitive

Leading delivery companies who offer all kinds of delivery service (B2B, B2C, C2C, C2B) worldwide.
FedEx, DHL or UPS

Start-up companies who offer NYC based delivery service.
RDS Delivery services, Breakaway Courier, Quick Track

Target Market

Anyone who ships packages.
Generation T

Strengths

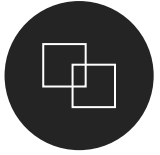
Worldwide shipping network;
Easy to find a store;
Huge market share.

Focus on delivery within NYC;
Convenient service for tech-savvy people.

Weakness

High price for fast delivery;
Still not fast enough for some customers;
Inconvenient for customers to order and track;
not specialized on handling fragile items.

No guarantee for delivery efficiency;
Offer less service hours;
not specialized on handling fragile items.



Competitive Framework

Indirectly Competitive

Start-up companies for people to hire people to do jobs and tasks via mobile app.
TaskRabbit or ViaTask

E-commerce companies who have delivery system or deliver products to their customers themselves.
Postmates, Amazon

Stores that offer pickup or delivery service within certain areas or distance.
Laundry stores or grocery shops

Target Market

- Professionals, executives, busy housewives, elderly, people who need help with short-term work and errands.
- Anyone who shops on the websites.
- People who live in the neighborhoods.

Strengths

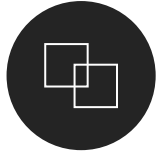
- Convenient for tech-savvy people; Flexible delivery schedule.
- Own fast delivery system; Board delivery areas; Low delivery cost.
- Convenient, fast delivery for daily life; Reliable and trustable; Low delivery cost.

No guarantee for delivery efficiency;
Delivery service is only a small portion of business.

Weakness

Only offer limited B2C products delivery.

Only offer limited B2C products delivery;
Offer service in small geographic areas.



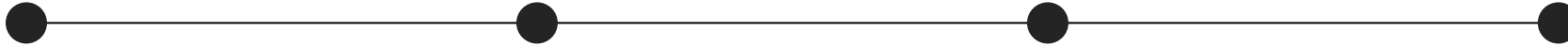
Product Offering

Pickup and delivery
under two hours
service in Manhattan
area

Offers delivery of
fragile items with
careful packing

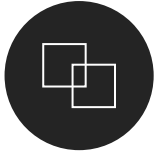
Offers insurance
for valuables

Track your items
on your phone at
any time



More to know

Safely transports anything from packages, fragile items to documents.
Quick, careful, convenient, and cashless service experience.
A car will come to pick up your items whenever you schedule.



Success & Issues

Key To Success

- A service that fits the market needs and meets users demand.
- Ensure customer satisfaction and reliability.



Critical Issues

- Ensure reliability, by offering package insurance and avoiding legal issues.
- The expenses should not exceed the revenue base.
- Establish itself as the main C2C delivery service provider.
- Monitor user's satisfaction and driver's performance.



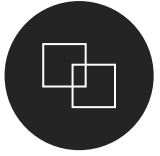
Mission

Positioning as the fastest and most reliable delivery company for fragile items.

We will communicate with our target market through a mix of channels.

Keep Customer Happy! Uber Delivers knows that it costs much more to attract a customer than to retain one.





Marketing and Financial Objectives

Marketing Objectives

Uber Delivers

- Maintain positive, strong growth each quarter.
- Achieve a steady increase in market penetration.
- Rise awareness of our service.
- Gain loyalty among current Uber customers.
- Gain trust and loyalty from new customers.

Financial Objectives

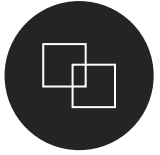
Uber Delivers

- Achieve break-even in the first year.
- Being conservative, we aim to achieve 30% and 40% profit for the 2nd and 3rd year.

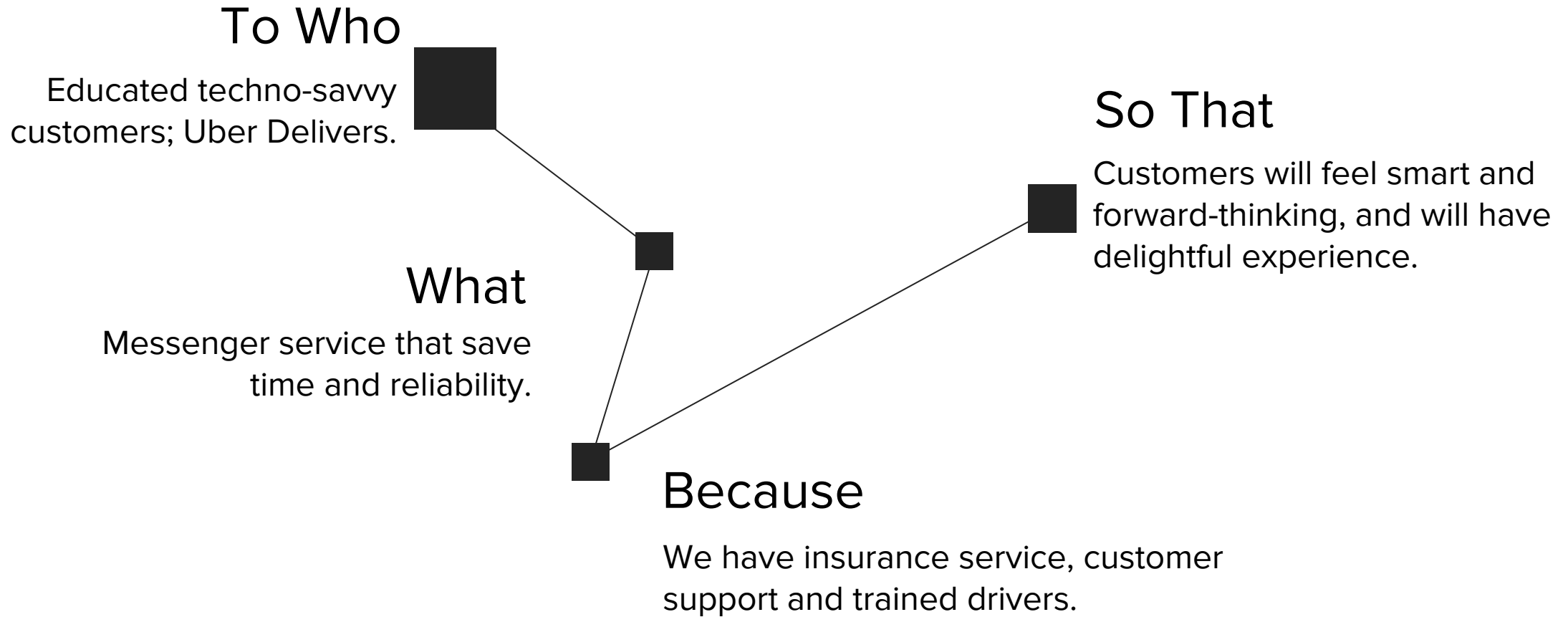
Target Market Segments

- Current Uber customers
- Professionals
- Student
- People in the art industry
- People in fashion industry





Brand Positioning



An aerial photograph of a sandy beach meeting the ocean. The sand is light-colored and shows some texture. The ocean is a deep teal color, and the waves are breaking onto the shore, creating white foam. The horizon line is curved, following the edge of the beach.

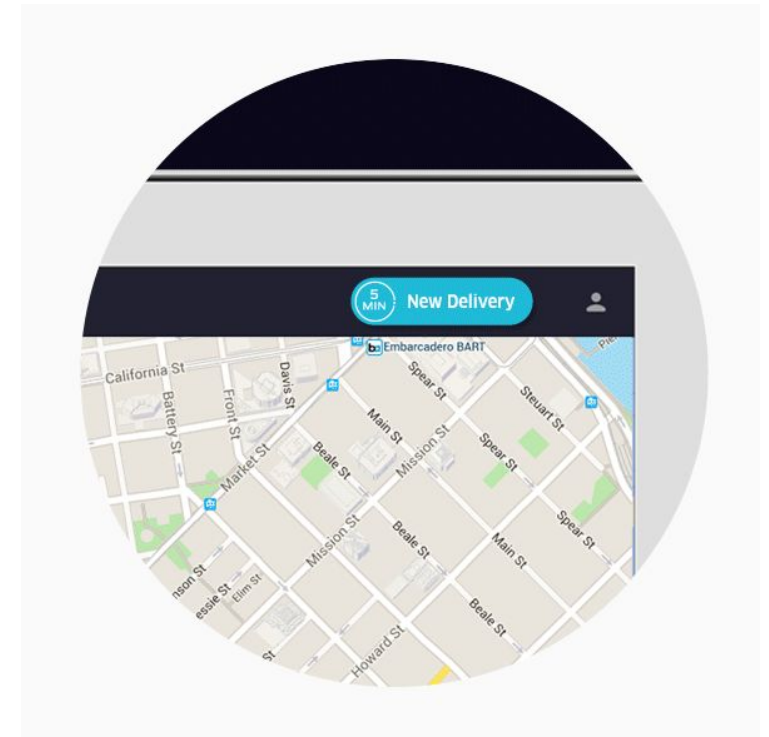
Part. 03

MARKETING TACTICS

Product Pricing Distribution Communications

Product

- Market research shows that there is great demand for a rush delivery service for both packages and documents in the major cities.
- Uber Delivers will achieve fast delivery for everyone within the Manhattan area (Northbound-120th street, Southbound-downtown area) under 2 hours and allows both sender and receiver to check real time status on their phone.
- Uber Delivers is specialized in fragile items, provides envelope and box for each delivery, users have the options to purchase insurance for their valuables.



Price

Costs based on size and fragility.



Small

\$5

Standard



Medium

\$10

Standard



Large

\$25

Standard

\$15

Fragile

\$30

Fragile

\$75

Fragile

Based on:

- Size
- Distance: \$2.15 per mile
- Regular or fragile

Distribution

Distribution: APP

- Order and track
- Contact the driver
- Contact the receiver
- Rate the service
- In app payment - cashless



Communications

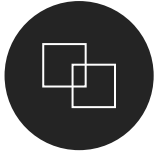


Rise Awareness	Incentivize Trial/Promos	Promote Loyalty
Launch events.	Ad: Online banner display on social media (Facebook, Instagram, LinkedIn).	Loyalty program.
Ad: Handling flyers.	Prompt customer to share positive experience in social media or via text to a friend as a way referral.	Partnership: Partner with a credit card company.
OOH: Banner display in selected spots in Manhattan and mobile ones (on taxis).	Partnership: Partner with Gilt City.	
Website and App creation (SEO).	Partnership: Partner with Apple Pay	
Online Ad: Online banner display on selected websites such as Etsy or Ebay.	Promo first month: Use 5 times and the next one is one us.	
Email: Email and in app popup providing information about the new service (Uber users).	Influencer: Use social media and/or personal blog to promote our service.	

Evaluation and Control Metrics



Campaign Element	Metrics
Events, flyers and OOH Banner display	Popup survey in app when customer registers. "How did you hear about us?"
App	How many people are signing up
Website, online banners, app popups and targeted emails	Click-through rate and impressions
Social Media referrals	How many referrals are signing up
Partnerships	No. of people sales through that channel
Loyalty program	No. of people are using the loyalty program



Market research

28%

Almost half million potential customers while only 28% of people in Manhattan own a car here

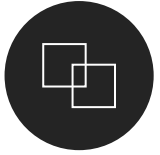
Track users satisfaction and feedback, make improvements and provide better service

Existing Uber users and new customers who have the need of fast pickup and delivery services

Part. 04

FINANCIALS

Uber Deliver will address break-even analysis, sales forecast and expense forecast, and how these activities are linked to marketing strategy.



Break-Even Analysis

Average price per trip (5 miles) = $26.6 + 10.75 = 37.35$

of Customers:

Target audience is going to be 30% of current Manhattan population, which is 480,000

Appox. Customer \rightarrow 1% of target audience \rightarrow 4,800

Trips per year 460,800

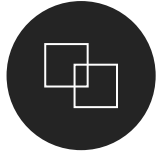
Revenue: = # of services * average cost * 25% commision = 4,348,800

Payroll:

Total payroll is 1,490,000

Assuming logistic cost is 15%, Customer service 1%, SG&A for 15%

Marketing: 20% for the 1st year, 12% for the next two years

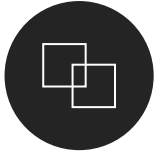


Break-Even Analysis

- We'll have a contribution of 423,472 for the 1st year
- To break even, we'll need to make 3,707,888 for the 1st year.



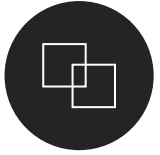
Unit #	Growth (%)	Base Case			Conservative Case	
		Year 1	Year 2	Year 3	Year 2	Year 3
		Total Sales	4,348,800.00	7,827,840.00	15,655,680.00	5,870,880.00
Returns & Allowance	-	-	-	-	-	
	0.00%	0.00%	0.00%	0.00%	0.00%	
Revenue	4,348,800.00	7,827,840.00	15,655,680.00	5,870,880.00	9,099,864.00	
COGS	-	-	-	-	-	
Gross Margin	4,348,800.00	7,827,840.00	15,655,680.00	5,870,880.00	9,099,864.00	
	100.00%	100.00%	100.00%	100.00%	100.00%	
Logistics Cost	652,320.00	1,174,176.00	2,348,352.00	880,632.00	1,364,979.60	
	15.00%	15.00%	15.00%	15.00%	15.00%	
S&H	-	-	-	-	-	
Payroll	1,490,000.00	1,490,000.00	1,490,000.00	1,490,000.00	1,490,000.00	
	34.26%	19.03%	9.52%	25.38%	16.37%	
Marketing	869,760.00	939,340.80	1,878,681.60	704,505.60	1,091,963.68	
	20.00%	12.00%	12.00%	12.00%	12.00%	
Customer Service	43488.00	78278.40	156556.80	58708.80	90998.64	
	1.00%	1.00%	1.00%	1.00%	1.00%	
SG&A	652320.00	1174176.00	2348352.00	880632.00	1364979.60	
	15.00%	15.00%	15.00%	15.00%	15.00%	
Contribution	640,912.00	2,971,868.80	7,431,737.60	1,856,401.60	3,696,922.48	
	14.74%	37.97%	47.48%	31.62%	40.63%	



Expense forecast

The expense forecast will be used as a tool to keep the department on target and provide indicators when corrections/modifications are needed for the proper implement of the marketing plan.

Expense Forecast			
Expenses	Year 1	Year 2	Year 3
Salary Expenses	1,490,000.00	1,490,000.00	1,490,000.00
Utility Expenses	60,000.00	72,000.00	84,000.00
Insurance Expenses	150,000.00	150,000.00	150,000.00
Rent Expenses	180,000.00	180,000.00	180,000.00
Customer Service Expenses	43,488.00	78,278.00	156,556.00
Website and App Expenses	6,000.00	7,200.00	8,400.00
Other Expenses	1,304,640.00	2,348,352.00	4,696,704.00



Sales Forecast

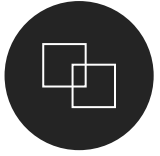
- Uber Delivers feels that the sales forecast figures are conservative.
- It will steadily increase sales as the advertisement budget allows.

Table	Monthly Sales Forecast		
Sales	Year 1	Year 2	Year 3
Fast and regular item	1,739,520	2,348,320	3,639,945.6
Fast and fragile item	2,609,280	3,522,480	5,459,918.4
Total sales	4,348,800	5,870,800	9,099,864
Total cost of sales	3,707,888	4,014,478	5,402,942
Profit	640,912	1,856,401	3,696,922

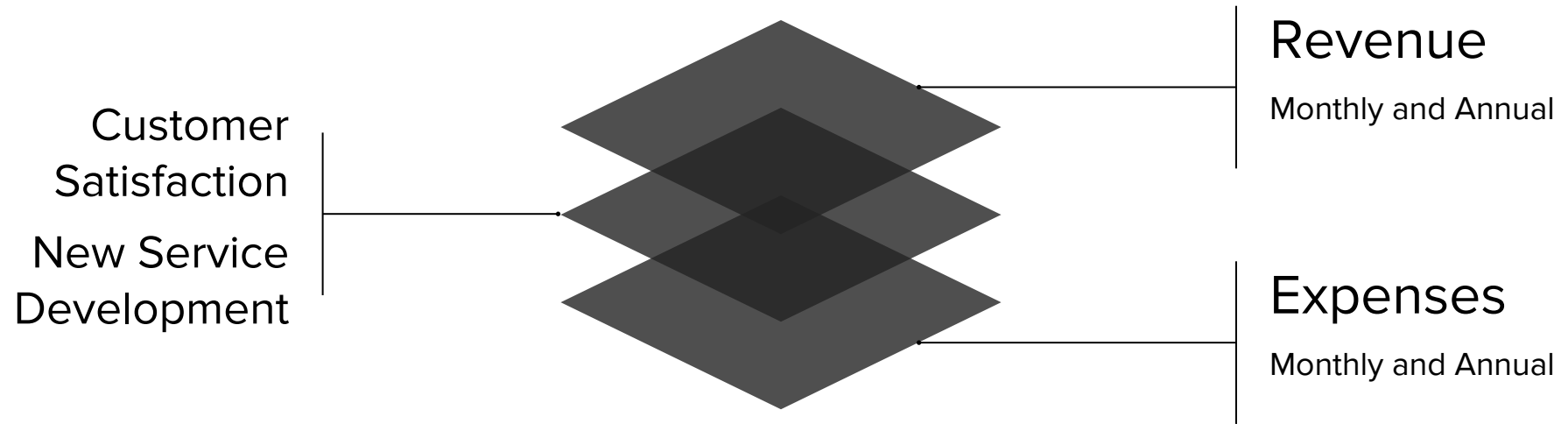
An aerial night view of a city with a large domed building in the foreground. The building is illuminated from below, highlighting its architectural details. The city lights are visible in the background under a dark sky.

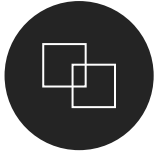
Part. 05

CONTROLS



Gauge Performance

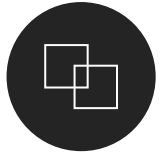




Implementation

Marketing expense budget:

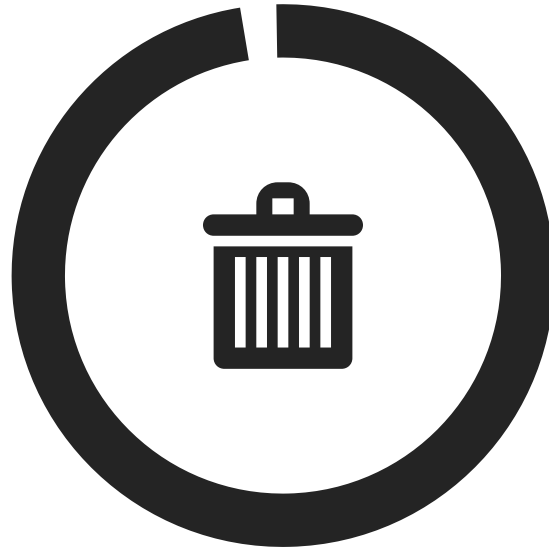
Marketing	Expense Budget
Event	161,308.8
Flyer	17,923.2
OOH	448,080
Online Display and Banner ads	179,232
SEO	89,616
Email & Message	0
Total Marketing Expense	869,760
Percentage of Sales	20%
Contribution Margin	640,912
Contribution Margin/Sales	14.74%



Contingency Planning

Difficulties and risks

Generating visibility and awareness.
Already-established market competitors
that are similar to us.
Long distance or the traffic jam.

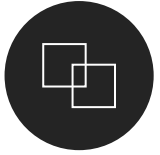


Worst-case risks

Cannot support expenses
because
costs exceed revenue.

Marketing Organization

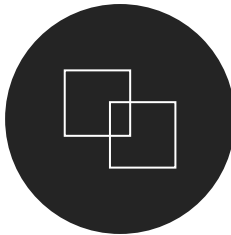
An external marketing agency will be responsible for the marketing activities.



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THANK YOU



Any Questions?