Executive Summary

The purpose of this paper is an analysis of the Strength, Weaknesses, Opportunities, and Threats (SWOT) of Uber Technology Inc. regarding Uber’s current market position as a private company looking toward initial public offering. References from Central Michigan University MSA 603 Strategic Planning for the Administration (Pearson, 2013) and Strategic Management Concepts and Cases: A Competitive Advantage Approach by Fred David (2011) were the baseline for developing the paper. In addition other sources including articles from peer reviewed journals, financial magazines, first person accounts from former employees at Uber, third party investigations by the former Attorney General of the United States, Eric Holder, and other sources were referenced to draw conclusions. Finally a recommendation was made for Uber regarding future strategic planning considerations.

Keywords: sexual harassment, Uber, sexism, disruptive innovation
Strategic Planning for Challenges to Uber Corporation’s Future Growth

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Chapter One

Research Problem

From a strategic planning perspective previously my experience has been limited to an analysis of catastrophic volcanic activity within the continental United States and its impact to agricultural industry. Recently at my workplace of the Headquarters Pacific Air Forces Directorate for Intelligence there was an attempt to implement the strategic management process. An off site event was held to begin the strategy formulation phase by developing a vision and mission statement. Unfortunately after that initial event the leadership declined to continue any other strategic planning processes or follow-up on any recommendations. At this time this researcher is creating a program to allow feedback to be provided within the directorate and formalize the process but I am not confident of its reception.

Regarding application to this paper, this researcher exposure to traditional business management, and strategic planning is limited to the MSA 603 class but I believe my strategic analysis of military readiness of the United Stated Air Force Intelligence units can be applied heavily. As such this analysis of Uber will be impacted by that view. The research I conducted for this paper primarily focused on Uber’s corporate climate and culture including the exposure of Uber’s toxic work culture and exodus of leadership in 2017, comparisons to other Uber style transportations companies such as Lyft, and the emergence of Uber’s partnerships in other nations aligning with competing organizations. Uber Technologies is not a public company, and is privately held, Uber is not obligated to publically disclose its financial records. As such the release of Uber’s financial data is not consistent or regularly disseminated. However, an analysis of Uber’s financial statements, leaked or otherwise, and random quarterly reports do allow analysts to build a view into the company for comparison (Hanson, 2016).
The research question to be addressed, regarding Uber Technologies Incorporated, is what future plans should be made to accommodate Uber’s plans to take to the company public via an initial public offering and deal with the ongoing drain in investment funds. This paper will provide a background on Uber Technologies and evaluate the current revamped corporate culture improvements, offered by Uber’s new Chief Executive Officer Dara Khosrowshahi, and consider the impact of the significant challenges to Uber’s market share in domestic and international markets. The exposure of Uber’s corporate climate issues in 2017 made it clear a serious revamping of their corporate culture and climate was necessary to gain and retain talent. As such Uber has to make an extensive effort to improve as a safe workplace for diversity and innovation, which will also be discussed in this paper.

Stages of Strategic Management

Strategic Management process, or Strategic Planning, can be divided up into three stages: Strategy Formulation, Strategy Implementation, and Strategy Evaluation. The initial phase, strategy formulation, focuses on developing the baseline of the company culture to create organizational buy-in from employees and determine the path forward. Some of the actions take in strategy formulation include developing a vision and mission statement, identifying an organization’s external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating multiple backup strategies and plans, and determining the paths to develop and follow. Some ideas generated during strategy formulation could involve determining new markets to enter or businesses to expand into. On that same note the determination to abandon certain markets or choose to follow a new plan of action would also fall within strategy formulation. Having a long-term plan of action with plans for expansion and diversity are major decisions and key to the foundation of any company (Pearson, 2014).
The second phase of the strategic management process is strategy implementation. The initial phase of strategy formulation focuses on the overall picture and long-term goals while the second phase is about executing those plans. In order to achieve those long-term plans it is necessary to establish short term goals and check points. In that sense companies create annual objectives, develop projects to advance their strategy, create policies to manage their employees, and allocate resources to best support the company. The company is putting management and employees to work to take the steps necessary to implement and execute the strategy. During this phase the vision and mission statement of the company along with positive leadership would be particularly effective at ensuring employee buy in and a willingness to sacrifice to achieve goals (Pearson, 2014).

The final phase of strategic management is strategy evaluation. After developing ideas and working to implement them results will not always be positive. Management needs to be able to effectively and efficiently evaluate the progress of small and large scale project as well as the companies’ momentum within markets and various businesses. Management needs to be prepared to change the ongoing course of action and redirect or reallocate resources into a more beneficial direction. The three fundamentals of strategy evaluation are reviewing internal and external factors to determine the effectiveness of the current strategy, measuring the level of performance, and making any necessary changes or taking corrective action (Pearson, 2014).

The evolution of Uber Technologies can be clearly viewed within the lens of the strategic management process. The story of Uber Technologies Incorporated begins on a snowy night in Paris, France in 2008 (Uber, 2018). The founders, Garrett Camp and Travis Kalanick, were attending a technology conference and were unable to get a taxi back to their hotel. During their journey home they wished for a simple way to order a ride. They spent the rest of their journey
back to their hotel discussing this idea and how they would implement it. The initial concept they developed was a for a timeshare limousine service which would cost less than current luxury car services. This would allow them access to a more luxurious service but at a fraction of the cost. That night was the start of the strategic management process for Uber Technologies. In 2009, Camp purchased the domain UberCab.com and convinced to Kalanick to join him on the development process (Blystone, 2017).

According to Uber they were founded in 2009 to solve a simple problem: “How do you get a ride at the push of a button?” (Uber, 2018). The mission statement was originally “To Make Transportation as Reliable as Running Water, everywhere, for everyone” but on their website it has been updated to “To Bring Transportation – for everyone, everywhere.” With that concept in mind as a long term goal the company launched a beta test in New York City with an official launch in May 2010 in San Francisco, California. At debut the company focused on the ordering of luxury “black-car” service as originally discussed. The cost of the UberCab black car service was less than the existing luxury car service market in San Francisco and allowed non-traditional users access to the service with cheaper vehicles. An UberCab would be almost two times less than a traditional taxicab service fee. Simply put UberCab would not be large enough to compete with the current taxi industry. Instead by placing the focus on offering an alternative to the luxury black car market to people who could not afford the regular black car services positioned UberCab in the role of an emerging disruptive innovator to that industry (Johnson and Moazed, 2016). UberCab was able to gain a foothold in the transportation industry was tackling that niche and introduction new technology.

Utilizing the mobile phone UberCab application or the internet a customer could order a ride with the tap of a button. The app used the global positioning system (GPS) built into the
mobile phone to calculate the cost of the trip from starting point to destination. If the cost was acceptable the customer could accept the ride and a charge would be made to their user account (Blystone, 2017). The application allowed UberCab to develop a fleet of drivers they did not have to pay any maintenance for and connect them directly to consumers in a peer-to-peer platform. To assist with the initial development of the platform UberCab utilized a variety of campaigns to entice support. They hosted and sponsored technological events and included free UberCab rides for attendance. This ensured reaching one of their target populations: the technological early adopter. In addition, in a practice that continues today, UberCab offered new riders 50% off their first UberCab ride (Uber, 2018). The technology behind the company was simple yet disruptive. The Uber platform as a whole based on the application did not directly maintain any drivers but connected consumers to providers similar to Amazon and eBay.

Within the strategy formulation process UberCab looked at creating their own internal strengths such as developing from an unexploited niche of providing luxury car services to those who could not afford the more traditional options. At the same time they developed an application that allowed them to directly connect drivers and passengers and removed the cost of maintaining a fleet of vehicles. The application was particularly timely for the progression in the capabilities of smart phones. From UberCab’s viewpoint the initial short-term goals of their company were being met but they did not intend to stay limited to the luxury transportation industry in San Francisco. Four month after their 2010 launch in San Francisco they were successful in closing out $1.25 million USD in seed funding via friends, First Round Capital, and Napster’s co-founder (Arrington, 2010). Shortly later, in February 2011, Uber closed an $11 million Series A funding round led by Benchmark that placed the value of the company at $60 million USD after a mere eight months in operation (McAlone, 2015).
UberCab than began diversifying and looking to expand their service by moving into the traditional taxicab market. However, UberCab received a cease and desist order from the San Francisco Municipal Transportation Agency due to operating a taxi service outside the bounds of their agency. The company was quickly renamed “Uber” and continued to expand plans to spread rapidly to other cities. Uber initially sought to solidify their base in San Francisco and move beyond the luxury car market but seeing the challenges being made to them they chose to leverage their funding and expand. The company saw their initial long-term plan was obstructed and reevaluated their immediate goals. In 2011 Uber, as a part of market expansion plans, launched operations in several domestic markets including New York, one of their biggest markets today, and expanded internationally to Paris, France. Uber also successfully closed on a Series B round of funding, led by Amazon’s CEO and Goldman Sachs, securing $32 million USD. Uber was also valued at $330 million USD by the end of 2011 (Weber, 2015).

In 2012, Uber further expanded by launching a new service, UberX. UberX hired regular people to drive their own car, for the app, after a background check and meeting minimal vehicle requirements. UberX was 35% less expensive than their original luxury car service. However, until the application generated a high enough population of both drivers and customers the cost was much higher than using a taxi. The lack of drivers could result in a long wait but you could request a car with the click of a button and thus it became popular quickly (Hanson, 2016). UberCab, now Uber, was not the first company to utilize mobile applications and global positioning technology to allow for the ordering of car service but it was among the first and the most flexible. Other services had limitations such as only allowing taxi service as a bridge from another subscription, requiring consumers to pay a fee to order a taxi within their app but still
having to pay the driver separately. By combining all of those options in a standalone application Uber saw great success.

As a part of Uber’s plans for long term diversification in transportation they stated they want to be the “Amazon of taxi services.” The idea is that Uber would expand into other forms of transportation industries and services. This diversification project began with the UberX expansion into traditional taxi cabs services and continued via the opening a number of services starting with Uber RUSH in 2012 and Uber POOL in 2014. UberRUSH was a bicycle delivery service with flat rates pending zoning. UberPOOL was a carpooling service that matched drivers and workers traveling in the same direction (Ong, 2014). Shortly later in 2015 Uber Eats was launched allowing for customers to utilize Uber as an online food delivery service. Moreover, 2014 was also the year in which Uber reached cost parity with regular taxi services. They launched a large campaign in New York City announcing that an Uber cost less than a taxi ride. In 2016 alone Uber was estimated to have provided almost 170,000 a day in New York City (Bershidsky, 2018). Much like Amazon, Uber is focused on keeping the prices low via subsidizing drivers and rapidly expanding their market share to grow to the point it is a valid alternative to car ownership (Uber, 2018).
Chapter Two

Uber’s Failures in Strategy Evaluation

While Uber has shown great progress in the strategy formulation and implementation stages in moving the company forward toward stated goals they are lacking in the strategy evaluation realm. Today, Uber operates in more than 425 cities in 72 countries with 30 million monthly users. However, the presentation of the data is focused in a way to attract additional investment without disclosing issues. For example, for 2017 Uber touted the fact Uber gross bookings through the app totaled over $37 billion USD but Uber fails to also place the information in context. Most of that revenue went to the drivers and the company’s take was only $7.4 billion USD. Uber’s refusal to share more detailed financial information directly resulted in investment banks, such as JP Morgan, discouraging their clientele from investing (Hall, 2016). In fact, Uber continues to hemorrhage money at an astonishing rate. In nine years of existence and almost $18 billion USD in financing it is estimated that Uber has spent over $10 billion USD and has yet to generate profit. Some of the factors relating to this drain in funding is the method by which Uber forcibly keeps rates down and also subsidizes riders. By keeping their fares artificially low Uber can continue to contract business but their drivers suffer from a loss of potential wages and the company from additional avenues of income. In 2017, Uber had sales of $7.5 billion United States Dollars but posted a loss of $4.5 billion United States Dollars (Newcomer, 2018).

Though Uber is still lacking in the evaluation of how their funds are being spent with a lack of income there has been improvement in the first quarter of 2018 in which Uber posted a 61% increase in net revenue from the previous year for $2.22 billion United States Dollars (Newcomer, 2018). Those improvements followed culture changes that were implemented after
an extremely turbulent year in which Uber’s toxic corporate climate and leadership issues were exposed.

Uber’s setbacks in 2017 were due to a series of high profile events in which they failed to evaluate the situations and act appropriately. Uber as a company had to rebuild their foundation and go back to the strategy formulation phase to determine who they were as a company as a result. In January 2017, Uber became the target of public criticism due to their actions during a protest against the Administration’s Immigration Ban. The taxicab drivers of New York Taxi Workers Alliance announced via Twitter, a social media network, that they would strike on January 29, 2017 and not pick anyone up from New York’s John F. Kennedy International Airport between the hours of 6pm to 7pm as a protest against Trump’s inhumane ban seemingly targeting Muslim countries. They also made clear that the protest could continue for an indeterminate amount of time (NYTWA, 2017).

In response Uber tweeted that surge pricing for John F. Kennedy International Airport had been turned off during this time and that wait times may be longer (Uber, 2017). This move sparked an outcry as it was viewed as cooperating with the Immigration Ban breaking the strike to undercut the protest of the New York taxi drivers. A movement called #DeleteUber immediately launched via Twitter with an untold amount of customers deleting the Uber app from the phones. The next morning on January 30th Uber’s competitor Lyft donated $1M to the American Civil Liberties Union to support their lawyer working to end the Immigration Ban. In response on the afternoon of January 30th Uber announced it had setup a $3M USD legal defense fund for immigrant drivers and formally requested that President Trump end the Immigration Ban. In addition CEO Travis Kalanick’s initial statement held mild criticism for the ban meanwhile Lyft’s co-founders John Zimmer and Logan Green attacked the policy in no
uncertain terms. Uber’s customer base was severely impacted and they were unable to determine how extensive the damage was at that time. Uber’s decision to go against the prevailing public view in one of their most important markets was clearly made with a complete lack of political context or basic evaluation of the situation and resulted in them being held in contempt by their customer base.

The Immigration Ban scandal exposed Uber in a highly visible way and placed public scrutiny upon them. Shortly thereafter Uber was assailed with allegations of a toxic hyper masculinity focused work culture invested with sexist and discriminatory behavior. In February 2017, Susan Fowler, a former engineer at Uber, wrote a blog post detailing her experience of working at Uber from November 2015 to December 2016. She shared stories of her uncomfortable process of organizational socialization at Uber consisting of stories of blatant sexual harassment, sabotage, and discrimination within the corporation. On her very first day, with her assigned engineering team, her manager blatantly propositioned her for sex via the company chat service. She immediately sent the messages to human resources for resolution. Even though she reported him with documented proof nothing was done. She was informed that he was a high performer and to avoid affecting his career over a first offense they would only be giving him a stern talking to (Fowler, 2017).

Human resources then told her that she either had to move teams or accept that poor evaluation that was likely to give her in the future. If she stayed and received the bad review there would be nothing she could do about it nor would it be considered retribution (Dent, 2017). She opted to change teams but after several months, meeting with other woman engineers in the company, she discovered it was not his first offense nor would it be his last. She and other women employees arranged for a series of meetings with human resources related to the well-
documented issues. The meetings resulted in human resources denying any of the allegations against the “high performer” employee and illegally threatening Ms. Fowler with firing as retribution (Fowler, 2017).

Ms. Fowler described the organizational culture and work environment at Uber as chaotic with such examples as managers deliberately sabotaging their own supervisors in attempts to acquire their jobs. Project were abandoned or given no guidance with insane deadlines, requirements could change day to day, and there were constant reorganizations. After continued blocking of her career advancement by her management team to include changing her evaluations without her knowledge, denying her transfers, and a blatant sexist decision to only purchase company coats for men Ms. Fowler decided it was time to leave Uber. When she arrived at Uber women were 25% of the engineer force and we she left 3% remained (Fowler, 2017).

This blog post was essentially Ms. Fowler reflecting on the toxic work environment at Uber. Fred Luthans defines a positive organizational behavior as having five key dimensions: employee engagement, organizational commitment, job satisfaction, performance, well-being, and customer satisfaction (Kinicki, 13). It was quickly revealed in early 2017 that Uber was failing at all these categories. Ms. Fowler’s blog post served as a pseudo whistle-blower moment and wake up call for Uber regarding their organizational behavior. The CEO of Uber Travis Kalanick released a statement that Uber would be an immediate investigation and those involved with such behavior would be fired. A similar event occurred in 2014 when Kalanck claimed the actions of the Vice President of Uber Emil Michael, when threatened a smear campaign against a reporter, showed a lack of leadership and humanity but seemingly did not
result in a change to their corporate climate (Sottek, 2017). Due to the new level of scrutiny created by the scandals Uber had to make serious and overt efforts to change.

Uber moved into the strategy evaluation phase after this series of events to determine how far off course they were and what needed to be done to correct their issues. The Board of Directors of Uber called for an external investigation and audit led by former Attorney General of the United States, Eric Holder, to evaluate Uber as a workplace and provide suggestions/guidance for improvement. In the intermediary period of the Holder investigation four top executives resigned from Uber including their new President Jeff Jones whose statement included the following comments: "….It is now clear, however, that the beliefs and approach to leadership that have guided my career are inconsistent with what I saw and experienced at Uber, and I can no longer continue as president of the ride sharing business." In addition an engineering executive was asked to resign due to allegations of sexual harassment at his previous job at Google. CEO Travis Kalanick was also caught on video berating an Uber driver while being combative and aggressive which resulted in a leave of absence from the company before stepping down as CEO. Kalanick posted an apology on Uber’s website stating that he “needs to fundamentally change as a leader…and seek leadership help.” Clearly the leadership at Uber was not healthy not steering the organization in a positive manner (Issac, 2017).

In March 2017, during Kalanick’s leave of absence, Uber released a separate internal audit on diversity detailing the structure of the company’s workforce and the challenges they faced in improving. They also stated that their previous intense hyper-masculine culture went too far and needed to be adjusted. They noted that top performers were promoted into managerial positions but received little to no training on their new roles. 63% of their management team had never held a leadership role. Among Uber’s 12,000 employees, 40% were
Women, and African American and Hispanic employees make up about 15% of the company. In an attempt to alleviate some of the identified issues Uber has launched several new effort to include a set baseline training for all their first time managers and program to recruit more Woman, Hispanics, and African Americans into employees from universities (Sharma, 2017).

Eric Holder’s four month long investigation, as Covington and Holder, involved interviewing 200 employees and analyzing three million documents. The report yielded several recommendations including decentralizing some of the powers of the CEO, mandatory leadership training, a more robust complaint process, an overhaul of their human resources system, and more oversight from their board of directors. The Holder Report also recommended additional recruitment efforts from diverse university programs. Several of the recommendations directly related to the experience of Ms. Fowlers. They suggested that no special treatment given to any employees regardless of tenure or past performance, that romantic relationship be prohibited among employees where one reports to the other, and bias and abuse of the performance review process be eliminated. (Covington and Holder, 2017). During that same board of directors meeting that these findings were announced a board member, David Bonderman, made an extremely sexist comment toward the board members who were women within ten minutes of the declaration of “a new Uber.” Bonderman resigned a few hours after the meeting but it only emphasized how deeply the toxic culture was embedded at even the highest echelons (Green and Levin, 2017).

Uber transitioned to a new chief executive officer in 2017 as a course correction to handle the fallout of the multiple scandals and resignations. Former Expedia CEO, Dara Khosrowshahi was selected by the Uber board of directors as the next CEO of Uber. Khosrowshahi has been viewed as a the opposite choice regarding Kalanick’s errors maintaining
Uber’s toxic culture of sexual harassment, abusive speech toward a driver, and actions regarding President Trump’s controversial immigration policy (Thompson, 2017). Khosrowshahi, an immigrant from Iran, has been a vocal critic on the current Administration’s policies while also being viewed as calm, friendly, and approachable in the business world (O’Kane, 2017).

In 2018, as part of the process to rebuilding their image, Khosrowshahi has given extensive interviews regarding the changes he would implement at Uber and also apologies to various entities regarding ethical issues regarding Uber. He created a new list of cultural values by soliciting ideas from the employees, including “We Celebrate Difference” and “We Always Do the Right Thing Period.” Khosrowshahi has also focused 2018 on driver and rider safety such as including access to 911 in the Uber app and improving background checks. Khosrowshahi summed all of his efforts, and his intentions going forward, at a speech titled “Reforming the Bro Chaos” to the Women of the World Summit (2018). Khosrowshahi is so key to improving Uber’s image that he is starred in a series of advertising campaign videos in mid 2018.
Chapter Three

SWOT Analysis of Uber

Throughout this paper several issues involving Uber have been discussed. To summarize this chapter will conclude with a Strengths, Weaknesses Opportunities, and Threats (SWOT) analysis of Uber. In consideration of strengths Uber has shown itself flexible to set backs and continuing to move forward. Uber has taken what previously was an internal weakness, their toxic climate culture, and have made their efforts to improve it into and advertising campaign around their new chief executive officer. The implementation of a program to be diverse and fair, which should have been the standard, has been used to polish their image and attempt to remove the negative association. A perfect example would be that CEO Dana Khosrowshahi was asked at his speech “Reforming the Bro Chaos at Uber” if he would hire the original whistle blower, Susan Fowler, and he gave a resounding yes to applause (2018).

Another strength for Uber would be their well-known name and majority share of the domestic market. Uber has become a noun and a verb for the action of using a ride-sharing application. Uber also urges its use as an alternative for drivers who have consumed alcohol as a way to prevent drinking and driving. Programs working with Mother Against Drunk Driving to offer ride for drunk individuals on certain holidays are strengths that should be further promoted. A study has shown that the advent of UberX in California is related to a drop in a driving under the influence fatalities (Greenwood & Wattal, 2017). Uber has also positioned itself as an option for increased mobility for the disabled. By providing additional transportation options people would not be restricted by their inability to drive. A campaign on these two strengths would be very positive for Uber’s public perception (Uber, 2018).
The situation with CEO Dana Khosrowshahi is also a weakness. The reformation of their toxic climate culture is viewed as highly dependent on him as well as preparing Uber for an initial public offering in 2019. If Khosrowshahi were to leave it would have far reaching implications and be a major impact to Uber. Often news articles focus on Khosrowshahi and his connections for future investment purposes, such as Warren Buffet, when discussing Uber’s future bid at going public. As the company becomes more stable it would ideal for Khosrowshahi to begin to withdraw from focus. Uber also has an ongoing issue on determining if their drivers are contractors or regular employees who deserve benefits (Crank, 2016). They have already lost several court cases stating that the drivers are not just contractors so that needs to be resolved (Ross, 2015).

Aside from the reforming of their toxic culture the continual losses in the billions of United States dollars is another obvious weakness to be addressed. Uber still have not reached a sustainable profit after ten years and has spent over half of the $18 billion United States dollars in investment funding. Uber is not obligated to share their financial data but in recent years, due to the desire to go public, they have shared several quarterly and annual statements. Analysis of Uber’s financials can be difficult due to the limited information and focus on drawing in investors. The company had attracted almost $18 billion USD in investment and was valued at $65 billion USD in 2016. No technology firm has ever raised the amount of money Uber has from private investors before going public nor lost this amount. An open evaluation of the costs to the company to continue to subsidize the drivers and artificially lower the fare rate needs to be provided to future investors (Kortum, 2015). Even Amazon’s worse year only yielded a loss of $1.4 billion USD and resulted in the firing of 15% of their workforce (Nunez, 2016).
For opportunities Uber may continue to their actions of mitigating threats to their operations in foreign markets. For example once it became apparent Uber would continue to loss million in battling with Didi Kuaidi in China an agreement was reached merging the companies and creating Didi Chuxing in 2016. This allowed Uber to still receive a profit share of the market and support from three of the biggest companies in China without continuing a losing battle. Similarly Uber merged with its top Southeast Asia competitor Grab in 2018. Uber will likely continue to leverage the name they have built globally to enter foreign markets and in areas where the competition is too mature merge with their local competition. As shown within the Grand Strategy Matrix launching joint ventures the action of a company with a strong competitive position within the market (Pearson, 2014). Uber’s continued expansion into other ventures in transportation also provides them with several opportunities. For example with the recent revelation that many people are calling Uber for rides to the hospital, rather than take an ambulance, Uber intends to launch UberHEALTH to allow healthcare providers to book rides for their patients (Healthcare Financial Management, 2018).

The biggest threat to Uber is the same as their major weakness: Uber has yet to turn a profit and continues to lose money in the billions. The various domestic companies such as Lyft only take a small market share compared to Uber so their threat is minimal compared to the artificial pricing Uber created by subsidizing fares and driving down their profitability. Uber’s drivers can move work for other companies at the same time or give up their employment with Uber is it does not benefit them enough (Hall & Krueger, 2018). Uber can offer up their continued massive growth on a global scale to counter balance their inability to produce revenue but unless a clear vision of the current finances and plan for future growth are presented Uber may find itself losing its investors (King and Newcomer, 2018).
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