

# **UpGrad Product Management Competitor Analysis**

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# About Meru Cabs

Meru Cabs is a transportation network company based in Mumbai, India.

It provides cab booking facilities through

- Calls
- Website
- Messenger bot on Facebook
- Google Maps
- Mobile app

It accepts payments through cash or multiple wallet options. Meru Cabs integrated their cab service with Google Now which will send passengers reminders for cab pickups, alerting them if they wish to book a cab based on their location and other information through Now Cards within the Google app.

# Competition Analysis - Direct & Indirect Competition

## Direct Competitors

- Companies in taxi space with similar business models

- OLA



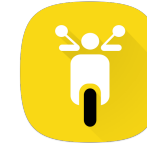
-UBER



## Indirect Competitors

- Companies with self drive car rental or share ride service models or public transport systems

- Rapido



- QuickRide



- ZoomCar



For further comparison we will  
take Ola Cabs.

DC1 is Ola

# Competition Analysis - Company Background - Meru & Ola

## Meru Cabs

Founder – Neeraj Gupta

Founded date - Apr 2007

Headquarter – Mumbai

## Ola Cabs

Founders – Ankit Bhati & Bhavish Aggarwal

Founded date - Dec 3, 2010

Headquarter – Bangalore

# Competition Analysis - Strategy & Goal

|           | Strategy  | Goal  |
|-----------|---|---|
| Meru Cabs | Focusing on ownership based model for growth for better control on experience. Moved to Hybrid model to meet demand & handle competition. | Reliable<br>Safe Transport  |
| Ola Cabs  | Based on aggregator model and discounting backed by mobile app technology to expand across cities.  | Our aim is to use technology to bring efficiency and superior customer experience (in par with the hospitality industry) to the car rental industry. We endeavour to bring convenience, price transparency and standardisation to consumers booking car rentals and cab services. |

# Competition Analysis - Funding & Revenue

|           | Funding        | Revenue       | Total number of cities | Fleet Size  | No of Employees |
|-----------|----------------|---------------|------------------------|-------------|-----------------|
| Meru Cabs | \$75 Million   | \$45 Million  | 26                     | ~30,000     | ~ 1000          |
| Ola Cabs  | ~ \$ 3 Billion | \$320 Million | 125                    | ~ 10,00,000 | ~ 7000          |

# Competition Analysis - Services Offered - Meru vs Ola



Radio Taxi



Sedan



Hatchback



SUV



Outstation



Auto



Bike



Share



Micro



Mini



Prime Sedan



Prime Play



Prime SUV



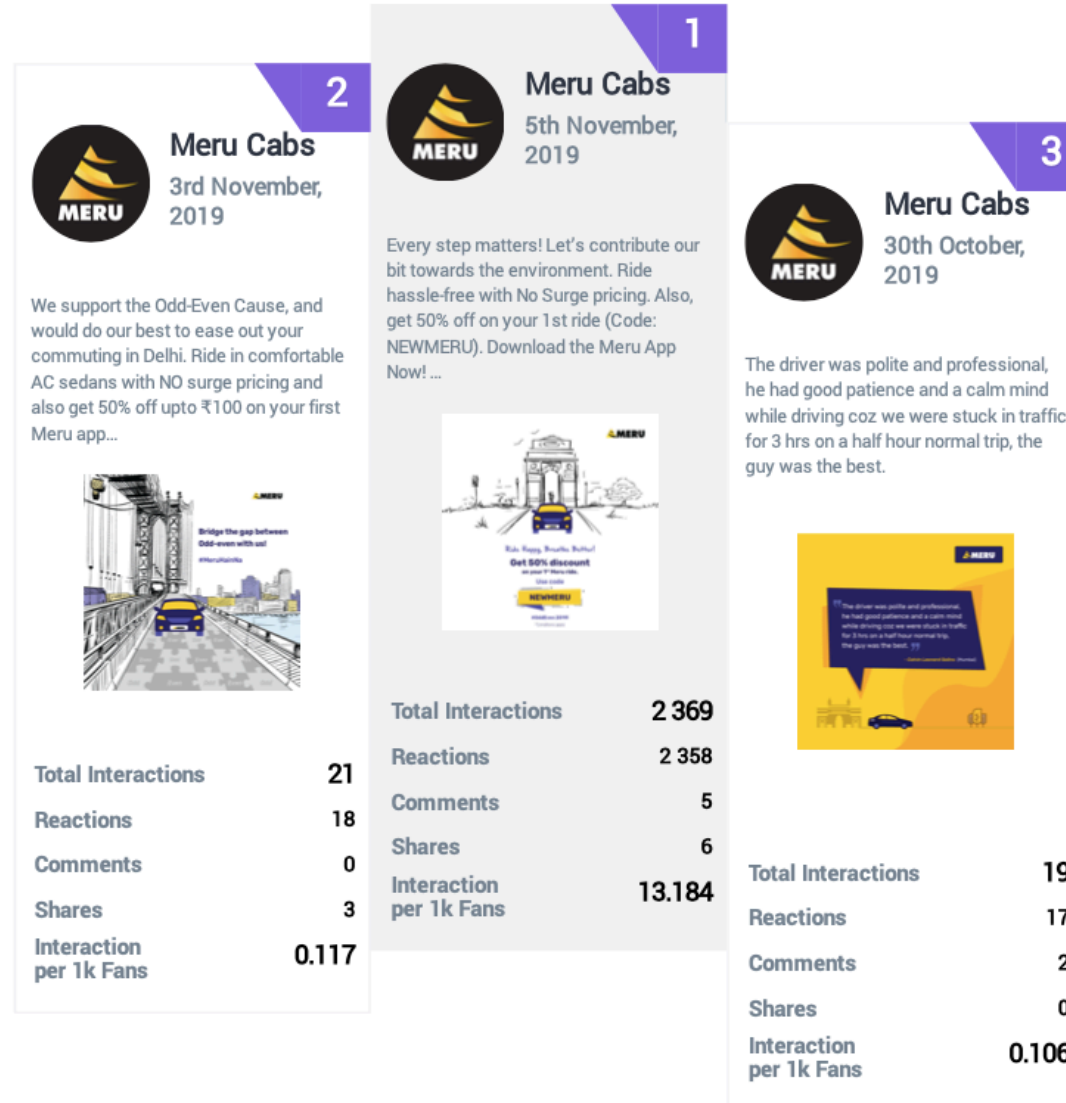
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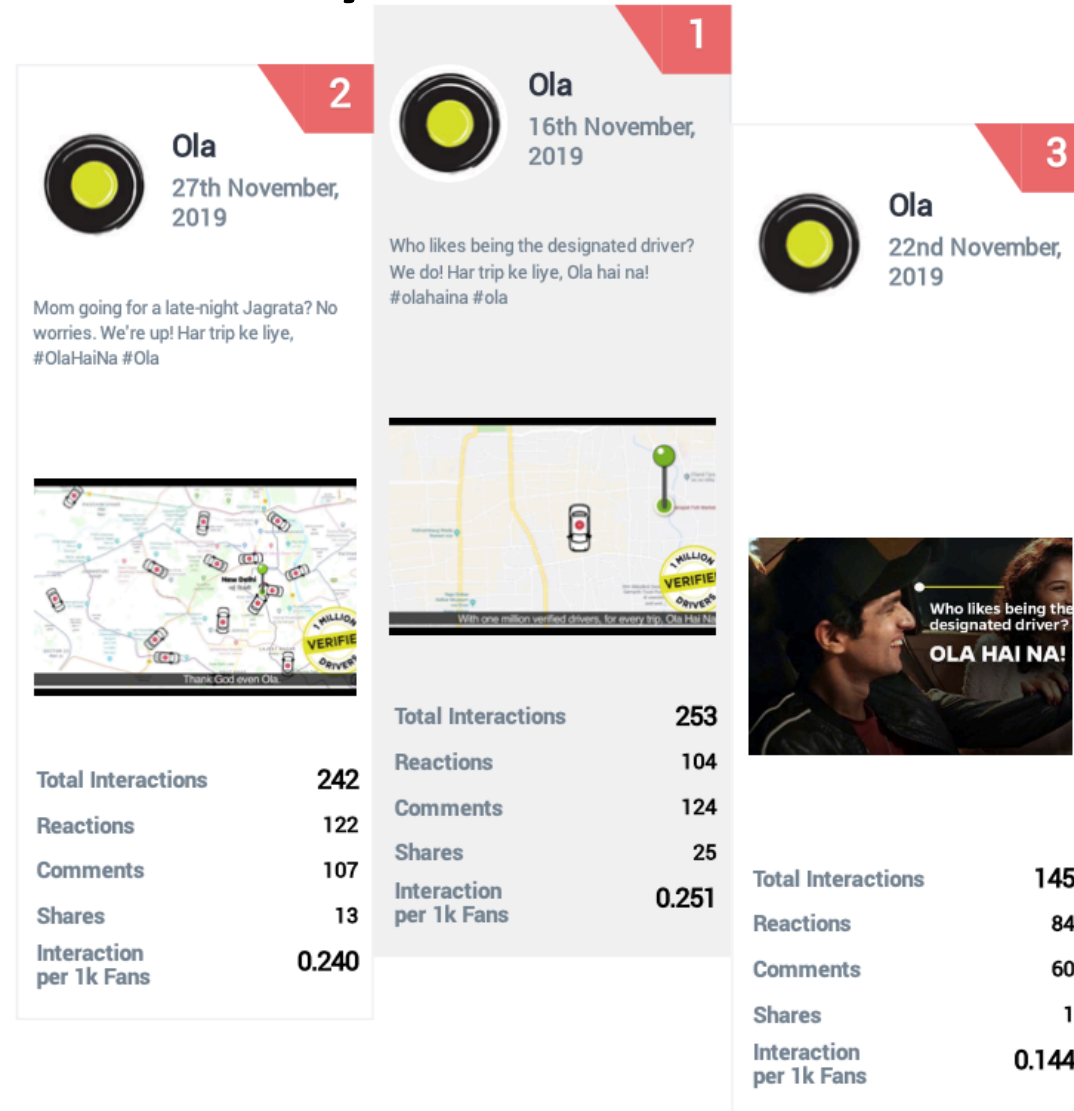
E-Rick



# Competition Analysis - Social Media - Meru



# Competition Analysis - Social Media - Ola



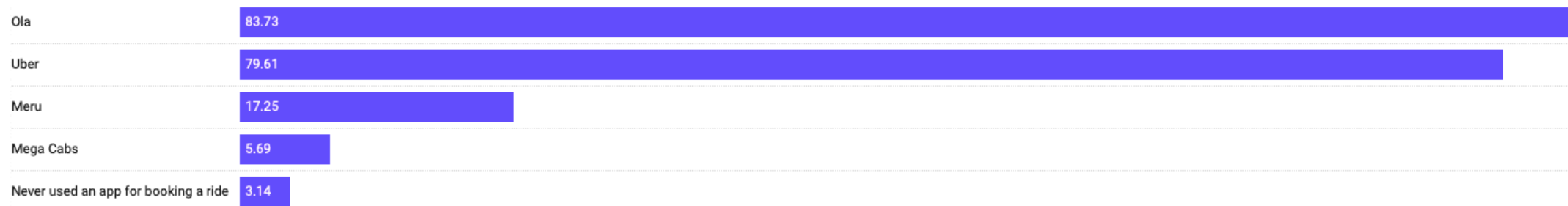
Ola Cabs has the maximum reach and engagements among all the operations in Indian taxi market.

Lot of hashtag campaigns from Ola has helped in reaching out to more customer engagements.

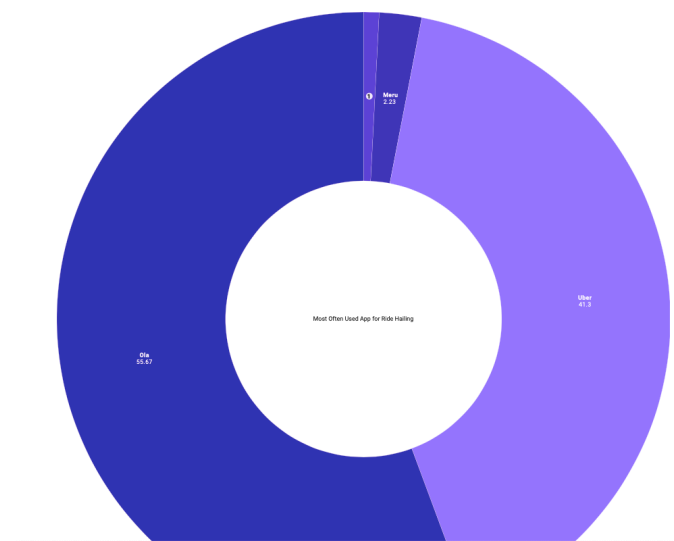
# Competition Analysis - Market Share

Which app(s) are used for booking a Taxi?

## Ride Sharing Apps



Which app do you use most often?



- 1. Ola
- 2. Uber
- 3. Meru
- 4. Mega Cabs

# Competition Analysis - Strength & Weakness

|           | Strengths   | Weakness  |
|-----------|---|---|
| Meru Cabs | <ul style="list-style-type: none"><li>• Dynamic price can be set by the drivers</li><li>• Fixed stands at airports &amp; selected stations</li><li>• Works with most of digital payment systems</li><li>• Advance booking that can be trust</li><li>• Hassle free cancellations</li></ul> | <ul style="list-style-type: none"><li>• Highly Expensive when compared to other operators</li><li>• City presence is less</li><li>• Lack of security on customer data shared to drivers</li></ul>   |
| Ola Cabs  | <ul style="list-style-type: none"><li>• Service offering for a wide span of budget</li><li>• Ola money and other Payment method integration</li><li>• Immediate availability of fleet</li><li>• Pan India presence</li></ul>  | <ul style="list-style-type: none"><li>• High Surge/dynamic Pricing</li><li>• Earnings to loss ratio is too high</li><li>• Less trained drivers resulting in negative feedback from customers</li><li>• Map accuracy is poor sometimes</li></ul> |

# Competition Analysis - Mobile App Stats

|                     | Meru                                 | Ola   |
|---------------------|--------------------------------------|---|
| Total App Downloads | Android: ~10 million<br>IOS: NA      | Android: 100 million<br>IOS: NA   |
| App Rating          | Android: 3.6 stars<br>IOS: 2.7 Stars | Android: 4.1 stars<br>IOS: 4.6 stars  |
| App Reviews         | Android: 55% reviews are 5*          | Android: More than 70% reviews are 5*   |
| Avg. Ride Per Day   | NA                                   | ~3.65 Million   |
| Repeat Customers %  | 40%                                  | 60%   |
| User Experience     | Random cancellation<br>High prices   | Long delays since the demand has increased<br><br>Wait time after bookings is just a number |

# Competition Analysis - Key Features

|              | Meru   | Ola  |
|--------------|--|--|
| Key Features | <ul style="list-style-type: none"><li>• Multi wallet integration</li><li>• Cab tracking using Google Maps</li><li>• Single touch booking</li><li>• Location detection using AGPS</li><li>• Advance Booking</li><li>• Spot Booking</li><li>• ICE (In Case of Emergency)</li></ul> | <ul style="list-style-type: none"><li>• Ola Play</li><li>• Ola Money</li><li>• Cab tracking on Google Maps</li><li>• Location detection with AGPS</li><li>• Advance booking</li><li>• Spot booking</li><li>• SOS button</li><li>• Shared rides</li><li>• Dynamic pricing set by Ola</li><li>• Wifi in cabs</li><li>• Credit to frequent users</li><li>• Ride verification using OTP</li><li>• Cancellation reason</li><li>• Number hidden to drivers</li></ul> |

# Competition Analysis - Future Initiatives of DC1

- Expanding their presence by acquiring new markets across globe. Currently at 250 cities across India, Australia, New Zealand & UK.
- Introducing electric vehicles in partnership with Mahindra & Hyundai due to policy changes from the central government. New subsidiary - Ola Electric will cater the electric fleets range.
- Partnering with Cloud kitchens & delivering food to end customers.
- Focus more on Ridlr - a public transport app which makes transportation easy