



2023 Planning Offsite Pre-work

Oct 25-26, 2022

US&C Regional Marketing



Uber

Agenda

Day 1 - Tuesday 10/25

12-1pm	 Lunch (Cafeteria)	Team
1-1:15	Welcome Kickoff, Objectives	Nick
1:15-1:30	Icebreaker	Team
1:30-2	Planning Guidance Mobility Priorities & Budget	Nick
2-2:45	State of the Business & Brand	Nick Aurelie
2:45-3	Break	
3-4	Strategic Pillar Deep Dive: Everyday/Multi Product Use <small>Active Rider</small>	Mel
4-5	Travel	Jo
6:15	 Dinner (Mel's 85 10th Ave)	

Day 2 - Wednesday 10/26

9-10	Team Growth Insights Discovery Color Exercise	Team
	Strategic Pillar Deep Dives <small>(cont.)</small>	
10-11	Earners	Gina
11-11:10	Break	
11:10-12	Lead with Purpose Electrification, Safety, Social Impact	Leah
12-12:30	 Lunch (Cafeteria)	
12:30-1	Trust and Reputation <small>KOLs</small>	Faria
1-1:30	New Audiences Brainstorm <small>Teens/Parents, Women Earners</small>	Gina Faria
1:30-2:30	Break	
2:30-3:30	Finish New Audiences Brainstorm	
<i>Offline</i>	Plan on a Page US&C	Team
3:30-4:15	2023 Calendar	Leah
4:15-4:30	Break	
4:30-5:15	Start, Stop, Continue	Nick
5:15-5:30	Next Steps	Team

DAY 1

Our Ambition for 2023



While 2022 was a year of rebuilding in a post-COVID world, 2023 will be all about supercharging mobility growth and hitting very aggressive targets.



Now that we're no longer in survival mode, we can focus on multiple opportunity fronts to help Uber achieve its growth goals:



Prioritizing our work and the products



Zeroing in on key audience segments



Leading with insights in order to diversify the ways people use our products and build loyalty



Bolstering brand favorability across audiences

Objectives



Team Bonding



Understanding of what we need to achieve in 2023



Input and engagement around how we will get there



Alignment on what we will and will not pursue in 2023



A strong start to the US&C [Mobility Plan on a Page](#) due 11/4



Excitement for what's ahead

Norms and logistics

Norms:

- Please keep laptops and phones down as much as possible
- If you need to take a call or reply to something, please step out of the room and try to help us minimize distractions
- Stay mindful of the time, and try not to go over time as much as possible. We have buffer time, but want people to be able to take breaks and not feel rushed
- Ensure everyone is getting a chance to contribute, and be mindful of others getting “equal airtime” to keep the discussion going

Logistics:

- We have a full afternoon (today) and full day (tomorrow) of sessions
- Dinner tonight is at 6:15pm
- Tomorrow's start time is 9:00am

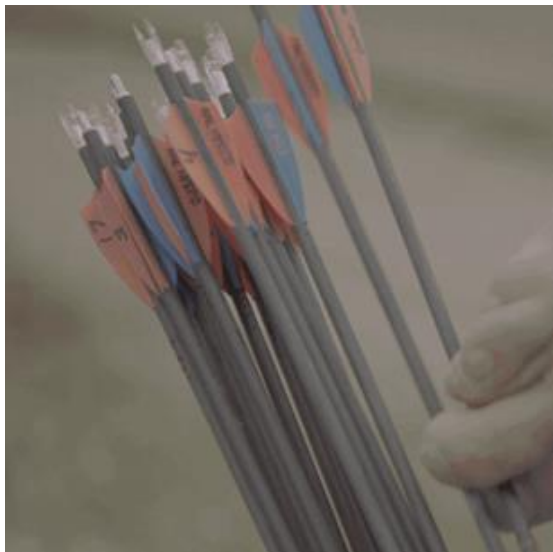
DAY 1

Icebreaker

Icebreaker: Faria

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Personal



Icebreaker: Gina

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Personal



Icebreaker: Leah

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Personal



Icebreaker: Jo

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Personal



Icebreaker: Mel

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Personal



Icebreaker: Nick

What are you excited about for 2023? Memes/gifs/social media/collages welcome

Uber



Uber | 2023 Planning US&C Marketing

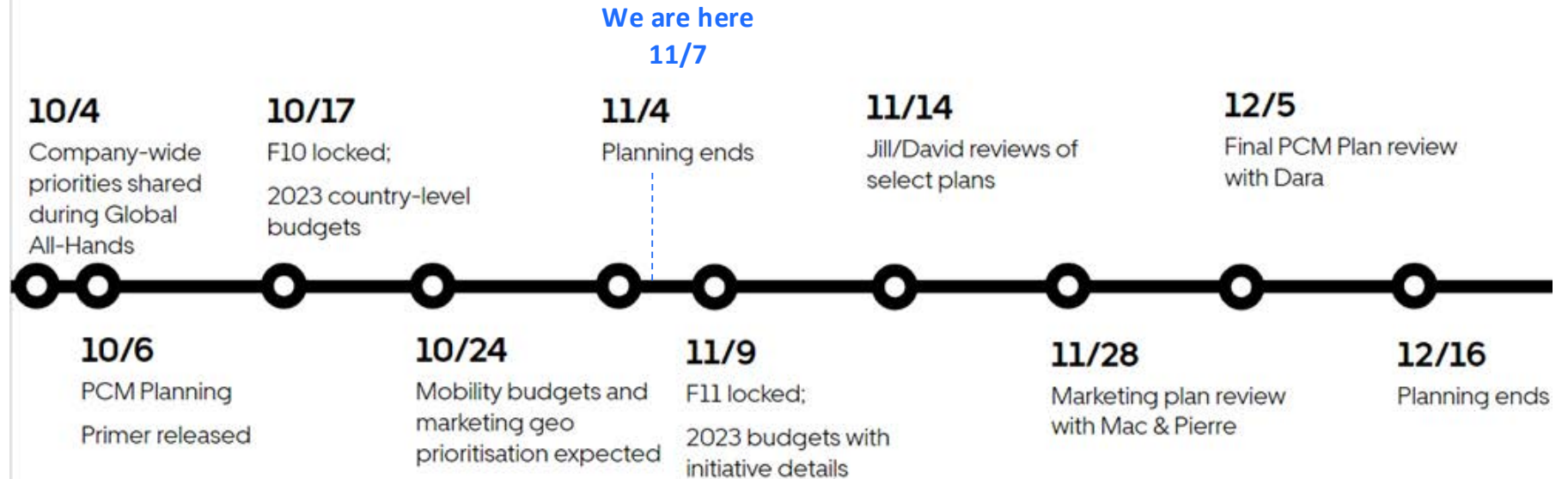
Personal



13

Planning Guidance

2023 Global Marketing Planning Timeline



2023 PCM Themes	Business Growth		
	Mobility: Fuel growth, Increase multi-product usage, Expand the category beyond Uber X	Delivery: Fuel growth, Expand the category (including Grocery & NV)	Platform: Grow Membership and B2B, Cross-sell
	Earners		
	Acquisition Build earner demand, Improve earner sign-up and early onboarding	Engagement & Retention Invest in engagement programs to improve driver success and increase DSAT	Future of Work Lead the industry on sustainable earning practices (IC+, thought leadership)
	Trust & Reputation		
	Safety Lead the industry on safety best practices	Sustainability (Electrification) Uber Green, EV partnerships, Delivery investment	Social Impact Focus on Earner access and opportunity

2023 Mobility Marketing Priorities

LOB Ambition	Make Uber the <u>first choice mobility platform</u> for <u>everyday use</u> .			
Business Priorities	Best Platform for Earners	Growth: Multi-product Use (Upsell, X-Sell)	Expand the Category (Growth Bets, Low Cost)	Deliver on High Value Experiences (Airports)
Marketing Priorities	Go beyond acquisition and invest in lower funnel work to drive iSH	Drive multi-product use among existing Riders	Drive demand for growth bets and low cost products in Star countries	Own demand for end-to-end travel journey
Marketing Approach	Acquisition Identify prospective segments and grow earner supply	Upsell Introduce premium products to select existing segments	New Riders Target key audiences to acquire new users	Riders Recognize travel needs and target each part of the journey
	Engagement Invest in engagement programs, recognition, and scaled comms	X-Sell Educate existing riders on different products to meet their various needs	Existing Riders Drive consideration & trial of growth bet products	Business Riders Grow U4B solutions
Marketing KPIs	↑ Driver Satisfaction ↑ Consideration	↑ Product awareness ↑ Consideration	↑ Awareness (Hailables, Reserve, Connect) ↑ Consideration	↑ Consideration
Business KPIs	↑ iSH ↑ Retention	↑ Mobility MAPCs ↑ Multi-product Usage ↑ iGBs	↑ iGBs	↑ Airport Trips ↑ iGBs

In 2023, the US&C Mobility Marketing team will focus on...

Make Uber the first choice mobility platform for everyday use











Go Get It

	Earner Growth	Lead with Purpose	Position Uber for Everyday Use	Be the platform of choice for Travel
Audiences / Jobs	Grow Earner supply <small>Prospective Earners, Women Earners</small>	Be famous for Sustainability <small>Riders</small>	Drive Portfolio Usage <small>Active Riders</small>	Leisure Travel <small>Travelers</small>
	Build Trust & Reputation <small>KOLs</small>	Lead on Safety <small>Riders</small>	Build the Next Gen of Riders <small>Gen Z/Teens, Students, Parents</small>	Business Travel <small>To be covered by U4B</small>
		Lead in Culture & Social Impact <small>Riders</small>		
Products	N/A	Green Comfort Electric Safety Products/Features	Reserve Connect XL, Comfort, Black, Green Share Teens	Reserve Comfort Rent XL Black
KPIs	↑ Consideration +5pts ↑ Signups +4-6% ↑ Treats Drivers Well +5pts	↑ Favorability ↑ # of EVs on platform	↑ Awareness Reserve +20pts Black/Comfort & CEV/Connect/Families +10pts	↑ Consideration +12pts ↑ 4-leg Airport Journey +1.78 → 2.0 ↑ Awareness

State of the Business

Key Takeaways from US&C Ops Offsite

Camiel's Vision

- Future of Mobility = 20% of all vehicle miles by 2032
- CP is out, share of miles is in
- Mobility must be cheaper and more magical (read: EASIER) than personal car ownership
-  Step-change supply growth, we must offer more ways of earning
- Fleets should be the 3rd pillar of our marketplace along with Drivers and Riders
- Reserve (now +\$1B business!!!) ≠ a product; it's an infrastructure; we need to make it +30% of our core business
-  Mindset shift: marginal 🤔 → MAGNITUDE 
-       Women, Women, Women
-  Families as Riders, with Women as the Chief Planning Officer of the family
- Marketing will be more important partner than ever before

Key Takeaways from US&C Ops Offsite

Finance

- 2023 US&C Growth Goals extremely ambitious and directly linked to company targets
- +38% Y/Y GB growth (*if we did nothing this we'd hit +26% Y/Y growth and still have a \$1.5B gap to TDG*)
- Need more from Reserve, Premium Growth (we're underpacing inflation here), Share products
- Operational Cost Structure (OCS) moving in the wrong direction, putting add'l pressure on pricing and growth
- Whatever the company has to achieve, US&C must lead the way and be BEST IN CLASS
- Uber is a company that has NEVER done anything easy

Key Takeaways from US&C Ops Offsite

Driver

- Marketplace is stabilizing but Q/Q growth is directionally stalling
- Women drivers must be P0 for the business
- 39% of couriers = women, showing they are bought into the Gig Economy
- 17% base of drivers, so LOTS of headroom but MAJOR barriers
 - Safety
 - Preferences (rider rating preferred, rider gender preferred, areas preferred)
 - Vehicle access
 - Mentorship programs
- Q: What are the demographics of existing Women drivers (cities, age, SH) so we can use in messaging and targeting strategy


Key Takeaways from US&C Ops Offsite

Rider

- Biggest strategic opportunity = Travel ✈️
- Product Portfolio + Customer Experience + GTM Strategy = 📈 MAUs, GBs, VC
- Realization → app is weak at driving awareness, trial
- Rider acquisition: 2x more likely at airports vs. cities
- We capture <15% of travelers (vs. TSA data) and <1.8 legs of 4-leg airport journey
- Reserve → airports = 70% Reserve GBs; RAPU is only 2% Reserve GBs
- Expanding Reserve booking further out to 90 days
- Indispensable partner for Travel

Key Takeaways from US&C Ops Offsite

Canada

- +95% of all trips still coming from Uber X; need to  multi-product usage
- Electrification strategy must focus on helping drivers make EV transition (will be huge level for IC+ deals)

Marketplace

- Top 10 US&C Cities would be included in the Top 20 Global Countries (Trips, GBs) !!
- Toolkits for promos coming
- Less thinning about UberX Share, need more focus on low-cost portfolio
- Accelerate Hertz-Tesla Program

Uber Vision: We help people GO anywhere and GET anything

Mobility Strategy

- 1 Rapidly grow supply by being the best platform for earners and vehicles
- 2 Maintain core rides leadership by winning on price, reliability and safety
- 3 Grow TAM, increase consumer transport share of wallet and move towards being a daily use case by offering new Mobility products for individuals and businesses
- 4 Exploit our scale & tech advantages to drive industry leading operating efficiency, accelerate to zero emissions, and build the best network for autonomous vehicles

Mobility Priorities



Best Platform for Earners



Magical User Experience



Expand the Category



Lead the Industry

2023 Mobility Priorities

Earners	Riders	Growth	Industry Leadership
Best Platform for Earners	Magical User Experience	Expand the Category	Lead the Industry
Step Change Earner Growth	Price Leadership	Multi-Product Use (Upsell, X-Sell)	Industry-Leading Cost Structure
Earner Satisfaction & Retention	Reliable Experience	Uber for Business	Stand for Safety
Best Platform for *All* Vehicles	Membership & UIP	Reserve	Electrification (Sustainability)
Future of Work (IC+)	Effortless In-app Experience	Hailables	Build the Platform for Autonomous
		Airports	
		Low Fare Products Portfolio	
		High Value Experiences	

2023 Growth Bets Portfolio

Our Growth Bets portfolio encompasses Bets that are represented in “Expand the Category” across multiple priorities:
Low Fare Products Portfolio, High Value Experiences, Hailables and Reserve

Low Fare Products Portfolio <i>Includes but not limited to the Bets below</i>	High Value Experiences <i>Includes but not limited to the Bets below</i>	Graduated Bets <i>Also distinct Mobility Priorities</i>
Shared Rides	Connect	Hailables
HCV	Health	Reserve
3P MiMo	Rentals	
Small Cities Expansion	Transit	
	Teens	
	Carsharing	

Indicates Mobility
Priority

DAY 1

State of the Brand

Wins	Watch-outs
<ul style="list-style-type: none"> 1. Our KPIs remained stable overall this year among Riders and we remained largely at parity with Lyft 1. In Q3, price perceptions returned to previous levels in US but we are still trailing Lyft on both low price and value. <ul style="list-style-type: none"> ○ As our NPI has improved this quarter, perceptions of low prices are increasing back to previous levels. 1. Throughout the year, we were able to sustain our competitive advantage among Riders and Drivers on consideration and we remain the most preferred brand. 	<ul style="list-style-type: none"> 1. US Drivers Earnings Satisfaction and overall Satisfaction declined significantly. <ul style="list-style-type: none"> ○ While satisfaction returned to previous levels after an increase last quarter, Satisfaction with Earnings declined to one of our lowest level comparable to Q1 2021. ○ While DSat and Earnings data remained stable, findings from social listening show some signals that the combination of inflation and changes on pricing may lead to some frustration. It is still too early to confirm and will need to be monitored closely.

Wins	Watch-outs
<ul style="list-style-type: none"> 1. Similarly to the US, our KPIs remained stable overall this year among Riders and Drivers and we remained largely at parity with Lyft. 1. Among Drivers, we were able to maintain our lead over Lyft for the past two quarters on Drivers satisfaction and consideration. <ul style="list-style-type: none"> ○ However, Drivers consideration remains lower than it was last year 1. With both Riders and Drivers, Uber consistently remained the most preferred brand over Lyft throughout the year 	<ul style="list-style-type: none"> 1. Favorability weakened in CA among Riders as undersupply and Reliability remain key challenges. <ul style="list-style-type: none"> ○ In CA reliability perceptions declined for the first time ever (both QoQ and competitive). ○ As demand continues to increase and more riders are returning to Uber after Covid, more are exposed to the new reality of a less reliable service. This could be impacting their perceptions of Reliability and Consideration

In CA we have perception challenges with reliability and US drivers are less satisfied with their earnings

Brand Tracking Scorecard - Uber vs. Primary Competitor

Base: Total Riders / Total Drivers

Q3 2022		USA (Lyft)	CAN (Lyft)		USA (Lyft)	CAN (Lyft)
Riders	Favorability	40%	40% ▼			
	Commitment to Safety	35%	34%	Consideration	45%	↓ 45%
	Treats Drivers Well	19%	18%	Reliability	48%	↓ 46% ▼
	Affordability (Low price)	↑ 13%	10% ▼	Affordability (Good Value)	19%	16% ▼
Drivers	Favorability	47% ▼	48% ▼	Consideration	66%	41%
	Commitment to Safety	41%	41%	Satisfaction	↓ 29%	26%
	Treats Drivers Well	23%	24%			
	Satisfied with Earnings	↓ 17%	18%			

■ > Competitor at the 90% CL; single digit gap (light), double digit gap (dark)
■ < Competitor at the 90% CL; single digit gap (light), double digit gap (dark)

↑ ↓ QoQ stat sig shifts, 90% CL



Indicate changes in relationship to primary competitor vs. previous quarter

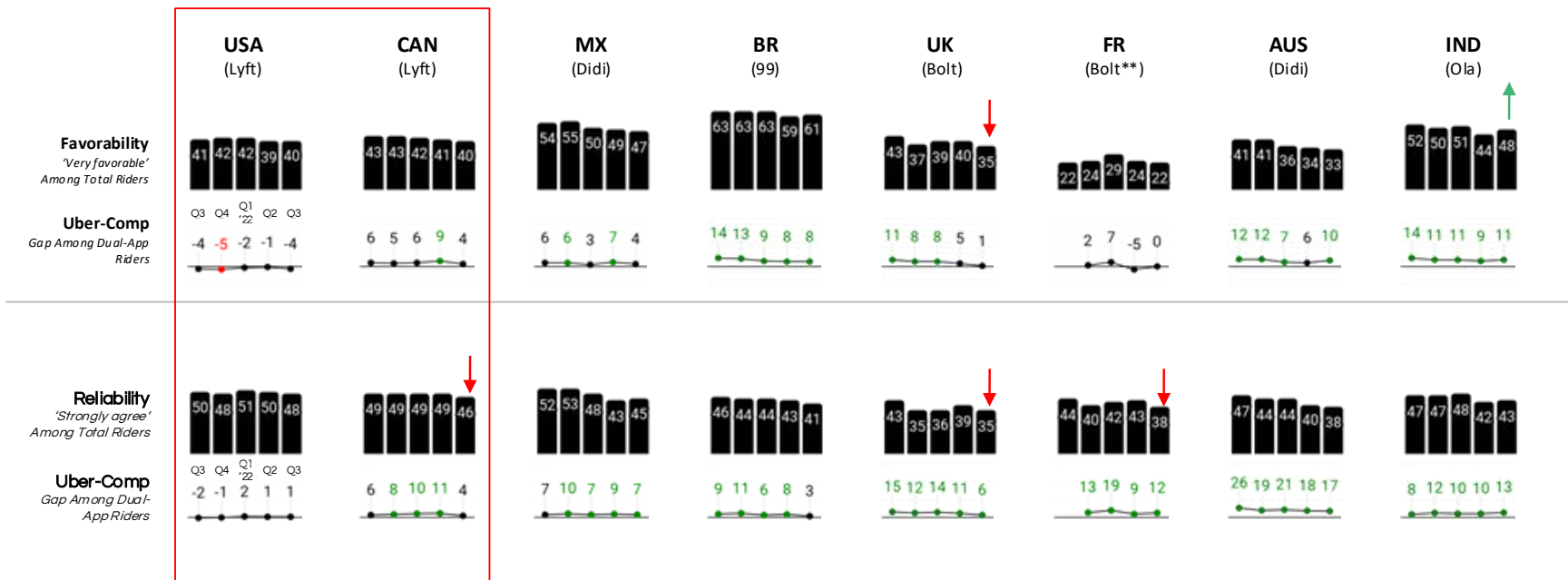
Riders

Favorability weakened in CA among Riders as undersupply and Reliability remain key challenges. Reliability perceptions declined for the first time (both QoQ and competitive)



Favorability / Reliability

Base: Riders



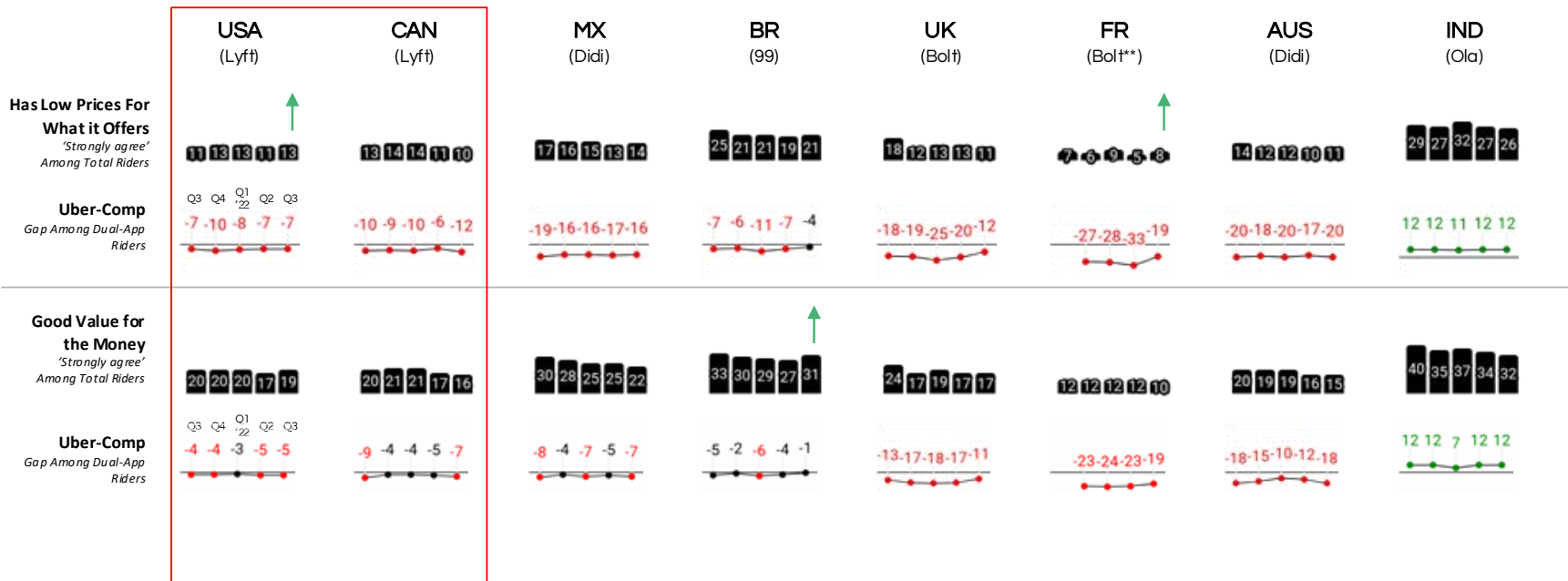
Green/red numbers in the line chart show stat sig positive/negative gap from competitor at the 90% confidence interval.
 Arrows indicate significant changes on Uber scores compared to the previous quarter at the 90% confidence level.
 **In 2021, the competitor was FreeNow in France. In 2022, the competitor was changed to Bolt, which was added in Q4 '21.
 * Caution: low base size (30-99)

Price perceptions returned to previous levels in US but we are still trailing Lyft on both low price and value.



Affordability

Base: Riders



Green/red numbers in the line chart show stat sig positive/negative gap from competitor at the 90% confidence interval.

Arrows indicate significant changes on Uber scores compared to the previous quarter at the 90% confidence level.

**In 2021, the competitor was FreeNow in France. In 2022, the competitor was changed to Bolt, which was added in Q4 '21.

* Caution: low base size (30-99)

Drivers

US Drivers Earnings Satisfaction and overall Satisfaction declined significantly, which could be early signals of growing frustration due to a combination of inflation and changes on pricing



Satisfaction / Satisfaction with Earnings

Base: Drivers



Green/red numbers in the line chart show stat sig positive/negative gap from competitor at the 90% confidence interval.

Arrows indicate significant changes on Uber scores compared to the previous quarter at the 90% confidence level.

**In 2021, the competitor was FreeNow in France. In 2022, the competitor was changed to Bolt, which was added in Q4 '21.

* Caution: low base size (30-99)

Products Engagement

Awareness of our growth bets has remained limited over the year

Product Funnel
Base: Riders



Reserve



Connect



Rent with Valet
(DC only)*

USA

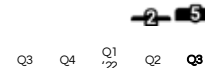
CAN

USA

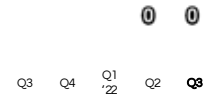
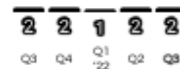
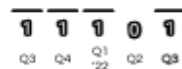
CAN

USA

Aware



Consideration
Very Likely



Awareness
Targets 2023

+20pts

+4pts

+10pts

+4pts

Arrows indicate significant changes on scores compared to the previous quarter at the 90% confidence level. Question was added during June '21, resulting in lower Q2 '21 base sizes (holding only June data).

*Caution low base Rent with Valet Q2 (n<50) and Q3 (n<100)

		United States						Canada					
		Q1 2021	Q2 2021	Q3 2021*	Q4 2021	Q1 2022	Q2 2022	Q1 2021	Q2 2021	Q3 2021*	Q4 2021	Q1 2022	Q2 2022
		%	%	%	%	%	%	%	%	%	%	%	%
Aware	Unweighted base	1 749	1 467	1 798	1 812	1 799	1 800	1 543	1 439	1 598	1 594	1 598	1 598
	Weighted base	1 695	1 800	2 200	1 400	1 800	1 800	1 461	1 599	1 866	1 333	1 600	1 600
	Uber X	69%	68%	71%	71%	68%	70%	69%	68%	68%	69%	65%	67%
	Uber XL / Uber Van	68%	71%	69%	70%	66%	69%	64%	64%	66%	65%	63%	64%
	Uber Pool / Uber Juntos	49%	50%	44%	43%	41%	40%	45%	45%	40%	39%	34%	35%
	Uber Black / Uber Exec / Uber Berlin	48%	50%	51%	50%	52%	53%	36%	36%	31%	31%	29%	33%
	Uber Comfort	22%	24%	28%	28%	33%	32%	30%	28%	38%	36%	37%	42%
	Uber Green	5%	5%	12%	11%	13%	12%	5%	6%	14%	16%	15%	24%
	Uber Hourly / Uber Hourly Driver	3%	3%	5%	5%	5%	5%	2%	2%	2%	3%	3%	2%
	Uber WAV / Uber Access	3%	3%	3%	4%	3%	3%	2%	3%	4%	3%	3%	3%
	Uber Reserve	6%	6%	8%	9%	10%	11%	5%	4%	7%	7%	7%	8%
	Uber Assist	4%	5%	7%	5%	NA	NA	8%	8%	10%	9%	NA	NA
	Uber Transit / Uber Transporte PÃ©bli	5%	5%	5%	5%	5%	5%	4%	6%	7%	8%	5%	9%
	Uber Rentals / Uber Rent	4%	6%	8%	10%	10%	8%	3%	3%	4%	4%	4%	4%
	Uber Connect / Uber Flash	5%	4%	5%	5%	8%	4%	8%	7%	12%	11%	10%	9%
	Uber Eats Pass Subscription	49%	47%	51%	50%	49%	43%	47%	47%	47%	51%	50%	54%
	Uber Pass Subscription	18%	18%	23%	20%	20%	15%	8%	7%	13%	18%	19%	20%
	UberX Saver	0%	9%	10%	11%	10%	9%	NA	NA	NA	NA	NA	NA
Uber One	NA	NA	NA	5%	16%	17%	NA	NA	NA	NA	4%	3%	
Uber X Share	NA	NA	NA	NA	23%	21%	NA	NA	NA	NA	18%	20%	
Uber Lime	NA	NA	NA	NA	NA	15%	NA	NA	NA	NA	NA	NA	

All products data [here](#)

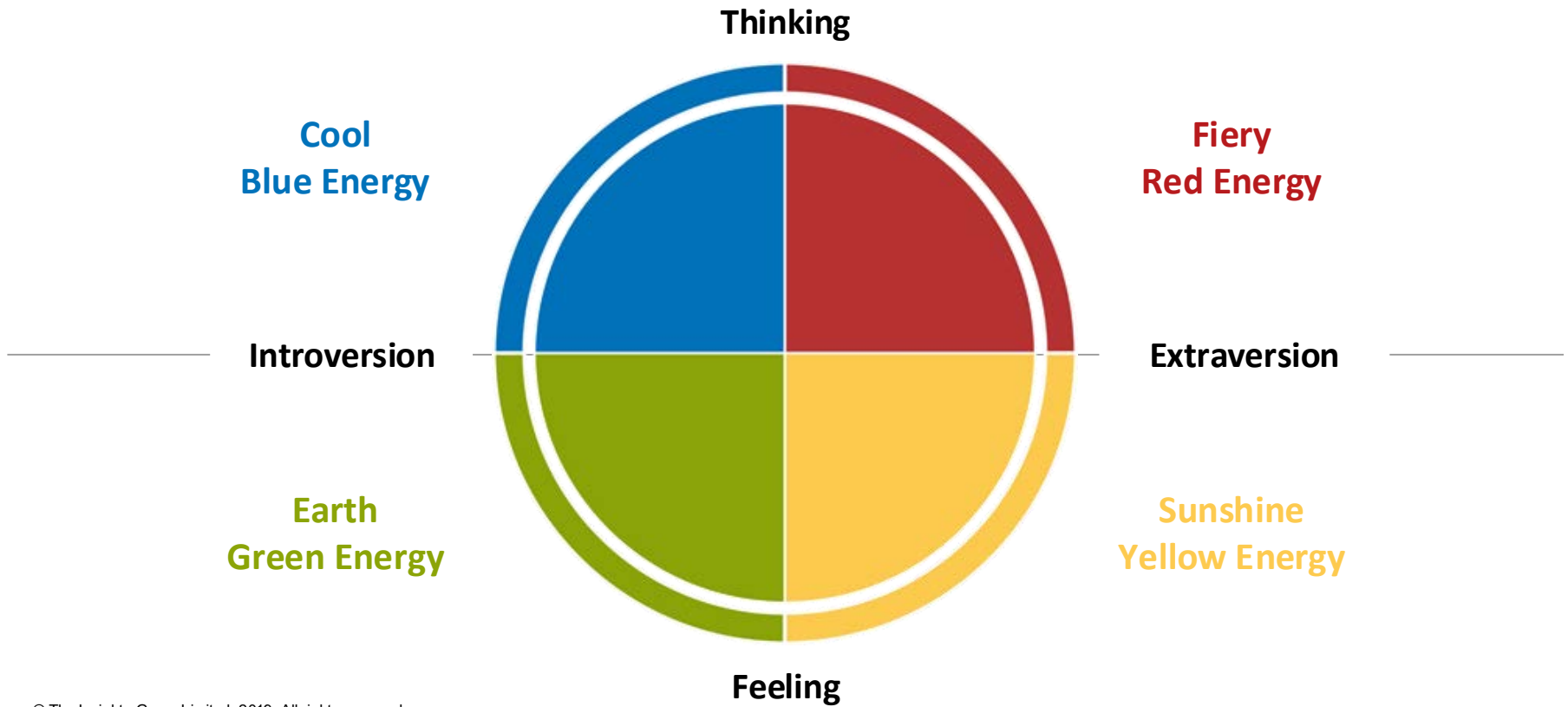
DAY 1

Break (2:45-3PM)

Team Growth

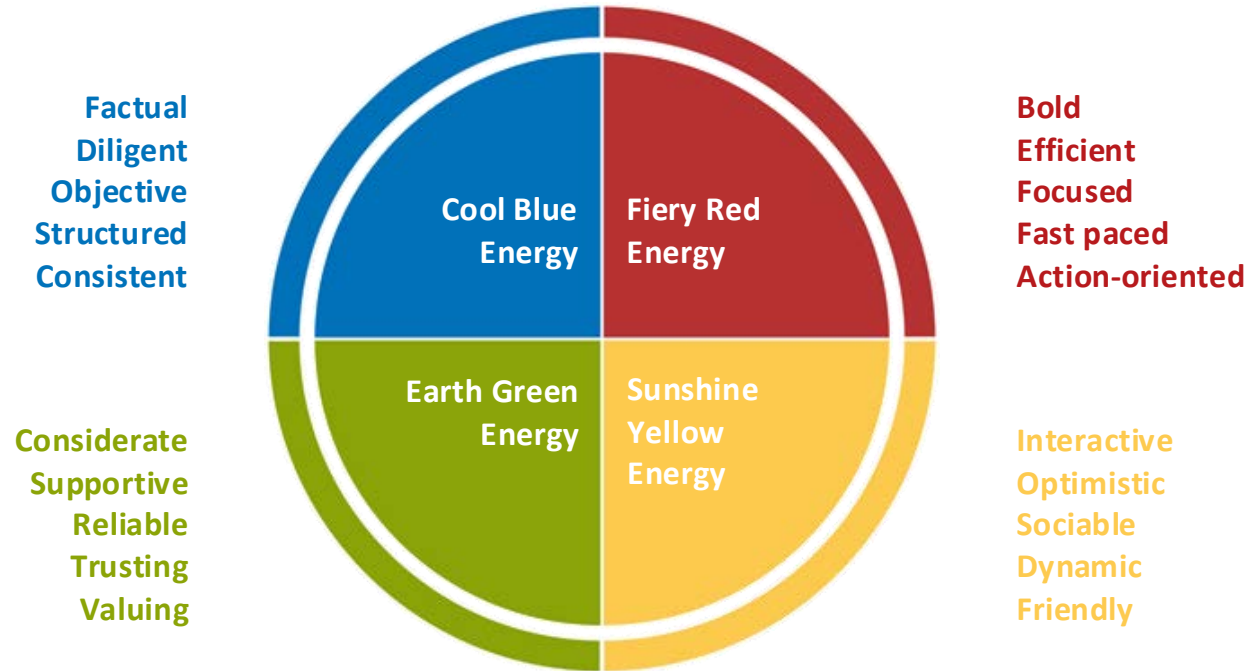
Insights Discovery Color Energies - Deep Dive

Refresher: Jungian Preferences & Color Energies



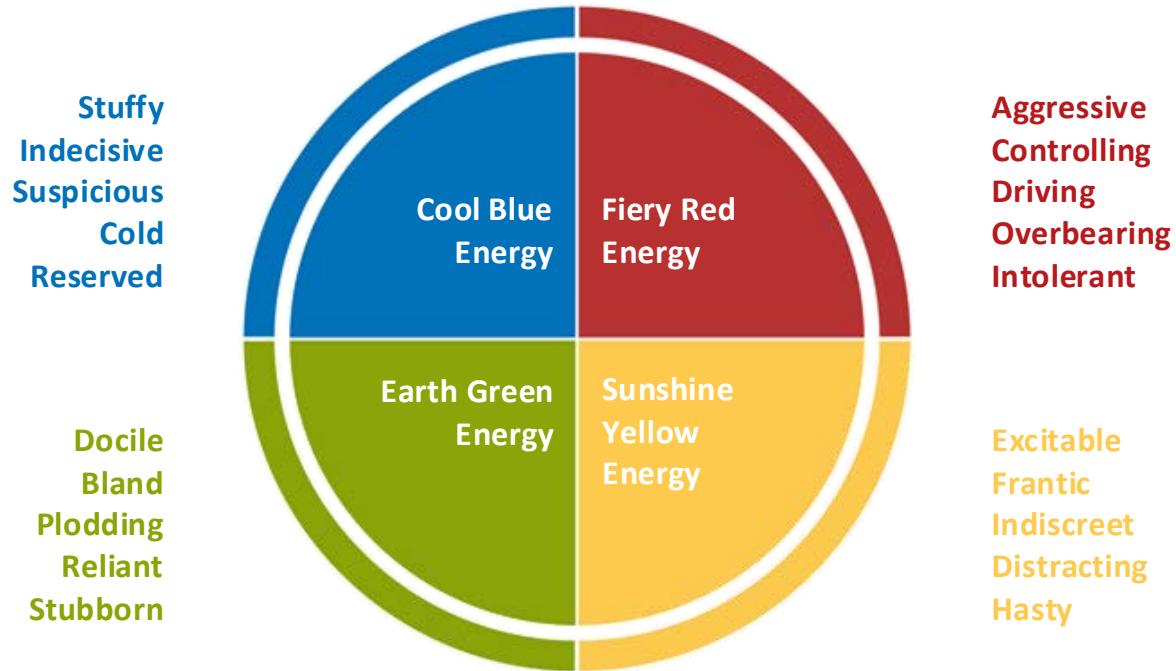
Your color energy mix

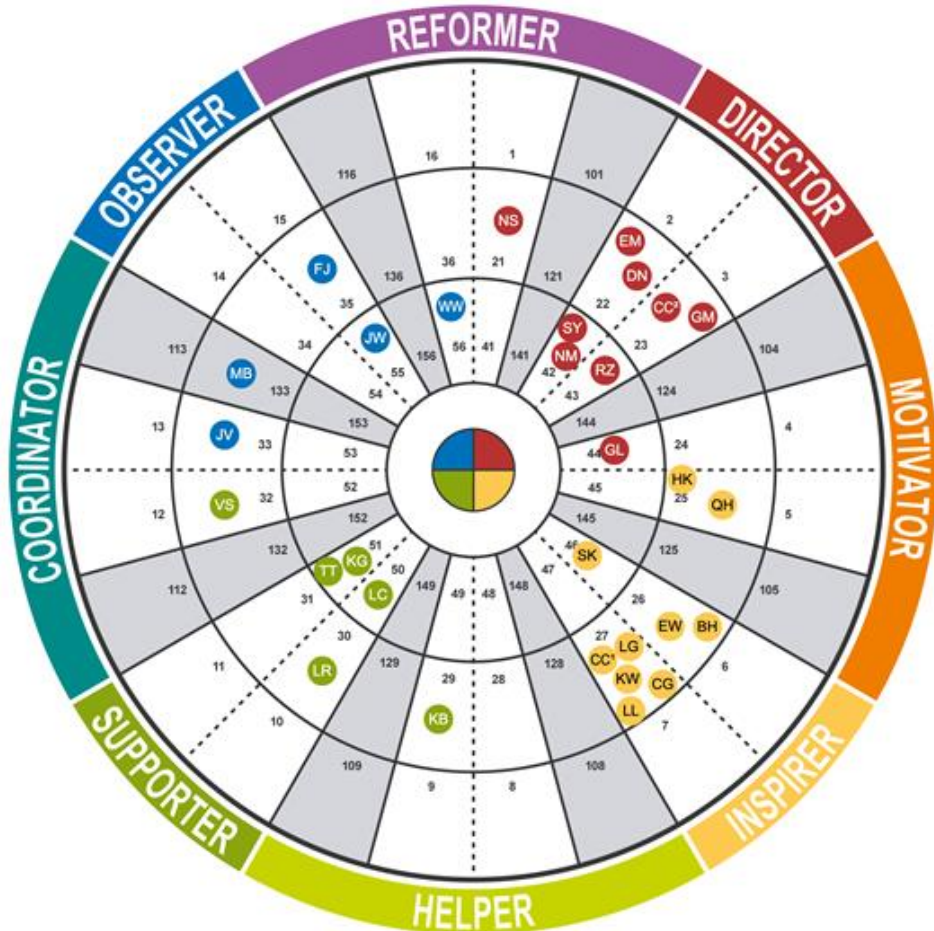
When the energies are effective



Your color energy mix

When the energies are ineffective





Our team's color energies

Initials	Name	Wheel Position	Colour Order Preference
JV	Jennifer Vuong	33	Blue / Green / Yellow / Red
MB	Melanie Boudreau	133	Blue / Yellow / Green / Red
FJ	Faria Jabbar	35	Blue / Red / Green / Yellow
JW	Joanna Wang	55	Blue / Green / Yellow / Red
WW	Whitney Weisman	56	Blue / Yellow / Green / Red
KG	Katherine Gaard	51	Green / Blue / Yellow / Red
TT	Tiffany Tsai	51	Green / Yellow / Blue / Red
VS	Vishnuvardhini S	32	Green / Blue / Yellow / Red
LR	Lizzie Ross	30	Green / Yellow / Blue / Red
LC	Lily Chen	50	Green / Blue / Yellow / Red
KB	Kerri Brown	29	Green / Yellow / Blue / Red
CC'	Coley Czarnecki	27	Yellow / Blue / Red / Green
LG	Lindsay Giles	27	Yellow / Green / Blue / Red
CG	Caitlyn Gosseen	27	Yellow / Green / Blue / Red
LL	Leah Levine	27	Yellow / Green / Blue / Red
KW	Korbyn Walls	27	Yellow / Green / Blue / Red
QH	Quinn Hubbard	25	Yellow / Red / Blue / Green
HK	Hayley Kahn	25	Yellow / Red / Blue / Green
BH	Brittany Haas	26	Yellow / Red / Blue / Green
EW	Elizabeth Windram	26	Yellow / Red / Blue / Green
SK	Shrikala Kashyap	46	Yellow / Green / Blue / Red
NS	Nick Silver	21	Red / Blue / Green / Yellow
EM	Elvira Mah	22	Red / Blue / Green / Yellow
DN	David Nemeschansky	22	Red / Blue / Green / Yellow
NM	Nikita Mitra	42	Red / Blue / Green / Yellow
SY	Sophia Yeres	42	Red / Blue / Green / Yellow
CC'	Candelaria Cazes	23	Red / Yellow / Blue / Green
GM	Gabriela Manzini	23	Red / Yellow / Blue / Green
RZ	Romy Zoellner	43	Red / Yellow / Blue / Green
GL	Gina Lopez	44	Red / Yellow / Blue / Green

Exercise

Teams

Nick, Gina

Faria, Jo

Mel, Leah

Instructions

- Have your Insights Discovery profile handy
- In your color group, complete a flip chart with: (20 min)
 - How others will notice your dominant behaviors
 - When communicating with me do...
 - When communicating with me don't...
- Feel free to pull phrases or sentences that resonate most from your Insights Discovery profile
- Each team to share their flip charts (10 min per team)

Extra Credit (if extra time): Find the team members whose dominant colour energy is your lowest. Ask them for one tip on how to use this color energy more effectively

DAY 1

Strategic Pillar Deep Dive - Everyday Use

Lead: Mel

[Everyday Use] 2022 Learnings (5 min)

Ts for [Everyday Use]

T1	[Reserve] Early on, there was a clear alignment across teams that Reserve was the hero product to market this year. This allowed us to rapidly develop a comprehensive brief and provide clear direction to our creative & media partners. Moreover, the segmentation work allowed us to have a more robust targeting strategy.
T2	[Execution] Once we reached strategic brief alignment, we were able to produce and launch 6 different films accompanied by a full 360 ecosystem of creative assets and their extensions, promoting 6 products to riders, in two languages, in just 4 months (July - Oct).
T3	[New Media Tactics] On top of the more classic media mix, we were able to introduce new-to-Uber or new-to-Mobility media tactics such as in-flight entertainment, airport wi-fi & lounges, dynamic audio, dynamic display, creator content, hyper local OOH, etc.

Bs for [Everyday Use]

B1	[Timelines] Our initial goal was to launch mid-summer, but we faced challenges with internal brief alignment, AoR RFP & onboarding, creative concept reviews, as well as media planning. As a result, we launched on 9.22. We also had to work in unsustainable sprints to meet deadlines.
B2	[Budget] We had to do a lot of budget gymnastic to bring this campaign to life, as our budget was suboptimal. For example, we had to shoot Ch1 in Montreal with non-union talents, and we were limited with our music selection. It also limited the quality of non-film assets, as we had to go with a cheaper treatment.
B3	[Media] There is room for increased flexibility and speed, especially for the tactical media plan. It was extremely difficult and time consuming to infuse more innovation and hyper contextual media into the mix. We should also re-consider if the traditional channels are still worth it, especially banners as they are costly and time-consuming.

I's for [Everyday Use]

I1	[Timing] We should kickoff the work 6 months before go-live date, at least internally, to ensure the best possible outcome. In parallel, we should continue to challenge SLAs, especially with media (see 3 rd B), but also with creative development.
I2	[Budget] We should unlock appropriate production dollars to allow us to deliver high-quality breakthrough assets, including the ability to work with the best directors & talents, and the capacity to buy impactful music. We should also ensure we have enough working dollars to afford innovative media opportunities.
I3	[Priority Products] Because they are the foundation of our strategy, we have to align as soon as possible on top 3-5 products to support in 2023 (in addition to Reserve), by gaining support from x-fnc partners in Q4 or Jan'23.

[Everyday Use] Job to be done *(10 min)*

(ultimate)
Job to be done

Get Existing & prospective riders **to** Become multi-product users **by** Raising awareness of the benefits of Uber's key growth bets and products, via an always-on multi-chapter ATL & BTL campaign

(2023)
Job to be done

Get Existing & prospective riders in US&C **to** Become aware of Uber's key growth bets and products **by** Educating them on how to 'Get Your Ride Right'

[Everyday Use] Audience Insights *(5 min)*

Audience: Existing & prospective riders in US&C

3 Key Audience Insights

1. Roughly 90%+ of trips are on UberX, and awareness of most non-UberX products is low ([source](#))
2. Multi-product users make up just 26% of riders ([source](#))
3. By driving multi-product consideration and usage, we can increase GBs and Retention. In US&C, multi-product users contribute 105% higher GBs, and take 92% more trips on the platform ([source](#))
4. Active Riders are social, financially savvy, and on-the-go. They are time-strapped and their hectic schedules cause stress. The group places a heavy value on appearance and is up to speed on trends especially within fashion and technology. While they will seek out a good deal, this audience is willing to spend money on experiences ([source](#))

Triggers to Job to be done

Why would this audience use Uber's products?

While this varies by product, at a high-level:

1. Convenience
2. Reliability
3. Control
4. Comfort
5. Safety
6. Peace of mind
7. Social status
8. Value (beyond price)
9. Use Case (e.g. Airport -> Reserve)

Barriers to Job to be done

What prevents this audience from using Uber Uber's products?

1. Awareness: They are simply unaware that Uber offers more than UberX. They also need to be educate on the benefits / value prop of each product.
1. Negative sentiment regarding reliability and safety (perception or real)
1. Cost (perception or real)
1. Brand reputation & trust

[Everyday Use] Insights Needed (5 min)

Key Questions about Audience

What do they value most in a ride	PMM + MI
-----------------------------------	----------

Existing and potential use cases	PMM + MI
----------------------------------	----------

What are the "gateway" products people would use after UberX that are most likely to drive portfolio usage?	Ops MI
---	-----------

Opportunity sizes by product and use case	Ops
---	-----

2023 Prioritization

Must Know

Nice to Know

Segmentation per product (incl. Use cases)	Multiple
--	----------

What do we know about existing multi-product users and how can we find lookalikes	Multiple
---	----------

What role does Price play	PMM + MI
---------------------------	----------

Main barriers & motivators for Parents & Teens (new segments)	PMM + MI
---	----------

[Everyday Use] 2023 Plan on a Page (35 min)

Strategic Pillar Deep Dive

LIVE & POST

Input for [Mobility Plan on a Page](#)

Business Goal	Increase multi-product users			
Marketing Job to be done	Get Existing & prospective riders in US&C to Become multi-product users by Raising awareness of the benefits of Uber's key growth bets and products, via an always-on multi-chapter ATL & BTL campaign			
Insights <i>(include any key Insights needed)</i>	<ol style="list-style-type: none"> More than 90% of trips are on UberX, and awareness of most non-UberX products is low (source) Multi-product users make up just 26% of riders (source) By driving multi-product consideration and usage, we can increase GBs and Retention. In US&C, multi-product users contribute 105% higher GBs, and take 92% more trips on the platform (source) 			
Marketing KPIs	Increase Awareness of Product Portfolio <i>US: Reserve +20pts, Black/Comfort & CEV/Connect/Families +10pts</i> <i>CAN: Reserve: +4pts, Family/Comfort: +4pts TBC</i>			
Priority Products and Proof Points	US: Reserve, Black, Comfort, CE, Connect, Family CAN: Reserve, Family, Comfort, UberX Share			
Budget	US: \$ CAN: \$			
Campaign Ideas	Q1	Q2	Q3	Q4
	Chapter 1 + 2 Extension (ATL + BTL) Connect Valentine's Day & Prosumer campaigns (ATL + BTL) St.Patrick's Day: Launch moment for Sustainability chapter (BTL + Comms)	Reserve Summer Travel Chapter Sustainability Chapter (CE, Green, MiMo) Connect Coat Drive (Spring Cleaning) [Go Get event?]	Reserve Summer Travel Chapter Family Chapter before B2S	Halloween + TG + December celebrations chapter [Q1'24 creative development]

P-00307.00052

Travel Key Findings *(5 min)*

Ts from the campaign

T1	Establishing External Relationships: Meeting and pre-aligning with external airport partners (ie. airport vendor, airport officials) on goals, objectives of the campaign to set expectations and understand key Dos and Dont's.
T2	In Person Walkthroughs: Conducting tours of each airport to determine optimal placement locations and understanding airport specific nuances (ie. passenger flow, placement visibility).
T3	Pre-alignment with internal stakeholders: Keep internal stakeholders (ie. airport ops, BD) updated and connected on travel campaigns to showcase to external partners how our teams are working together. Discuss and gain relevant insights to better localize and customize plans down to the individual airport level.

Bs from the campaign

B1	Creative Resourcing: Campaign delays were caused by difficulty securing internal creative resourcing. Staffing was a challenge as well as constant rotation of different creative team members switching on and off the project.
B2	Airport Approval Timelines: Airports move at a different pace in terms of turnaround time and approval, which impacts our ability to deliver the campaigns at the speed in which Uber is use to.
B3	Poor Rider Airport Experience: Campaign is working to drive awareness and product adoption, however, poor reliability and marketplace conditions due to supply constraints have also impacted our ability to deliver on a strong rider experience (ie. cancellations, wait times).

Is from the campaign

I1	Move towards External Creative team: Moving to outsource creative work to external agency for executional tasks. We will continue to have an internal creative director provide final clearance and approvals.
I2	Airport Approval Timelines: Pre-align creative direction with external airport officials and gain their buy-in before putting full resources towards developing and rolling out full creative work.
I3	Closely Align with Airport Ops: Continue to work with local Ops team to address airport reliability and marketplace conditions prior to launching marketing campaigns

[Travel] Job to be done *(10 min)*

Vision (Long
Term)

Be the indispensable partner for travel - for traveler, drivers, airports and Uber

Job to be done

EXAMPLE: Get Existing Riders to consider Uber for all 4 legs of their airport transportation needs **by** highlighting relevant travel products

[Travel] Audience Insights *(5 min)*

Audience: [Use Audience from Job to be done]

3 Key Audience Insights

1. Leisure travellers continuing to dominate the air travel use. 76% of consumers plan to take a leisure trip in the next 12 months, or as many as 84% of Gen Z consumers and 81% of Millennials. [\(Google study\)](#)
2. Corporate travel by 2023 will begin to settle into their post-pandemic travel norms and business travellers will take bigger chunk of overall airport travel. [\(Deloitte study\)](#)

Triggers to Job to be done

For example, why would this audience use Uber for Travel?

[Business + Leisure] Uber offers a convenient, door to door ground transportation service that is available at across 600+ airports globally.

- See you in [...] Your ride at over 600+ airports

[Business + Leisure] Uber has a suite of product offerings that can be tailored to the needs of each audience group.

- **[Reserve]** Rides ready when you are. Schedule your ride.
- **[Rent]** Get Away. Drive anywhere. Find your perfect rental car in the app
- **[Comfort]** Less stress. More stretch. Ride with extra leg room
- **[XL]** Go anywhere. Bring anyone. Rides for up to 6 people

Barriers to Job to be done

For example, what prevents this audience from using Uber for Travel?

1. Leisure travellers often find local transit to be a cheaper alternative. Additionally, lack of awareness of Uber availability, array of product offerings and poor navigation to PUDOs also impact their consideration
2. Business travelers find the pickup process is inconsistent, unclear, and often requires more effort. These riders show less price sensitivity when traveling for work than with personal travel because their employer is paying for it, and because the need for time and reliability often outweigh cost

[Travel] Insights Needed *(5 min)*

Key Questions about Audience

<i>What products are currently used at airports by each audience group?</i>	<i>Ops</i>
---	------------

<i>Question</i>	<i>Source</i>
-----------------	---------------

<i>Question</i>	<i>Source</i>
-----------------	---------------

2023 Prioritization

Must Know

<i>What is the consumers start to finish travel journey (from planning to post trip)? And at what points is there an opportunity for Uber to play a role?</i>	<i>PMM,, Google Mediacom</i>
---	--------------------------------------

Nice to Know

<i>How do business vs. leisure travellers differ in their needs (ie convenience vs. cost)</i>	<i>PMM</i>
---	------------

[Travel] 2023 Plan on a Page *(35 min)*

Strategic Pillar Deep Dive

LIVE & POST

Input for [Mobility Plan on a Page](#)

Business Goal	Drive airport GBs growth by X% (\$X)								
Marketing Job to be done	Get Existing Riders to consider Uber for all 4 legs of their airport transportation needs by becoming an indispensable travel partner								
Insights <i>(include any key insights needed)</i>	Leisure travellers continuing to dominate the air travel use. 76% of consumers plan to take a leisure trip in the next 12 months Rider acquisition: 2x more likely at airports vs. cities and so airports are the gateway of bringing riders on platform for continued usage We capture <15% of travelers (vs. TSA data) and <1.8 legs of 4-leg airport journey Reserve → airports = 70% Reserve GBs; RAPU is only 2% Reserve GBs								
KPIs	↑ 4-leg Airport Journey +1.8 → 2.0 ↑ Consideration +12pts +X% Airport Trips								
Priority Products and Proof Points	Priority: Reserve (incl. RAPU) Secondary: Comfort, Rent, XL, Black								
Budget	\$30M [US] \$1.2M [CAN]								
Campaign Ideas	<table><thead><tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td colspan="4"><p>[Win Every Airport Trip]</p><ul style="list-style-type: none">● Improve the in airport experience by expanding waytizing into 20-25 new airports in US&C● Extend presence (brand + waytizing) at JFK and ORD into full year 2023● Maintain existing presence in YYZ and YUL airport● Rollout more in app navigation into more US&C airports<p>[Drive In Trip Destinations]</p><ul style="list-style-type: none">● Leverage travel partners (Marriott, Aeroplan and Clear) to drive Uber integration into their existing CRM and customer journey and drive awareness of relevant travel products● Ensure travel messaging is incorporated into existing tentpole moments (ie. Thanksgiving, Holidays)</td></tr></tbody></table>	Q1	Q2	Q3	Q4	<p>[Win Every Airport Trip]</p> <ul style="list-style-type: none">● Improve the in airport experience by expanding waytizing into 20-25 new airports in US&C● Extend presence (brand + waytizing) at JFK and ORD into full year 2023● Maintain existing presence in YYZ and YUL airport● Rollout more in app navigation into more US&C airports <p>[Drive In Trip Destinations]</p> <ul style="list-style-type: none">● Leverage travel partners (Marriott, Aeroplan and Clear) to drive Uber integration into their existing CRM and customer journey and drive awareness of relevant travel products● Ensure travel messaging is incorporated into existing tentpole moments (ie. Thanksgiving, Holidays)			
Q1	Q2	Q3	Q4						
<p>[Win Every Airport Trip]</p> <ul style="list-style-type: none">● Improve the in airport experience by expanding waytizing into 20-25 new airports in US&C● Extend presence (brand + waytizing) at JFK and ORD into full year 2023● Maintain existing presence in YYZ and YUL airport● Rollout more in app navigation into more US&C airports <p>[Drive In Trip Destinations]</p> <ul style="list-style-type: none">● Leverage travel partners (Marriott, Aeroplan and Clear) to drive Uber integration into their existing CRM and customer journey and drive awareness of relevant travel products● Ensure travel messaging is incorporated into existing tentpole moments (ie. Thanksgiving, Holidays)									

P-00307.00057

DAY 2

Norms and logistics

Norms:

- Please keep laptops and phones down as much as possible
- If you need to take a call or reply to something, please step out of the room and try to help us minimize distractions
- Stay mindful of the time, and try not to go over time as much as possible. We have buffer time, but want people to be able to take breaks and not feel rushed
- Ensure everyone is getting a chance to contribute, and be mindful of others getting “equal airtime” to keep the discussion going

Logistics:

- We have a full afternoon (today) and full day (tomorrow) of sessions
- Dinner tonight is at 6:15pm
- Tomorrow’s start time is 9:00am

Strategic Pillar Deep Dives (cont)

Travel: Jo 

Earners: Gina

Purpose: Leah

Trust & Reputation: Faria

Earner 2022 Learnings (5 min)

Ts for [Earner]

T1	[Market Level Test] Driver Sign Ups observed -3.7% decline when marketing was turned off for 28 days, thereby demonstrating that our work has considerable impact on lower-funnel metrics
T2	[Earner Audience Research] has allowed us to learn more about our biggest opportunity by focusing on NCPDs and in particular three segments: Blacks and Latinos, Parents and IT Professionals
T3	[Relationship building] We built a relationship with our three audience (Blacks, Latinos, Parents and IT Professionals) thus allowing us to build trust, credibility and relevancy which enabled directional gains in performance and strong market level test results.

Bs for [Earner]

B1	[Consideration] Driver consideration is a complex metric as it requires we demonstrate lucrative earnings, flexibility and why Uber is better than every other gig. While WTW has made directional gains we need to focus more than ever on what can help us advance our primary KPI..
B2	[YouTube] We are learning that YouTube is not the strongest platform to target Blacks, Latinos and Parents based on current spend levels & audience targets.
B3	[Snap] We are learning that Snap is not working. While the lens placement observed stat sig gains in Flexibility Messaging our branded assets observed stat sig declines in Consideration.

I's for [Earner]

I1	[KPI alignment] As creative messaging is changing, aligning KPIs to measure campaign impact (not all audiences are now seeing flexibility messaging but rather earnings messaging)
I2	[YouTube and Snap] continue to be difficult channels from which to achieve a consideration lift so we are removing these partners from our Q4 media plans.
I3	

Earner Jobs to be done *(10 min)*

Job to be done:
Growth

EXAMPLE: Get Prospective Drivers **to** Consider driving with Uber **by** Showing that a great way to earn is within their reach

Job to be done:
Engagement

EXAMPLE: Get Current Drivers **to** Feel supported **by** Showing Uber uplifts earners and is commitment to their success

[Earner] Audience Insights

Audience: [Use Audience from Job to be done]

3 Key Audience Insights

1. *Black and Latino*: As the biggest audience within NCPD, this audience cares most about supporting their lifestyle and are looking for opportunities to learn and try something new.
2. *Parents*: Parents are looking for a financial cushion to support their lifestyle. More than half of this target are women (and half of women NCPDs are parents).
3. *IT Professionals*: The smallest identified group of NCPDs, IT Professionals have a HHI and are looking for additional income to support longer term financial goals.
4. *Older adults*: Currently in exploration, older groups have significant barriers to overcome yet when driving, have the tendency to provide more weekly SHs than the average driver.
5. *Women*: are under-represented in our current driver database. Though they provide fewer SHs/trips than men, there is a valuable subset among this population.
6. *Courier to Driver*: XD's are found to be the most engaged set of earners. Converting C2D provides a valuable opportunity for retention but a potentially difficult move especially among women couriers.

Triggers to Job to be done

Why would this audience sign up to drive with and/or use Uber or Uber's products?

1. *Autonomy, + Earnings*
2. *Flexibility + Earnings*
3. *Saving + Social Activity*
4. *Savings burdens + Flexibility*
5. *Flexibility + Essentials*
6. *Additional earnings + one platform*

Barriers to Job to be done

What prevents this audience from signing up to drive and/or using Uber or Uber's products?

1. *Earnings perceptions and transparency*
2. *Satisfaction with the experience earning with Uber (safety)*
3. *Associated costs and want for a guaranteed income*
4. *Safety/health concerns, unsure about technology/driving*
5. *Safety concerns driving passengers*
6. *Given the increased number of women likely similar safety concerns*

[Earner] Insights Needed *(5 min)*

Key Questions about Audience

2023 Prioritization	
Must Know	Nice to Know
<i>Size of each audience + can we measure impact</i>	<i>Gina</i>
<i>How did we do in bringing target audiences onto the platform?</i>	<i>Source</i>
<i>Top claims (especially around earnings)</i>	<i>Source</i>
<i>How many SHs did the drivers who SU'd from our campaign provide?</i>	<i>Source</i>
<i>Top RTBs per country and per target</i>	<i>Source</i>
<i>Priority segments per country</i>	<i>Source</i>

<i>Is Uber Pro performing?</i>	<i>Source</i>
--------------------------------	---------------

[Earner] 2023 Plan on a Page *(35 min)*

Strategic Pillar Deep Dive

LIVE & POST

Input for [Mobility Plan on a Page](#)

Business Goal	Increase earner supply to meet our growth goals			
Marketing Job to be done	Get Prospective Drivers to Consider driving with Uber by Showing that a great way to earn is within their reach			
Insights <i>(include any key insights needed)</i>	Flexibility and earnings are the most important factors for earners, but flexibility has become table stakes . While the economy is changing, so are people's priorities and values for their careers. The rise of meaningful work means there are three innate psychological needs— competence, autonomy, and relatedness			
KPIs	↑ Consideration +5pts, ↑ Signups +4-6%, ↑ Treats Drivers Well +5pts			
Priority Products and Proof Points	Earnings (Instant Pay and Earnings Estimator), Safety (Emergency Assistance and Follow My Ride), Platform Opportunity (Driving and Delivering)			
Budget	TBD			
Campaign Ideas	Q1	Q2	Q3	Q4
	New agency creative (February) International Women's Month activation	New custom media partnership Juneteenth (GLH Celebrations)	Refreshed creative (build for holidays) Latina Day (GLH Celebrations)	EOY Earner Campaign

P-00307.00065

DAY 1

Break (10 min)

[Purpose] 2022 Learnings (5 min)

Ts for [Sustainability, Safety, and Social Impact]

T1	<p>[Sustainability] Working with Regional Ops and PMM to develop strategy and campaigns.</p> <ul style="list-style-type: none">• Earth Day• Fuel/Gas Spike Campaign (Best performing email to date)• Hertz/Tesla Canadian announcement• Comfort Electric Launch
T2	<p>[Safety] Integrating safety into regional holiday campaigns. Within these moments safety features organically fit with campaign messaging</p> <ul style="list-style-type: none">• AB/MADD Campaigns - Memorial Day, and 4th of July.• Holiday (Halloween & NYE)• Campus Safety
T3	<p>[Social Impact] Launching campaigns for regional celebrations for communities of color.</p> <ul style="list-style-type: none">• Black History Month• Pride• Hispanic Heritage Month

Bs for [Sustainability, Safety, and Social Impact]

B1	<p>[Sustainability]</p> <ul style="list-style-type: none">• Lack of clear direction and communication with Product/Ops/CRM to define clear roles and jobs.• Weak alignment with XFN teams on cultural celebratory moments
B2	<p>[Safety]</p> <ul style="list-style-type: none">• Targeting safety campaigns to correct cohort• Relationship with College Campuses• Coupling safety messaging with cultural moments - how do we get it right?
B3	<p>[Social Impact]</p> <ul style="list-style-type: none">• Support and direction from DEI on Cultural Heritage celebrations• 360 campaigns for Heritage Month• Lack of current Eamer insights

I's for [Sustainability, Safety, and Social Impact]

I1	<p>[Sustainability] Our goal to become a zero emissions platform by 2023 is only getting closer. Converting more drivers to EVs is necessary to meet this goal and help our planet.</p> <p>In 2023, I'd like to create clear swim lanes with CRM and Earner PMM on sustainability focus areas & objectives.</p>
I2	<p>[Safety] Safety is growing, changing and leading at the forefront of our business.</p> <p>With the launch of Teens coming soon, we need to continue to drive awareness of safety features with key audiences with DTR still playing a major role with younger adult audiences.</p>
I3	<p>[Social Impact] In communities of color we don't have strong trust. Equity in partnerships and community involvement is not balanced.</p> <p>Looking forward to 2023, we need to invest in communal events to grow brand trust and reputation in an authentic way.</p>

[Purpose] Job to be done *(10 min)*

Sustainability - Job to be done

Get Drivers to convert to EVs **by** showing that there's higher earnings potential with an EV, cost savings and programs to assist with conversion.

Safety - Job to be done

Get Riders and Drivers to feel peace of mind **by** driving awareness of safety features that organically fit into their everyday lives.

Social Impact - Job to be done

Get Riders and Drivers to trust Uber as a brand **by** showing up organically in their communities as a support and solution for needs.

[Purpose] Audience Insights *(5 min)*

Audience: [Use Audience from Job to be done]

3 Key Audience Insights

1. *[Safety]* Women and college students still have a chance of facing danger when requesting a ride. After the incident in 2021 at University of South Carolina, article [here](#), and continuing news articles covering women being harassed while on a ride (article [here](#)) there's still work to be done.
2. *[Sustainability/Electrification]* "Uber, Lyft and their smaller competitors have caused significantly more congestion on urban roads, and the services have also prompted drivers to spend more time idling in their vehicles. That has led to an increase in carbon emissions, especially because people are choosing cheap car rides over public transit, bikes and walking." ([source](#))
3. *[Social Impact]* A UC Santa Cruz study found that, in their home town of San Francisco, 78% of app-based drivers are people of color, and 56% are immigrants...71% of these app workers work 30 hours a week, and more than half work over 40 hours. Despite this, as much as 20% may earn zero dollars after expenses, and 15% are forced to rely on public assistance to get by." ([source](#))

Triggers to Job to be done

Why would this audience sign up to drive with and/or use Uber or Uber's products?

1. *[Safety]*
 - a. Increase awareness of safety features to prevent any incidents from happening.
 - b. Drive peace of mind with all riders, especially women, to use the platform at all times.
2. *[Sustainability/Electrification]*
 - a. Convert Earners to EVs - without providing conversion support, pre and post, we will not meet the 2030 goal to be a zero emissions platform
3. *[Social Impact]*
 - a. Increase brand trust and reputation with Earners and Riders.

Barriers to Job to be done

What prevents this audience from signing up to drive and/or using Uber or Uber's products?

1. *[Safety]*
 - a. Fear of risk & incidents
2. *[Sustainability/Electrification]*
 - a. Cost
 - b. Unaware of how to convert
 - c. Unclear about benefits of EVs
3. *[Social Impact]*
 - a. Prior incidents; Delete Uber, treatment of immigrants on platform, lack of consistency in communities of color

[Purpose] Insights Needed *(5 min)*

Key Questions about Audience

<i>Why do riders choose Uber Green, Comfort EV, or other sustainability products? Are they eco conscious? Or is it just faster / cheaper?</i>	<i>PMM MI</i>
---	-------------------

<i>What is our brand trust and reputation in communities of color? (Riders)</i>	<i>MI</i>
---	-----------

2023 Prioritization

Must Know

Nice to Know

<i>How do we support the top 25% of drivers for success in their switch to EV?</i>	<i>MI</i>
--	-----------

<i>Which segment(s) care the most about sustainability & safety?</i>	<i>Source</i>
--	---------------

<i>Who uses Uber Green, Comfort EV and other sustainability products? Is it a core subset of people?</i>	<i>PMM MI</i>
--	-------------------

[Electrification] 2023 Plan on a Page *(25 min)*

Strategic Pillar Deep Dive

LIVE & POST

Input for [Mobility Plan on a Page](#)

Business Goal	# of EVs on platform								
Marketing Job to be done	Get Drivers to convert to EVs by showing that there's higher earnings potential with an EV, cost savings and programs to assist with conversion.								
Insights <i>(include any key Insights needed)</i>	<ul style="list-style-type: none">• Almost 1 in 3 are looking to change their vehicle in the next year, indicating a clear opportunity. However the upfront cost of EVs is a key barrier to switching for many drivers. (source)• ¼ of Canadian Drivers and ¼ of US Drivers are working full time elsewhere. While more earnings from Uber Green is a 'nice to have' in isolation it is not enough to motivate Drivers to switch their vehicles. (source)								
KPIs	Favorability Consideration Hertz/Tesla Rentals								
Priority Products and Proof Points	<ul style="list-style-type: none">• Comfort Electric & Uber Green• # of EVs on platform								
Budget	\$0								
Campaign Ideas	<table border="1"><thead><tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>Placeholder</td><td>Earth Day</td><td><ul style="list-style-type: none">• Climate Week• World EV Day</td><td>Placeholder</td></tr></tbody></table>	Q1	Q2	Q3	Q4	Placeholder	Earth Day	<ul style="list-style-type: none">• Climate Week• World EV Day	Placeholder
	Q1	Q2	Q3	Q4					
Placeholder	Earth Day	<ul style="list-style-type: none">• Climate Week• World EV Day	Placeholder						

DAY 2

Lunch (12-12:30)

[Trust & Reputation] 2022 Learnings (5 min)

Ts for [Trust and Reputation]

T1	[KOLs and Emotional Brand Messaging] Then Do That results proved that higher level emotional brand campaigns have the ability to move the needle on favorability among KOLs. These campaigns have a role to play
T2	[NYC Congestion Pricing Team Agility] A cross functional team moved at very high speed to drive marketing comms and product changes that resulted in a whopping 25% of drivers taking action in 24 hours - this blows out of the water previous driver engagement efforts
T3	[Geographic Targeting] Heavy ups in high risk states with Then Do That media buy drove stat sig gains

Bs for [Trust and Reputation]

B1	[Active Rider Targeting] Majority of Then Do That media budget was spent on active riders, where there was no impact on KPIs because creative was not optimized or intended for this audience
B2	[Then Do That Campaign Woes] <ul style="list-style-type: none"> - Policy team disliked the creative and didn't see value in driving brand love / emotional brand stories. They favor direct political style ads. - Campaign did not come from a proper IC+ brief, or strategy, it was born out of other work - Leadership alignment needed earlier on to avoid month long campaign delay to re-work creative
B3	[Complex policy issues means complex marketing planning that can be unpredictable] for example there are a litany of legal scenarios with the fate of Prop 22, and planning for all of them creates complexity and work that may never see the light of day. Also policy issues sometimes pop up out of nowhere or dont go in our favor (NYC Congestion Pricing, MA IC+)

I's for [Trust and Reputation]

I1	[Focus on the target audience - KOLs - and not Active Riders] Targeting KOLs nationally forces us to expand audience targeting tactics which leads to ineffective spend with limited gains in Favorability among Riders & GenPop. Ensure we are OK with not being able to measure focused KOL campaigns
I2	[Create a joint PCM Plan] Partner closely with Policy to understand what issues are top priority and how / what support may be needed for 2023. This will help plan for unpredictability
I3	

[Trust & Reputation] Job to be done *(5 min)*

Job to be done

Get KOLs in High Risk States **to** trust that Uber is doing right by Earners **by** showcasing how flexibility and IC+ benefits are what earners want and need

Job to be done
Quebec

Get Gen Pop in Montreal (Franco, non-considerers) **to** think favorably of Uber **by** Proving why they should trust Uber

Get Earners **to** advocate for IC+ policies in high risk states **by** educating them on how these policies protect their independence while providing added benefits

Alts

Get Voters **to** vote for IC+ legislation in key states **by** showcasing how IC+ legislation honors the wishes of Earners and their need for flexibility

[Trust & Reputation] Audience Insights (5 min)

Audience: KOLs

3 Key Audience Insights

1. Uber has made strong gains with KOFs with 61% favorability in the US, a stat sig improvement (Q2 22 vs Q4 21)
2. KOLs are misinformed on why Earners choose Gig Work: 46% of consumers assume drivers want to be employees and 17% are unsure of what drivers prefer
3. More than 86% of earners place tremendous value on the flexibility that is central to the Uber Platform and 72% want to remain independent contractors. [\(Source\)](#)

Triggers to Job to be done

Why would KOLs believe that Uber does right by earners?

1. The **top drivers of favorability** are :
 - a. Has ethical leadership
 - b. Is a brand that represents people like me
 - C. Pays fairly** (has gained increased significantly likely due to economic conditions)
 - d. Is a company that acts with integrity
 - e. Has a **positive impact on communities**
2. *Fair Pay: Emphasizing minimum earnings guarantees . In the past we have focused on flexibility. KOFs have heard that message and it will likely have diminishing returns if we keep focused on that over earnings. [Source](#)*
3. *KOFs love Uber's sustainability initiatives, particularly [Comfort EV and Tesla/Hertz partnership](#). This could be an opportunity to drive further favorability among KOFs and open the door for more conversation around doing right by earners*

Barriers to Job to be done

What prevents KOLs from believing that Uber does right by earners?

1. *Our IC+ approach lacks cohesion, with KOFs having little sense of what Uber is advocating for. Even in California, few KOFs know about the new driver benefits. A broader campaign, laying out our "third way to earn" framework and goals would make Uber look more proactive. We lose all of the reputation benefits when IC+ appears to only be in response to proposed legislation (source [here](#))*

[Trust & Reputation] Insights Needed *(Skip)*

Key Questions about Audience

<i>KOLs are a narrow audience. How do we reach them in a more targeted fashion</i>	<i>Media agency</i>
--	---------------------

<i>KOL Segmentation - finding the KOLs most receptive to our message vs those that will never be open</i>	<i>MI, Policy</i>
---	-------------------

<i>Question</i>	<i>Source</i>
-----------------	---------------

<i>Question</i>	<i>Source</i>
-----------------	---------------

<i>Question</i>	<i>Source</i>
-----------------	---------------

2023 Prioritization

Must Know	Nice to Know
-----------	--------------

[Trust & Reputation] 2023 Plan on a Page (15 min)

Strategic Pillar Deep Dive

LIVE & POST

Input for [Mobility Plan on a Page](#)

Business Goal	Placeholder			
Marketing Job to be done	Get Prospective Drivers to Consider driving with Uber by Showing that a flexible way to earn is within their reach			
Insights <i>(include any key Insights needed)</i>	Placeholder			
KPIs	Placeholder			
Priority Products and Proof Points	Placeholder			
Budget	Placeholder			
Campaign Ideas	Q1	Q2	Q3	Q4
	Placeholder	Placeholder	Placeholder	Placeholder

P-00307.00077

New Audience Brainstorm

New Audiences Brainstorm

Timed Whiteboard Exercise

	What do we think is most important to them? (15 min)	Brainstorm Marketing Ideas and Campaigns (15 min)
Teens and Parents	<p><i>Teens: Independence , Cool Factor, Culturally Relevant Brand, Sustainability, Changing the world for the better, Social Time with Friends</i></p> <p><i>Parents: Safety, Mom in Chief Planning Officer, Efficiency , Price, Family Time, Planning Mindset, Multi tasking, ease of use, Childs Happieness</i></p>	<p><i>Find them where they spend time (TikTok, BeReal),</i></p>
Women Earners	<p><i>Physical safety , Psychological Safety, Flexibility, Good Earnings, Child Care, Financial Independence, Entrepreneurial spirit, Equality / Equal Pay, tips for uncomfortable situations , choice of who you pick up, Vehicle cleanliness</i></p>	<p><i>For example: Campaign featuring real women earners</i></p>

New Audiences Brainstorm

Timed Whiteboard Exercise

Teens and
Parents



Women
Earners



Break (1:30-2:30)

US&C Mobility Plan on a Page

[Links](#)

US&C 2023 Calendars

2023 Marketing Calendar

Q1

January

- January 1 - New Year's Day
- January 16 - MLK Jr. Day
- January 22 - Lunar New Year

February

- Black History Month

Everyday Use

February 14th - Valentine's Day - Connect

March

- Women's History Month – ?? Brand Team

Earned

March 8 - International Women's Day

- March 17 - St. Patrick's Day - Comms

Electrification

March - April - Earth Month

- March 20 - March Equinox
- March 23 - Ramadan

Q2

April

- Connect Coat Drive - Social Impact
- April 6 - Passover
- April 10 - Easter Monday

Electrification

April 22 - Earth Day

May

- Asian Pacific American Heritage Month
- May 14 - Mother's Day
- May 29 - Memorial Day

June

- Pride Month - ?? Brand Team
- National Indigenous History Month - Canada
- June 18 - Father's Day

Earned

June 19 - Juneteenth - GLH

- June 24 - St. Jean Baptiste
- June 29 - Eid

Q3

July

- July 1 - Canada Day
- July 4th - US Independence Day

August

Everyday Use

Back to School - Teens/Parents

- Backup: Women Earners

Earners

August 20 - National Latina Day

September

- Hispanic & Latin American Heritage Month
- September 4 - Labor Day
- September 16 - Rosh Hashana
- September 25 - Yom Kippur
- September 29 - World EV Day
- September 30 - National Day for Truth and Reconciliation - Canada

Q4

October

Everyday Use

October 9 - Thanksgiving - Canada

Everyday Use

October 31 - Halloween

November

Everyday Use

Holiday Travel - Everyday Use

- Native American Heritage Month - US
- November 1 & 2 - Day of the Dead
- November 7 - Election Day
- November 11 - Veterans Day (US), Remembrance Day (Canada)
- November 12 - Diwali

Everyday Use

November 23 - Thanksgiving - US

December

Everyday Use

December 18 - Hanukkah

Everyday Use

December 25 - Christmas

Everyday Use

December 26 - Kwanzaa (US), Boxing Day (Canada)



2023 US Marketing Calendar



2023 Canada Marketing Calendar

Start, Stop, Continue

Start, Stop, Continue

:15min - Put up as many post-its as you can think of. No task too big or small

:30 min - Team discussion and assign owners as needed

REMEMBER:  Mindset shift: marginal  → **MAGNITUDE** 

Gina

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Faria

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Jo

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Leah

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Mel

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Nick

Start

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Stop

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Continue

Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder
Placeholder	Placeholder	Placeholder

Next Steps

Next Steps

Seasonal Calendar

- Create and Populate 2023 Calendar (Leah)
- Input all campaigns in 2023 Calendar (Full Team - Leah tag us)
- Talk w CRM about owning Regional Holiday Campaigns (Leah)
- Social Impact Plan (Leah)
- DEI to own Heritage Month (Leah)
- Brand owning Global (Leah)

Plan on Page

- Pillar leads to complete their columns for both US and CAN byEOD FRI 10/28 (Full Team)
- Upfront Section (Nick)
- Share w EW 10/31 (Nick)
- Links: [US](#), [CAN](#)

Everyday Use

- Determine which products will focus on (Mel)
- Kick off segmentation work (Faria)
- Align on the KPI (Mel)
- **What role does price play (Mel)**

Earners

- Prioritize needs w MI, including Women (Gina)
- GLH celebrations (Gina)
- Email EW Creative for Earner Growth (Gina)

Everyday Use - Parents and Teens

- Main Barriers and Motivators (Faria)
- Determine the final audience (one or both) (Faria)
- Connect with Product on Timing (Lizzie) (Faria)

Purpose (Electrification)

- How support the top 25% of drivers for success in their switch to EV? (Leah)
- Which driver segments care most likely to switch to EV? (Leah)

IC+ / Policy

- Meet with policy team (Adam, CR, Bobby, Josh Gold, Ramona) and formalize the ways of working for 2023 with policy leading (Faria)

Brief Q1 Campaigns

- Earner Growth (Gina)
- Connect (Mediacom Brief - Valentines) (Faria)
- Everyday Use ? (Mel)

2023 CRM Requests due by Friday 10/28 (Full team)

Start, Stop, Continue

- Team Meeting 11/4 (Full Team)

Budgets

2023 US Mobility Marketing Budget - Optimal Scenario

	Total	% Total	'22 Comps	KPIs	Q1	Q2	Q3	Q4
Earner Growth & Engagement ¹	\$40M	25%	\$21.74M (+176% YoY)	↑ Consideration +5pts ↑ Signups +4-6% ↑ Treats Drivers Well +5pts	☑	☑	☑	☑
Airports & Travel ²	\$30M	19%	\$14.17M (+112% YoY)	↑ Consideration +12pts ↑ 4-leg Airport Journey +1.78 → 2.0 ↑ Awareness (premium offerings; targets below)	☑	☑	☑	☑
Multi-Product Use ³	\$61M	38%	\$21.98M (+177% YoY)	↑ Awareness Reserve +20pts Black/Comfort & CEV/Connect/Families +10pts	☑	☑	☑	☑
Trust & Reputation	\$20M	12%	\$10M (+100% YoY)	↑ Favorability Regulatory response to protect biz model (NYC, NJ, DC, MA & IL)	☑	☑	☑	☑
Agency Retainer	\$5M	3%	\$5M (Flat YoY)	NA	☑	☑	☑	☑
Mediacom Retainer	\$2.1M	1%	\$1.66M (+26% YoY)	NA	☑	☑	☑	☑
Perm OOH Placements	\$2.3M	1%	\$2.17M (+6% YoY)	NA	☑	☑	☑	☑
TOTAL	\$160.4M ⁴	100%	\$95M ⁵ (+68% YoY)					

- Includes \$35M for growth and \$5M for engagement; engagement includes EV adoption, events,, Pro, ASU, etc.; New target audience research underway, but assuming Blacks/Latinos, Parents, Women, & Older Adults will be targets.
- Airports work will serve as another channel to drive awareness and adoption of premium products, including Reserve, Comfort, Black, etc; increase driven by 12 airports live in market for entire 2023 (adding 7 new airports in '23).
- Everyday/Multi-product Use: \$26M for Reserve; \$35M for Black, Comfort/EV, & Connect; Affordability portfolio (XShare & Hailables) & Charter covered by owned channels w/ potential social boosting support.
- Total budget is 0.5% of total projected 2023 GBs.
- \$95M is 2022 starting point at beginning of year for YoY comp purposes and includes other spend not represented here; post-H2 Budget Savings exercise, final 2022 total is \$81.3M, and 2023 HIGH total budget would be +97% YoY.

2023 Canada Mobility Marketing Budget - Optimal Scenario

	Total	% Total	'22 Comps	KPIs	Q1	Q2	Q3	Q4
Earner Growth & Engagement <small>(Quebec + BC)</small>	\$4.1M	30%	\$2.5M <small>(+64% YoY)</small>	↑ Consideration +2pts <small>Note: In 2023, we plan to run market level test to understand the impact on SUs</small>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Airports & Travel ¹	\$1.2M	9%	\$1.2M <small>(flat)</small>	↑ Consideration +12pts <small>↑ 4-leg Airport Journey 1.5 → 1.7 ↑ Awareness (see below for targets)</small>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Multi-Product Use ²	\$4.25	31%	\$1.35 <small>(+214% YoY)</small>	↑ Awareness <small>Reserve: +4pts Family/Comfort: +4pts TBC</small>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Reputation in Quebec ³	\$4M	29%	0	↑ Consideration +6pts		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mediacom Retainer	\$300K	2%	\$255K <small>(+17%)</small>	NA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MADD Partnership Fees <small>(committed)</small>	\$36K	0.26%	\$36K <small>(flat)</small>	NA	<input checked="" type="checkbox"/>			
TOTAL	\$14M⁴	100%	\$7M⁵ <small>(+100%)</small>					

- This budget will allow us to have a presence at TO, VAN and OTT airports, on top of the Montreal committed partnership fees of \$90K USD. The final 2022 budget after budget cut was \$490K, losing VAN, Calgary, Edmonton and OTT.
- Multi-Product Use: \$2.1M for Reserve + \$2.15M to support 2 other products to be determined
- To win in Quebec, our largest growth opportunity in Canada, a larger budget is required as we are targeting Gen Pop with bespoke creative to generate impact on consideration.
- Total budget is 0.5% of total projected 2023 GBs.
- \$7M is 2022 starting point at beginning of year for YoY comp purposes and includes other spend not represented here; post-H2 Budget Savings exercise, final 2022 total is \$6.7, and 2023 HIGH total budget would be +109% YoY.