

Urban Mobility

FOCUS: GROUND TRANSPORTATION

DID SOMEBODY SAY CASH COW?



Tobias Luksch, 19.09.2019

accilium.com





Agenda

- 1. What is the Urban Mobility market?**
Focus on Ground Transportation
- 2. Traditional Market Overview**
Berlin and Vienna
- 3. Broken Business Models**
And how to solve them

SHARED VEHICLES

MaaS

RIDE-SHARING



MANUALLY-DRIVEN CARS

PUBLIC TRANSPORT

GROUND TRANSPORTATION

- › Individual transport by car or van with a driver
- › Passenger short distance
- › First & last mile for every connecting trip (train, flight etc.)

Comparison of five largest automotive OEMs and five largest mobility service players by market capitalisation or valuation estimate

Five largest traditional automotive OEMs

Toyota Motor Corp	\$203bn
Volkswagen AG	\$88bn
Daimler AG	\$60BN
BMW AG	\$60bn
Honda Motor Co.	\$55bn
Total top five	\$474bn

Five largest new mobility services players

Uber	\$72bn
Didi Chuxing	\$56bn
Lyft	\$12bn
Grab	\$6bn
Go-Jek	\$5bn
Total top five	\$151bn

Source: Bloomberg, Reuters, Financial Times, crunchbase

Market Evaluation

The Ground Transportation market in terms of evaluation is already as valuable, as some of the automotive OEMs.

Japanese Softbank has stakes within all the new mobility players.

Taking over the market

Global Figures

Overview

Markets
Rev
User
Trips
Value
Use Cases






Uber

DiDi

Gett

Grab

FREE NOW

 60 countries around the globe	China + South America and Australia	UK, USA, Israel and Russia	Southeast Asia	Europe + South America
 11,3 Billion \$	8,76 Billion \$	1 Billion \$	1 Billion \$	undisclosed
100 Million users	 450 Million users	undisclosed	45 Million	10 Million
4 Billion trips	 7,5 Billion trips	100 Million	1,46 Billion trips	40 Million
 120 Billion \$	56 Billion \$	11 Billion \$	16 Billion \$	1 Billion \$
<ul style="list-style-type: none"> ✓ Ground Transportation ✓ Ride-Sharing ✓ Micromobility ✓ (Food-)Delivery ○ Payments ○ Car-Sharing 	<ul style="list-style-type: none"> ✓ Ground Transportation ✓ Ride-Sharing ✓ Micromobility ○ (Food-)Delivery ○ Payments ○ Car-Sharing 	<ul style="list-style-type: none"> ✓ Ground Transportation ✓ Ride-Sharing ○ Micromobility ○ (Food-)Delivery ○ Payments ○ Car-Sharing 	<ul style="list-style-type: none"> ✓ Ground Transportation ✓ Ride-Sharing ✓ Micromobility ✓ (Food-)Delivery ✓ Payments ✓ Car-Sharing 	<ul style="list-style-type: none"> ✓ Ground Transportation ✓ Ride-Sharing ✓ Micromobility ○ (Food-)Delivery ○ Payments ○ Car-Sharing

How big is the market here, really?

Berlin and Vienna

The Ground Transportation Industry

Market analysis - Germany

Market Size



- ❖ Highly diverse market
- ❖ No countrywide service
- ❖ High quality cars, low quality products
- ❖ No countrywide business service
- ❖ The acceptance rate for platform fees is only at 7% for taxi and 25-30% for PHVs

In Numbers



95.982
taxis and PHVs



35.017
entrepreneurs



53.760 €
annual turnover/car



1.548
inhabitants/ taxi



431 Million
Passengers p.a.



ca. 3 Billion
paid kilometers p.a.

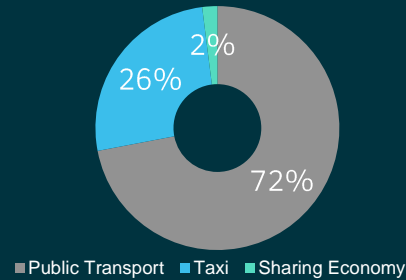
Deep Dive: Taxi

Capital cities of Germany - Austria

Berlin



1640 Million yearly revenue



46k
annual turnover/car

8k
Taxis



PUBLIC TRANSPORT

Almost 3 Million people use the services per day. The yearly turnover is 1200 Million Euros.



RIDE-SHARING

Plenty of services (Allygator, BerlKönig, CleverShuttle etc.) Some of them even run for free!



SHARING (Bike, Car, Scooter)

Already 4.000 carsharing vehicles (plenty more to come) and an endless amount of bikes, scooters and others.



RIDE-HAILING

More than 8.000 taxis and 2-3.000 PHVs are running in Berlin. They have a approx. 135€ turnover per shift

43%
Phone Bookings

7%
App Bookings

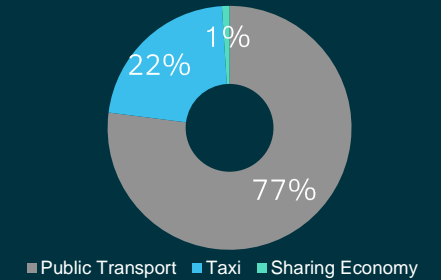
34%
Largest
customer group:
Business Trips

13,6€
Average trip price

Vienna



258 Million yearly revenue



37k
annual turnover/car

4,2k
Taxis



PUBLIC TRANSPORT

Almost 2,5 million use the service each day. The yearly turnover is 503 million.



RIDE-SHARING

Ride-Sharing is not yet a thing in Vienna.



SHARING (Bike, Car, Scooter)

Already 2.000 carsharing vehicles (plenty more to come) and an endless amount of bikes, E-Scooters and others.



RIDE-HAILING

More than 4.000 taxis and 3.000 PHVs are operating in Vienna. Uber, Taxify, mytaxi and the taxi dispatchers are fighting for tours.

41%
Phone Bookings

<4%
App Bookings

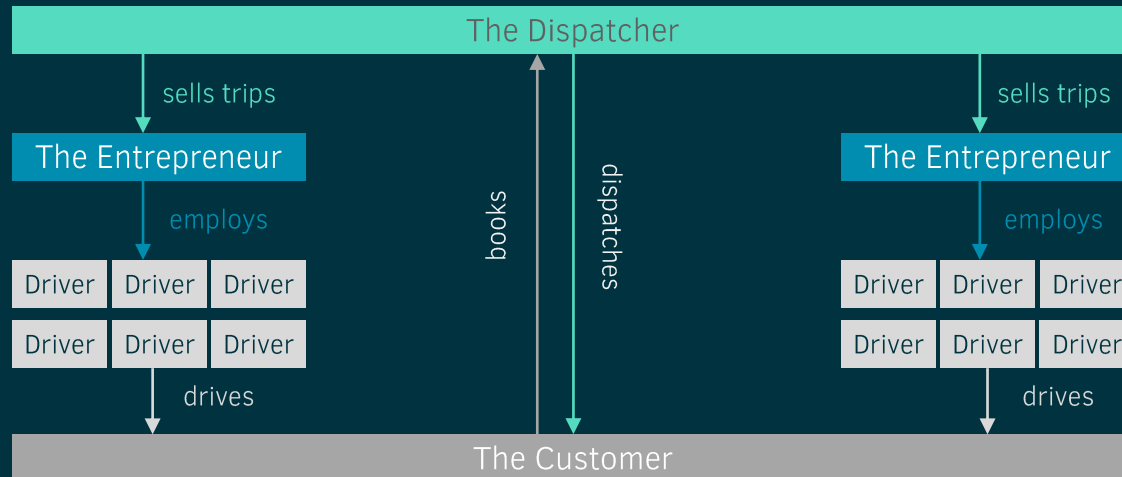
50%
Largest
customer group:
Locals

12,3€
Average trip price

My Experience

How traditional ground operations work

The Framework



The Business Model of the dispatcher



monthly subscription/car 200-600 €



pay per trip 0,79 €



steady income



drivers have security



It's only millions not billions



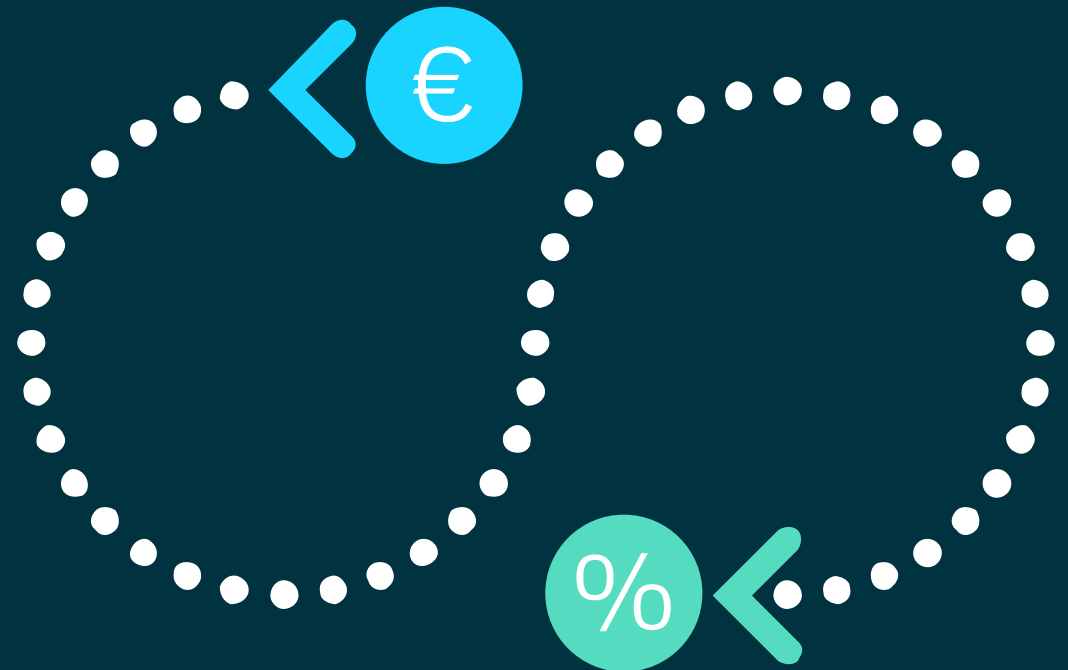
You have to deliver constantly

Didn't Amazon get it right?

Current Business Models

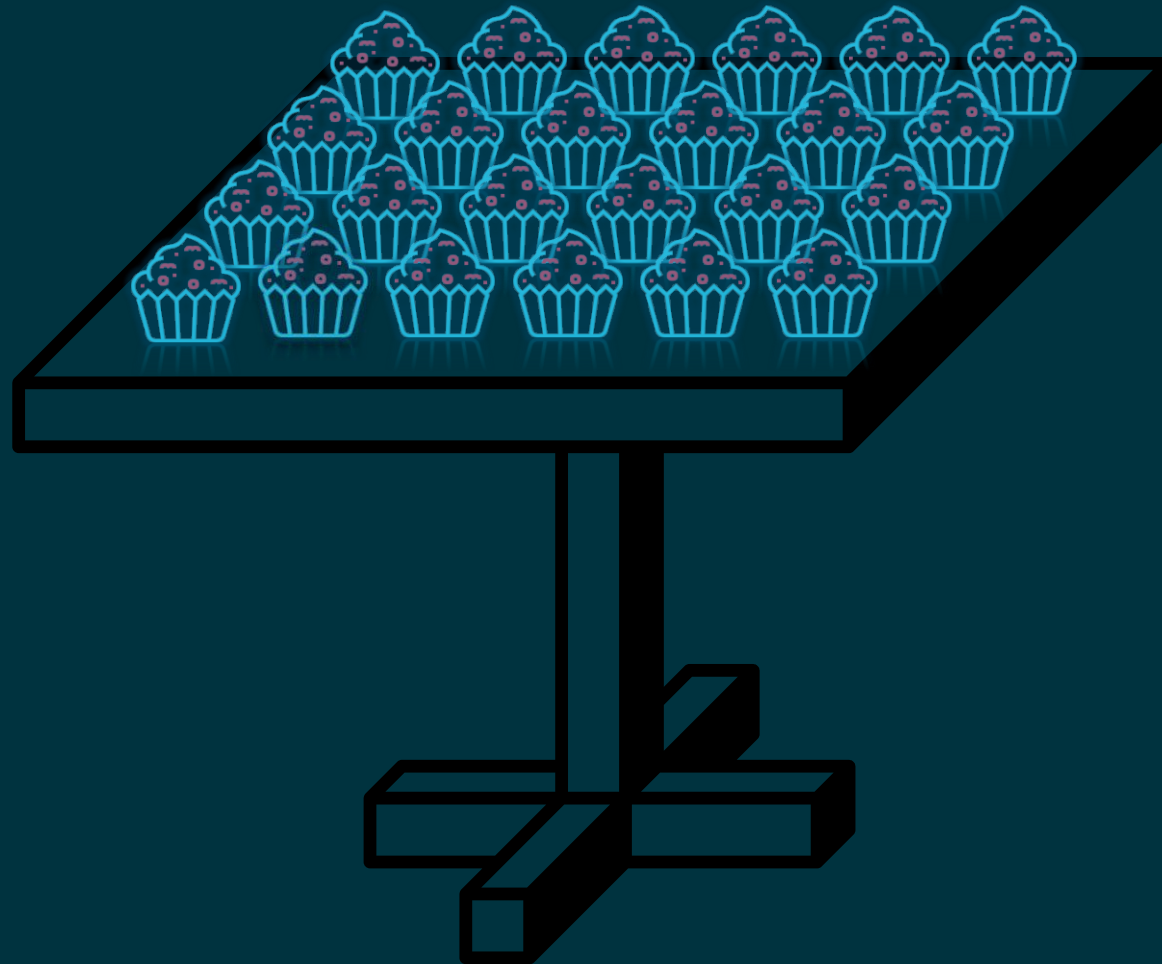
There is **one Business Model** in Europe and the USA nowadays:

Participating by **platform share.**



Business Reality

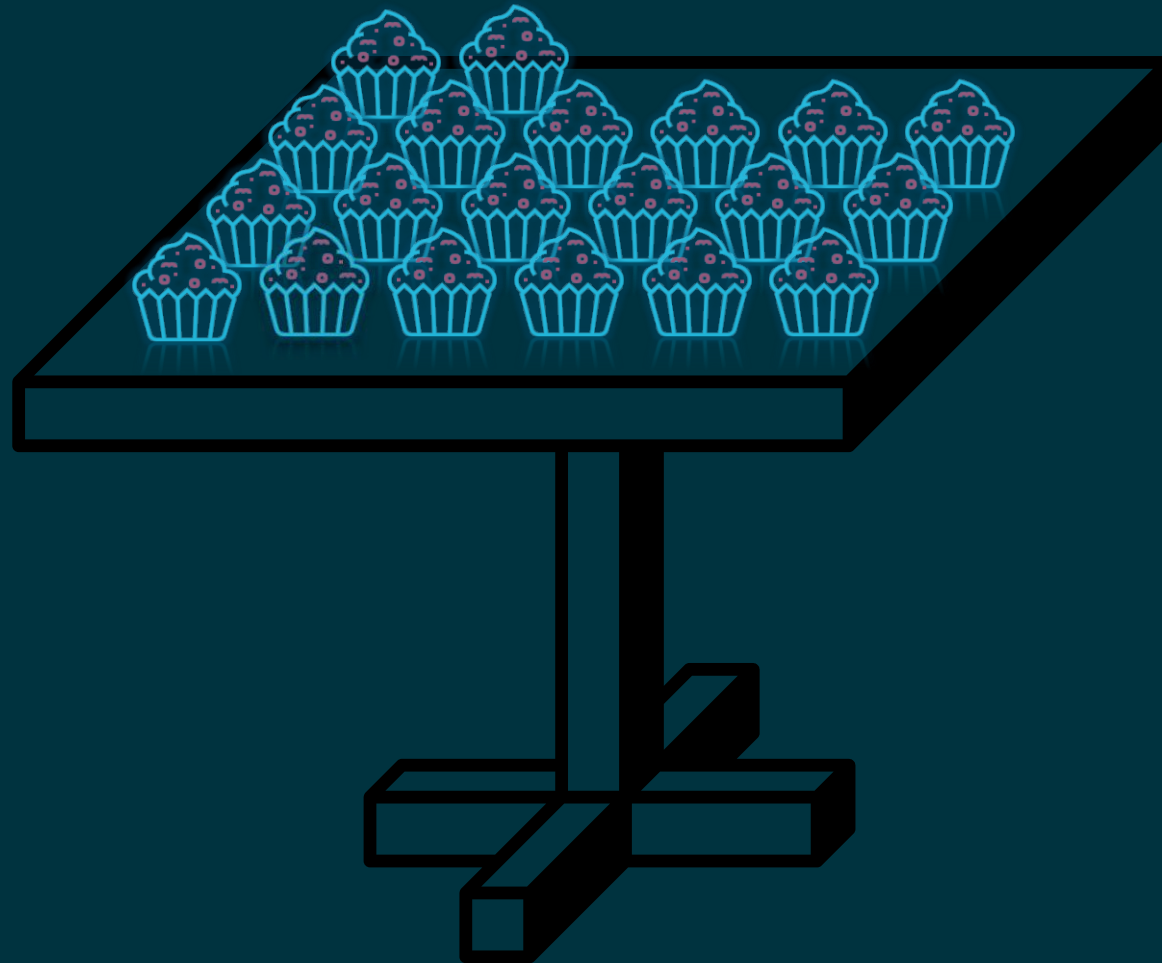
Ridehailing Cupcakes



Who eats
all the sweets?

Business Reality

Ridehailing Cupcakes

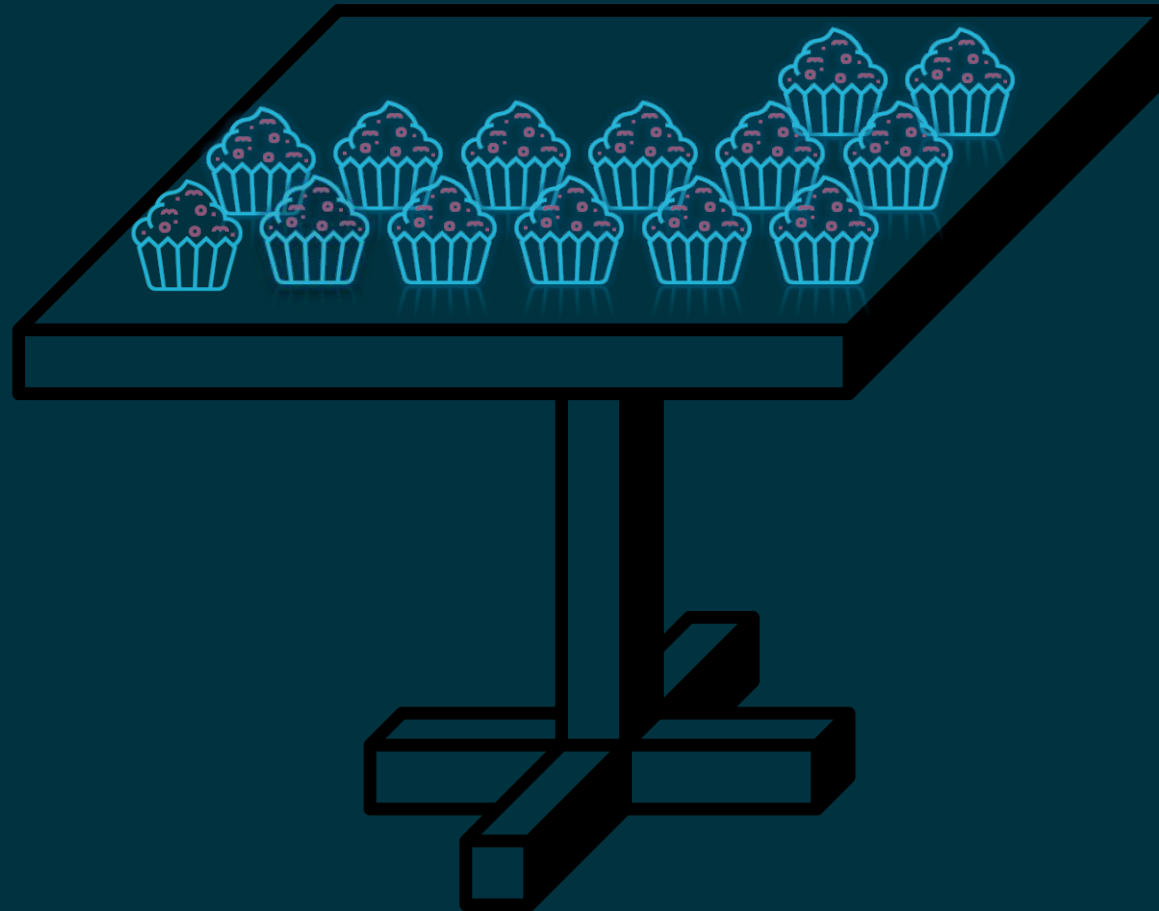


Operations
-18%



Business Reality

Ridehailing Cupcakes

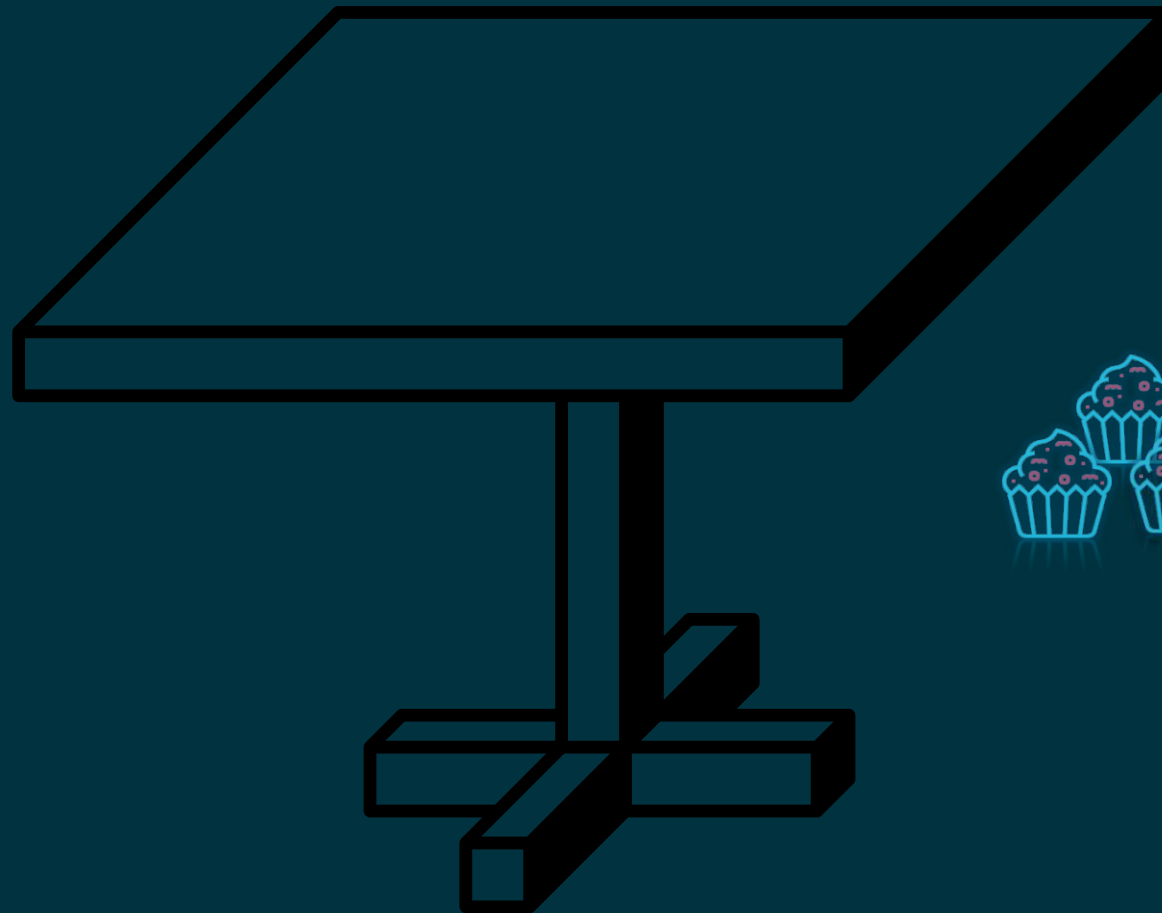


Marketing
-27%



Business Reality

Ridehailing Cupcakes



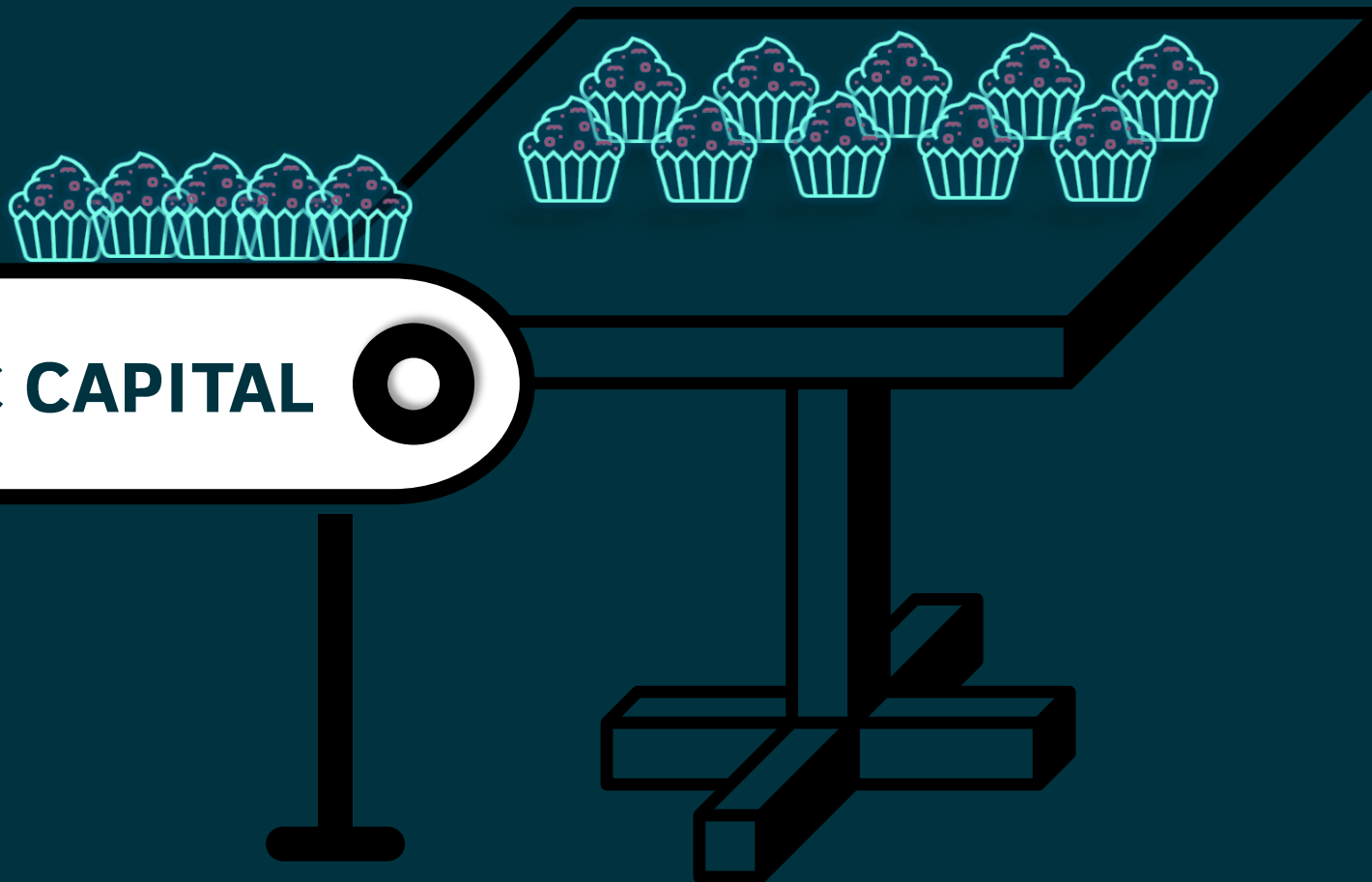
Driver Cost
-55%



Business Reality

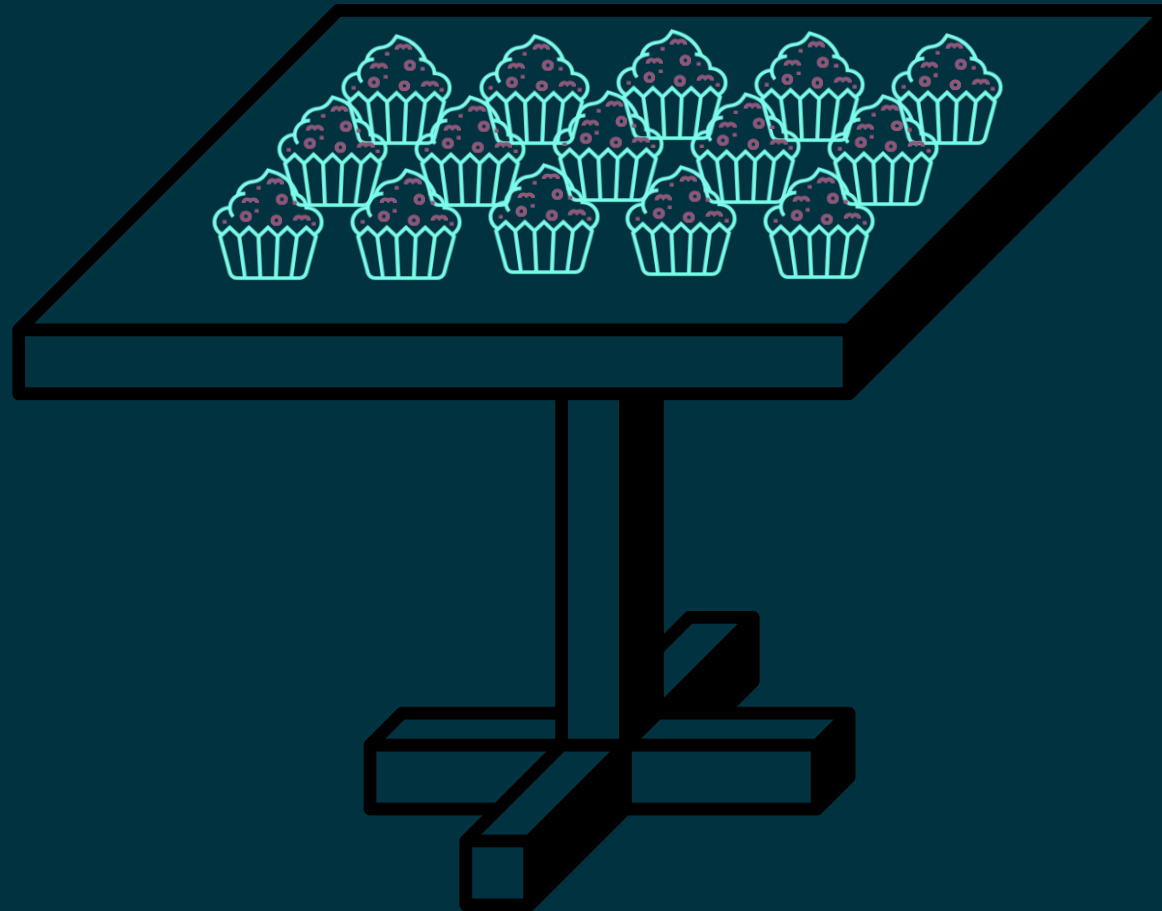
Ridehailing Cupcakes

The Refuel
Funding
Rounds



Business Reality

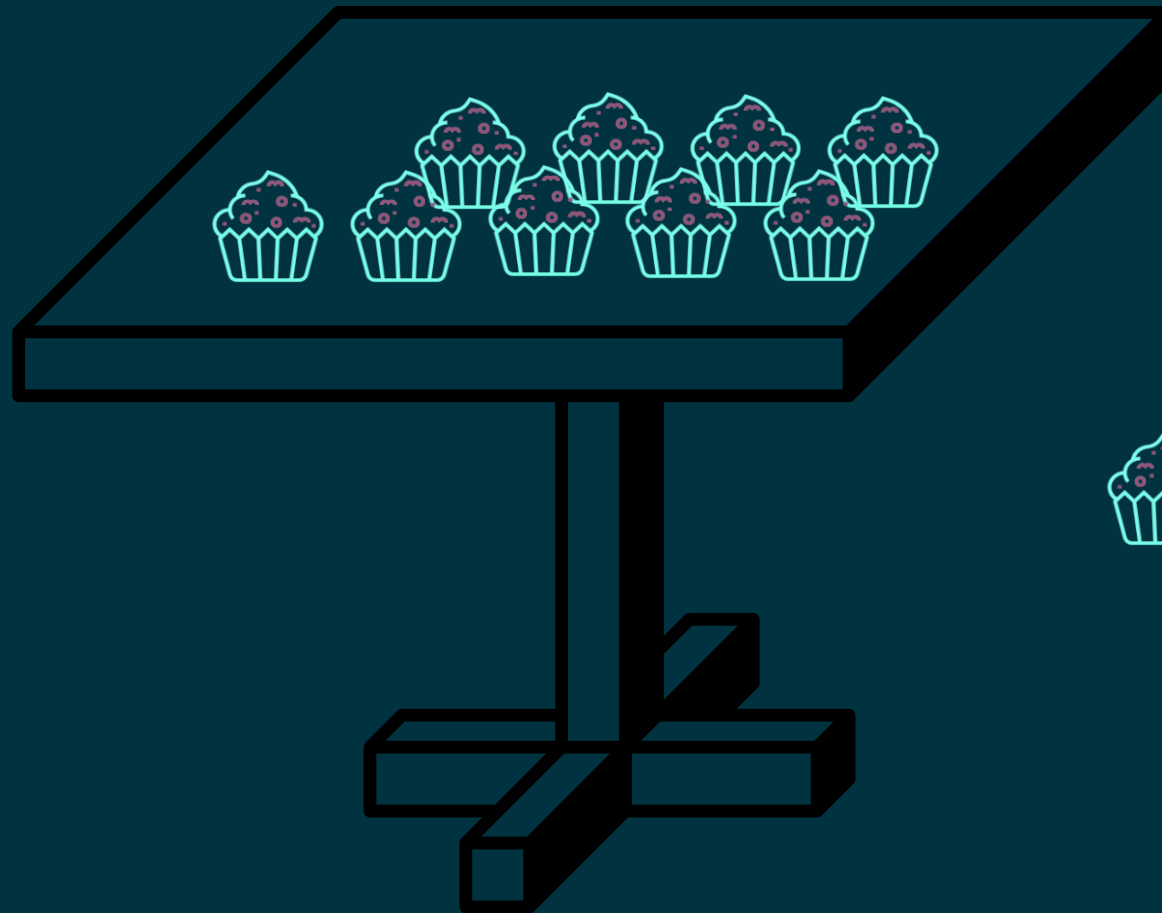
Ridehailing Cupcakes



Off to another
round

Business Reality

Ridehailing Cupcakes

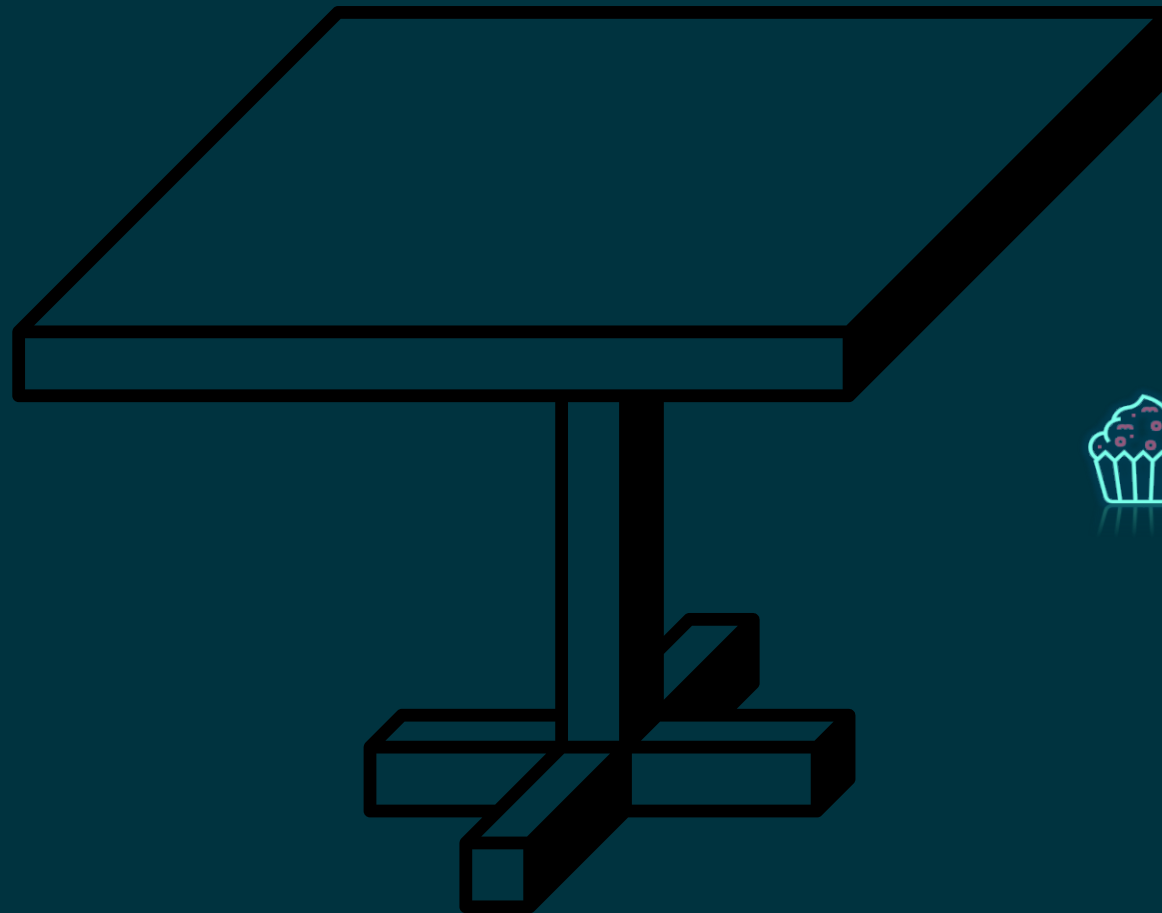


R&D
-25%



Business Reality

Ridehailing Cupcakes



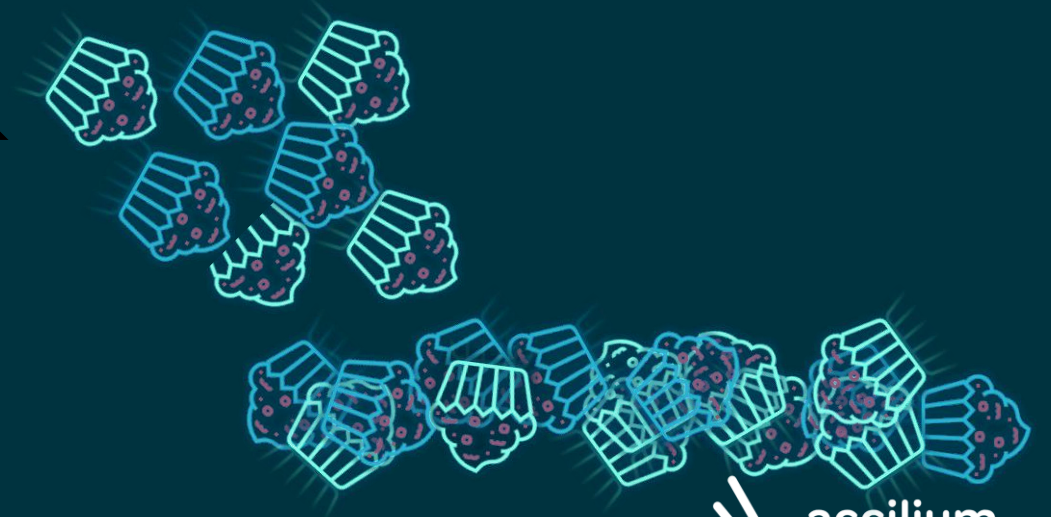
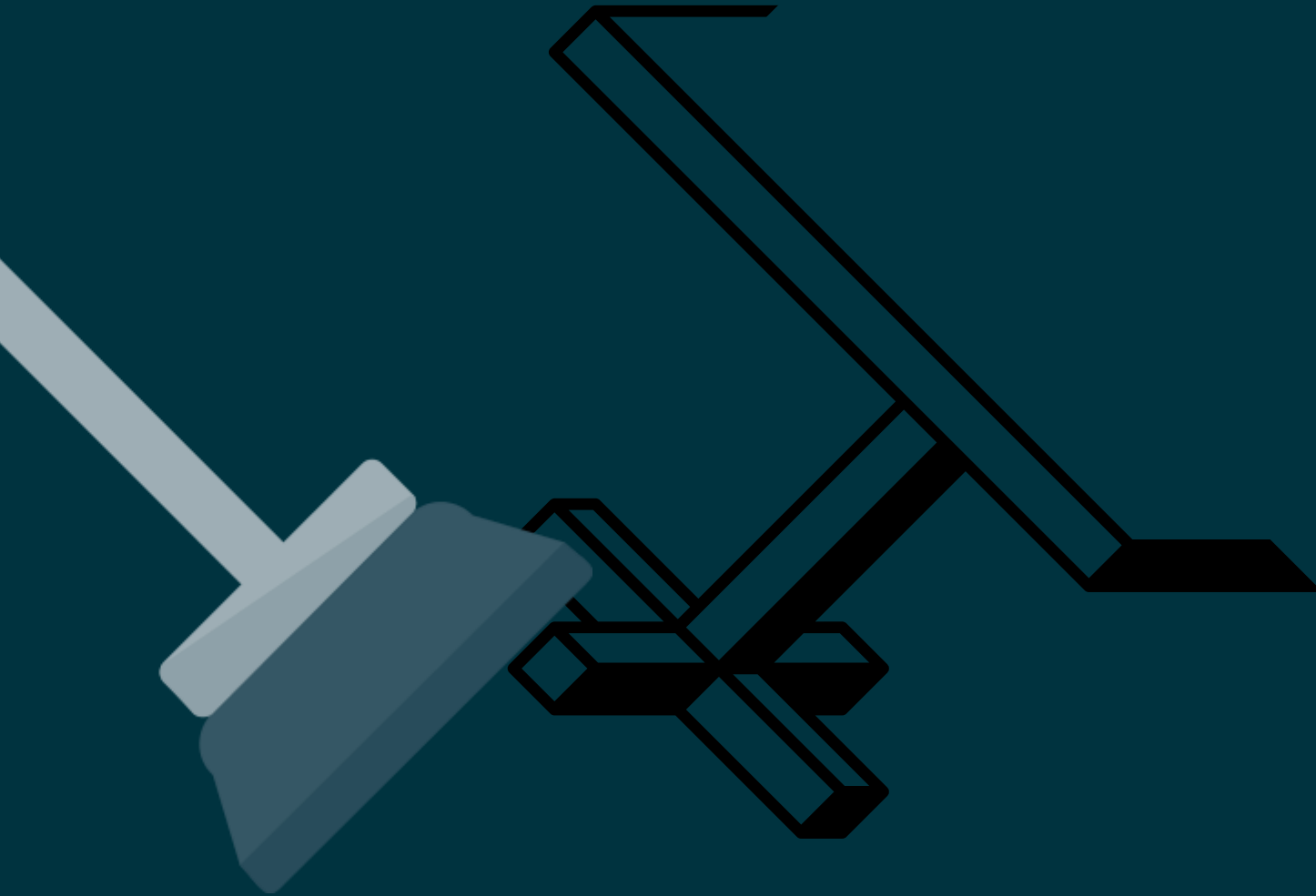
Administrative
-33%



Business Reality

Ridehailing Cupcakes

Cupcakes are gone



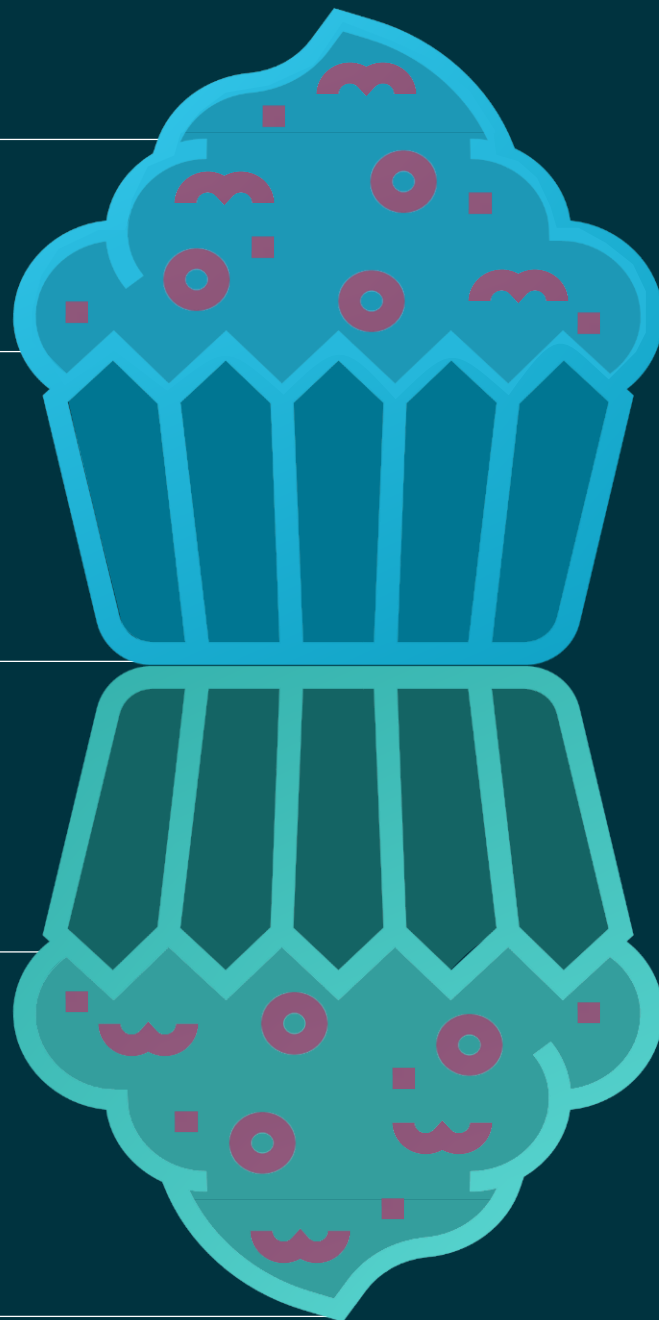
Operations - 18%

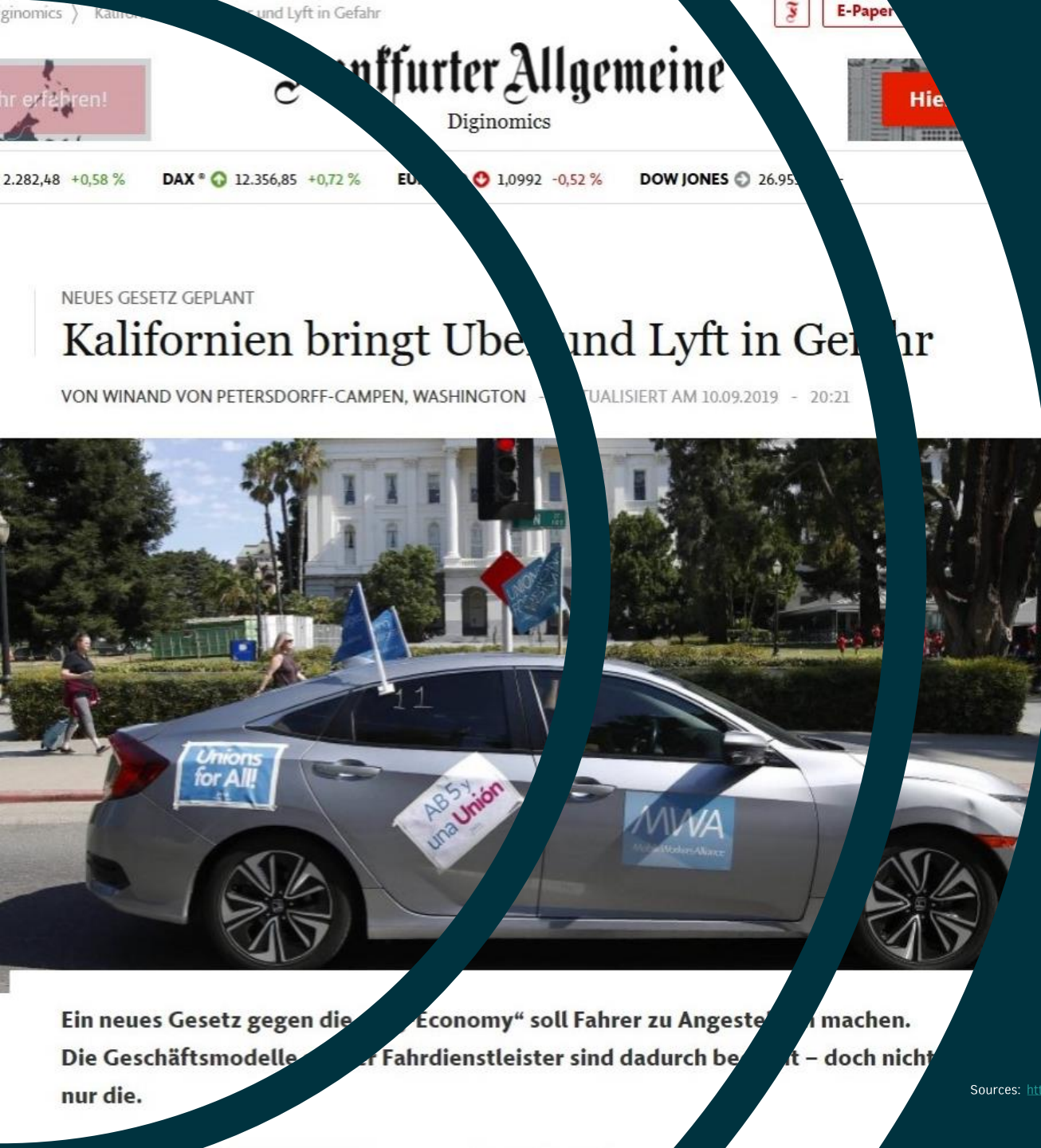
Marketing - 27%

Driver Cost - 55%

R&D - 25%

Administrative - 33%





Current Falldown

Uber and Lyft's stock value took a deep dive.

You still ask why?

The state of California will decide for drivers to be employees by their respective companies.

Gig no more

Sources: <https://www.faz.net/aktuell/wirtschaft/diginomics/kalifornien-bringt-uber-und-lyft-in-gefahr-16377897.html>

How to get off the treadmill

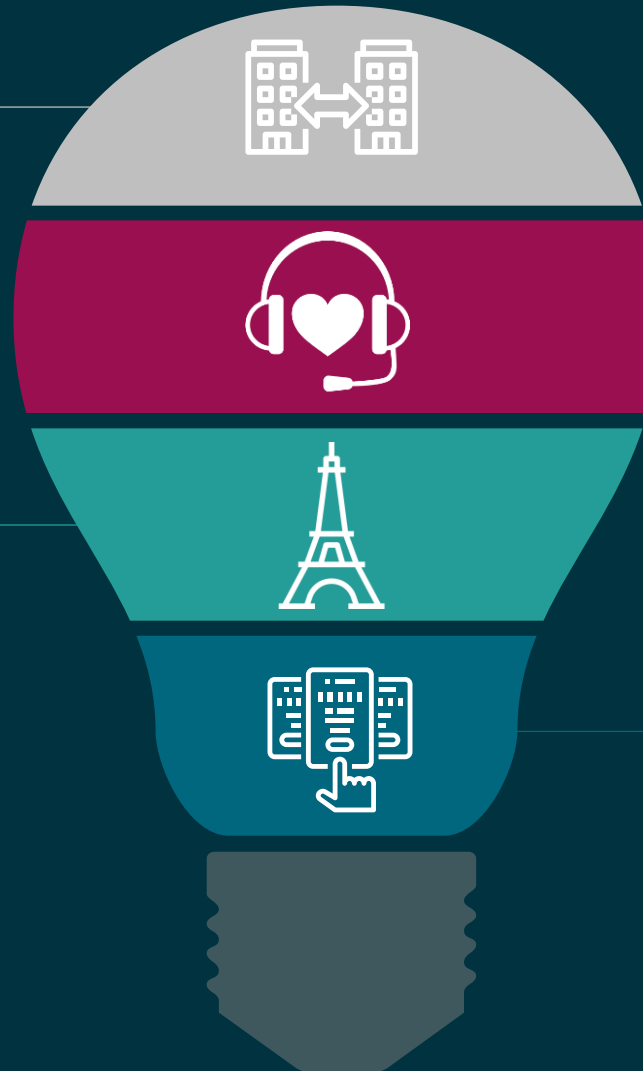
Hypotheses & Solutions

Focus on B2B

Ignore private customers.
They are just expensive and will
come anyway if you are good

Don't be third

Market is not growing!
People have tighter
budget if spend by trip.



Call me maybe

The most privileged customers are
adopting slow. Most still want to
call.

Flat rate your drivers

You know what you'll be getting –
and you can grow healthier

Please look right
Thank you for your attention!



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