

Careem - The Everything App

Assignment 1

Week 1 - Phase 1

Step 1: Pick a Product & Analyze it

- Careem is an app that offers Cab rides, food deliveries, medicines as well as foreign remittance.
- For the purpose of this assignment, I will focus on the Cab Rides offerings of the app.

Flows / Touchpoints	What works well	Confusion / Friction
Careem Website	Website explains all the offerings in detail: - Go Anywhere: - Rides, Taxi, Bike, Car Rental & School Rides. - Eat Anytime: - Food & Dine out. - Get Anything: - Quick Electronics, Supermarket, pharmacy, etc. - Pay Anyone: - Pay, Donations & Send Money	- Careem website is cluttered with a Huge Promotion/advertisement card, detailed offerings, Careem Plus(Paid version details) and additional sections for About Us, Captains(Drivers), Engineering at Careem, Social Impact, Careem Blogs, Careers, Partners, etc. - Careem website only promotes Google Play Store & Android Direct Download - App store(Apple) is missing.
App Download	- App is available on all stores including Google Play Store, & App Store(Apple). 50 Million+ Downloads build trust. - Regular version updates for the app indicate that the company keeps introducing new features, journey optimization and bug fixes	4.2 rating on play store and 4.6 rating on the app store indicate room for improvement. - Huge number of negative reviews for the following reasons: - Customer Support - Delivery Experience - Value for money - Order Accuracy - Refund Policy - Payment Options - App Stability - Calculation Accuracy
Sign Up	- Sign Up not required to explore the app. - When an offering is selected like "Rides", a pop-up notification for a quick sign up is displayed. - Easy one step Signup flow using mobile number, Google ID or Apple ID - Great Sign up offers to increase acquisition rate: - Save 300AED every month - Free Delivery on Food & Groceries - Instant 10% back on riders - Careem Plus free for 60 days	- Mandatory Permissions required even to explore the app: - Location Permission & Notification Permission - When user selects "Sign Up with Google" still it is mandatory to go through the Mobile number validation using SMS OTP. - App checks if you are an existing customer trying to sign in: - If existing customer - app asks to enter existing password. - If new user - app asks to create a password.
Home Screen - Pick Up Location	Automatically detects the current location.	Location detected is not 100% accurate in internal areas, this creates following frustrations: Captain(Driver) unable to locate the building/spot where the customer is waiting.

		2. Unnecessary delays for the customers to get their rides.
Destination Search Bar	1. Destination Search Options: A. Provides a search bar to type the destination that the user would like to go to. B. Provide a Map option where the customer can pick the precise location where he would like to reach. 2. Drop down list showcases: A. Match results for the entered values. B. Distance in Kilometers from Point A to B. C. Also showcases if the destination selected will be open/closed at the time of arrival.	1. Search Bar does not have any validations for input, which allows the customers to enter Alphabets, Number & Symbols. 2. If there is a typo input of a symbol, it will change the results of the drop down list drastically.
Schedule Ride	1. Customer can book a ride for a future date - UI provides a calendar feature to select a future date. - Also provides a time selector using Hours and Minutes. 2. Customer also has the option to "Book ride for now".	1. For ride that are scheduled for a future date, free cancellation is only available for up to 1 hour before pickup. 2. Customer will be charged with cancellation fees if the ride is cancelled within 1 hour prior to pickup.
Choosing the type of ride	Customer can easily choose type of car depending on their requirement: 1. Comfort - Everyday Use 2. Executive - Premium rides 3. Max - Travel with a group 4. Kids - Kid friendly rides	1. App does not provide the option to showcase which type of cars are currently available for immediate booking in the customers area. 2. Customer chooses the type of car according to his requirement but if that type is not available in the area, customer is made to wait for a long period of time.
Finding a captain (driver assignment)	Automatically assigns a captain(driver)	Multiple cancellations by the driver creates a lot of frustration for the customers.
Ride tracking	Customers can track their rides in real time	No option to share live tracking with friends and family
Pay for the ride	Customers can pay for the ride using the below options: 1. Careem Pay (Digital Wallet) 2. Cash 3. Debit / Credit Card	Samsung Pay integration not available as a payment option. This creates frustration for android, specifically Samsung users.
Rate the captain and ride experience	Customer is prompted with the rate the captain and ride experience every time the customer opens the Careem app (Only if a previous ride was completed)	Rate option is prompted aggressively for the previous ride when the customer opens the app, the customer may not recollect his experience if he is using the app after a long time.

Step 2 - Company Context (Mission, Revenue & Differentiators)

Careem - The everything app.

Particulars	Description
Mission	To simplify and improve the lives of people in the region and build an awesome organization that inspires.
Revenue streams	List of revenue streams: 1. Careem Plus subscriptions, in-app ads, and potential data monetization.

	2. Careem Rides: Ride commissions, Surge pricing, Waiting charges and Cancellation fees. 3. Delivery Services: Delivery commissions and Partnership fees. 4. Careem Pay: Service fees, foreign exchange conversion charges.
User Value	This app helps a user to travel from point A to B without any hassle to achieve positive customer satisfaction and provide a great riding experience.
Business Value	This app offers everything from food, clothing, electronics, medicines and payments, but the most valuable offering is believed to be the cab rides as Careem is technology driven and the most dominant in the MENA region.
Key differentiators VS Top competitors	Careem differentiates itself from its competitors by providing, localized services in the Middle East like Arabic language support, and adherence to local customs and regulations. Top competitors and their key differentiators: 1. UBER - Popular with the higher income group due to its global presence. 2. Bolt - Significantly lower fares compared to competitors, even during busy periods. 3. Blacklane: A premium service providing chauffeur-driven cars, ideal for business travelers.

Step 3 - Feature Reverse-Engineering

Feature	Problem it solves	How it works	Why it works
One step sign up	"I do not want to give too much personal information and fill a big application form just to book a cab"	Quick registration using Mobile Number + OTP or Google/Apple ID	For User: UI is customer friendly, customer satisfaction, positive response and appreciation for quick sign up. For Business: Increased customer acquisition.
Careem Pay	"I do not wish to add my credit/debit card info to the app for payments"	Customer can add a lumpsum amount to the Careem pay wallet	For User: Customer can pay hassle free using the digital wallet for all the app services like cab booking, food delivery, etc. For Business: Increased deposits.
All in one app	"I do not want to use one app for groceries, another for food delivery and 3rd app for sending money back home"	Careem app offers all these services in a single app	For User: Builds trust, Increases convenience for users. For Business: Increases time on app, increased number of daily usage.

Step 4: User Segmentation

Primary Segment	Sub-segments	Key needs / Use Cases	User Problems
Captains (Drivers)	Professional Drivers	I want to do my job to pick up customers and drop them I want to earn money	I always get connect to customers who are far away Before I can reach the customer, they cancel the ride
Daily Users (Locals/Expats)	Office Goers School Rides	Reliable and affordable daily transport	Cab rides are always expensive during office hours due surge pricing. Drivers keep cancelling the ride
Occasional Users (Locals/Expats/Tourists)	Weekend Users Working Professionals Short-Team Work	Convenient safe rides, Easy booking, transparent pricing. I want to book a cab as my car is	Confused by different pricing for different rides Lack of multiple language

	contracts Short-Term Visits/Vacation	in servicing I am on vacation and want to travel to the most iconic spots	support for travelers Difficulty explaining pickup points
--	--	---	---

Step 5 - Select the Top 2-3 Problem Hypotheses to focus on

Priority	Problem Hypothesis (Problem-only framing)	Why I picked it	Gut Confidence
P1	We believe the cab drivers struggle with connection to customers outside the area that they are in when there is low demand in that area because the app focuses on quick connection to customer requests, which often leads to ride cancellations.	Repeatedly reported by customers on app/play store reviews.	High
P1	We believe daily cab users struggles with surge pricing problems during office hours because huge number of booking happens at the same time, leading to customer dissatisfaction.	Repeatedly reported by customers on app/play store reviews.	High

Week 2 - Phase 2

Step 1: User Interviews + Surveys (Turning Conversations Into Evidence)

Conduct User Research: Conduct at least 3 user interviews and run a short survey (10+ responses if possible). Capture user quotes, frustrations, and behavior patterns.

1. Pick Your Segments

Based on Phase 1 analysis, following are the two segments linked to problem hypothesis:

- **Primary Segment: Daily Users (Office Goers / School Rides)**
 - The daily cab user struggles with surge pricing problems during office hours.
 - This group represents the high-frequency, retention-critical user base.
- **Secondary Segment: Captains (Professional Drivers)**
 - The cab drivers struggle with connection to customers outside the area that they are in, which often leads to ride cancellations.
 - Understanding their constraints is key to solving the customer's problem.

2. Write 1 Screener Question (for Primary Segment)

- In the last three months, have you used a ride-hailing app like Careem, Uber, or Bolt at least 15 times to travel during typical morning or evening rush hours between 7:00 AM to 10:00 AM or 5:00 PM to 8:00 PM?

3. Reach Out with a Simple Message

- **Direct DM (LinkedIn/WhatsApp) Template:**
Hi [Name], I'm doing a short research project on how people in Dubai manage their daily commute. Quick check: have you used a ride-hailing app at least 15 times during rush hours in the last three months? If yes, could you spare 20 minutes anytime in the next couple of days for a chat? I'll share a quick summary of my findings back. Thanks!

A. User Interviews (Script for Primary Segment)

Interview Section	Key Prompts	Purpose
-------------------	-------------	---------

Warm Up & Context Discovery (5 min)	1. Walk me through your typical daily commute to work or school. 2. When was the last time you used Careem or any other app for a routine rush-hour trip? 3. What are the common alternatives you consider if a cab isn't working out?	Understand the customer behavior and frequency of usage.
Open Story Probe (5-7 min)	1. Tell me about the last time you booked a ride during rush hour that didn't go smoothly. 2. Walk me through each step, from the moment you opened the app till the error or issue that you faced.	Understand the customer frustrations and the exact issue that they faced while booking a cab.
Pain Probe: Surge Pricing (5-7 min)	1. When you saw the final price, how did you feel? 2. How often would you say the price is significantly higher than you expect for your rush-hour trips? 3. What do you do when you see a price that you think is too high?	Understand the customer reaction and workaround behavior.
Pain Probe: Cancellations (5-7 min)	1. When you are waiting for a Captain, and they cancel, what do you do next? 2. Can you remember a specific instance where a driver cancelled and how that impacted your day?	Understand the customer frustration or mental state
Closing (2-3 min)	1. If you had a magic wand and could change one thing about your rush-hour ride experience, what would it be? 2. Do you know anyone else who also struggles with their daily ride-hailing commute?	Understand the customer priorities and get referrals.

B. Survey!

Questions:

- 1. Screener :** Have you used a ride-hailing app at least 15 times during rush hours (7-10 AM or 5-8 PM) in the last three months?
 - a. Options: Yes/No, If No, disqualify.
- 2. Frequency:** How often does the price of a rush-hour ride seem significantly higher, atleast 20% more than your expected, normal fare?
 - a. Options: Almost always, Frequently, Sometimes, Rarely, Never
- 3. Intensity:** How frustrating are unexpected driver cancellations during a rush-hour trip?
 - a. Options: Scale of 1-5, where 5 is extremely frustrating.

4. **Behavior:** When you see a price you consider too high, what is the most common action you take?
 - a. Options(Multiple choice): Switch to a competitor, Wait 5-10 minutes for the price to drop, Book it anyway, Take public transport.
5. **Prioritization:** If Careem could fix only one of these problems for you, which would it be?
 - a. Options: High prices during rush hour, Driver cancellations/long waits, Location inaccuracy.
6. **Open-ended:** What's the one thing most people don't understand about trying to get a ride in Dubai?

Step 2: SWOT Analysis

Quadrant	Evidence from user research	Insight
S (Strengths)	1. At the beginning of the month I add money to the Careem wallet, this helps me through the month to buy groceries, pay of cabs, etc.	Users frequently use the built-in digital wallet and are satisfied with the easy to use interface
W (Weaknesses)	2. Somedays its so bad that it take around 20 minutes only to book the ride.	Users complain about the delay in booking a ride during rush hour.
O (Opportunities)	3. If I had a magic wand and could fix one thing about my rush-hour experience, I would keep a fixed price from A area to B Area, this would help all the commuters like me budget accurately for our transport.	User recommends fixed pricing during rush hours.
T (Threats)	1. I prefer Uber, yes the price is higher than Careem but does not make me wait. Uber values my time.	User promotes competitor and expresses their satisfaction with the competitors service.

Step 3: Goal Setting

The goal is to link your chosen problem (Surge Pricing for Daily Users) to a measurable business metric.

- **User Problem:** Daily Users struggle with highly unpredictable and expensive surge pricing during office hours, leading to user dissatisfaction.
- **User Behavior:** High surge prices cause users to wait for the price to drop or switch to a competitor (SWOT Threat).
- **Business Impact:** Increased use of competitors leads to lower Retention of high-value Daily Users and lower Revenue from lost commission.

Goal Statement:

Primary goal is to solve the highly frustrating and unpredictable surge pricing problem to improve the retention rate of the Daily User (Office Goer) segment by 10%.

Step 4: Personas

Two lean personas created based on Phase 1 segments, with details focused on the Cab Rides offering.

Persona 1: Yusra - The Cost-Aware Daily Commuter

Detail	Description
--------	-------------

Identity Snapshot	Age 32, Marketing Manager, Lives in JLT, works in DIFC. Tagline: "I need to be on time, but I won't pay a premium every single day."
Goals / Motivations	Reliable, predictable travel time. Wants to budget accurately for her monthly commute.
Behaviors	Uses ride-hailing 4-5 times/week for work. Compares prices between 2-3 apps (Careem and Uber) before booking.
Frustrations (Pain Points)	"I check the price, see 60 AED, switch to another app, and then come back to Careem 5 minutes later hoping it's dropped."
Quote	"I don't mind paying a little more for comfort, but a 50% price jump every Tuesday morning is just too much."

Persona 2: Hassan - The Time-Sensitive Professional Captain

Detail	Description
Identity Snapshot	Age 45, Professional Driver, drives 10-12 hours a day. Tagline: "My time is money; every canceled ride is lost earnings."
Goals / Motivations	Maximize hourly earnings and minimize wasted time/fuel between rides.
Behaviors	Will cancel a ride if the pickup distance is too far compared to the expected payout for the trip. Relies on the app's auto-assignment.
Frustrations (Pain Points)	"I drive 10 minutes to pick up a customer and they cancel while I'm one minute away. The app should know where I am and only give me nearby rides."
Quote	"The customer cancels because I was late, but I was late because the last customer was too far. It's a never-ending cycle of wasted time and energy, not to forget the lost earnings."

Step 5: Problem Prioritization - Choosing Your P0

We will evaluate the two P1 hypotheses from Phase 1.

Problem & Priority	Population (P)	Intensity (I)	Frequency (F)	PIF Score	Alignment
Problem A (P0): Daily Users struggle with surge pricing during office hours	High (The entire daily commuting segment).	High (Causes stress, budget issues, and switching between multiple apps).	High (Occurs 5x a week during both rush hours, morning and evening).	High	Directly aligns with the Goal: Improve Retention for Daily Users.
Problem B (P1): Drivers cancel rides because they are connected to customers who are too far away	Medium (Affects all users who get cancelled on).	High (Ruins customer experience, makes them late).	Medium (Less frequent than surge, but high impact when it happens).	Medium-High	Secondary alignment. It's an Input that drives Problem A's Intensity (as cancellations lead to new bookings, increasing surge).

Problem A is selected as the P0 because it is a direct Revenue/Retention blocker for the highest-value segment (Daily Users) and directly aligns with the chosen business goal. The problem is a price predictability issue, not a price level issue.

P0 Problem Statement:

Daily Users (Office Goers) struggle with unpredictable and excessive surge pricing during rush hours, causing them to switch to competitors or abandon their trip, which results in a low retention rate for this critical

segment.

Week 3 - Phase 3

Step 1: Brainstorm Solutions (Diverge)

The root cause of the problem statement is the user's perception of unfair and unpredictable pricing.

We require solutions that either reduce the perceived volatility or add overwhelming value to justify the price.

Technique Used: Root-Cause & "How Might We" Analysis

Root Cause	"How Might We" Questions
Volatile, Unpredictable Pricing	How might we give the Daily User price certainty and budget control?
High Cost relative to Competitors	How might we add unique value to the Careem ride that makes the rush-hour price feel worth it over the competition?
User Frustration from Wait Times	How might we reward user commitment to Careem and reduce the perception of wasted time during rush hour?

Solution Brainstorming Table (15 Ideas)

Solution	Short Description	Key Assumption	Category
1. Rush Hour Commit (The PO Fix)	Offer a discounted, fixed price ride if the user commits to booking at least 3 rush-hour trips a week. Price is locked for the week.	Daily Users value predictability over lowest possible price.	High Confidence
2. Price Promise Badge	A small badge on the booking screen that shows the maximum surge multiplier, assuring the user it won't go higher.	Knowing the ceiling price reduces anxiety and fear of "being ripped off."	High Confidence
3. Careem MaxPass	A monthly subscription (higher than Careem Plus) that guarantees 5 rush-hour rides a week with zero surge pricing.	Users will pay a predictable premium for complete surge removal.	High Confidence
4. Wait & Save Timer	When surge is high, offer a clear countdown showing the exact minute the price is projected to drop (e.g., "Price estimate drops by 15% in 4 min 30 sec").	Users prefer control and accurate information over immediate booking.	Low Confidence
5. Shared Rush Ride (Micro-Bus)	A subsidized pooling service for fixed-route "Office Corridors" (e.g., JLT to DIFC) during rush hour, with a much lower, fixed price.	Enough Daily Users share similar routes to make a pooling model efficient.	Low Confidence
6. Loyalty Point Surge Offset	Allow users to use saved Careem Points only to cover the surge portion of a rush-hour ride's cost.	A feeling of "using their own money" makes the surge cost psychologically less painful.	High Confidence

7. Captain "Near Me" Map	During high surge, show the user where the 3 nearest Captains are waiting to build supply-side confidence.	Surge anxiety is tied to the fear of no availability; showing supply eases fear.	Low Confidence
8. Rush Hour Guarantee	Careem promises a 5 AED credit if the Captain cancels a rush-hour ride, acknowledging the high cost of user time.	A small credit validates the user's frustration, improving emotional response.	Low Confidence
9. Corporate Commute Hubs	Partner with major Dubai towers to designate "Careem Hubs" that offer a fixed price from the hub, reducing captain pickup time.	Reducing driver friction (Problem B) stabilizes price for customers.	Low Confidence
10. Post-Booking Price Audit	If the actual trip time is significantly faster than the algorithm predicted, refund the user a small portion of the fare.	Fairness in the post-transaction experience builds long-term trust.	Moonshot
11. Captain "Heat Map" Integration	Display a simple "Demand Level" color-coded on the map (Green=Low, Red=High Surge) <i>before</i> the user inputs the destination.	Proactive transparency manages expectations before price shock occurs.	High Confidence
12. Subscription "Pause" Credit	If a Daily User cancels their weekly/monthly subscription commitment, give them a redeemable credit for use on a food/delivery order.	Retaining the user within the broader Everything App ecosystem is the priority	Low Confidence
13. Auto-Switch to Taxi	If the estimated Careem ride is >20% higher than the local Taxi rate, a pop-up suggests booking a local taxi (as an alternative service which is provided within the same app called Halla cabs).	Self-cannibalization earns trust by being a "non-predatory" app.	Moonshot
14. Multi-Stop Discount	Offer a guaranteed discount on the final price if a Daily User's rush-hour trip requires 2 or more stops (e.g., dropping off kids/colleagues).	Rewards an important multi-purpose use case for the high-value segment.	Low Confidence
15. Comfort Guarantee	For Executive/Max (Premium segment bookings) rides booked during rush hour, guarantee the car is less than 3 years old, justifying the higher cost with a superior product.	Value for money must be tied to a tangible benefit, not just time saving.	High Confidence

Step 2: Prioritize Smartly (From Possibility to Focus)

RICE framework (Reach, Impact, Confidence, Effort) used to prioritize the goal to improve the retention rate of the Daily User segment.

Solution	Reach (1-3)	Impact (1-3)	Confidence (1-3)	Effort (1-3)	RICE Score (R*I*C/E)	Reasoning
----------	-------------	--------------	------------------	--------------	----------------------	-----------

1. Rush Hour Commit	3	3	3	2	13.5(#2)	Top retention driver. Directly addresses predictability issue.
3. Careem MaxPass	2	3	2	3	4	Strong solution, but high effort for a smaller segment.
6. Loyalty Point Offset	3	2	3	1	18(#1)	Quick win. Low effort, leverages existing loyalty to smooth high price pain.
7. Captain "Near Me" Map	3	1	1	2	1.5	Addresses supply, not the core pricing issue.
11. Heat Map Integration	3	2	3	1	18(#1)	Quick win. Low effort, manages expectation, reducing price shock.
15. Comfort Guarantee	2	2	3	2	6	Justifies the price, but only for the higher-end Executive rides.

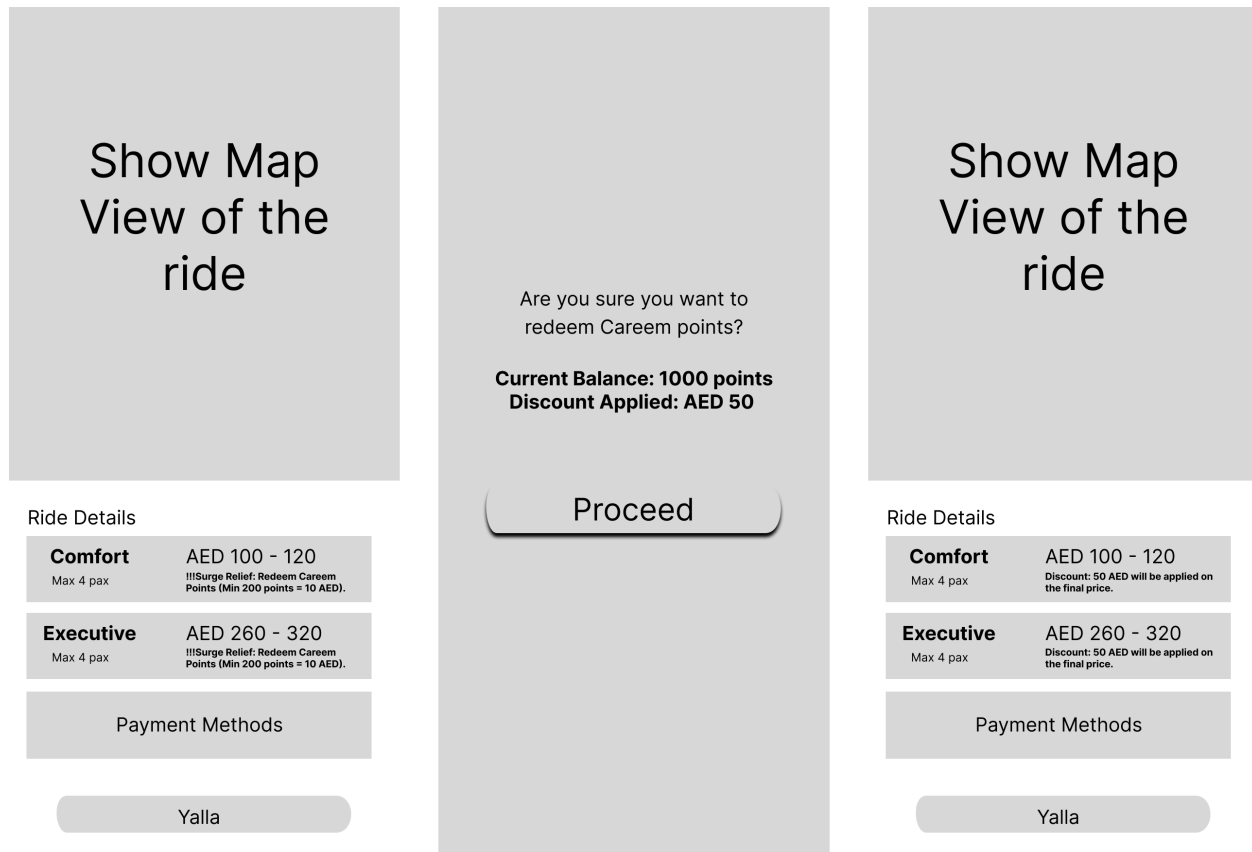
Top 3 Prioritized Solutions

1. Loyalty Point Surge Offset (Quick Win/High Confidence): Allows users to use existing Careem Pay points to cover the surge portion of their rush-hour ride.
2. Rush Hour Commit (Core P0 Fix/High Confidence): A weekly commitment plan that offers a guaranteed, fixed price for a specific number of rush-hour rides.
3. Captain Heat Map Integration (Transparency Quick Win): Displaying a simple color-coded map layer showing high-demand/surge areas *before* the user commits to a booking.

Step 3: Wireframe Your Top Ideas

Wireframe 1: Loyalty Point Surge Offset (Checkout Screen)

Goal: Provide an immediate, low-friction option to redeem Careem points instantly and mitigate the surge price shock.



Wireframe 2: Rush Hour Commit (Scheduling Flow)

Goal: Drive commitment and retention by offering a guaranteed, predictable price, addressing the core P0 problem.

Show Map
View of the
ride

Ride Details

Comfort

Max 4 pax

AED 100 - 120

!!!Surge Relief: Redeem Careem
Points (Min 200 points = 10 AED).

Executive

Max 4 pax

AED 260 - 320

!!!Surge Relief: Redeem Careem
Points (Min 200 points = 10 AED).

Schedule Weekly Rides

Get guaranteed fixed price on scheduling weekly rides (Minimum
3 days a week)

Yalla

Monday	Date	Time
Tuesday	Date	Time
Wednesday	Date	Time
Thursday	Date	Time
Friday	Date	Time
Saturday	Date	Time
Sunday	Date	Time

**FIXED PRICE!!! We will
charge to AED 200 per
ride, click proceed to pay**

Proceed