

Step 1: User Interviews + Surveys

Interviewee 1 - Ubaydulla (Product Owner), 27 years old, single, from Tashkent

Why:

Uses Yandex Taxi for **commuting** to save time and doesn't want any challenges like going outside to look for a taxi, negotiating the price, explaining where to go, etc., and for **leisure purposes**

Frequency:

2 - 3 times per week

Do we have other alternatives & why not them:

Alternatives: Uklon, Fasten (slightly cheaper than Yandex Taxi)

It is better to use Yandex Taxi than save 2 or 3K per ride.

Uklon and Fasten drivers are more polite and professional, and they have new cars.

Actual Workflow:

Desire (being late) → Opens Yandex Go → Sees the location search bar (with suggestions for the most frequent destinations) → Selects the location → Direct confirmation on the map with service class suggestions (Service classes with price and EAT for each) → Card Payment → Selects Comfort Service → Driver Matching (EAT a bit longer, 6-7 mins) → Checks (car model, color, number) → Pickup → Instant Money Withdrawal → Finish → No Review

Unexpected Insights:

1. Why card payment over cash →

In many cases, drivers don't return the change, and riders end up wandering around to break their note, or are left without receiving the change.

2. Why comfort class service over standard →

In standard service classes, users often receive old and broken cars, as well as drivers with notorious behaviors. (8-9/10)

3. In comfort class, drivers don't turn on air conditioning (It's a must) and sometimes ask whether to turn it on → user never asks to turn it on (feels uncomfortable to ask but angry and says driver must turn on air conditioning all the time)

4. Problem with not selecting the exact destination while requesting a ride → Yandex often suggests improper routes even though there are other better options, and drivers blindly follow them → Why? There are a lot of drivers from other states who don't know the city streets well → Why? Higher pay rates in the capital. (3-4/10)

5. Driver gets a ride, but doesn't move → Leads to cancellation (3-4/10)

6. Did not find the support service when needed

Emotional Moments:

Got Annoyed – The driver accepts the ride but does not move while the user is waiting, and after losing several minutes, cancels the ride.

Regrets the time spent on the trip – the driver shows improper behavior, talks a lot of nonsense, talks on the phone, smokes without asking permission in standard class service.

Worries about payment failure

Hypothesis Check:

Hypothesis 1: Not mentioned

Hypothesis 2: Rejected – mentioned pickup and dropoff stops are accurate

Hypothesis 3: Supported – Yandex often suggests improper routes even though there are other better options, and drivers blindly follow them → Why? There are a lot of drivers from other states who don't know the city streets well → Why? Higher pay rates in the capital.

New Questions to explore:

Is the standard class experience horrible? If so, why?

Is ride cancellation by the user due to unmoving cars standard?

Interviewee 2 - Ismoil (Financial Analyst), 25 years old, single, Tashkent

Why:

From home to the airport or train station, from office to different locations

Frequency:

1-2 times a week

Do we have other alternatives & why not them:

MyTaxi → Why only Yandex Taxi → The User is constantly keeping track of time and expects the car to come to the pickup spot within 5 - 10 minutes from the request time

Actual Workflow:

Desire → Locate dropoff spot in map manually - as he knows the map better → checks the price of the ride → comfort → pickup → dropoff → usually no review if bad experience.

Unexpected Insights:

1. Price is the main factor why he's not using Yandex Taxi as a primary mode of transportation for commuting. → Why? The difference in the duration of the ride by public transport and by Yandex Taxi is not much higher due to traffic, while the price difference is almost tenfold
2. Sometimes the price goes up 2-3 times the usual price, and users abandon the app for other alternatives
3. Subconsciously orders a comfort class ride and expects a better car with a comfort experience - but often receives the vehicles that belong to start
4. It can be sometimes dangerous → there are more novice drivers and bad condition cars

Emotional Moments:

1. Confident → Yandex Taxi has the best Car matching and EAT
2. I feel like they don't trust me. It's unfair → Users are charged at the start of rides when using a card, rather than at the finish of the trip. He mentioned that you pay at the end of the ride if the payment method is a card.
3. Dissatisfied → receiving a low-class experience when requesting a comfort class ride

Hypothesis Check:

Hypothesis 1: No evidence

Hypothesis 2: Rejected → it works okay - he likes to locate the dropoff spot on the map

Hypothesis 3: Supports → Novice drivers usually follow the exact routes suggested by Yandex

Hypothesis 4 (from previous interview): supports → usually has a bad experience with standard class rides and experiences the same when requesting a comfort class ride

New Questions to explore:

Is high price the primary factor for users?

Interviewee 3 - Shakhzod (Software Engineer), 27 years old, Married (wife and children), Tashkent

Why:

Going out with family when using public transport is inconvenient; it's a commute.

Frequency:

At least 3-4 times a week; sometimes even 3-4 times a day

Do we have other alternatives & why not them:

In comparison with other options (Uklon and MyTaxi), it is easier to get matched with a driver. Additionally, there are more conveniences, such as requesting a ride.

Actual Workflow:

Desire (to go somewhere) → Most frequent locations suggested by the app →

Before selecting any service class, check for the price, keeping in mind what time of the day - peak hours, weather conditions, and check for the cashback balance that can be used →

Checks for the payment method - always uses the card payment (the same reason as Interviewee 1 provided) →

Selecting the service class → Observing whether a driver turns on the waiting mode without arriving at the pickup spot & arriving at the correct pickup spot → during the drive, he observes the driver's behavior and cleanliness of the interior of the car

Unexpected Insights:

1. Comparing the ride duration time of Yandex Taxi with Public Transport via Navigator service within the app - which one is faster (there is a vast difference in price, though)
2. After matching with the driver → checks for the type of car, which state it belongs to, driver's age, and gender. → The safety of the family during the ride is of utmost importance
3. Turning on the waiting mode 10 minutes before the arrival time, taking the screenshot, and showing it to the driver. The driver responded that he didn't know much about the app's features.
4. Checks for drivers' age, gender, rating, and how many rides commuted within the year → if the driver is young, or has a low rating, or is a new enrollee, he/she don't know much about the app's features, code of conduct, and cause unexpected troubles

5. An app sometimes feels more complex due to the inclusion of many services in one super app
6. First, check the Yandex Taxi for the EAT and price; if it satisfies, no need to check other apps
7. Unexpected promotions and spam after the new service

Emotional Moments:

1. It irritates me, and one of the drawbacks → when the driver turns on the waiting mode without arriving to the pickup spot or stops at the incorrect pickup spot.
2. It reduces performance and lowers the mood → when the driver turned on the waiting mode without arrival at the pickup spot, and it charged him extra money, and the driver could not handle the situation.
3. Hates if the driver speaks on the phone, smokes, and the car interior is dirty → usually shares the ride with family (has minor children)
4. Hates when the driver talks about nonsense or a lot
5. Happy → There are a lot of drivers and easy car matching
6. Satisfied with the support service → fast and helpful, more inclined to satisfy clients

Hypothesis Check:

Hypothesis 1: Supports → Turning on the waiting mode 10 minutes before the arrival time, taking the screenshot, and showing it to the driver. The driver responded that he didn't know much about the app's features.

It reduced performance and lowered mood when they turned on the waiting mode without arriving at the pickup spot, and he was charged extra money. The driver could not handle the situation.

Hypothesis 2: No evidence

Hypothesis 3: No evidence

New Questions to explore:

Are notifications really problem?

Interviewee 4 - Marifat (Account Manager), 34 years old, Married (husband and children), Bukhara

Why:

For going to the airport and the rail station, the primary mode of transportation in other cities, commuting for children

Frequency:

Used to everyday → now looking for alternatives

Do we have other alternatives & why not them:

Coco Taxi, 1164 → more polite and trained drivers, cheaper rides → recommended by other users who had abandoned the service.

Actual Workflow:**Unexpected Insights:**

1. Uses the comfort class taxi service → the drivers in this class are usually polite and don't talk much nonsense, the car interior is clean, and the service is safe in comparison to the start class service.
2. Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested a standard class service, and it found a ride with an arrival time like half of the previous
3. Comfort class is too pricey → sometimes price surges even 2-3 times the original price
4. Many drivers don't want to accept the ride or cancel the ride when the payment option is set to card
5. Drivers often turn on the waiting mode without arriving at the pickup spot, and the paid waiting time starts when they arrive, causing an extra charge for her
6. Sometimes Yandex suggest some routes as best or fastest ones, when there are other better alternatives and drivers only go with suggested ones.

Emotional Moments:

1. Got angry and felt like being lied to → when the user requested the fastest option (search for two classes simultaneously, standard + comfort), it usually got a comfort class ride with a higher arrival time and price → canceled the ride and requested a standard class service and found rides cheaper and arrival time relatively shorter.
2. Happy that payment options are flexible → uses the card payment

3. Go annoyed → driver changed the payment option from card to cash and ignored her explanations that she did not have enough cash → she had to go home and bring cash
4. Loses temper → when the driver turns on the waiting mode without arriving at the pickup spot
5. Very satisfied with customer support – resolves all issues on time

Hypothesis Check:

Hypothesis 1: Supports → Drivers often turn on the waiting mode without arriving at the pickup spot, and the paid waiting time starts when they arrive, causing an extra charge for her

Hypothesis 2: No evidence

Hypothesis 3: Supports → Sometimes Yandex suggests some routes as best or fastest ones, when there are other better alternatives, and drivers only go with the suggested ones.

New Questions to explore:

Do drivers change the payment options?

B. Survey!

Survey (English): <https://forms.gle/y6GTeMHnhJAx9eLe6>

Survey (Uzbek): <https://forms.gle/15GCM41pU727sivZA>

30 responses were received in total

Which of the following do you find most frustrating when using Yandex Go? (Select up to 3)

- Drivers frequently activate waiting mode before arriving at the pickup location 57%
- Users are compelled to cancel rides due to various driver-related issues. 34%
- When requesting a ride in the Comfort class, some cars appear as if they belong to the Start class 32 %

If Yandex Go could fix only one issue, which would make the most significant positive difference for you?

- When requesting a ride in the Comfort class, some cars appear as if they belong to the Start class → 20.0%
- Drivers frequently activate waiting mode before arriving at the pickup location → 17.7%
- Selecting the Fastest option can still result in a more distant vehicle with longer wait times → 16.7%

What's one thing about Yandex Go that you think most people don't understand or find confusing?

Top 3

Waiting time is too long.

Price

Behaviour of the driver and the car condition at the start of the service class

Step 2: SWOT Analysis

Strength:

Fast driver matching: "I'm confident that Yandex has the best car matching."

Flexible payment options: "I always use a card for payment."

Accurate selection of locations: "I select the locations on the map"; "go with the most frequent destination options from the list"

Fast support service "Resolves all issues on time"

Weaknesses:

"Loses temper → when the driver turns on the waiting mode without arriving at the pickup spot"

"Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested a standard class service, and it found a ride with an arrival time that was half of the previous one."

Opportunities:

"Dissatisfied → receiving a low-class experience when requesting a comfort class ride"

"Waiting time is too long."

Threats:

More qualified drivers and new cars attracted by competitors → "Uklon and MyTaxi drivers are more polite and professional and have new cars."

Relatively lower price offered by competitors: "more polite and trained drivers, cheaper rides → recommended by other users who had abandoned the service."; "slightly cheaper than"

Step 3: Goal Setting - Linking User Pain to Business Impact

Solve early wait-time charges to improve the retention rate of riders who commute.

Solve the class matching criteria to improve the retention rate of riders who commute.

Step 4: Personas - Bringing Users to Life

Persona 1

Name: Nodir

Short Tagline: Always schedules ahead of time

Age: 26

Role: Product Manager

Location: Tashkent

Goals / Motivations: The User is constantly keeping track of time and expects the car to come to the pickup spot within 5 - 10 minutes from the request time

Behaviours: Request rides for commuting or meetings → Selects comfort class service → Wants a peaceful and fast ride.

Frustrations (Pain Points):

1. Drivers frequently activate waiting mode before arriving at the pickup location.

2. “Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested a standard class service, and it found a ride with an arrival time that was half of the previous one.

3. Problem with not selecting the exact destination while requesting a ride → Yandex often suggests improper routes even though there are other better options, and drivers blindly follow them

4. Users are compelled to cancel rides due to various driver-related issues. 34%

Persona 2

Name: Mokhira

Short Tagline: Working professional with family

Age: 30

Role: Consultant

Location: Tashkent

Goals / Motivations: Travel with family

Behaviours: Select the comfort class ride - safety and driver behaviour are on utmost importance

Frustrations (Pain Points):

1. Dissatisfied → receiving a low-class experience when requesting a comfort class ride

2. "Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested a standard class service, and it found a ride with an arrival time that was half of the previous one.

3. Go annoyed → driver changed the payment option from card to cash and ignored her explanations that she did not have enough cash → she had to go home and bring cash

4. Behavior of the driver

Step 5: Problem Prioritization - Choosing Your P0

Riders frequently experience frustration when drivers mark themselves as “arrived” before reaching the pickup location. This prematurely triggers paid wait time, resulting in unfair extra charges. Such experiences erode trust, drive users to competitors offering more transparent pricing, and negatively impact customer retention.

Why this matters:

Most frequent user problem:

57% of respondents highlighted that drivers **activate waiting mode before actually arriving** at the pickup location. This prematurely starts paid wait time, creating a sense of unfairness.

Most wanted fix:

17.7% of riders explicitly stated that resolving **fake driver arrivals** would have the **biggest positive impact** on their experience.

Additional user signals:

Respondents also reported **pricing concerns** (e.g., unclear charges, lack of cashback) and **extended wait times**, reinforcing that **fairness and transparency** are core to rider trust.

Additional resources:

[https://www.linkedin.com/feed/update/urn:li:ugcPost:7376615754558947329/?commentUrn=urn%3Ali%3Acomment%3A\(ugcPost%3A7376615754558947329%2C7376696754085384192\)&dashCommentUrn=urn%3Ali%3Afsd_comment%3A\(7376696754085384192%2Curn%3Ali%3AugcPost%3A7376615754558947329\)](https://www.linkedin.com/feed/update/urn:li:ugcPost:7376615754558947329/?commentUrn=urn%3Ali%3Acomment%3A(ugcPost%3A7376615754558947329%2C7376696754085384192)&dashCommentUrn=urn%3Ali%3Afsd_comment%3A(7376696754085384192%2Curn%3Ali%3AugcPost%3A7376615754558947329))